
**Meeting Announcement and Agenda
Special Meeting of the Cambridge City Council
City Hall Council Chambers – November 2, 2015 at 11:00 am**

AGENDA

1. Call to Order
2. Approval of Agenda (p. 1)
3. Long Range Plan and 2016 Levy
 - A. Legal Budget and Detachment Proceeding (verbal)
 - B. Proposed Changes to Long Range Plan (p. 5)
 - C. 2016 Levy and Draft of 2016 Budget (p. 5)
 - D. Review levy requirements for future years and discuss plans to control levy increases (p. 5)
4. Water-Wastewater Utility Rates for 2016 (p. 27)

**Meeting Announcement and Agenda
Cambridge City Council - City Hall Council Chambers
Regular Meeting, Monday, November 2, 2015
3:00 pm**

Members of the audience are encouraged to follow the agenda. Copies of the agenda are on the table outside the Council Chambers door. When addressing the Council, please state your name and address for the official record.

AGENDA

1. Call to Order
2. Pledge of Allegiance
3. Approval of Agenda (p. 1)
4. Consent Agenda Approvals
 - A. Regular and Summary City Council Minutes for October 19, 2015 (p. 5)
 - B. Draft financial statements for September 2015 (p. 12)
 - C. Tobacco License for Scott Frayn dba Cambridge Fuel, Inc., 4000 Main Street South for November 15, 2015 – December 31, 2016 (p. 74)
 - D. Airport Fly-In for June 19, 2016 (p. 75)
 - E. Contract for Snow Removal for Northbound Liquor, Bridge Park, and other miscellaneous snow removal (p. 76)

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- F. Resolution R15-067 Opposing Detachment Petition from West Oaks Subdivision (p. 82)
 - G. Donation of old minutes books to the Isanti County Historical Society (p. 83)
 - H. Hire Dianna Mortenson, Part-Time Liquor Store Clerk, Northbound Liquor, Grade 2/ Step 2, \$9.77 per hour effective November 3, 2015 (p. 84)
 - I. Resolution R15-072 Calling for a Public Hearing date on a Proposed Modification to the Development Program for Development District No 6 and Proposed Establishment of a Tax Increment Financing District No 6-17 December 21, 2012 (p. 85)
 - J. Resolution R15-069, Authorizing Amendment of 2015 General Fund Budget (p. 87)
 - K. Resolution R15-070, Authorizing Amendment of 2015 Capital Fund Budget (p. 100)
 - L. Resolution R15-071, Authorizing Inter-fund Transfers (p. 103)
5. Work Session
- A. Presentation of Veterans Plaque to American Legion (verbal)
 - B. Bike Isanti County Committee to discuss their mission and group goals-Barry Wendorf (verbal)
 - C. Presentation of 2014 Water Fluoridation Quality Award (p. 105)
6. Unfinished Business
7. New Business
- A. City of Cambridge Emergency Operations Plan (p. 107)
 - B. Letter of Commitment from City Council to the Minnesota Design Team (p. 272)
 - C. Courtesy Car at the Cambridge Municipal Airport (p. 273)
 - D. Proposals for Farming on Property Surrounding Sandquist Park (p. 276)
 - E. Appoint Sean Okerlund as Cambridge Fire Chief for January 1, 2016 through December 31, 2017 (p. 280)
 - F. Yuasa Japan delegation visit (verbal from Councilmember Morin)
8. Mayor's Report
9. Councilmembers' Concerns – Committee Reports
- A. Allina Community Engagement Council (verbal)
 - B. Aquatics Center Task Force (p. 281)
 - C. Community Education Advisory Council (verbal)
 - D. Cambridge Downtown Task Force (verbal)
 - E. Cambridge Fire Department (p. 283)
 - F. Cambridge Public Library Task Force (p. 286)
 - G. East Central Regional Development Commission (p. 291)
 - H. Heartland Express Transportation Advisory Committee (TAC) (p. 321)
 - I. Isanti County Initiative on Collaboration, Leadership, and Efficiency (ICICLE) (verbal)
 - J. Isanti County EDA (p. 333)
 - K. North Highway 65 Corridor Coalition (p. 352)
 - L. Planning Commission – Approve Meeting Minutes from October 6, 2015 Meeting (p. 353)
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- M. Toward Zero Death (TZD) (verbal)
- N. Sister City Committee (verbal)
- 11. City Administrator's Report
- 12. Adjourn

Notice to the hearing impaired: Upon request to City staff, assisted hearing devices are available for public use.

Accommodations for wheelchair access, Braille, large print, etc. can be made by calling City Hall at 763-689-3211 at least three days prior to the meeting.

Unless otherwise noted, all meetings are at City Hall in Council Chambers

Upcoming Meetings

<u>Date</u>	<u>Time</u>	<u>Description</u>
Nov 3	7:00 pm	Planning Commission Meeting
Nov 4	12:00 pm	Toward Zero Death (TZD) Committee
Nov 9	4:00 pm	Library Task Force Meeting
Nov 9	6:30 pm	Aquatics Center Task Force
Nov 9	9:00 am	ICICLE Meeting (Isanti County Government Center Training Room)
Nov 10	4:00 pm	Allina Community Engagement Council (CMC Board Room)
Nov 10	7:00 pm	Cambridge Parks, Trails and Recreation Commission
Nov 11	All Day	Veteran's Day – City Offices Closed
Nov 12	7:30 am	Cambridge College Advisory Committee Meeting (ARCC room F107)
Nov 16	6:00 pm	City Council Meeting

Upcoming Events

<u>Date</u>	<u>Time</u>	<u>Description</u>
Nov 21	4:00-8:00 pm	Chili Feed – American Janes
Nov 21	6:00 pm	Snowflake Parade

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**SUMMARY PUBLICATION OF THE PROCEEDINGS OF THE
CAMBRIDGE CITY COUNCIL**

The complete minutes are available for public inspection at the office of the City Administrator, 300 – 3rd Ave. NE, Cambridge, Minnesota.

**Regular City Council Meeting
October 19, 2015**

Members Present: Mayor Marlys Palmer, Council Members Joe M... Tiffany Kafer, Lisa Iverson, and Howard Lewis

- Meeting was called to order at 6:01 pm. Agenda and consent agenda were approved.
- A citizen spoke on her concerns regarding a Resolution the Council was considering that would request the Federal government to make changes to Federal law by declaring violence against police officers a hate crime.
- Council heard a presentation from Keshika D. Saram on his findings related to the upcoming Minnesota Design Team visit in the spring of 2016.
- Council heard an update regarding the Downtown Task Force.
- Approved Resolution R15-064 Ordering Improvements and Preparation of Plans for the 2016 Street Improvements, Resolution R15-065 Adopt the Assessments for the 2016 Street Improvement Project, and approved the engineering services proposal submitted by SEH, Inc.
- Approved Resolution R15-066 A Resolution in support of Law Enforcement.
- Approved funding up to \$600 for the Ski Club's insurance contingent upon the Ski Club raising matching funds of \$600.
- Denied the request to send a letter of Intent for the Cambridge-Isanti Bike/Walk Trail Extension.
- Council entered in closed session at 9:08 pm and reconvened into open session at 9:45 pm. Council authorized staff to bid per an amount authorized by the Central Minnesota Housing Partnership Group for parcels 15.175.0150, 15.175.0160, and 15.175.0170 at the Isanti County Tax Forfeited property auction on Friday, October 23, 2015.
- Adjourned at 9:48 pm.

**Cambridge City Council Meeting Minutes
Monday, September 21, 2015**

A regular meeting of the Cambridge City Council was held on Monday, September 21, 2015, at Cambridge City Hall Council Chambers, 300 3rd Avenue NE, Cambridge, Minnesota, 55008.

Members Present: Mayor Marlys Palmer; Council Members, Joe Morin, Lisa Iverson, and Howard Lewis

Members Absent: Tiffany Kafer

Staff Present: City Administrator Lynda Woulfe, Economic Development Director Stan Gustafson, City Planner Marcia Westover, City Engineer Todd Blank

Call to Order & Pledge of Allegiance

Palmer called the meeting to order at 6:00 pm and led the public in the Pledge of Allegiance.

Citizens Forum

No public addressed the City Council.

Approval of the Agenda

Lewis added "Clarification" to Council Concerns. Morin moved, seconded by Iverson, to approve the agenda as amended. Motion carried 4/0.

Consent Agenda

Iverson moved, seconded by Lewis, to approve consent agenda Items A through H:

- A. September 8, 2015 regular and summary Council minutes
- B. Approve warrants #100451 - #100732 and ACH/Wire items totaling \$1,427,157.67
- C. Approve Resolution R15-056 Certifying Delinquent Municipal Charges to Tax Roll
- D. Ordinance 620 – Amending Title IX General Regulations, Chapter 95 Animals
- E. Street Closure Request for Snowflake Parade – November 21, 2015
- F. Resolution R15-057 Authorization to Execute Minnesota Department of Transportation Grant Agreement for Airport Improvement Excluding Land Acquisition)
- G. Approve amended lease with new name change for Evolve Missions (formerly New Beginnings Church)
- H. Approve Resolution R15-058 Application for Payment #5 from R.L. Larson for 2015 Street Improvements

Upon call of the roll, Lewis, Palmer, Iverson and Morin voted aye, no nays. Motion carried 4/0.

Work Session

Two Cities, One Community Event Update

Westover updated Council on the planning of the event and noted the timeline of happenings for the day.

Proclamation for Manufacturers' Week October 1 – 10, 2015

Mayor Palmer proclaimed October 1 – 10, 2015 as Manufacturers' Week.

Unfinished Business

Request for Additional Funds for the Cambridge Ambassador Float

Laurie Solle explained the cost to fix and improve the Cambridge Ambassador Float exceeded their \$5,000 budget. Solle requested the Council fund the additional \$1,650 that it cost to construct the float. Council thanked Solle for providing a solid Ambassador program and noted the Ambassadors represent and market the City of Cambridge.

Lewis asked if it would be appropriate to table the discussion until they can get an opinion from the Finance Director as to where this money would fit into the budget. Morin moved, seconded by Iverson to approve funding the additional \$1,650 for the float. Motion passed 4/0.

Rural Service District Request – Greg & Julia Anderson

Julia and Greg Anderson stated they were there to help understand why Council decided to deny their request for a rural servicing district. Squires explained the statute and noted the statute does not define what rural means. Squires stated a rural service district is typical where the city is divided between urban and rural/undeveloped areas.

The Anderson's stated they will be looking at detachment and began to question the Council. Squires and Palmer requested a brief Council recess to confer on the issue. The meeting reconvened and Squires advised against the Council answering questions because this was not a detachment hearing.

The Anderson's stated they felt they did not have the same services as those areas that are located in town. Julia Anderson asked if the citizens present can testify since they are all located in the same general area.

Palmer stated she would not allow testimony. Squires explained this is the third time this issue has been before the City Council and the statute does not contain a formal hearing process for this consideration and it was no necessary for the Council to reopen the process because they have already made the decision to deny the request.

Mrs. Anderson explained she is discouraged to hear that Council will not allow testimony because the citizens present have valuable information that may differ from her testimony.

Vince Charles expressed his disagreement to not allow testimony. Squires explained there would have been opportunity for testimony when the issue was discussed the first or second time when the Council ultimately made a decision.

Mrs. Anderson stated she made staff aware that there would be several residents that would be in attendance and that wished to address the City Council on the issue. Woulfe stated she was aware that it was possible for residents to attend the meeting, but ultimately it is at the discretion of the chair to allow testimony when there is no public hearing.

Palmer stated she would allow testimony but residents must keep their testimony to 3 minutes each.

Vincent Charles of 2560 28th Ave SW, Cambridge stated the township provides the same services the City is providing at a fraction of the cost. Charles voiced concern over how much police patrol the area receives. Charles noted although the development is platted, there are several platted areas that are rural. Charles explained initially, the City felt water and sewer would be available sooner than it appears so they are seeking detachment.

George Cannon of 2380 28th Ave SW, Cambridge explained he moved here 15 years ago and came from Fridley. Cannon explained they wanted to know what their taxes would be so they went across the street and checked on what they were paying in taxes. Cannon explained they were paying approximately \$1,100 per year and didn't understand once he moved in why the cost was substantially higher. Cannon expressed concern that they are paying the same taxes and do not have sidewalks and have to pay for City utilities when they do not have utilities. Woulfe explained no tax dollars are expended for sewer and water as this is from an enterprise fund.

Marian Belinski of 2421 Spirit River Dr S, Cambridge explained she is a parent and takes her children out for walks and there is no place to take them. Belinski voiced concern that people drive very fast and speed by her house and they have to pay for their own pest control.

Christopher Filetti of 2503 Spirit River Dr S, Cambridge stated he moved to Cambridge 6 years ago and has concerns with the drag racing that occurs on County Road 70 and lack of patrol and voiced concern regarding how much he pays in taxes and the tax increases that have occurred since 2009.

Council thanked the public for their input.

Approve First Amendment for Summit Senior Communities, LLC

Gustafson explained Summit Senior Communities is requesting an extension to the Contract for Private Development due to construction material delay. Gustafson stated they are requesting a start date of April 30, 2016 with a completion date of April 30, 2017.

Lewis moved, seconded by Iverson to approve a one year extension for the First Amendment to the Contract for Private Development with Summit Senior Communities, LLC as presented contingent on City Attorney approval of all agreements and authorize the Mayor and City Administrator to execute the necessary agreements. Motion passed 4/0.

New Business

Request from Cambridge Citizen – “In God We Trust”

Larry Bacon of 3070 Ivy St S, Cambridge explained the mission of In God We Trust – America, Inc. and that it is a patriotic campaign to proudly and prominently display the nation’s motto, “In God We Trust”, in the chamber where the Council conducts the people’s business. Bacon noted he walked around and spoke with citizens at the Customer Appreciation Event and received 60 signatures in support of the display.

Lewis moved, seconded by Iverson to adopt a resolution similar to one located in the Council Packet supporting and displaying the national motto “In God We Trust” in the Council Chambers.

Palmer explained she would like more time to discuss this with residents of Cambridge. Palmer confirmed Bacon intends to approach the Isanti County Board and School District.

Lewis stated when he saw this item on the agenda, he made a special attempt to reach out to people and they were supportive. Lewis noted he felt the City shouldn’t pay for it the display and Bacon stated he would raise funds if necessary. Iverson and Morin stated they are in support.

Palmer clarified the reason to have this displayed would be for historical and patriotic purposes. Squires summarized his opinion that indicated there have been challenges but they have not been successful because the reason for the display is for a historical and patriotic purpose.

Lewis called the question with Morin seconding it. Motion to call the question carried 4/0.

Mayor Palmer called for a roll call vote on the original motion. Upon call of the roll Lewis, Iverson and Morin voted aye and Palmer voted nay. Motion carried 3/1.

Public Hearing – Approve Property Tax Abatement

Resolution R15-059 Approving a Property Tax Abatement for Team-Motek Industries to Assist with 625 2nd Ave SE, Cambridge, MN
Approving a Tax Abatement Agreement for Team-Motek Industries 625 2nd Avenue SE, Cambridge, MN

Palmer opened the public hearing at 7:39 pm and called for any public testimony three times. No one appeared to comment. Palmer closed the public hearing at 7:40 pm.

Lewis moved, seconded by Iverson to approve Resolution R15-059 and adopt the Property Tax Abatement and Loan Mortgage and Promissory Note for Motek Team Industries, LLC on the property located at 625 2nd Avenue SE, as presented contingent on City Attorney approval of all agreements and authorize the Mayor and City Administrator to execute the necessary agreements. Motion carried 4/0.

Morin moved, seconded by Iverson to approve a break from 7:43 pm to 7:53 pm. Motion carried 4/0.

Approve Ordinance 619 Amending Title XV Land Usage, Chapter 156 Zoning to add Section 156.66 Alternative Energy

Westover explained that green energy, or alternative energy, is a term used to identify renewable energy resources that come from natural sources such as sunlight and wind and the City of Cambridge does not currently have a green energy or alternative energy ordinance. Westover reported more and more efforts are being established across the country to bring renewable energy to households and businesses for future generations.

Westover stated the proposed alternative energy ordinance includes wind and solar energy. Westover explained that WECS (Wind Energy Conversion Systems), or wind turbines, have been built in many communities across the state and they may become more prevalent for our industrial, business, or even residential property owners and the City needs to define the parameters for them. Westover stated the proposed ordinance requires an interim use permit for all WECS and would only allow them in the zoning districts identified and if the WECS is located in the R-1, SR, SSP, or SR-II (one family residence), it must be less than 22' high and no higher than 10' above the wall of the structure (if attached to an accessory structure).

Westover stated solar energy systems will be allowed on residential buildings as long as they are an integral part of the building (i.e. flat panels on the roof), however, if a solar energy system is proposed as a separate system, not integral with the house, an interim use permit will be required. Westover reported all other solar energy system requests will require an interim use permit in any zoning district.

Westover reported the Planning Commission voted 6/0 to recommend approval of the proposed amendment at their September 1, 2015 meeting.

Iverson moved, seconded by Lewis to approve Ordinance 619 Amending Title XV: Land Usage, Chapter 156, to add Section 156.066 Alternative Energy. Motion passed 4/0.

Resolution R15-060 Accepting the 2016 Street Improvements Feasibility Report and Ordering Public Hearings

Blank stated on July 20, 2015, the City Council initiated the 2016 Street Improvements and directed SEH to conduct a feasibility study and prepare a report on the improvements. Blank explained the 2016 Street Improvements are included in the City's Capital Improvement Program which is updated annually and reviewed the scope of the project. Blank reviewed the costs of the project and the funding.

Morin confirmed sewer and water currently exists in McKinley Street. Palmer confirmed they are proposing sidewalks on one side of the street. Morin asked when Railroad Street would be brought to City standards. Blank explained there is not support from the surrounding property owners to date.

Iverson moved, seconded by Morin to adopt Resolution R15-060 Receiving Feasibility Report, Ordering Public Hearing, Declaring Costs to be Assessed, and Ordering Hearing on the Proposed Assessment. Motion carried 4/0.

Mayor's Report

Palmer provided an update on meetings attended and upcoming meetings and events. The consensus of the Council was to host a breakfast for manufacturers with the cost to be taken from the marketing budget.

Councilmembers' Concerns

Clarification

Lewis stated the minutes from the September 8, 2015 Council meeting indicated that citizens are concerned that Councilmembers with perceived conflicts of interest are voting on an issue that would affect them financially. Lewis clarified that he does. City Attorney Squires noted he does not have a financial conflict of interest and that he is the landlord is not tasked with enforcing City Code Ordinance violations on their property.

City Attorney's Report

No report.

City Administrator's Report

No report.

Adjournment of Council Meeting

Being no further business before the City Council, Lewis moved, seconded by Morin, to adjourn the regular meeting at 8:32 pm. Motion carried unanimously.

Marlys A. Palmer, Mayor

ATTEST:

Lynda J. Woulfe, City Administrator

Prepared by: Caroline Moe, Director of Finance

Background

Attached for your review are the Draft Monthly Financial Reports for the nine months ended September 30, 2015. Included in the Monthly Financial Reports are the following components:

General Fund - Amended 2015 Budget Compared to Actual

Special Revenue Funds:

Airport Operating Fund – Adopted 2015 Compared to Actual

Debt Service Fund Summary: Adopted 2015 Budget Compared to Actual

Capital Fund Summary:

Amended 2015 Budget Compared to Actual

Enterprise Funds:

Water Utility - Adopted 2015 Budget Compared to Actual

Wastewater Utility - Adopted 2015 Budget Compared to Actual

Stormwater Utility- Adopted 2015 Budget Compared to Actual

Liquor Store – Adopted 2015 Budget Compared to Actual.

Council Action Requested

NONE REQUIRED - For discussion only.

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
TAXES	4,157,283.00	4,186,113.00	2,233,067.98	(1,953,045.02)	53.34	4,049,149.94
LICENSES AND PERMITS	179,250.00	273,169.00	312,675.11	39,506.11	114.46	310,730.81
INTERGOVERNMENTAL REVENUES	1,063,304.00	1,001,227.00	534,084.69	(467,142.31)	53.34	993,045.74
CHARGES FOR SERVICES	110,155.00	100,108.00	99,431.31	(676.69)	99.32	106,826.80
FINES AND FORFEITURES	40,250.00	39,895.00	34,899.33	(4,995.67)	87.48	61,877.05
OTHER	24,937.00	56,956.00	67,985.73	11,029.73	119.37	144,401.19
OTHER FINANCING SOURCES	500,000.00	500,000.00	500,000.00	.00	100.00	450,000.00
TOTAL FUND REVENUE	6,075,179.00	6,157,468.00	3,782,144.15	(2,375,323.85)	61.42	8,116,031.53
EXPENDITURES						
GENERAL GOVERNMENT						
MAYOR AND CITY COUNCIL	45,085.00	42,668.00	31,842.75	(10,825.25)	74.63	37,475.19
ADMINISTRATION	256,596.00	242,850.00	168,496.21	(76,353.79)	68.56	229,847.13
ELECTIONS	10,900.00	1,200.00	775.00	(425.00)	64.58	6,555.74
FINANCE/MIS	290,987.00	289,987.00	216,281.43	(73,725.57)	74.58	288,913.27
LEGAL	95,000.00	95,000.00	46,983.70	(48,016.30)	49.46	107,173.77
BUILDING DEPARTMENT	329,820.00	329,820.00	235,157.45	(94,662.55)	71.30	297,767.85
ENGINEERING	33,600.00	28,600.00	15,782.19	(12,817.81)	55.18	12,954.16
PLANNING	293,302.00	363,302.00	212,007.56	(151,294.44)	58.36	233,879.87
NEW CITY HALL BUILDING	127,506.00	127,506.00	86,813.06	(40,692.94)	68.09	113,189.67
TOTAL GENERAL GOVERNMENT	1,482,796.00	1,520,933.00	1,012,119.35	(508,813.65)	66.55	1,307,756.65
PUBLIC SAFETY						
POLICE DEPARTMENT	1,833,745.00	1,833,745.00	1,356,887.63	(476,857.37)	74.00	1,632,843.78
FIRE DEPARTMENT	352,920.00	328,801.00	263,258.55	(65,542.45)	80.07	315,804.42
EMERGENCY MANAGEMENT	7,700.00	7,700.00	1,079.92	(6,620.08)	14.02	4,909.70
ANIMAL CONTROL	12,000.00	12,000.00	3,600.00	(8,400.00)	30.00	5,448.40
TOTAL PUBLIC SAFETY	2,206,365.00	2,182,246.00	1,624,826.10	(557,419.90)	74.46	1,959,006.30
STREETS						
STREETS	1,172,058.00	1,169,234.00	848,628.43	(320,605.57)	72.58	1,228,442.78
STREET LIGHTING	191,500.00	191,500.00	140,165.53	(51,334.47)	73.19	163,922.70
MAINTENANCE BUILDING	23,700.00	23,700.00	11,681.80	(12,018.20)	49.29	25,350.64
TOTAL STREETS	1,387,258.00	1,384,434.00	1,000,475.76	(383,958.24)	72.27	1,417,716.12
PARK AND RECREATION						
ICE RINK	6,650.00	4,150.00	1,441.35	(2,708.65)	34.73	3,158.53
PARKS & RECREATION	278,854.00	306,424.00	240,711.23	(65,712.77)	78.55	225,067.23
ARMED FORCES READINESS CENTER	.00	.00	.00	.00	.00	110,525.09

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL PARK AND RECREATION	285,504.00	310,574.00	242,152.58	(68,421.42)	77.97	338,750.85
UNALLOCATED EXPENDITURES						
TRANSFERS OUT	713,256.00	763,256.00	763,256.00	.00	100.00	1,095,235.00
TOTAL UNALLOCATED EXPENDITURES	713,256.00	763,256.00	763,256.00	.00	100.00	1,095,235.00
TOTAL FUND EXPENDITURES	6,075,179.00	6,161,443.00	4,642,829.79	(1,518,613.21)	75.35	6,118,464.92
NET REVENUE OVER EXPENDITURES	.00	(3,975.00)	(860,685.64)	856,710.64	(.46)	(2,433.39)

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>TAXES</u>						
101-31010 TAXES - CURRENT	4,119,723.00	4,119,723.00	2,170,662.19	1,949,060.81	52.69	4,022,013.23
101-31020 TAXES - DELINQUENT	35,000.00	12,000.00	8,655.34	3,344.66	72.13	28,548.11
101-31050 EXCESS TAX INCREMENTS	.00	1,937.00	1,937.89	(.89)	100.05	4,688.13
101-31051 DECERT TIF DISTRICT PROCEE	.00	.00	.00	.00	.00	6,544.38
101-31060 PENALTIES AND INTEREST	2,560.00	2,560.00	1,918.62	641.38	74.95	8,484.78
101-31061 TAX ON FORFEITED PROP PURCHAS	.00	49,893.00	49,893.94	(.94)	100.00	29,831.77
101-31062 TAX ABATEMENTS PD BY COUNTY	.00	.00	.00	.00	.00	(50,960.46)
TOTAL TAXES	4,157,283.00	4,186,113.00	2,233,067.98	1,953,045.02	53.34	4,049,149.94
<u>LICENSES AND PERMITS</u>						
101-32110 LIQUOR LICENSES	14,000.00	14,000.00	14,000.00	.00	100.00	14,800.00
101-32180 CIGARETTES	3,000.00	3,000.00	500.00	2,500.00	16.67	2,500.00
101-32184 CABLE FRANCHISE FEES	50,000.00	51,000.00	40,426.52	10,573.48	79.27	53,267.08
101-32185 REFUSE HAULER FRANCHISE FEE	1,250.00	1,250.00	1,250.00	.00	100.00	1,250.00
101-32199 OTHER BUS LIC & PERMITS	1,000.00	3,000.00	3,000.00	.00	100.00	3,000.00
101-32218 CITY SHARE ELEC INSPECTIONS	1,000.00	2,813.00	(1,688.00)	4,501.00	(60.01)	4,663.30
101-32219 RETAINAGE OF BLDG SURCHARGE	100.00	259.00	428.70	(169.70)	165.52	415.38
101-32220 BUILDING PERMITS	95,000.00	167,758.00	223,268.06	(55,510.06)	133.09	196,329.63
101-32222 MECHANICAL PERMITS	5,000.00	16,539.00	17,261.62	(722.62)	104.37	16,476.42
101-32225 INVESTIGATION (PENALTY FEE)	100.00	610.00	610.00	.00	100.00	1,702.00
101-32226 CONTRACTOR LIC VERIFICATIONFEE	300.00	485.00	570.00	(85.00)	117.53	775.00
101-32230 PLUMBING PERMITS	4,000.00	8,563.00	8,983.24	(420.24)	104.91	7,883.00
101-32240 SIGN PERMITS	1,500.00	948.00	1,089.37	(141.37)	114.91	1,290.00
101-32299 PLANNING & ZONING FEES	3,000.00	2,944.00	2,975.60	(31.60)	101.07	6,379.00
TOTAL LICENSES AND PERMITS	179,250.00	273,169.00	312,675.11	(39,506.11)	114.46	310,730.81
<u>INTERGOVERNMENTAL REVENUES</u>						
101-33165 FEDERAL GRANTS - OTHER	750.00	4,731.00	4,731.82	(.82)	100.02	5,628.64
101-33401 LOCAL GOVERNMENT AID (LGA)	725,399.00	725,399.00	362,699.50	362,699.50	50.00	689,437.00
101-33404 STATE AID - OTHER	3,500.00	4,180.00	4,630.00	(450.00)	110.77	10,829.62
101-33405 PERA AID	5,822.00	5,822.00	2,911.00	2,911.00	50.00	5,822.00
101-33418 MSA - MAINTENANCE	25,000.00	25,000.00	25,000.00	.00	100.00	25,000.00
101-33420 FIRE STATE AID (2% INS PREM.)	72,106.00	.00	.00	.00	.00	69,499.80
101-33421 POLICE STATE AID	85,000.00	90,000.00	4,997.70	85,002.30	5.55	100,974.48
101-33422 SCHOOL DIST COST FOR OFFICER	70,212.00	70,212.00	53,231.67	16,980.33	75.82	65,814.78
101-33424 SCHOOL DIST ASST SRO#2	55,515.00	55,515.00	55,515.00	.00	100.00	.00
101-33610 CTY GRANTS & AIDS FOR HWYS	4,000.00	4,368.00	4,368.00	.00	100.00	4,039.42
101-33620 OTHER COUNTY GRANTS AND AIDS	16,000.00	16,000.00	16,000.00	.00	100.00	16,000.00
TOTAL INTERGOVERNMENTAL REVE	1,063,304.00	1,001,227.00	534,084.69	467,142.31	53.34	993,045.74

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>CHARGES FOR SERVICES</u>						
101-34102 FILING FEES	.00	.00	.00	.00	.00	28.00
101-34105 SALES - MAPS, COPIES, ETC.	155.00	329.00	379.50	(50.50)	115.35	201.75
101-34201 POLICE DEPARTMENT REPORTS	2,000.00	2,181.00	2,405.00	(224.00)	110.27	2,921.50
101-34202 POLICE ADMINISTRATION FEES	1,000.00	2,410.00	2,410.00	.00	100.00	1,615.00
101-34205 PAWN SHOP TRANSACTION REVENUE	5,000.00	5,000.00	4,047.50	952.50	80.95	7,437.50
101-34206 FIRE PROT TOWNSHIP CONTRACT	100,000.00	87,958.00	87,958.91	(.91)	100.00	84,478.50
101-34210 FIRE PROTECTION ADMINISTRATION	2,000.00	1,658.00	1,658.00	.00	100.00	1,282.00
101-34951 SALE OF SERVICE AND SUPPLIES	.00	572.00	572.40	(.40)	100.07	8,864.55
TOTAL CHARGES FOR SERVICES	110,155.00	100,108.00	99,431.31	676.69	99.32	106,826.80
<u>FINES AND FORFEITURES</u>						
101-35101 COURT FINES	37,000.00	37,000.00	28,954.33	8,045.67	78.25	50,362.05
101-35102 PARKING FINES	1,000.00	1,020.00	1,020.00	.00	100.00	845.00
101-35104 ANIMAL CONTROL FINES	1,750.00	1,075.00	1,155.00	(80.00)	107.44	1,770.00
101-35105 ADMINISTRATIVE CITATION FINE	500.00	800.00	3,770.00	(2,970.00)	471.25	8,900.00
TOTAL FINES AND FORFEITURES	40,250.00	39,895.00	34,899.33	4,995.67	87.48	61,877.05
<u>OTHER</u>						
101-36102 SPECIAL ASSESSMENT INTEREST	.00	.00	.00	.00	.00	258.89
101-36103 ASSESSMENTS PD VIA FORFEITURE	.00	.00	.00	.00	.00	2,889.76
101-36200 MISCELLANEOUS	1,937.00	1,937.00	26,927.41	(24,990.41)	1,390.16	1,920.57
101-36210 INTEREST EARNINGS	12,000.00	15,727.00	.00	15,727.00	.00	91,102.99
101-36220 FACILITY RENTAL	10,000.00	13,904.00	15,663.50	(1,759.50)	112.65	17,639.00
101-36221 AFRC RENTAL FEES	.00	.00	.00	.00	.00	23,852.50
101-36222 AFRC SUPERVISION FEE	.00	.00	.00	.00	.00	2,380.00
101-36230 DONATIONS	500.00	1,010.00	1,010.00	.00	100.00	3,608.00
101-36240 PATRONAGE CAPITAL	500.00	500.00	406.64	93.36	81.33	749.48
101-36242 ALLINA WELLNESS GRANT	.00	670.00	670.00	.00	100.00	.00
101-36501 SALE OF PROPERTY	.00	23,208.00	23,208.18	(.18)	100.00	.00
101-36999 FIRE ON THE RUM IN & OUT	.00	.00	100.00	(100.00)	.00	.00
TOTAL OTHER	24,937.00	56,956.00	67,985.73	(11,029.73)	119.37	144,401.19
<u>OTHER FINANCING SOURCES</u>						
101-39203 TRANSFERS FROM OTHER FUNDS	500,000.00	500,000.00	500,000.00	.00	100.00	450,000.00
TOTAL OTHER FINANCING SOURCES	500,000.00	500,000.00	500,000.00	.00	100.00	450,000.00

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND REVENUE	<u>6,075,179.00</u>	<u>6,157,468.00</u>	<u>3,782,144.15</u>			<u>6,116,031.53</u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
MAYOR AND CITY COUNCIL						
<i>PERSONAL SERVICES</i>						
101-41110-101 FULL-TIME EMPLOYEES - REGULAR	21,400.00	21,400.00	16,050.15	(5,349.85)	75.00	21,400.20
101-41110-122 FICA/MEDICARE (EMPLOYER)	1,638.00	1,638.00	1,227.62	(410.38)	74.95	1,636.85
101-41110-151 WORKERS' COMPENSATION PREMIU	82.00	90.00	68.83	(21.17)	76.48	79.02
TOTAL PERSONAL SERVICES	23,120.00	23,128.00	17,346.60	(5,781.40)	75.00	23,116.07
<i>SUPPLIES</i>						
101-41110-200 MISCELLANEOUS OFFICE SUPPLIES	300.00	300.00	.00	(300.00)	.00	22.14
101-41110-210 MISCELLANEOUS OPER SUPPLIES	100.00	100.00	.00	(100.00)	.00	205.73
101-41110-213 CITIZEN'S ACADEMY COSTS	1,500.00	.00	.00	.00	.00	.00
101-41110-214 EMPLOYEE RECOGNITION	1,500.00	1,000.00	245.19	(754.81)	24.52	1,206.04
TOTAL SUPPLIES	3,400.00	1,400.00	245.19	(1,154.81)	17.51	1,433.91
<i>OTHER SERVICES AND CHARGES</i>						
101-41110-304 MISC PROFESSIONAL SERVICES	2,000.00	2,000.00	800.00	(1,200.00)	40.00	.00
101-41110-331 TRAVEL/MEALS/LODGING	2,000.00	2,000.00	1,562.54	(437.46)	78.13	430.52
101-41110-334 MILEAGE REIMBURSEMENT	265.00	265.00	.00	(265.00)	.00	71.68
101-41110-340 ADVERTISING	50.00	50.00	.00	(50.00)	.00	.00
101-41110-360 INSURANCE AND BONDS	1,000.00	1,000.00	649.42	(350.58)	64.94	994.01
TOTAL OTHER SERVICES AND CHA	5,315.00	5,315.00	3,011.96	(2,303.04)	56.67	1,496.21
<i>MISCELLANEOUS</i>						
101-41110-430 MISCELLANEOUS	200.00	200.00	25.00	(175.00)	12.50	.00
101-41110-433 DUES AND SUBSCRIPTIONS	300.00	300.00	.00	(300.00)	.00	30.00
101-41110-440 SCHOOLS AND MEETINGS	2,000.00	1,575.00	1,164.00	(411.00)	73.90	874.00
101-41110-441 SISTER CITY ACTIVITIES	250.00	250.00	.00	(250.00)	.00	250.00
101-41110-455 FIREWORKS DISPLAY EXPENSES	10,500.00	10,500.00	10,050.00	(450.00)	95.71	10,275.00
TOTAL MISCELLANEOUS	13,250.00	12,825.00	11,239.00	(1,586.00)	87.63	11,429.00
TOTAL MAYOR AND CITY COUNCIL	45,085.00	42,668.00	31,842.75	(10,825.25)	74.63	37,475.19

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
ADMINISTRATION						
<i>PERSONAL SERVICES</i>						
101-41320-101 FULL-TIME EMPLOYEES - REGULAR	135,262.00	110,262.00	85,777.65	(24,484.35)	77.79	135,275.32
101-41320-102 FULL-TIME EMPLOYEES - OVERTIME	300.00	100.00	17.73	(82.27)	17.73	.00
101-41320-103 PART-TIME - REGULAR	.00	24,800.00	13,538.25	(11,261.75)	54.59	.00
101-41320-105 TEMP/SEAS EMPLOYEES - OVERTIME	.00	100.00	12.72	(87.28)	12.72	.00
101-41320-121 PERA (EMPLOYER)	10,317.00	10,317.00	7,450.97	(2,866.03)	72.22	9,820.76
101-41320-122 FICA/MEDICARE (EMPLOYER)	10,523.00	10,523.00	7,371.31	(3,151.69)	70.05	10,037.39
101-41320-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	27,639.00	27,639.00	15,019.55	(12,619.45)	54.34	25,702.38
101-41320-132 ADMIN-LONGEVITY PAY	2,296.00	2,296.00	.00	(2,296.00)	.00	.00
101-41320-133 ADMIN--INS DEDUCTIBLE CONTRIB	2,400.00	2,400.00	2,270.68	(129.32)	94.61	2,001.44
101-41320-151 WORKERS' COMPENSATION PREMIU	1,084.00	1,084.00	789.49	(294.51)	72.83	908.90
101-41320-153 CITY WIDE RE-EMPLOY COMPENSATI	13,000.00	2,000.00	.00	(2,000.00)	.00	4.72
101-41320-154 HRA/FLEX FEES	175.00	175.00	123.92	(51.08)	70.81	148.80
TOTAL PERSONAL SERVICES	202,996.00	191,696.00	132,372.27	(59,323.73)	69.05	183,899.71
<i>SUPPLIES</i>						
101-41320-201 OFFICE SUPPLIES - ACCESSORIES	1,800.00	1,800.00	707.33	(1,092.67)	39.30	1,342.95
101-41320-202 DUPLICATING & COPYING SUPPLIES	1,000.00	1,000.00	1,231.48	231.48	123.15	2,016.72
101-41320-203 CITY NEWSLETTER COSTS	6,500.00	4,500.00	1,361.60	(3,138.40)	30.28	2,089.99
101-41320-204 STATIONARY, FORMS & ENVELOPES	1,000.00	554.00	.00	(554.00)	.00	.00
101-41320-209 SOFTWARE UPDATES	1,000.00	1,000.00	523.99	(476.01)	52.40	425.00
101-41320-210 MISCELLANEOUS OPER SUPPLIES	1,000.00	1,000.00	441.64	(558.36)	44.16	1,910.61
101-41320-221 REPAIR & MAINT SUPP - VEH/EQ	500.00	500.00	12.24	(487.76)	2.45	220.12
101-41320-240 SMALL TOOLS AND MINOR EQUIPME	1,500.00	1,500.00	980.95	(519.05)	65.40	.00
TOTAL SUPPLIES	14,300.00	11,854.00	5,259.23	(6,594.77)	44.37	8,005.39
<i>OTHER SERVICES AND CHARGES</i>						
101-41320-304 MISC PROFESSIONAL SERVICES	2,000.00	2,000.00	1,032.32	(967.68)	51.62	5,449.00
101-41320-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
101-41320-322 POSTAGE	4,500.00	3,500.00	1,952.68	(1,547.32)	55.79	5,001.15
101-41320-331 TRAVEL/MEALS/LODGING	1,000.00	500.00	133.75	(366.25)	26.75	384.34
101-41320-334 MILEAGE REIMBURSEMENT	500.00	500.00	28.80	(471.20)	5.76	173.04
101-41320-340 ADVERTISING	100.00	600.00	506.16	(93.84)	84.36	6.61
101-41320-351 LEGAL NOTICES/ORD PUBLISHING	2,000.00	2,000.00	326.64	(1,673.36)	16.33	2,519.57
101-41320-360 INSURANCE AND BONDS	2,600.00	2,600.00	1,370.03	(1,229.97)	52.69	1,888.32
TOTAL OTHER SERVICES AND CHA	12,700.00	11,700.00	5,350.38	(6,349.62)	45.73	15,860.03

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
101-41320-404 REPAIR & MAINT LABOR - VEH/EQ	500.00	500.00	120.00	(380.00)	24.00	.00
101-41320-409 MAINT CONTRACTS - OFFICE EQUIP	9,000.00	11,000.00	10,670.99	(329.01)	97.01	10,274.00
101-41320-430 MISCELLANEOUS	300.00	150.00	.00	(150.00)	.00	.00
101-41320-433 DUES AND SUBSCRIPTIONS	300.00	450.00	461.34	11.34	102.52	415.00
101-41320-437 CITY WIDE DUES & SUBSCRIPTIONS	12,500.00	12,500.00	12,262.00	(238.00)	98.10	11,048.00
101-41320-440 SCHOOLS AND MEETINGS	3,000.00	2,000.00	.00	(2,000.00)	.00	345.00
101-41320-489 OTHER CONTRACTED SERVICES	1,000.00	1,000.00	.00	(1,000.00)	.00	.00
<i>TOTAL MISCELLANEOUS</i>	<u>26,600.00</u>	<u>27,600.00</u>	<u>23,514.33</u>	<u>(4,085.67)</u>	<u>85.20</u>	<u>22,082.00</u>
TOTAL ADMINISTRATION	<u><u>256,596.00</u></u>	<u><u>242,850.00</u></u>	<u><u>166,496.21</u></u>	<u><u>(76,353.79)</u></u>	<u><u>68.56</u></u>	<u><u>229,847.13</u></u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
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FUND 101 - GENERAL FUND

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
ELECTIONS							
<i>PERSONAL SERVICES</i>							
101-41410-104	TEMP/SEAS EMPLOYEES - REGULAR	8,000.00	.00	.00	.00	.00	5,520.26
	<i>TOTAL PERSONAL SERVICES</i>	8,000.00	.00	.00	.00	.00	5,520.26
<i>SUPPLIES</i>							
101-41410-200	MISCELLANEOUS OFFICE SUPPLIES	700.00	.00	.00	.00	.00	.00
	<i>TOTAL SUPPLIES</i>	700.00	.00	.00	.00	.00	.00
<i>OTHER SERVICES AND CHARGES</i>							
101-41410-331	TRAVEL/MEALS/LODGING	500.00	.00	.00	.00	.00	47.33
101-41410-351	LEGAL NOTICES/ORD PUBLISHING	500.00	.00	.00	.00	.00	48.15
	<i>TOTAL OTHER SERVICES AND CHA</i>	1,000.00	.00	.00	.00	.00	95.48
<i>MISCELLANEOUS</i>							
101-41410-408	MAINT CONTRACTS - MACH/EQUIP	1,200.00	1,200.00	775.00	(425.00)	64.58	940.00
	<i>TOTAL MISCELLANEOUS</i>	1,200.00	1,200.00	775.00	(425.00)	64.58	940.00
	TOTAL ELECTIONS	10,900.00	1,200.00	775.00	(425.00)	64.58	6,555.74

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
FINANCE/MIS						
<i>PERSONAL SERVICES</i>						
101-41500-101 FULL-TIME EMPLOYEES - REGULAR	145,097.00	145,097.00	108,441.62	(36,655.38)	74.74	140,314.57
101-41500-102 FULL-TIME EMPLOYEES - OVERTIME	100.00	100.00	.00	(100.00)	.00	.00
101-41500-121 PERA (EMPLOYER)	11,230.00	11,230.00	8,133.12	(3,096.88)	72.42	10,108.52
101-41500-122 FICA/MEDICARE (EMPLOYER)	11,455.00	11,455.00	7,898.16	(3,556.84)	68.95	10,181.51
101-41500-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	27,639.00	27,639.00	25,499.98	(2,139.02)	92.26	25,702.28
101-41500-132 FINANCE LONGEVITY PAY	4,632.00	4,632.00	.00	(4,632.00)	.00	.00
101-41500-133 FINANCE INS DEDUCTIBLE CONTRIB	2,400.00	2,400.00	867.63	(1,532.37)	36.15	2,200.00
101-41500-151 WORKERS' COMPENSATION PREMIU	1,180.00	1,180.00	916.54	(263.46)	77.67	976.25
101-41500-154 HRA/FLEX FEES	175.00	175.00	119.22	(55.78)	68.13	148.80
TOTAL PERSONAL SERVICES	203,908.00	203,908.00	151,876.27	(52,031.73)	74.48	189,631.93
<i>SUPPLIES</i>						
101-41500-201 OFFICE SUPPLIES - ACCESSORIES	2,100.00	2,100.00	830.62	(1,269.38)	39.55	1,510.72
101-41500-204 STATIONARY, FORMS & ENVELOPES	2,800.00	2,800.00	1,720.35	(1,079.65)	61.44	1,866.38
101-41500-209 SOFTWARE UPDATES	1,000.00	1,000.00	675.00	(325.00)	67.50	675.00
101-41500-210 MISCELLANEOUS OPER SUPPLIES	500.00	500.00	96.11	(403.89)	19.22	589.99
101-41500-240 SMALL TOOLS AND MINOR EQUIPME	2,000.00	1,500.00	.00	(1,500.00)	.00	.00
TOTAL SUPPLIES	8,400.00	7,900.00	3,322.08	(4,577.92)	42.05	4,642.09
<i>OTHER SERVICES AND CHARGES</i>						
101-41500-301 AUDITING AND ACCOUNTING	30,000.00	30,000.00	29,000.00	(1,000.00)	96.67	30,000.00
101-41500-304 MISC PROFESSIONAL SERVICES	3,000.00	2,500.00	.00	(2,500.00)	.00	2,025.00
101-41500-309 EDP PROFESSIONAL SERVICES	20,000.00	20,000.00	13,028.00	(6,972.00)	65.14	16,144.25
101-41500-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
101-41500-331 TRAVEL/MEALS/LODGING	500.00	500.00	250.38	(249.62)	50.08	155.98
101-41500-334 MILEAGE REIMBURSEMENT	210.00	210.00	128.80	(81.20)	61.33	213.92
101-41500-351 LEGAL NOTICES/ORD PUBLISHING	600.00	200.00	143.36	(56.64)	71.68	416.88
101-41500-360 INSURANCE AND BONDS	1,600.00	1,600.00	1,048.78	(551.22)	65.55	1,717.16
TOTAL OTHER SERVICES AND CHA	55,910.00	55,010.00	43,599.32	(11,410.68)	79.26	51,111.19
<i>MISCELLANEOUS</i>						
101-41500-409 MAINT CONTRACTS - OFFICE EQUIP	17,500.00	17,500.00	13,808.00	(3,692.00)	78.90	11,774.00
101-41500-430 MISCELLANEOUS	1,069.00	1,069.00	178.07	(890.93)	16.66	(278.11)
101-41500-431 UNCOLLECTIBLE ACCOUNT EXP	.00	.00	.00	.00	.00	9,325.03
101-41500-433 DUES AND SUBSCRIPTIONS	2,200.00	2,200.00	1,489.69	(710.31)	67.71	2,013.14
101-41500-440 SCHOOLS AND MEETINGS	2,000.00	2,400.00	1,988.00	(412.00)	82.83	694.00
TOTAL MISCELLANEOUS	22,769.00	23,169.00	17,463.76	(5,705.24)	75.38	23,528.06
TOTAL FINANCE/MIS	290,987.00	289,987.00	216,261.43	(73,725.57)	74.58	268,913.27

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>LEGAL</u>						
<i>OTHER SERVICES & CHARGES</i>						
101-41610-304	LEGAL FEES	53,000.00	53,000.00	20,649.06 (32,350.94)	38.96	67,671.81
101-41610-305	PROSECUTION SERVICES	42,000.00	42,000.00	26,334.64 (15,665.36)	62.70	39,501.96
	<i>TOTAL OTHER SERVICES & CHARG</i>	<u>95,000.00</u>	<u>95,000.00</u>	<u>46,983.70 (48,016.30)</u>	<u>49.46</u>	<u>107,173.77</u>
	TOTAL LEGAL	<u><u>95,000.00</u></u>	<u><u>95,000.00</u></u>	<u><u>46,983.70 (48,016.30)</u></u>	<u><u>49.46</u></u>	<u><u>107,173.77</u></u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
BUILDING DEPARTMENT						
<i>PERSONAL SERVICES</i>						
101-41920-101	FULL-TIME EMPLOYEES - REGULAR	218,378.00	218,378.00	152,484.97 (65,893.03)	69.83	209,553.53
101-41920-121	PERA (EMPLOYER)	15,872.00	15,872.00	11,436.36 (4,435.64)	72.05	14,857.64
101-41920-122	FICA/MEDICARE (EMPLOYER)	17,136.00	17,136.00	11,269.70 (5,866.30)	65.77	15,294.55
101-41920-131	MEDICAL/DENTAL/LIFE	42,602.00	42,602.00	42,866.76 264.76	100.62	38,552.19
101-41920-132	BLDG DEPT LONGEVITY PAY	5,628.00	5,628.00	.00 (5,628.00)	.00	.00
101-41920-133	BLDG DEPT INS DEDUCTIBLE CONTR	4,800.00	4,550.00	1,505.53 (3,044.47)	33.09	1,849.58
101-41920-151	WORKERS' COMPENSATION PREMIU	1,804.00	1,804.00	1,535.93 (268.07)	85.14	1,409.79
101-41920-154	HRA/FLEX FEES	.00	250.00	188.23 (61.77)	75.29	223.20
TOTAL PERSONAL SERVICES		306,220.00	306,220.00	221,287.48 (84,932.52)	72.26	281,740.48
<i>SUPPLIES</i>						
101-41920-201	OFFICE SUPPLIES	750.00	750.00	580.86 (169.14)	77.45	1,035.16
101-41920-209	SOFTWARE UPDATES	500.00	500.00	117.55 (382.45)	23.51	382.00
101-41920-210	MISCELLANEOUS OPER SUPPLIES	2,000.00	2,000.00	258.12 (1,741.88)	12.91	849.15
101-41920-212	GASOLINE/FUEL/LUBRICANTS/ADDIT	2,000.00	2,000.00	668.12 (1,331.88)	33.41	1,949.40
101-41920-221	REPAIRS & MAINT SUPP VEH/EQUIP	800.00	800.00	3.74 (796.26)	.47	343.99
101-41920-240	SMALL TOOLS & MINOR EQUIPMENT	300.00	300.00	.00 (300.00)	.00	715.47
TOTAL SUPPLIES		6,350.00	6,350.00	1,628.39 (4,721.61)	25.64	5,275.17
<i>OTHER CHARGES & SERVICES</i>						
101-41920-309	EDP PROFESSIONAL SERVICES	1,500.00	3,000.00	2,156.25 (843.75)	71.88	843.75
101-41920-313	MARCO IT MGMT & BACKUP	.00	.00	.00 .00	.00	657.00
101-41920-321	TELEPHONE/CELLULAR PHONES	2,600.00	2,000.00	1,298.20 (701.80)	64.91	2,022.20
101-41920-331	TRAVEL/MEALS/LODGING	300.00	300.00	64.95 (235.05)	21.65	.00
101-41920-334	MILEAGE REIMBURSEMENT	700.00	700.00	445.05 (254.95)	63.58	571.76
101-41920-351	LEGAL NOTICES/ORDINANCE PUBLIS	.00	.00	.00 .00	.00	26.66
101-41920-360	INSURANCE AND BONDS	2,500.00	2,500.00	1,470.37 (1,029.63)	58.81	2,070.79
TOTAL OTHER CHARGES & SERVIC		7,600.00	8,500.00	5,434.82 (3,065.18)	63.94	6,192.16
<i>MISCELLANEOUS</i>						
101-41920-404	REPAIRS & MAINT LABOR VEH & EQ	250.00	250.00	188.71 (61.29)	75.48	.00
101-41920-409	MAINT CONTRACTS-OFFICE EQUIP	2,500.00	2,090.00	2,090.00 .00	100.00	2,090.00
101-41920-430	MISCELLANEOUS	400.00	400.00	.00 (400.00)	.00	.00
101-41920-432	CREDIT CARD FEES-BLDG PERMITS	600.00	600.00	.00 (600.00)	.00	593.54
101-41920-433	DUES AND SUBSCRIPTIONS	3,400.00	2,810.00	2,387.05 (522.95)	82.03	467.50
101-41920-440	SCHOOLS & MEETINGS	2,500.00	2,500.00	2,141.00 (359.00)	85.64	1,409.00
TOTAL MISCELLANEOUS		9,650.00	8,750.00	6,806.76 (1,943.24)	77.79	4,560.04
TOTAL BUILDING DEPARTMENT		329,820.00	329,820.00	235,157.45 (94,662.55)	71.30	297,767.85

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
ENGINEERING						
<i>OTHER CHARGES & SERVICES</i>						
101-41925-303 ENGINEERING FEES	33,600.00	28,600.00	15,782.19	(12,817.81)	55.18	12,954.16
<i>TOTAL OTHER CHARGES & SERVIC</i>	<u>33,600.00</u>	<u>28,600.00</u>	<u>15,782.19</u>	<u>(12,817.81)</u>	<u>55.18</u>	<u>12,954.16</u>
TOTAL ENGINEERING	<u><u>33,600.00</u></u>	<u><u>28,600.00</u></u>	<u><u>15,782.19</u></u>	<u><u>(12,817.81)</u></u>	<u><u>55.18</u></u>	<u><u>12,954.16</u></u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
PLANNING						
<i>PERSONAL SERVICES</i>						
101-41935-101 FULL-TIME EMPLOYEES - REGULAR	189,800.00	189,800.00	138,625.62	(51,174.38)	73.04	158,472.87
101-41935-112 PLANNING COMMISSION PAYMENTS	2,500.00	2,500.00	1,175.00	(1,325.00)	47.00	2,220.00
101-41935-121 PERA (EMPLOYER)	14,475.00	14,475.00	10,396.92	(4,078.08)	71.83	11,504.84
101-41935-122 FICA/MEDICARE (EMPLOYER)	14,765.00	14,765.00	10,371.82	(4,393.18)	70.25	11,872.87
101-41935-131 MEDICAL/DENTAL/LIFE	39,238.00	39,238.00	31,346.22	(7,891.78)	79.89	25,696.82
101-41935-132 PLANNING LONGEVITY PAY	3,208.00	3,208.00	.00	(3,208.00)	.00	.00
101-41935-133 PLANNING INS DEDUCTIBLE CONTRI	3,600.00	3,400.00	1,868.21	(1,531.79)	54.95	2,200.00
101-41935-151 WORKERS' COMPENSATION PREMIU	1,566.00	1,566.00	1,046.80	(519.20)	66.85	1,102.98
101-41935-154 HRA/FLEX FEES	.00	200.00	138.02	(61.98)	69.01	148.80
TOTAL PERSONAL SERVICES	269,152.00	269,152.00	194,968.61	(74,183.39)	72.44	213,219.18
<i>SUPPLIES</i>						
101-41935-201 OFFICE SUPPLIES	700.00	700.00	663.36	(36.64)	94.77	1,005.65
101-41935-204 STATIONERY, FORMS & ENVELOPES	350.00	350.00	.00	(350.00)	.00	.00
101-41935-209 SOFTWARE UPDATES	1,500.00	1,500.00	1,100.00	(400.00)	73.33	700.00
101-41935-210 MISCELLANEOUS OPER SUPPLIES	200.00	100.00	.00	(100.00)	.00	.00
101-41935-212 GASOLINE/FUEL/LUBRICANTS/ADDIT	350.00	450.00	428.68	(21.32)	95.26	292.22
101-41935-221 REPAIRS & MAINT SUPP-VEH/EQUIP	200.00	200.00	108.10	(91.90)	54.05	73.81
101-41935-240 SMALL TOOLS & MINOR EQUIPMENT	250.00	250.00	.00	(250.00)	.00	.00
TOTAL SUPPLIES	3,550.00	3,550.00	2,300.14	(1,249.86)	64.79	2,071.68
<i>OTHER CHARGES & SERVICES</i>						
101-41935-301 PLANNING SPECIAL PROJECTS	2,500.00	2,500.00	.00	(2,500.00)	.00	1,896.00
101-41935-304 MISC PROFESSIONAL FEES	2,500.00	2,500.00	225.00	(2,275.00)	9.00	75.00
101-41935-309 EDP PROFESSIONAL SERV	1,000.00	1,000.00	1,062.50	62.50	106.25	1,000.00
101-41935-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
101-41935-321 TELEPHONE/CELLULAR PHONES	700.00	1,500.00	945.83	(554.17)	63.06	653.32
101-41935-322 CODE ENFORCEMENT MAILING	1,500.00	700.00	.00	(700.00)	.00	.00
101-41935-331 TRAVEL/MEALS/LODGING	500.00	500.00	97.50	(402.50)	19.50	39.99
101-41935-334 MILEAGE REIMBURSEMENT	250.00	250.00	.00	(250.00)	.00	180.32
101-41935-340 ADVERTISING	.00	.00	.00	.00	.00	20.48
101-41935-351 LEGAL NOTICE/ORD PUBLISH	750.00	750.00	45.64	(704.36)	6.09	99.24
101-41935-360 INSURANCE AND BONDS	3,500.00	3,500.00	7,864.96	4,364.96	224.71	9,733.16
TOTAL OTHER CHARGES & SERVIC	13,200.00	13,200.00	10,241.43	(2,958.57)	77.59	14,135.51

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
101-41935-404 REPAIRS & MAINT LABOR VEH/EQUI	300.00	300.00	.00	(300.00)	.00	120.00
101-41935-409 MAINT CONTRACTS-OFFICE EQUIP	3,000.00	3,000.00	2,990.00	(10.00)	99.67	2,990.00
101-41935-430 MISCELLANEOUS	1,000.00	1,000.00	(1,375.88)	(2,375.88)	(137.59)	(1,321.58)
101-41935-431 PROPERTY SECURING EXP	.00	.00	1,700.55	1,700.55	.00	42.00
101-41935-432 ABATEMENT COSTS	.00	.00	.00	.00	.00	1,043.08
101-41935-433 DUES AND SUBSCRIPTIONS	600.00	600.00	445.00	(155.00)	74.17	545.00
101-41935-440 SCHOOL AND MEETINGS	1,500.00	1,500.00	607.71	(892.29)	40.51	1,035.00
101-41935-488 COMP PLAN UPDATE	.00	40,000.00	.00	(40,000.00)	.00	.00
101-41935-489 OTHER CONTRACTED SERVICES	1,000.00	1,000.00	130.00	(870.00)	13.00	.00
101-41935-490 FLYOVER PICTURES	.00	30,000.00	.00	(30,000.00)	.00	.00
TOTAL MISCELLANEOUS	7,400.00	77,400.00	4,497.38	(72,902.62)	5.81	4,453.50
TOTAL PLANNING	293,302.00	363,302.00	212,007.56	(151,294.44)	58.36	233,879.87

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
NEW CITY HALL BUILDING						
<i>PERSONAL SERVICES</i>						
101-41950-101 FULL-TIME EMPLOYEES - REGULAR	22,807.00	22,807.00	17,329.28	(5,477.72)	75.98	10,397.38
101-41950-102 FULL-TIME EMPLOYEES - OVERTIME	1,000.00	1,000.00	.00	(1,000.00)	.00	.00
101-41950-121 PERA (EMPLOYER)	1,793.00	1,793.00	1,255.02	(537.98)	70.00	774.30
101-41950-122 FICA/MEDICARE (EMPLOYER)	1,829.00	1,829.00	1,285.30	(543.70)	70.27	787.38
101-41950-131 MEDICAL/DENTAL/LIFE	6,923.00	6,923.00	6,379.09	(543.91)	92.14	1,720.68
101-41950-132 LONGEVITY PAY	100.00	100.00	.00	(100.00)	.00	.00
101-41950-133 DEDUCTIBLE CONTRIBUTION	600.00	600.00	.00	(600.00)	.00	.00
101-41950-151 WORKERS' COMPENSATION PREMIU	1,389.00	1,389.00	1,089.59	(299.41)	78.44	822.66
101-41950-154 HRA/FLEX FEES	44.00	44.00	29.80	(14.20)	67.73	34.85
TOTAL PERSONAL SERVICES	36,485.00	36,485.00	27,368.08	(9,116.92)	75.01	14,537.25
<i>SUPPLIES</i>						
101-41950-212 GASOLINE/FUEL	.00	500.00	36.32	(463.68)	7.26	42.16
101-41950-215 MAINTENANCE SUPPLIES	12,000.00	11,500.00	5,822.07	(5,677.93)	50.63	12,787.09
101-41950-240 SMALL TOOLS & EQUIPMENT	2,000.00	2,000.00	.00	(2,000.00)	.00	.00
TOTAL SUPPLIES	14,000.00	14,000.00	5,858.39	(8,141.61)	41.85	12,829.25
<i>OTHER SERVICES AND CHARGES</i>						
101-41950-321 TELEPHONE/CELLULAR PHONES	15,000.00	15,000.00	11,868.90	(3,131.10)	79.13	13,167.11
101-41950-360 INSURANCE AND BONDS	3,000.00	3,000.00	1,756.61	(1,243.39)	58.55	2,293.65
101-41950-381 ELECTRIC UTILITIES	11,500.00	11,500.00	7,134.40	(4,365.60)	62.04	9,973.93
101-41950-382 WATER/WASTEWATER UTILITIES	1,100.00	1,100.00	906.19	(193.81)	82.38	937.93
101-41950-383 GAS UTILITIES	8,000.00	8,000.00	4,112.20	(3,887.80)	51.40	9,386.37
101-41950-384 REFUSE HAULING	8,000.00	8,000.00	5,009.82	(2,990.18)	62.62	7,390.51
TOTAL OTHER SERVICES AND CHA	46,600.00	46,600.00	30,788.12	(15,811.88)	66.07	43,149.50
<i>MISCELLANEOUS</i>						
101-41950-401 REPAIRS & MAINT LABOR - BLDGS	12,000.00	12,000.00	10,464.64	(1,535.36)	87.21	25,924.20
101-41950-405 JANITOR SERVICES	.00	.00	.00	.00	.00	1,453.00
101-41950-409 MAINT CONTRACTS - OFFICE EQUIP	2,921.00	2,921.00	2,693.10	(227.90)	92.20	667.50
101-41950-413 RENTALS - OFFICE EQUIPMENT	15,000.00	15,000.00	9,465.63	(5,534.37)	63.10	13,859.27
101-41950-430 MISCELLANEOUS	500.00	500.00	175.10	(324.90)	35.02	769.70
TOTAL MISCELLANEOUS	30,421.00	30,421.00	22,798.47	(7,622.53)	74.94	42,673.67
TOTAL NEW CITY HALL BUILDING	127,506.00	127,506.00	86,813.06	(40,692.94)	68.09	113,189.67

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
POLICE DEPARTMENT						
<i>PERSONAL SERVICES</i>						
101-42100-101	1,000,879.00	1,006,991.00	731,292.25	(275,698.75)	72.62	926,974.91
101-42100-102	.00	30,000.00	30,680.65	680.65	102.27	43,384.21
101-42100-103	19,704.00	19,704.00	13,766.61	(5,937.39)	69.87	42,472.47
101-42100-110	20,000.00	20,000.00	8,224.56	(11,775.44)	41.12	6,636.72
101-42100-111	2,000.00	2,000.00	499.69	(1,500.31)	24.98	169.99
101-42100-112	20,000.00	.00	.00	.00	.00	.00
101-42100-113	500.00	5,000.00	1,894.00	(3,106.00)	37.88	.00
101-42100-114	.00	1,000.00	720.98	(279.02)	72.10	84.99
101-42100-115	500.00	500.00	142.07	(357.93)	28.41	.00
101-42100-116	.00	1,500.00	1,244.18	(255.82)	82.95	.00
101-42100-117	8,673.00	8,673.00	4,427.30	(4,245.70)	51.05	.00
101-42100-118	9,030.00	14,355.00	14,354.85	(.15)	100.00	.00
101-42100-121	172,350.00	172,350.00	124,461.79	(47,888.21)	72.21	146,633.40
101-42100-122	20,270.00	20,270.00	14,237.18	(6,032.82)	70.24	18,583.60
101-42100-131	221,107.00	221,107.00	203,946.68	(17,160.32)	92.24	193,774.42
101-42100-132	27,437.00	.00	.00	.00	.00	.00
101-42100-133	19,200.00	18,200.00	12,643.16	(5,556.84)	69.47	11,044.26
101-42100-151	42,352.00	42,352.00	34,983.68	(7,368.32)	82.60	34,537.94
101-42100-154	1,500.00	1,500.00	953.72	(546.28)	63.58	1,125.40
<i>TOTAL PERSONAL SERVICES</i>	<i>1,585,502.00</i>	<i>1,585,502.00</i>	<i>1,198,473.35</i>	<i>(387,028.65)</i>	<i>75.59</i>	<i>1,425,422.31</i>
<i>SUPPLIES</i>						
101-42100-201	3,100.00	3,100.00	2,756.20	(343.80)	88.91	1,435.66
101-42100-202	1,000.00	800.00	67.35	(732.65)	8.42	909.54
101-42100-209	5,250.00	5,250.00	353.95	(4,896.05)	6.74	1,754.67
101-42100-210	6,500.00	6,500.00	3,889.86	(2,610.14)	59.84	9,272.66
101-42100-212	51,800.00	51,800.00	22,314.10	(29,485.90)	43.08	44,670.59
101-42100-213	3,100.00	3,100.00	1,761.60	(1,338.40)	56.83	.00
101-42100-214	400.00	600.00	906.89	306.89	151.15	.00
101-42100-217	3,000.00	3,000.00	1,584.73	(1,415.27)	52.82	1,158.40
101-42100-221	15,000.00	15,000.00	11,134.43	(3,865.57)	74.23	14,631.34
101-42100-231	25,900.00	25,900.00	13,560.77	(12,339.23)	52.36	15,655.78
101-42100-232	2,000.00	2,000.00	56.95	(1,943.05)	2.85	.00
101-42100-240	6,050.00	6,050.00	2,091.00	(3,959.00)	34.56	3,929.95
<i>TOTAL SUPPLIES</i>	<i>123,100.00</i>	<i>123,100.00</i>	<i>60,477.83</i>	<i>(62,622.17)</i>	<i>49.13</i>	<i>93,418.59</i>

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>OTHER SERVICES AND CHARGES</i>						
101-42100-304 MISC PROFESSIONAL SERVICES	10,000.00	10,000.00	8,990.86	(1,009.14)	89.91	15,889.62
101-42100-305 APPLICANT TESTING	7,600.00	7,600.00	1,500.00	(6,100.00)	19.74	2,095.80
101-42100-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	1,971.00
101-42100-321 TELEPHONE/CELLULAR PHONES	12,568.00	12,568.00	8,534.27	(4,033.73)	67.90	11,269.68
101-42100-322 POSTAGE	300.00	400.00	329.94	(70.06)	82.49	73.06
101-42100-331 TRAVEL/MEALS/LODGING	6,380.00	6,280.00	5,884.58	(395.42)	93.70	1,972.12
101-42100-334 MILEAGE REIMBURSEMENT	150.00	150.00	.00	(150.00)	.00	315.28
101-42100-340 ADVERTISING	.00	.00	.00	.00	.00	31.80
101-42100-360 INSURANCE AND BONDS	25,000.00	25,000.00	25,162.85	162.85	100.65	31,385.47
101-42100-381 ELECTRIC UTILITIES	6,000.00	6,000.00	3,669.12	(2,330.88)	61.15	5,129.45
101-42100-383 GAS UTILITIES	3,600.00	3,600.00	2,025.40	(1,574.60)	56.26	4,623.15
TOTAL OTHER SERVICES AND CHA	71,598.00	71,598.00	56,097.02	(15,500.98)	78.35	74,756.43
<i>MISCELLANEOUS</i>						
101-42100-404 REPAIR & MAINT LABOR - VEH/EQ	6,500.00	6,500.00	3,454.85	(3,045.15)	53.15	7,784.14
101-42100-409 MAINT CONTRACTS - OFFICE EQUIP	19,705.00	19,705.00	14,954.28	(4,750.72)	75.89	17,292.51
101-42100-410 POLICE RESERVE ACTIVITY	1,500.00	1,500.00	76.51	(1,423.49)	5.10	1,800.34
101-42100-411 POLICE-AUTO PAWN SERVICE	2,700.00	2,700.00	1,498.50	(1,201.50)	55.50	2,640.60
101-42100-413 RENTALS - OFFICE EQUIPMENT	2,750.00	2,750.00	.00	(2,750.00)	.00	.00
101-42100-429 MNDOT FACILITY OPERATING COSTS	.00	.00	2,489.54	2,489.54	.00	.00
101-42100-430 MISCELLANEOUS	500.00	400.00	.00	(400.00)	.00	150.00
101-42100-433 DUES AND SUBSCRIPTIONS	6,250.00	6,250.00	5,601.24	(648.76)	89.62	2,666.72
101-42100-440 SCHOOLS AND MEETINGS	13,000.00	13,100.00	13,302.77	202.77	101.55	6,053.49
101-42100-489 OTHER CONTRACTED SERVICES	640.00	640.00	461.74	(178.26)	72.15	858.65
TOTAL MISCELLANEOUS	53,545.00	53,545.00	41,839.43	(11,705.57)	78.14	39,246.45
TOTAL POLICE DEPARTMENT	1,833,745.00	1,833,745.00	1,356,887.63	(476,857.37)	74.00	1,632,843.78

CITY OF CAMBRIDGE
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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
FIRE DEPARTMENT						
<i>PERSONAL SERVICES</i>						
101-42200-101	FULL-TIME EMPLOYEES - REGULAR	67,379.00	67,379.00	49,220.84 (18,158.16)	73.05	40,891.95
101-42200-103	PART-TIME EMPLOYEES - REGULAR	47,000.00	46,800.00	35,391.00 (11,409.00)	75.62	49,039.68
101-42200-121	PERA (EMPLOYER)	10,915.00	10,915.00	7,973.77 (2,941.23)	73.05	6,419.61
101-42200-122	FICA/MEDICARE (EMPLOYER)	8,751.00	8,751.00	3,405.67 (5,345.33)	38.92	4,337.81
101-42200-131	MEDICAL/DENTAL/LIFE INS	13,818.00	13,818.00	12,749.99 (1,068.01)	92.27	8,586.52
101-42200-133	DEDUCTIBLE CONTRIBUTION	1,200.00	1,200.00	641.00 (559.00)	53.42	.00
101-42200-151	WORKERS' COMPENSATION PREMIU	26,801.00	26,801.00	22,586.65 (4,214.35)	84.28	22,056.15
101-42200-154	HRA/FLEX FEES	.00	200.00	59.60 (140.40)	29.80	37.60
	TOTAL PERSONAL SERVICES	175,864.00	175,864.00	132,028.52 (43,835.48)	75.07	131,369.32
<i>SUPPLIES</i>						
101-42200-201	OFFICE SUPPLIES - ACCESSORIES	800.00	500.00	71.63 (428.37)	14.33	1,456.72
101-42200-204	STATIONARY, FORMS AND ENVELOP	100.00	100.00	.00 (100.00)	.00	.00
101-42200-210	MISCELLANEOUS OPER SUPPLIES	6,000.00	7,000.00	7,085.00 85.00	101.21	11,352.52
101-42200-211	GRANT FUNDED SUPPLIES	.00	.00	.00 .00	.00	834.62
101-42200-212	GASOLINE/FUEL/LUB/ADDITIVES	7,700.00	7,000.00	4,969.97 (2,030.03)	71.00	7,152.88
101-42200-215	SHOP MAINTENANCE SUPPLIES	.00	.00	.00 .00	.00	77.89
101-42200-221	REPAIR & MAINT SUPP - VEH/EQ	6,500.00	28,000.00	27,368.10 (631.90)	97.74	6,765.35
101-42200-223	REPAIR & MAINT SUPP - BLDGS	1,000.00	1,000.00	516.40 (483.60)	51.64	1,407.25
101-42200-231	UNIFORM ALLOWANCE	12,500.00	12,500.00	11,592.82 (907.18)	92.74	15,055.16
101-42200-240	FIRE DEPT SMALL TOOLS	4,000.00	4,000.00	1,294.52 (2,705.48)	32.36	4,276.71
	TOTAL SUPPLIES	38,600.00	60,100.00	52,898.44 (7,201.56)	88.02	48,379.10
<i>OTHER SERVICES AND CHARGES</i>						
101-42200-301	AUDITING AND ACCOUNTING	4,200.00	5,900.00	5,900.00 .00	100.00	4,668.75
101-42200-304	MISC PROFESSIONAL SERVICES	7,500.00	7,500.00	7,439.95 (60.05)	99.20	6,721.50
101-42200-306	FIRE RELIEF PENSION PASS THRU	72,106.00	.00	.00 .00	.00	69,499.80
101-42200-307	CITY FUNDED PENSION CONTRIB	10,000.00	10,000.00	10,000.00 .00	100.00	10,000.00
101-42200-313	MARCO IT MGMT & BACKUP	.00	.00	.00 .00	.00	438.00
101-42200-321	TELEPHONE/CELLULAR PHONES	1,500.00	1,500.00	475.00 (1,025.00)	31.67	1,120.90
101-42200-331	TRAVEL/MEALS/LODGING	1,500.00	1,500.00	234.00 (1,266.00)	15.60	940.53
101-42200-334	MILEAGE REIMBURSEMENT	500.00	500.00	.00 (500.00)	.00	462.56
101-42200-340	ADVERTISING	150.00	150.00	.00 (150.00)	.00	120.03
101-42200-360	INSURANCE AND BONDS	9,000.00	7,300.00	5,686.86 (1,613.14)	77.90	7,195.05
101-42200-381	ELECTRIC UTILITIES	15,500.00	15,500.00	10,154.82 (5,345.18)	65.51	14,274.78
101-42200-382	WATER/WASTEWATER UTILITIES	400.00	500.00	535.42 35.42	107.08	436.77
101-42200-383	GAS UTILITIES	3,800.00	3,300.00	316.00 (2,984.00)	9.58	3,292.56
	TOTAL OTHER SERVICES AND CHA	126,156.00	53,650.00	40,742.05 (12,907.95)	75.94	119,171.23

CITY OF CAMBRIDGE
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	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
101-42200-401 REPAIR & MAINT LABOR - BLDGS	1,500.00	500.00	764.00	264.00	152.80	1,159.00
101-42200-404 REPAIR & MAINT LABOR - VEH/EQ	1,500.00	2,500.00	3,047.25	547.25	121.89	2,519.90
101-42200-430 MISCELLANEOUS	.00	.00	50.00	50.00	.00	190.00
101-42200-433 DUES AND SUBSCRIPTIONS	1,300.00	1,465.00	1,785.00	320.00	121.84	721.00
101-42200-440 SCHOOLS AND MEETINGS	8,000.00	4,850.00	1,672.00	(3,178.00)	34.47	4,234.87
101-42200-441 GRANT FUNDED SCHOOLS	.00	3,150.00	3,550.00	400.00	112.70	8,060.00
TOTAL MISCELLANEOUS	12,300.00	12,465.00	10,868.25	(1,596.75)	87.19	16,884.77
<i>FUNCTION 9</i>						
101-42200-999 ARLINGTON FIRE COSTS	.00	26,722.00	26,721.29	(.71)	100.00	.00
TOTAL FUNCTION 9	.00	26,722.00	26,721.29	(.71)	100.00	.00
TOTAL FIRE DEPARTMENT	352,920.00	328,801.00	263,258.55	(65,542.45)	80.07	315,804.42

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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
EMERGENCY MANAGEMENT						
<i>SUPPLIES</i>						
101-42300-201 OFFICE SUPPLIES	500.00	500.00	.00	(500.00)	.00	38.34
101-42300-202 DUPLICATING & COPYING SUPPLIES	500.00	500.00	.00	(500.00)	.00	.00
101-42300-210 MISCELLANEOUS OPER SUPPLIES	500.00	500.00	.00	(500.00)	.00	.00
101-42300-240 SMALL TOOLS AND MINOR EQUIP	3,000.00	2,090.00	.00	(2,090.00)	.00	2,266.46
TOTAL SUPPLIES	4,500.00	3,590.00	.00	(3,590.00)	.00	2,304.80
<i>OTHER SERVICES AND CHARGES</i>						
101-42300-304 MISC PROF SERVICES	.00	1,000.00	968.75	(31.25)	96.88	.00
101-42300-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	2,565.00
101-42300-321 TELEPHONE	200.00	110.00	70.02	(39.98)	63.65	.00
101-42300-331 TRAVEL/MEALS/LODGING	500.00	500.00	41.15	(458.85)	8.23	39.90
TOTAL OTHER SERVICES AND CHA	700.00	1,610.00	1,079.92	(530.08)	67.08	2,604.90
<i>MISCELLANEOUS</i>						
101-42300-440 SCHOOLS AND MEETINGS	2,500.00	2,500.00	.00	(2,500.00)	.00	.00
TOTAL MISCELLANEOUS	2,500.00	2,500.00	.00	(2,500.00)	.00	.00
TOTAL EMERGENCY MANAGEMENT	7,700.00	7,700.00	1,079.92	(6,620.08)	14.02	4,909.70

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FUND 101 - GENERAL FUND

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>ANIMAL CONTROL</u>							
<i>OTHER SERVICES & CHARGES</i>							
101-42700-310	ANIMAL CONTROL SERVICES	12,000.00	12,000.00	3,600.00	(8,400.00)	30.00	5,380.00
101-42700-340	ADVERTISING	.00	.00	.00	.00	.00	68.40
<i>TOTAL OTHER SERVICES & CHARG</i>		12,000.00	12,000.00	3,600.00	(8,400.00)	30.00	5,448.40
TOTAL ANIMAL CONTROL		12,000.00	12,000.00	3,600.00	(8,400.00)	30.00	5,448.40

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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
STREETS						
<i>PERSONAL SERVICES</i>						
101-43001-101 FULL-TIME EMPLOYEES - REGULAR	526,731.00	526,731.00	402,173.75	(124,557.25)	76.35	546,637.08
101-43001-102 FULL-TIME EMPLOYEES - OVERTIME	30,000.00	12,200.00	672.75	(11,527.25)	5.51	32,017.50
101-43001-104 TEMP/SEAS EMPLOYEES REGULAR	17,913.00	6,589.00	6,588.15	(.85)	99.99	11,026.91
101-43001-110 HOURS WORKED HOLIDAY	.00	.00	.00	.00	.00	6,450.72
101-43001-111 OVERTIME-SNOWPLOWING	.00	7,000.00	5,153.70	(1,846.30)	73.62	7,700.75
101-43001-112 OVERTIME MOSQUITO SPRAYING	.00	2,000.00	1,829.43	(170.57)	91.47	.00
101-43001-121 PERA (EMPLOYER)	43,094.00	43,094.00	29,083.55	(14,010.45)	67.49	43,121.04
101-43001-122 FICA/MEDICARE (EMPLOYER)	45,326.00	45,326.00	29,896.73	(15,429.27)	65.96	46,830.86
101-43001-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	118,737.00	118,737.00	110,761.13	(7,975.87)	93.28	118,917.18
101-43001-132 STREETS LONGEVITY PAY	17,853.00	17,853.00	.00	(17,853.00)	.00	.00
101-43001-133 STREETS INS DEDUCTIBLE CONTRIB	11,200.00	11,200.00	4,423.64	(6,776.36)	39.50	9,646.44
101-43001-151 WORKERS' COMPENSATION PREMIU	53,204.00	53,204.00	42,721.05	(10,482.95)	80.30	47,490.34
101-43001-154 HRA/FLEX FEES	.00	800.00	532.65	(267.35)	66.58	694.14
TOTAL PERSONAL SERVICES	864,058.00	844,734.00	633,836.53	(210,897.47)	75.03	870,532.96
<i>SUPPLIES</i>						
101-43001-201 OFFICE SUPPLIES-ACCESSORIES	800.00	800.00	365.65	(434.35)	45.71	866.53
101-43001-202 DUPLICATING AND COPYING SUPPLI	100.00	100.00	23.20	(76.80)	23.20	80.26
101-43001-204 STATIONERY, FORMS & ENVELOPES	100.00	100.00	.00	(100.00)	.00	.00
101-43001-209 SOFTWARE UPDATES	1,000.00	1,000.00	.00	(1,000.00)	.00	.00
101-43001-210 MISCELLANEOUS OPER SUPPLIES	12,000.00	12,000.00	8,301.36	(3,698.64)	69.18	10,377.80
101-43001-212 GASOLINE/FUEL/LUB/ADDITIVES	58,000.00	54,000.00	19,414.76	(34,585.24)	35.95	61,081.18
101-43001-215 SHOP MAINTENANCE SUPPLIES	500.00	900.00	900.50	.50	100.06	51.02
101-43001-219 SNOW REMOVAL MATERIALS	58,000.00	82,000.00	80,291.23	(1,708.77)	97.92	62,890.33
101-43001-221 REPAIR & MAINT SUPP-VEH/EQ	44,000.00	44,000.00	30,939.74	(13,060.26)	70.32	43,696.92
101-43001-224 REPAIR & MAINT-INFRASTRUCTURE	15,000.00	15,000.00	7,074.74	(7,925.26)	47.16	15,296.54
101-43001-226 SIGNS	7,000.00	6,500.00	6,381.32	(118.68)	98.17	15,365.24
101-43001-240 SMALL TOOLS AND MINOR EQUIP	3,500.00	3,500.00	3,489.22	(10.78)	99.69	4,798.07
TOTAL SUPPLIES	200,000.00	219,900.00	157,181.72	(62,718.28)	71.48	214,503.89
<i>OTHER SERVICES AND CHARGES</i>						
101-43001-304 MISC PROFESSIONAL FEES	5,000.00	5,000.00	4,545.01	(454.99)	90.90	2,419.80
101-43001-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
101-43001-321 TELEPHONE/CELLULAR PHONES	3,800.00	3,800.00	4,835.55	1,035.55	127.25	4,195.16
101-43001-331 TRAVEL/MEALS/LODGING	500.00	500.00	.00	(500.00)	.00	.00
101-43001-340 ADVERTISING	400.00	400.00	125.25	(274.75)	31.31	.00
101-43001-360 INSURANCE AND BONDS	20,500.00	20,300.00	14,118.76	(6,181.24)	69.55	19,120.59
101-43001-381 ELECTRIC UTILITIES	.00	200.00	240.00	40.00	120.00	321.12
101-43001-382 WATER/WASTEWATER UTILITIES	.00	600.00	256.00	(344.00)	42.67	538.53
TOTAL OTHER SERVICES AND CHA	30,200.00	30,800.00	24,120.57	(6,679.43)	78.31	27,033.20

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	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
101-43001-404 REPAIR & MAINT LABOR-VEH/EQ	4,000.00	4,000.00	356.00	(3,644.00)	8.90	2,164.45
101-43001-405 EMERG MGMT REP & MAINT	500.00	500.00	.00	(500.00)	.00	.00
101-43001-406 PAINTING AND STRIPING	18,000.00	16,000.00	15,694.65	(305.35)	98.09	22,574.43
101-43001-413 BNSF PARKING LEASE	3,000.00	3,000.00	.00	(3,000.00)	.00	5,263.73
101-43001-417 RENTALS - UNIFORMS	12,000.00	12,000.00	5,493.23	(6,506.77)	45.78	9,006.63
101-43001-430 MISCELLANEOUS	2,500.00	2,500.00	28.00	(2,472.00)	1.12	1,365.81
101-43001-433 DUES AND SUBSCRIPTIONS	800.00	800.00	600.23	(199.77)	75.03	692.43
101-43001-440 SCHOOLS AND MEETINGS	1,500.00	1,500.00	90.00	(1,410.00)	6.00	375.00
101-43001-444 INSECT CONTROL	7,000.00	5,000.00	4,516.80	(483.20)	90.34	6,627.60
101-43001-445 DISEASED TREE PROGRAM	10,000.00	10,000.00	.00	(10,000.00)	.00	9,622.79
101-43001-446 WEED CONTROL	2,500.00	2,500.00	1,469.18	(1,030.82)	58.77	1,238.91
101-43001-447 DOWNTOWN DECORATIONS	2,500.00	2,500.00	27.82	(2,472.18)	1.11	1,622.30
101-43001-451 SPRINGVALE PAVEMENT ASSESSME	.00	.00	.00	.00	.00	35,532.96
101-43001-489 OTHER CONTRACTED SERVICES	13,500.00	13,500.00	5,213.70	(8,286.30)	38.62	20,285.69
TOTAL MISCELLANEOUS	77,800.00	73,800.00	33,489.61	(40,310.39)	45.38	116,372.73
TOTAL STREETS	1,172,058.00	1,169,234.00	848,628.43	(320,605.57)	72.58	1,228,442.78

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		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>STREET LIGHTING</u>							
<i>SUPPLIES</i>							
101-43160-238	REPAIR & MAINT SUPP - INFRAST	13,000.00	13,000.00	25,115.87	12,115.87	193.20	18,181.29
	<i>TOTAL SUPPLIES</i>	13,000.00	13,000.00	25,115.87	12,115.87	193.20	18,161.29
<i>OTHER SERVICES & CHARGES</i>							
101-43160-381	ELECTRIC UTILITIES	177,000.00	177,000.00	115,049.66	(61,950.34)	65.00	145,555.41
	<i>TOTAL OTHER SERVICES & CHARG</i>	177,000.00	177,000.00	115,049.66	(61,950.34)	65.00	145,555.41
<i>MISCELLANEOUS</i>							
101-43160-402	SIGNAL LIGHT REPAIRS	1,500.00	1,500.00	.00	(1,500.00)	.00	206.00
	<i>TOTAL MISCELLANEOUS</i>	1,500.00	1,500.00	.00	(1,500.00)	.00	206.00
	TOTAL STREET LIGHTING	191,500.00	191,500.00	140,165.53	(51,334.47)	73.19	163,922.70

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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
MAINTENANCE BUILDING						
<i>SUPPLIES</i>						
101-43170-215 SHOP MAINTENANCE SUPPLIES	700.00	700.00	127.86	(572.14)	18.27	2,853.54
<i>TOTAL SUPPLIES</i>	700.00	700.00	127.86	(572.14)	18.27	2,853.54
<i>OTHER SERVICES AND CHARGES</i>						
101-43170-381 ELECTRIC UTILITIES	3,000.00	3,000.00	1,431.83	(1,568.17)	47.73	2,064.99
101-43170-382 WATER/WASTEWATER UTILITIES	2,000.00	2,000.00	1,264.39	(735.61)	63.22	1,644.35
101-43170-383 GAS UTILITIES	15,000.00	15,000.00	8,857.72	(6,142.28)	59.05	17,724.76
<i>TOTAL OTHER SERVICES AND CHA</i>	20,000.00	20,000.00	11,553.94	(8,446.06)	57.77	21,434.10
<i>MISCELLANEOUS</i>						
101-43170-401 REPAIR & MAINT LABOR - BLDGS	2,000.00	2,000.00	.00	(2,000.00)	.00	730.00
101-43170-430 MISCELLANEOUS	1,000.00	1,000.00	.00	(1,000.00)	.00	333.00
<i>TOTAL MISCELLANEOUS</i>	3,000.00	3,000.00	.00	(3,000.00)	.00	1,063.00
TOTAL MAINTENANCE BUILDING	23,700.00	23,700.00	11,681.80	(12,018.20)	49.29	25,350.64

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FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
ICE RINK						
<i>SUPPLIES</i>						
101-45127-210 MISCELLANEOUS OPER SUPPLIES	500.00	250.00	34.65 (215.35)	13.86	67.80
101-45127-215 SHOP MAINTENANCE SUPPLIES	200.00	100.00	.00 (100.00)	.00	.00
101-45127-221 REPAIR & MAINT SUPP - VEH/EQ	3,000.00	1,500.00	19.50 (1,480.50)	1.30	1,277.11
101-45127-223 REPAIR & MAINT SUPP - BLDGS	500.00	100.00	25.00 (75.00)	25.00	179.40
<i>TOTAL SUPPLIES</i>	<u>4,200.00</u>	<u>1,950.00</u>	<u>79.15 (</u>	<u>1,870.85)</u>	<u>4.06</u>	<u>1,524.31</u>
<i>OTHER SERVICES AND CHARGES</i>						
101-45127-382 WATER/WASTEWATER UTILITIES	350.00	.00	.00	.00	.00	.00
101-45127-383 GAS UTILITIES	1,000.00	1,100.00	952.20 (147.80)	86.56	1,060.48
<i>TOTAL OTHER SERVICES AND CHA</i>	<u>1,350.00</u>	<u>1,100.00</u>	<u>952.20 (</u>	<u>147.80)</u>	<u>86.56</u>	<u>1,060.48</u>
<i>MISCELLANEOUS</i>						
101-45127-401 REPAIR & MAINT LABOR - BLDGS	400.00	400.00	200.00 (200.00)	50.00	19.99
101-45127-415 RENTALS - OTHER EQUIPMENT	500.00	500.00	210.00 (290.00)	42.00	553.75
101-45127-430 MISCELLANEOUS	200.00	200.00	.00 (200.00)	.00	.00
<i>TOTAL MISCELLANEOUS</i>	<u>1,100.00</u>	<u>1,100.00</u>	<u>410.00 (</u>	<u>690.00)</u>	<u>37.27</u>	<u>573.74</u>
TOTAL ICE RINK	<u><u>6,650.00</u></u>	<u><u>4,150.00</u></u>	<u><u>1,441.35 (</u></u>	<u><u>2,708.65)</u></u>	<u><u>34.73</u></u>	<u><u>3,158.53</u></u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
PARKS & RECREATION						
<i>PERSONAL SERVICES</i>						
101-45200-101	FULL-TIME EMPLOYEES - REGULAR	106,216.00	106,216.00	76,234.42 (29,981.58)	71.77	47,159.05
101-45200-102	FULL-TIME EMPLOYEES - OVERTIME	1,000.00	631.00	210.31 (420.69)	33.33	588.26
101-45200-104	TEMP/SEAS EMPLOYEES - REGULAR	5,971.00	6,340.00	6,339.76 (24)	100.00	7,123.28
101-45200-112	PARKS & REC COMM STIPENDS	3,000.00	3,000.00	1,360.00 (1,640.00)	45.33	2,465.00
101-45200-121	PERA (EMPLOYER)	8,117.00	8,117.00	5,733.36 (2,383.64)	70.63	3,471.59
101-45200-122	FICA/MEDICARE (EMPLOYER)	8,965.00	8,965.00	6,186.22 (2,778.78)	69.00	3,569.47
101-45200-131	MEDICAL/DENTAL/LIFE	27,636.00	27,636.00	25,499.98 (2,136.02)	92.27	12,793.72
101-45200-132	PARKS LONGEVITY PAY	1,012.00	1,012.00	.00 (1,012.00)	.00	.00
101-45200-133	PARKS INSUR DEDUCTIBLE CONTRIB	2,400.00	2,300.00	1,646.81 (653.19)	71.60	1,161.85
101-45200-151	WORKERS' COMPENSATION PREMIU	5,164.00	5,164.00	3,997.34 (1,166.66)	77.41	1,990.59
101-45200-154	HRA/FLEX FEES	.00	150.00	119.22 (30.78)	79.48	74.40
	TOTAL PERSONAL SERVICES	169,481.00	169,531.00	127,327.42 (42,203.58)	75.11	80,397.21
<i>SUPPLIES</i>						
101-45200-210	MISCELLANEOUS OPER SUPPLIES	3,600.00	3,600.00	3,810.31 210.31	105.84	3,684.01
101-45200-212	GASOLINE/FUEL/LUB/ADDITIVES	5,000.00	6,500.00	5,537.90 (962.10)	85.20	6,429.86
101-45200-221	REPAIR & MAINT SUPP - VEH/EQ	6,000.00	6,000.00	6,674.56 674.56	111.24	3,139.35
101-45200-223	REPAIR & MAINT SUPP - BLDG/INF	4,000.00	6,500.00	9,570.68 3,070.68	147.24	7,120.91
101-45200-226	SIGNS	1,000.00	500.00	26.00 (474.00)	5.20	898.99
101-45200-230	MASTER GARDENERS SUPPLIES	200.00	251.00	250.04 (.96)	99.62	.00
101-45200-240	SMALL TOOLS & MINOR EQUIP	300.00	921.00	928.60 7.60	100.83	6.86
	TOTAL SUPPLIES	20,100.00	24,272.00	26,798.09 2,526.09	110.41	21,279.98
<i>OTHER SERVICES AND CHARGES</i>						
101-45200-305	PARK CONTRACTED SERVICES	500.00	3,450.00	3,500.00 50.00	101.45	125.00
101-45200-321	TELEPHONE/CELLULAR PHONES	1,200.00	.00	.00 .00	.00	.00
101-45200-340	ADVERTISING	353.00	.00	658.35 658.35	.00	.00
101-45200-351	LEGAL NOTICES/ORD PUBLISHING	200.00	200.00	.00 (200.00)	.00	.00
101-45200-360	INSURANCE AND BONDS	18,000.00	18,000.00	14,887.96 (3,112.04)	82.71	17,498.61
101-45200-381	ELECTRIC UTILITIES	18,000.00	18,000.00	18,047.82 47.82	100.27	18,990.56
101-45200-382	WATER/WASTEWATER UTILITIES	3,000.00	2,000.00	1,000.07 (999.93)	50.00	1,729.07
	TOTAL OTHER SERVICES AND CHA	41,253.00	41,650.00	38,094.20 (3,555.80)	91.46	39,343.24

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
101-45200-401 REPAIR & MAINT LABOR - BLDGS	1,500.00	1,500.00	.00	(1,500.00)	.00	.00
101-45200-403 R & M - TENNIS COURTS	500.00	500.00	.00	(500.00)	.00	.00
101-45200-415 RENTALS - OTHER EQUIPMENT	8,000.00	6,000.00	2,782.50	(3,217.50)	46.38	5,321.25
101-45200-430 MISCELLANEOUS	500.00	500.00	619.77	119.77	123.95	848.91
101-45200-440 SCHOOLS AND MEETINGS	100.00	100.00	.00	(100.00)	.00	.00
101-45200-445 WEED CONTROL AND FERTILIZER	8,020.00	5,890.00	9,374.40	3,484.40	159.16	14,122.07
101-45200-485 PROPERTY TAXES	2,400.00	2,886.00	2,886.00	.00	100.00	2,520.00
101-45200-486 SUMMER RECREATION	2,000.00	2,000.00	1,509.00	(491.00)	75.45	1,722.00
101-45200-488 LIBRARY EXPENSES	25,000.00	25,000.00	17,207.39	(7,792.61)	68.83	26,942.51
101-45200-489 SENIOR ACTIVITY CENTER EXP	.00	.00	366.00	366.00	.00	25,144.51
101-45200-491 LIBRARY CONCEPT DESIGN	.00	5,000.00	10,963.92	5,963.92	219.28	7,425.55
101-45200-492 AQUATIC CENTER STUDY	.00	18,500.00	.00	(18,500.00)	.00	.00
101-45200-493 YOGA GRANT FOR HERITAGE GRPAR	.00	670.00	357.54	(312.46)	53.36	.00
101-45200-494 CAMB/ISANTI FALL COMM EVENT	.00	2,425.00	2,425.00	.00	100.00	.00
TOTAL MISCELLANEOUS	48,020.00	70,971.00	48,491.52	(22,479.48)	68.33	84,046.80
TOTAL PARKS & RECREATION	278,854.00	306,424.00	240,711.23	(65,712.77)	78.55	225,067.23

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
ARMED FORCES READINESS CENTE						
<i>PERSONAL SERVICES</i>						
101-45300-101						58,803.96
101-45300-102						1,088.59
101-45300-104						2,915.00
101-45300-121						4,310.40
101-45300-122						4,706.06
101-45300-131						15,128.88
101-45300-133						417.33
101-45300-151						3,057.68
101-45300-154						79.10
<i>TOTAL PERSONAL SERVICES</i>	.00	.00	.00	.00	.00	90,507.00
<i>SUPPLIES</i>						
101-45300-210						598.34
101-45300-212						649.37
<i>TOTAL SUPPLIES</i>	.00	.00	.00	.00	.00	1,247.71
<i>OTHER SERVICES AND CHARGES</i>						
101-45300-304						31.25
101-45300-321						1,653.63
101-45300-380						1,085.50
101-45300-388						16,000.00
<i>TOTAL OTHER SERVICES AND CHA</i>	.00	.00	.00	.00	.00	18,770.38
TOTAL ARMED FORCES READINESS	.00	.00	.00	.00	.00	110,525.09

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>TRANSFERS OUT</u>							
<i>TRANSFERS</i>							
101-49300-720	TRANSFERS OUT - OPER TRANSFER	713,256.00	763,256.00	763,256.00	.00	100.00	1,095,235.00
	<i>TOTAL TRANSFERS</i>	713,256.00	763,256.00	763,256.00	.00	100.00	1,095,235.00
	TOTAL TRANSFERS OUT	<u>713,256.00</u>	<u>763,256.00</u>	<u>763,256.00</u>	<u>.00</u>	<u>100.00</u>	<u>1,095,235.00</u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 101 - GENERAL FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND EXPENDITURES	6,075,179.00	6,161,443.00	4,642,829.79			6,118,464.92
NET REVENUES OVER EXPENDITURE	.00	(3,975.00)	(860,685.64)			(2,433.39)

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 211 - AIRPORT OPERATING FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
CHARGES FOR SERVICES	80,000.00	80,000.00	62,193.60	17,806.40	128.63	70,741.04
OTHER	500.00	500.00	.00	500.00	.00	425.74
TOTAL FUND REVENUE	80,500.00	80,500.00	62,193.60	18,306.40	129.43	71,166.78
EXPENDITURES						
AIRPORT OPERATING						
AIRPORT OPERATING	76,600.00	76,600.00	60,109.68	(16,490.32)	78.47	55,595.41
TRANSFERS OUT	3,900.00	3,900.00	.00	(3,900.00)	.00	15,000.00
TOTAL AIRPORT OPERATING	80,500.00	80,500.00	60,109.68	(20,390.32)	74.67	70,595.41
TOTAL FUND EXPENDITURES	80,500.00	80,500.00	60,109.68	(20,390.32)	74.67	70,595.41
NET REVENUE OVER EXPENDITURES	.00	.00	2,083.92	(2,083.92)	.00	571.37

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 211 - AIRPORT OPERATING FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>CHARGES FOR SERVICES</u>						
211-34920 HANGER LEASE & TIE DOWN FEES	9,000.00	9,000.00	9,699.04	(699.04)	107.77	9,306.64
211-34921 MAINT REIMBURSEMENT - STATE	21,000.00	21,000.00	24,733.00	(3,733.00)	117.78	22,958.40
211-34925 AIRPLANE FUEL SALES	50,000.00	50,000.00	27,761.56	22,238.44	55.52	38,476.00
TOTAL CHARGES FOR SERVICES	80,000.00	80,000.00	62,193.60	17,806.40	77.74	70,741.04
<u>OTHER</u>						
211-36210 INTEREST EARNINGS	500.00	500.00	.00	500.00	.00	425.74
TOTAL OTHER	500.00	500.00	.00	500.00	.00	425.74
TOTAL FUND REVENUE	80,500.00	80,500.00	62,193.60			71,166.78

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 211 - AIRPORT OPERATING FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
AIRPORT OPERATING						
<i>SUPPLIES</i>						
211-49000-210 MISCELLANEOUS OPER SUPPLIES	500.00	500.00	80.39 (419.61)	16.08	299.50
211-49000-212 GASOLINE/FUEL/ADDATIVES	1,200.00	1,200.00	.00 (1,200.00)	.00	203.50
211-49000-215 SHOP MAINTENANCE SUPPLIES	.00	.00	15.46	15.46	.00	46.62
211-49000-221 REPAIR/MAINT VEHICLES & EQUIP	1,500.00	1,500.00	.00 (1,500.00)	.00	422.68
211-49000-223 REPAIR & MAINT SUPP - BLDGS	250.00	250.00	402.39	152.39	160.96	51.22
211-49000-226 SIGNS	150.00	150.00	.00 (150.00)	.00	.00
211-49000-228 REPAIR & MAINT SUPP - INFRAST	2,500.00	2,500.00	1,203.39 (1,296.61)	48.14	3,162.99
211-49000-251 AIRPLANE FUEL COST OF SALES	46,000.00	46,000.00	26,916.22 (19,083.78)	58.51	33,713.31
TOTAL SUPPLIES	52,100.00	52,100.00	28,617.85 (23,482.15)	54.93	37,899.82
<i>OTHER SERVICES & CHARGES</i>						
211-49000-304 LEGAL FEES	250.00	250.00	.00 (250.00)	.00	.00
211-49000-321 TELEPHONE/CELLULAR PHONES	1,500.00	1,500.00	1,022.31 (477.69)	68.15	1,347.05
211-49000-331 TRAVEL/MEALS/LODGING	500.00	500.00	.00 (500.00)	.00	588.11
211-49000-351 LEGAL NOTICES/ORD PUBLISHING	100.00	100.00	.00 (100.00)	.00	.00
211-49000-360 INSURANCE AND BONDS	5,000.00	5,000.00	2,274.84 (2,725.16)	45.50	4,199.28
211-49000-381 ELECTRIC UTILITIES	6,800.00	6,800.00	3,625.04 (3,174.96)	53.31	5,550.91
TOTAL OTHER SERVICES & CHARG	14,150.00	14,150.00	6,922.19 (7,227.81)	48.92	11,685.35
<i>MISCELLANEOUS</i>						
211-49000-401 REPAIR & MAINT LABOR - BLDGS	750.00	750.00	390.78 (359.22)	52.10	132.85
211-49000-403 REPAIR & MAINT LABOR - INFRAST	5,000.00	5,000.00	22,109.08	17,109.08	442.18	2,864.09
211-49000-404 REPAIR & MAINT LABOR - VEH/EQ	1,000.00	1,000.00	.00 (1,000.00)	.00	465.91
211-49000-430 MISCELLANEOUS	3,000.00	3,000.00	1,332.38 (1,667.62)	44.41	1,977.69
211-49000-431 UNCOLLECTIBLE ACCOUNT EXPENS	.00	.00	392.40	392.40	.00	.00
211-49000-433 DUES AND SUBSCRIPTIONS	300.00	300.00	150.00 (150.00)	50.00	234.70
211-49000-440 SCHOOLS AND MEETINGS	300.00	300.00	195.00 (105.00)	65.00	335.00
TOTAL MISCELLANEOUS	10,350.00	10,350.00	24,569.64	14,219.64	237.39	6,010.24
TOTAL AIRPORT OPERATING	76,600.00	76,600.00	60,109.68 (16,490.32)	78.47	55,595.41

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 211 - AIRPORT OPERATING FUND

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>TRANSFERS OUT</u>							
<i>TRANSFERS</i>							
211-49300-720	TRANSFERS OUT - OPERATING	3,900.00	3,900.00	.00	(3,900.00)	.00	15,000.00
	<i>TOTAL TRANSFERS</i>	3,900.00	3,900.00	.00	(3,900.00)	.00	15,000.00
	TOTAL TRANSFERS OUT	<u>3,900.00</u>	<u>3,900.00</u>	<u>.00</u>	<u>(3,900.00)</u>	<u>.00</u>	<u>15,000.00</u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 211 - AIRPORT OPERATING FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND EXPENDITURES	80,500.00	80,500.00	60,109.68			70,595.41
NET REVENUES OVER EXPENDITURE	.00	.00	2,083.92			571.37

CITY OF CAMBRIDGE
REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUNDS 303-397 - DEBT SERVICE

	ADOPTED BUDGET	AMENDED BUDGET	UNUSED/ YTD ACTUAL	% OF UNEARNED
<u>PROPERTY TAX</u>				
31010 CURRENT	633,611.00	633,611.00	332,541.70	301,069.30
31020 DELINQUENT	.00	.00	1,404.46	(1,404.46)
31050 TAX INCREMENT	.00	.00	14,651.88	(14,651.88)
	<u>633,611.00</u>	<u>633,611.00</u>	<u>348,598.04</u>	<u>285,012.96</u>
<u>SPECIAL ASSESSMENTS</u>				
36100 PREPAID	.00	.00	130,006.30	(130,006.30)
36101/36102 "PRINCIPAL, INT & PENALTIES"	471,597.00	471,597.00	242,550.68	229,046.32
	<u>471,597.00</u>	<u>471,597.00</u>	<u>372,556.98</u>	<u>99,040.02</u>
<u>OTHER FINANCING SOURCES</u>				
36210 INTEREST EARNINGS	1,000.00	1,000.00	.00	1,000.00
31050 BOND PROCEEDS	.00	.00	14,651.88	(14,651.88)
	<u>1,000.00</u>	<u>1,000.00</u>	<u>14,651.88</u>	<u>(13,651.88)</u>
<u>TRANSFERS</u>				
39200-39204 GENERAL FUND TRANSFER IN	86,603.00	86,603.00	86,603.00	.00
	<u>86,603.00</u>	<u>86,603.00</u>	<u>86,603.00</u>	<u>.00</u>
TOTAL REVENUE	<u>1,192,811.00</u>	<u>1,192,811.00</u>	<u>822,409.90</u>	<u>370,401.10</u>

CITY OF CAMBRIDGE
EXPENSES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUNDS 303-397 - DEBT SERVICE

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET
<u>DEBT SERVICE</u>						
47000601-610	PRINCIPAL	1,449,749.00	1,449,749.00	1,449,748.98	(.02)	
47000611	INTEREST	191,982.00	191,982.00	191,982.43	.43	100.00
47000620	OTHER FEES	2,745.00	2,745.00	1,800.00	(945.00)	65.57
		<u>1,644,476.00</u>	<u>1,644,476.00</u>	<u>1,643,531.41</u>	<u>(944.59)</u>	<u>99.94</u>
	TOTAL EXPENSES	<u>1,644,476.00</u>	<u>1,644,476.00</u>	<u>1,643,531.41</u>	<u>(944.59)</u>	<u>99.94</u>
	NET REVENUES					
	OVER(UNDER) EXPENSES	<u>(451,665.00)</u>	<u>(451,665.00)</u>	<u>(821,121.51)</u>		

CITY OF CAMBRIDGE
REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUNDS 400-499 - CAPITAL PROJECTS

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET
<u>SPECIAL ASSESSMENTS & TAXES</u>					
36101/36102 "PRINCIPAL, INT & PENALTIES"	11,861.00	11,861.00	8,152.08	3,708.92	68.73
31050 "TAX INCREMENT"	.00	.00	19,814.30	(19,814.30)	.00
	<u>11,861.00</u>	<u>11,861.00</u>	<u>27,966.38</u>	<u>(16,105.38)</u>	<u>235.78</u>
<u>CHARGES FOR SERVICE</u>					
36230 TOWNSHIP FIRE CONTRACTS	35,995.00	35,995.00	34,871.00	1,124.00	96.88
37XXX,34404 AREA CHARGES & PARK DEDICATION FEES	.00	.00	103,244.04	(103,244.04)	.00
	<u>35,995.00</u>	<u>35,995.00</u>	<u>138,115.04</u>	<u>(102,120.04)</u>	<u>383.71</u>
<u>INTERGOVERNMENTAL</u>					
33419-33429 STATE AID	444,000.00	444,000.00	394,626.00	49,374.00	88.88
33160-33169 FEDERAL AID	.00	.00	29,355.00	(29,355.00)	.00
	<u>444,000.00</u>	<u>444,000.00</u>	<u>423,981.00</u>	<u>20,019.00</u>	<u>95.49</u>
<u>OTHER FINANCING SOURCES</u>					
36210 INTEREST EARNINGS	1,500.00	1,500.00	.00	1,500.00	.00
36230 DONATIONS	20,800.00	.00	10,649.00	(10,649.00)	.00
32299 UTILITY PERMITS	.00	.00	1,516.66	(1,516.66)	.00
31050 BOND PROCEEDS	1,006,000.00	1,006,000.00	1,532,130.00	(526,130.00)	152.30
	<u>1,028,300.00</u>	<u>1,007,500.00</u>	<u>1,544,295.66</u>	<u>(536,795.66)</u>	<u>153.28</u>
<u>TRANSFERS</u>					
39200-39204 GENERAL FUND TRANSFER IN	636,653.00	856,653.00	1,209,993.00	(353,340.00)	141.25
	<u>636,653.00</u>	<u>856,653.00</u>	<u>1,209,993.00</u>	<u>(353,340.00)</u>	<u>141.25</u>
TOTAL REVENUE	<u><u>2,156,809.00</u></u>	<u><u>2,356,009.00</u></u>	<u><u>3,344,351.08</u></u>	<u><u>(988,342.08)</u></u>	<u><u>141.95</u></u>

CITY OF CAMBRIDGE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUNDS 400-499 - CAPITAL PROJECTS

		ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET
<u>EXPENDITURES</u>						
<u>CAPITAL OUTLAY</u>						
414-48000-530	SANDQUIST PARK IMPROVEMENTS	468,725.00	468,725.00	.00	(468,725.00)	.00
415-45200-540	PARK MOWER & EQUIPMENT	65,000.00	65,000.00	10,550.00	(54,450.00)	16.23
415-45200-560	PARK UPDATES	30,000.00	30,000.00	2,528.50	(27,471.50)	8.43
415-45200-581	LEGACY GRANT PICNIC SHELTERS	.00	.00	40,852.28	40,852.28	.00
415-41520-591	CITY PARK IMPROVEMENTS	.00	.00	11,712.41	11,712.41	.00
415-41520-593	ICE RINK @ HERITAGE GREENS	.00	.00	918.00	918.00	.00
417-42100-550	POLICE CAR EQUIPMENT	86,000.00	86,000.00	80,933.06	(5,066.94)	94.11
417-42100-580	OTHER POLICE DEPT EQUIPMENT	10,800.00	10,800.00	9,265.33	(1,534.67)	85.79
417-42100-590	EMERGENCY OPER CENTER EXPEND	8,000.00	8,000.00	3,198.00	(4,802.00)	39.98
417-42100-570	TECHNOLOGY UPDATES	10,000.00	10,000.00	8,558.18	(1,441.82)	85.58
418-43001-550	PW VEHICLE & EQUIPMENT	238,500.00	238,500.00	307,580.44	69,080.44	128.96
419-41320-580	ADMIN OTHER EQUIPMENT	5,000.00	5,000.00	23,098.88	18,098.88	461.98
419-41500-570	FINANCE EQUIPMENT	25,200.00	25,200.00	16,933.76	(8,266.24)	67.20
419-41920-580	COMM DEV EQUIPMENT	3,000.00	3,000.00	2,595.98	(404.02)	86.53
420-42200-540	FIRE EQUIPMENT	11,640.00	11,640.00	38,179.54	26,539.54	328.00
422-41930-510	EDA ACQUISITION	.00	.00	144,167.66	144,167.66	.00
425-48000-410	LIBRARY/AQUATICS CENTER LANDL	.00	.00	378,221.34	378,221.34	.00
443-48000-223	CRACK SEALING AND SEAL COATING	50,000.00	50,000.00	144,778.30	94,778.30	289.56
444-48000-535	EQUIPMENT PURCHASE	.00	.00	30,900.00	30,900.00	.00
485-48000-303	ENGINEERING 2015 STREET PROJECT	.00	.00	375,942.93	375,942.93	.00
485-48000-304	MISC PROF SERVICES 2015 STREET PROJE	.00	.00	28,113.78	28,113.78	.00
485-48000-351	LEGAL ADVERTISING 2015 STREET PROJE	.00	.00	173.74	173.74	.00
485-48000-530	2015 STREET PROJECT	1,450,000.00	1,450,000.00	1,271,650.53	(178,349.47)	87.70
		<u>2,461,865.00</u>	<u>2,461,865.00</u>	<u>2,930,852.64</u>	<u>468,987.64</u>	<u>119.05</u>
<u>TRANSFERS OUT</u>						
401-48000-720	TRANSFERS OUT TO WATER FUND	.00	.00	100,000.00	100,000.00	.00
		<u>.00</u>	<u>.00</u>	<u>100,000.00</u>	<u>100,000.00</u>	<u>.00</u>
TOTAL EXPENDITURES		<u><u>2,461,865.00</u></u>	<u><u>2,461,865.00</u></u>	<u><u>3,030,852.64</u></u>	<u><u>568,987.64</u></u>	<u><u>123.11</u></u>
NET REVENUES						
OVER(UNDER) EXPENDITURES		<u><u>(305,056.00)</u></u>	<u><u>(105,856.00)</u></u>	<u><u>313,498.44</u></u>		

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
SA & INTEREST EARNINGS	500.00	500.00	739.18	(239.18)	67.64	59,181.19
OPERATING REVENUE	1,582,000.00	1,582,000.00	1,319,973.86	262,026.14	119.85	1,614,945.85
OTHER FINANCING SOURCES	100,000.00	100,000.00	100,000.00	.00	100.00	108,555.14
TOTAL FUND REVENUE	1,682,500.00	1,682,500.00	1,420,713.04	261,786.96	118.43	1,782,682.18
EXPENDITURES						
WATER FUND EXPENDITURES						
EXPENSE 400	1,682,501.00	1,682,501.00	728,468.98	(954,032.02)	43.30	1,692,680.64
TOTAL WATER FUND EXPENDITURES	1,682,501.00	1,682,501.00	728,468.98	(954,032.02)	43.30	1,692,680.64
TOTAL FUND EXPENDITURES	1,682,501.00	1,682,501.00	728,468.98	(954,032.02)	43.30	1,692,680.64
NET REVENUE OVER EXPENDITURES	(1.00)	(1.00)	692,244.06	(692,245.06)	.00	90,001.54

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>SA & INTEREST EARNINGS</u>						
601-36102 SPEC ASSESSMENTS - INT/PEN	.00	.00	739.18	(739.18)	.00	1,970.42
601-36210 INTEREST EARNINGS	500.00	500.00	.00	500.00	.00	57,210.77
TOTAL SA & INTEREST EARNINGS	500.00	500.00	739.18	(239.18)	147.84	59,181.19
<u>OPERATING REVENUE</u>						
601-37110 METERED WATER SALES	1,517,000.00	1,517,000.00	1,248,630.93	268,369.07	82.31	1,528,766.22
601-37120 SALES OF METERS & SUPPLIES	5,000.00	5,000.00	24,217.00	(19,217.00)	484.34	18,173.00
601-37160 PENALTIES ETC.	35,000.00	35,000.00	27,009.11	7,990.89	77.17	41,168.15
601-37165 CERTIFICATION PENALTY	.00	.00	375.00	(375.00)	.00	1,425.00
601-37170 OTHER REVENUE	25,000.00	25,000.00	19,741.82	5,258.18	78.97	25,413.48
TOTAL OPERATING REVENUE	1,582,000.00	1,582,000.00	1,319,973.86	262,026.14	83.44	1,614,945.85
<u>OTHER FINANCING SOURCES</u>						
601-39203 TRANSFERS FROM OTHER FUNDS	100,000.00	100,000.00	100,000.00	.00	100.00	100,000.00
601-39700 CAPITAL CONTRIBUTIONS	.00	.00	.00	.00	.00	8,555.14
TOTAL OTHER FINANCING SOURCES	100,000.00	100,000.00	100,000.00	.00	100.00	108,555.14
TOTAL FUND REVENUE	1,682,500.00	1,682,500.00	1,420,713.04			1,782,682.18

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>PERSONAL SERVICES</i>						
601-49400-101 FULL-TIME EMPLOYEES - REGULAR	258,217.00	258,217.00	160,992.76	(97,224.24)	62.35	224,858.55
601-49400-102 FULL-TIME EMPLOYEES - OVERTIME	15,000.00	15,000.00	3,024.08	(11,975.92)	20.16	13,718.93
601-49400-104 TEMP/SEAS EMPLOYEES - REGULAR	5,598.00	5,598.00	2,991.84	(2,606.16)	53.44	4,447.64
601-49400-110 HOURS WORKED HOLIDAY	.00	.00	781.70	781.70	.00	449.12
601-49400-115 CALL-IN PAY	.00	.00	3,262.35	3,262.35	.00	.00
601-49400-116 ON-CALL PAY	.00	.00	7,069.98	7,069.98	.00	1,304.56
601-49400-121 PERA (EMPLOYER)	19,830.00	19,830.00	13,134.80	(6,695.20)	66.24	17,095.70
601-49400-122 FICA/MEDICARE (EMPLOYER)	20,655.00	20,655.00	13,276.14	(7,378.86)	64.28	17,674.40
601-49400-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	52,577.00	52,577.00	42,344.57	(10,232.43)	80.54	44,663.80
601-49400-132 LONGEVITY PAY	11,776.00	11,776.00	.00	(11,776.00)	.00	.00
601-49400-133 INSUR DEDUCTIBLE CONTRIBUTION	4,600.00	4,600.00	1,167.69	(3,432.31)	25.38	144.07
601-49400-151 WORKERS' COMPENSATION PREMIU	12,000.00	12,000.00	4,653.45	(7,346.55)	38.78	4,691.05
601-49400-154 HRA/FLEX FEES	300.00	300.00	198.47	(101.53)	66.16	247.74
TOTAL PERSONAL SERVICES	400,553.00	400,553.00	252,897.83	(147,655.17)	63.14	329,295.56
<i>SUPPLIES</i>						
601-49400-200 WATER LAB SUPPLIES	4,000.00	4,000.00	2,362.09	(1,637.91)	59.05	2,346.00
601-49400-201 OFFICE SUPPLIES - ACCESSORIES	1,000.00	1,000.00	302.61	(697.39)	30.26	580.41
601-49400-204 STATIONARY, FORMS AND ENVELOP	1,000.00	1,000.00	1,057.03	57.03	105.70	1,000.00
601-49400-210 MISCELLANEOUS OPER SUPPLIES	15,000.00	15,000.00	5,857.76	(9,142.24)	39.05	12,041.60
601-49400-212 GASOLINE/FUEL/LUB/ADDITIVES	10,000.00	10,000.00	3,454.09	(6,545.91)	34.54	7,398.76
601-49400-213 OPER SUPPLIES - PLANT EQUIP	500.00	500.00	130.50	(369.50)	26.10	174.00
601-49400-216 CHEMICALS & CHEMICAL PRODUCTS	40,000.00	40,000.00	37,728.47	(2,271.53)	94.32	30,170.74
601-49400-217 TESTING	500.00	500.00	.00	(500.00)	.00	.00
601-49400-221 REPAIR & MAINT SUPP - VEH/EQ	5,000.00	5,000.00	1,935.92	(3,064.08)	38.72	918.28
601-49400-227 UTILITY SYSTEM MAINTENANCE SUP	500.00	500.00	.00	(500.00)	.00	.00
601-49400-240 SMALL TOOLS AND MINOR EQUIP	6,000.00	6,000.00	1,048.35	(4,951.65)	17.47	4,886.45
601-49400-270 METERS AND REPAIRS	20,000.00	20,000.00	37,507.16	17,507.16	187.54	20,325.35
TOTAL SUPPLIES	103,500.00	103,500.00	91,383.98	(12,116.02)	88.29	79,841.59

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>OTHER SERVICES & CHARGES</i>						
601-49400-304 MISC PROFESSIONAL SERVICES	5,000.00	5,000.00	2,152.28	(2,847.72)	43.05	5,183.33
601-49400-306 GIS PROJECT CONTRACT EXP	8,000.00	8,000.00	334.50	(7,665.50)	4.18	4,055.92
601-49400-310 GOPHER STATE ONE CALL	1,000.00	1,000.00	906.83	(93.17)	90.68	1,036.14
601-49400-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
601-49400-321 TELEPHONE/CELLULAR PHONES	6,000.00	6,000.00	4,620.21	(1,379.79)	77.00	5,391.55
601-49400-322 POSTAGE	6,500.00	6,500.00	6,112.50	(387.50)	94.04	5,926.72
601-49400-331 TRAVEL/MEALS/LODGING	1,000.00	1,000.00	995.86	(4.14)	99.59	.00
601-49400-334 MILEAGE REIMBURSEMENT	200.00	200.00	166.75	(33.25)	83.38	.00
601-49400-340 ADVERTISING	500.00	500.00	368.56	(131.44)	73.71	694.98
601-49400-351 LEGAL NOTICES/ORD PUBLISHING	500.00	500.00	111.84	(388.16)	22.37	.00
601-49400-360 INSURANCE AND BONDS	22,000.00	22,000.00	13,754.21	(8,245.79)	62.52	18,757.64
601-49400-381 ELECTRIC UTILITIES	95,000.00	95,000.00	58,600.57	(36,399.43)	61.68	85,174.49
601-49400-382 WATER/WASTEWATER UTILITIES	1,200.00	1,200.00	871.40	(328.60)	72.62	1,110.37
601-49400-383 GAS UTILITIES	9,000.00	9,000.00	2,971.28	(6,028.72)	33.01	7,470.80
TOTAL OTHER SERVICES & CHARG	155,900.00	155,900.00	91,966.79	(63,933.21)	58.99	135,239.94
<i>MISCELLANEOUS</i>						
601-49400-404 REPAIR & MAINT LABOR - VEH/EQ	3,000.00	3,000.00	.00	(3,000.00)	.00	1,770.00
601-49400-406 REPAIR & MAINT - PLANT	18,000.00	18,000.00	9,720.62	(8,279.38)	54.00	11,223.64
601-49400-407 REPAIRS & MAINTENANCE - HYDR	4,500.00	4,500.00	4,168.72	(331.28)	92.64	2,209.59
601-49400-408 REPAIR & MAINT - WATER SYSTEM	8,000.00	8,000.00	11,435.36	3,435.36	142.94	11,138.80
601-49400-409 MAINT CONTRACTS - OFFICE EQUIP	500.00	500.00	.00	(500.00)	.00	392.58
601-49400-410 WELL PROTECTION PLAN	5,000.00	5,000.00	.00	(5,000.00)	.00	.00
601-49400-420 DEPRECIATION	700,000.00	700,000.00	.00	(700,000.00)	.00	689,485.16
601-49400-430 MISCELLANEOUS	500.00	500.00	.00	(500.00)	.00	52.28
601-49400-432 CREDIT CARD FEES	12,500.00	12,500.00	14,508.53	2,008.53	116.07	12,578.17
601-49400-433 DUES AND SUBSCRIPTIONS	1,000.00	1,000.00	574.48	(425.52)	57.45	1,225.93
601-49400-440 MEETINGS AND SCHOOLS	2,500.00	2,500.00	1,225.00	(1,275.00)	49.00	1,128.90
601-49400-441 DNR DEPARTMENT OF HEALTH FEE	5,000.00	5,000.00	2,908.54	(2,091.46)	58.17	1,221.54
601-49400-489 OTHER CONTRACTED SERVICES	8,800.00	8,800.00	6,126.17	(2,673.83)	69.62	5,166.50
TOTAL MISCELLANEOUS	769,300.00	769,300.00	50,667.42	(718,632.58)	6.59	737,591.09
<i>DEBT SERVICE</i>						
601-49400-615 2001 PFA LOAN INTEREST	36,141.00	36,141.00	36,140.31	(.69)	100.00	40,815.86
601-49400-617 BOND DISCOUNT	.00	.00	.00	.00	.00	23,658.65
601-49400-618 INTEREST EXP 2004 WATER BONDS	258.00	258.00	.00	(258.00)	.00	3,157.42
601-49400-619 INTEREST-WATER TREATMENT 2005	137,940.00	137,940.00	136,710.06	(1,229.94)	99.11	259,282.34
601-49400-620 FISCAL AGENT FEES	450.00	450.00	450.00	.00	100.00	450.00
601-49400-621 BOND ISSUE COSTS	.00	.00	3,789.41	3,789.41	.00	50,708.45
601-49400-627 INTEREST-2007 STREET BONDS	4,749.00	4,749.00	4,748.88	(.12)	100.00	7,903.63
601-49400-631 2011 BOND INT EXP	6,808.00	6,808.00	6,807.03	(.97)	99.99	7,919.16
601-49400-632 2012 BOND INTEREST EXPENSE	7,363.00	7,363.00	7,362.35	(.65)	99.99	8,216.76
601-49400-634 INEREST EXP 2014 IMPROV	24,710.00	24,710.00	24,709.56	(.44)	100.00	(3,899.81)
601-49400-635 INTEREST EXP 2015 BONDS	22,329.00	22,329.00	8,335.36	(13,993.64)	37.33	.00
TOTAL DEBT SERVICE	240,748.00	240,748.00	229,052.96	(11,695.04)	95.14	398,212.46

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>TRANSFERS</i>						
601-49400-720 TRANSFERS OUT - OPER TRANSFER	12,500.00	12,500.00	12,500.00	.00	100.00	12,500.00
<i>TOTAL TRANSFERS</i>	12,500.00	12,500.00	12,500.00	.00	100.00	12,500.00
TOTAL EXPENSE 400	1,682,501.00	1,682,501.00	728,468.98	(954,032.02)	43.30	1,692,680.64

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 601 - WATER UTILITY FUND

	<u>ADOPTED BUDGET</u>	<u>AMENDED BUDGET</u>	<u>YTD ACTUAL</u>	<u>UNUSED/ UNEARNED</u>	<u>% OF BUDGET</u>	<u>PRIOR YR YTD ACTUAL</u>
TOTAL FUND EXPENDITURES	<u>1,682,501.00</u>	<u>1,682,501.00</u>	<u>728,468.98</u>			<u>1,692,680.64</u>
NET REVENUES OVER EXPENDITURE	<u>(1.00)</u>	<u>(1.00)</u>	<u>692,244.06</u>			<u>90,001.54</u>

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 602 - WASTEWATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
INTERGOVERNMENTAL REVENUES	.00	.00	.00	.00	.00	1,106,719.99
SA & INTEREST EARNINGS	10,500.00	10,500.00	952.71	9,547.29	1,102.12	56,830.88
OPERATING REVENUE	2,220,235.00	2,220,235.00	1,827,095.45	393,139.55	121.52	2,457,259.52
OTHER FINANCING SOURCES	.00	.00	.00	.00	.00	8,378.82
TOTAL FUND REVENUE	2,230,735.00	2,230,735.00	1,828,048.16	402,686.84	122.03	3,629,189.19
EXPENDITURES						
WASTEWATER FUND EXPENDITURES						
EXPENSE 450	2,700,024.00	2,700,024.00	868,248.43	(1,831,775.57)	32.16	2,080,945.42
TOTAL WASTEWATER FUND EXPENDITURE	2,700,024.00	2,700,024.00	868,248.43	(1,831,775.57)	32.16	2,080,945.42
TOTAL FUND EXPENDITURES	2,700,024.00	2,700,024.00	868,248.43	(1,831,775.57)	32.16	2,080,945.42
NET REVENUE OVER EXPENDITURES	(469,289.00)	(469,289.00)	959,799.73	(1,429,088.73)	(48.89)	1,548,243.77

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 602 - WASTEWATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>INTERGOVERNMENTAL REVENUES</u>						
602-33160 FEDERAL GRANT -PSIG \$.00	.00	.00	.00	.00	1,106,719.99
TOTAL INTERGOVERNMENTAL REVE	.00	.00	.00	.00	.00	1,106,719.99
<u>SA & INTEREST EARNINGS</u>						
602-36102 SPEC ASSESSMENTS - INT/PEN	500.00	500.00	739.19	(239.19)	147.84	1,970.43
602-36210 INTEREST EARNINGS	10,000.00	10,000.00	213.52	9,786.48	2.14	54,860.43
TOTAL SA & INTEREST EARNINGS	10,500.00	10,500.00	952.71	9,547.29	9.07	56,830.86
<u>OPERATING REVENUE</u>						
602-37210 SEWER CHARGES - CITY	2,195,235.00	2,195,235.00	1,605,753.58	589,481.42	73.15	2,187,666.46
602-37250 SAC CHARGES	.00	.00	192,068.50	(192,068.50)	.00	228,436.50
602-37260 PENALTIES	25,000.00	25,000.00	29,273.37	(4,273.37)	117.09	41,156.56
TOTAL OPERATING REVENUE	2,220,235.00	2,220,235.00	1,827,095.45	393,139.55	82.29	2,457,259.52
<u>OTHER FINANCING SOURCES</u>						
602-39700 CAPITAL CONTRIBUTIONS	.00	.00	.00	.00	.00	8,378.82
TOTAL OTHER FINANCING SOURCES	.00	.00	.00	.00	.00	8,378.82
TOTAL FUND REVENUE	2,230,735.00	2,230,735.00	1,828,048.16			3,629,189.19

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 602 - WASTEWATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>PERSONAL SERVICES</i>						
602-49450-101 FULL-TIME EMPLOYEES - REGULAR	425,328.00	425,328.00	271,627.51	(153,700.49)	63.86	396,788.48
602-49450-102 FULL-TIME EMPLOYEES - OVERTIME	21,000.00	21,000.00	9,424.98	(11,575.02)	44.88	22,060.49
602-49450-104 TEMP/SEAS EMPLOYEES - REGULAR	11,196.00	11,196.00	8,126.00	(3,070.00)	72.58	6,717.73
602-49450-110 HOURS WORKED HOLIDAY	.00	.00	2,141.70	2,141.70	.00	1,915.04
602-49450-115 CALL-IN PAY	.00	.00	6,945.85	6,945.85	.00	1,177.35
602-49450-116 ON-CALL PAY	.00	.00	14,705.07	14,705.07	.00	3,648.12
602-49450-121 PERA (EMPLOYER)	34,495.00	34,495.00	22,923.71	(11,571.29)	66.46	30,515.74
602-49450-122 FICA/MEDICARE (EMPLOYER)	36,042.00	36,042.00	23,396.33	(12,645.67)	64.91	31,254.30
602-49450-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	93,725.00	93,725.00	78,218.35	(15,506.65)	83.46	78,482.66
602-49450-132 LONGEVITY PAY	13,617.00	13,617.00	.00	(13,617.00)	.00	.00
602-49450-133 INSURANCE DEDUCT CONTRIB	8,200.00	8,200.00	4,960.58	(3,239.42)	60.49	7,873.52
602-49450-151 WORKERS' COMPENSATION PREMIU	22,897.00	22,897.00	19,949.69	(2,947.31)	87.13	20,695.08
602-49450-154 HRA/FLEX FEES	500.00	500.00	368.51	(131.49)	73.70	462.32
TOTAL PERSONAL SERVICES	667,000.00	667,000.00	462,788.28	(204,211.72)	69.38	601,590.83
<i>SUPPLIES</i>						
602-49450-200 LAB SUPPLIES & REPLACEMENT	20,000.00	20,000.00	12,965.67	(7,034.33)	64.83	14,279.91
602-49450-201 OFFICE SUPPLIES - ACCESSORIES	500.00	500.00	523.61	23.61	104.72	689.05
602-49450-204 STATIONARY, FORMS AND ENVELOP	2,300.00	2,300.00	1,057.04	(1,242.96)	45.96	1,072.97
602-49450-210 MISCELLANEOUS OPER SUPPLIES	7,000.00	7,000.00	4,418.46	(2,581.54)	63.12	7,445.70
602-49450-212 GASOLINE/FUEL/LUB/ADDITIVES	12,000.00	12,000.00	5,424.60	(6,575.40)	45.21	10,984.87
602-49450-213 OPER SUPPLIES - PLANT EQUIP	1,000.00	1,000.00	130.50	(869.50)	13.05	174.00
602-49450-216 CHEMICALS & CHEMICAL PRODUCTS	109,700.00	109,700.00	50,945.81	(58,754.19)	46.44	59,753.61
602-49450-217 TESTING	11,000.00	11,000.00	6,855.00	(4,145.00)	62.32	10,684.25
602-49450-221 REPAIR & MAINT SUPP - VEH/EQ	5,000.00	5,000.00	4,861.22	(138.78)	97.22	8,458.80
602-49450-240 SMALL TOOLS & MINOR EQUIP	7,000.00	7,000.00	3,941.96	(3,058.04)	56.31	5,479.60
TOTAL SUPPLIES	175,500.00	175,500.00	91,123.87	(84,376.13)	51.92	119,022.56
<i>OTHER SERVICES & CHARGES</i>						
602-49450-304 MISC PROFESSIONAL SERVICES	7,000.00	7,000.00	5,411.44	(1,588.56)	77.31	12,738.06
602-49450-306 GIS PROJECT CONTRACT EXP	8,000.00	8,000.00	334.50	(7,665.50)	4.18	4,055.92
602-49450-310 GOPHER STATE ONE CALL	1,500.00	1,500.00	906.82	(593.18)	60.45	1,036.11
602-49450-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
602-49450-321 TELEPHONE/CELLULAR PHONES	5,000.00	5,000.00	1,770.83	(3,229.17)	35.42	2,924.17
602-49450-322 POSTAGE	4,500.00	4,500.00	6,112.50	1,612.50	135.83	5,766.54
602-49450-331 TRAVEL/MEALS/LODGING	1,000.00	1,000.00	499.67	(500.33)	49.97	850.80
602-49450-334 MILEAGE REIMBURSEMENT	200.00	200.00	.00	(200.00)	.00	.00
602-49450-340 ADVERTISING	150.00	150.00	.00	(150.00)	.00	589.68
602-49450-360 INSURANCE AND BONDS	34,000.00	34,000.00	24,823.94	(9,176.06)	73.01	32,712.19
602-49450-381 ELECTRIC UTILITIES	120,000.00	120,000.00	75,272.28	(44,727.72)	62.73	142,891.28
602-49450-382 WATER/WASTEWATER UTILITIES	3,000.00	3,000.00	2,092.77	(907.23)	69.76	3,125.27
602-49450-383 GAS UTILITIES	25,000.00	25,000.00	19,355.60	(5,644.40)	77.42	28,595.16
602-49450-385 POWER - LIFT STATIONS	18,000.00	18,000.00	11,318.45	(6,681.55)	62.88	15,426.73
TOTAL OTHER SERVICES & CHARG	227,350.00	227,350.00	147,898.80	(79,451.20)	65.05	251,149.91

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 602 - WASTEWATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
602-49450-402 REPAIR & MAINT - SAN SEWER	5,000.00	5,000.00	79.78	(4,920.22)	1.60	325.47
602-49450-404 REPAIR & MAINT LABOR - VEH/EQ	5,000.00	5,000.00	.00	(5,000.00)	.00	7,416.37
602-49450-406 REPAIR & MAINT - PLANT	30,000.00	30,000.00	12,258.85	(17,741.15)	40.86	40,119.84
602-49450-407 REPAIR & MAINT - LIFT STATIONS	7,000.00	7,000.00	3,512.01	(3,487.99)	50.17	4,113.13
602-49450-408 REPAIRS & MAINTENANCE - SEWER	.00	.00	.00	.00	.00	7,529.77
602-49450-409 MAINT CONTRACTS - OFFICE EQUIP	1,000.00	1,000.00	.00	(1,000.00)	.00	1,177.76
602-49450-420 DEPRECIATION	1,293,333.00	1,293,333.00	.00	(1,293,333.00)	.00	828,497.96
602-49450-430 MISCELLANEOUS	1,000.00	1,000.00	10.00	(990.00)	1.00	393.68
602-49450-433 DUES AND SUBSCRIPTIONS	1,000.00	1,000.00	1,868.28	868.28	186.83	1,999.14
602-49450-440 MEETINGS AND SCHOOLS	2,500.00	2,500.00	1,487.00	(1,013.00)	59.48	1,418.90
602-49450-441 MPCA FEES	10,000.00	10,000.00	7,925.00	(2,075.00)	79.25	.00
602-49450-489 OTHER CONTRACTED SERVICES	81,000.00	81,000.00	3,285.96	(77,714.04)	4.06	87,878.19
TOTAL MISCELLANEOUS	1,436,833.00	1,436,833.00	30,426.88	(1,406,406.12)	2.12	980,870.21
<i>DEBT SERVICE</i>						
602-49450-610 2013 WWTP REHAB INTEREST EXP	115,000.00	115,000.00	67,902.93	(47,097.07)	59.05	61,734.81
602-49450-611 INTEREST EXP 2004 SEWER BONDS	184.00	184.00	.00	(184.00)	.00	2,253.56
602-49450-613 INTEREST - WASTE WATER BONDS	3,433.00	3,433.00	3,433.20	.20	100.01	.00
602-49450-617 BOND DISCOUNT	.00	.00	.00	.00	.00	1,896.25
602-49450-621 BOND ISSUE COSTS	.00	.00	1,705.17	1,705.17	.00	2,140.47
602-49450-623 INTEREST XYLITE BOND 2005	170.00	170.00	661.63	491.63	389.19	1,879.41
602-49450-627 INTEREST-2007 STREET BONDS	4,313.00	4,313.00	4,312.83	(.17)	100.00	7,177.92
602-49450-631 2011 BOND INT EXP	.00	.00	.00	.00	.00	3,778.08
602-49450-632 2012 BOND INTEREST EXP	5,563.00	5,563.00	5,562.66	(.34)	99.99	6,208.24
602-49450-634 INTEREST EXP 2014 IMPROV	11,182.00	11,182.00	11,181.41	(.59)	99.99	3,743.17
602-49450-635 INTEREST EXP 2015 BOND EXP	15,996.00	15,996.00	3,750.77	(12,245.23)	23.45	.00
TOTAL DEBT SERVICE	155,841.00	155,841.00	98,510.60	(57,330.40)	63.21	90,811.91
<i>TRANSFERS</i>						
602-49450-720 TRANSFERS OUT - OPER TRANSFER	37,500.00	37,500.00	37,500.00	.00	100.00	37,500.00
TOTAL TRANSFERS	37,500.00	37,500.00	37,500.00	.00	100.00	37,500.00
TOTAL EXPENSE 450	2,700,024.00	2,700,024.00	868,248.43	(1,831,775.57)	32.16	2,080,945.42

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 602 - WASTEWATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND EXPENDITURES	2,700,024.00	2,700,024.00	868,248.43			2,080,945.42
NET REVENUES OVER EXPENDITURE	(469,289.00)	(469,289.00)	959,799.73			1,548,243.77

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 603 - STORM WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
SA & INTEREST EARNINGS	.00	.00	.00	.00	.00	383.16
OPERATING REVENUES	316,000.00	316,000.00	246,507.27	69,492.73	128.19	324,469.21
OTHER FINANCING SOURCES	.00	.00	.00	.00	.00	32,561.19
TOTAL FUND REVENUE	316,000.00	316,000.00	246,507.27	69,492.73	128.19	357,413.56
EXPENDITURES						
STORM SEWER FUND EXPENDITURES EXPENSE 500	401,230.00	401,230.00	38,126.25	(363,103.75)	9.50	397,064.83
TOTAL STORM SEWER FUND EXPENDITURE	401,230.00	401,230.00	38,126.25	(363,103.75)	9.50	397,064.83
TOTAL FUND EXPENDITURES	401,230.00	401,230.00	38,126.25	(363,103.75)	9.50	397,064.83
NET REVENUE OVER EXPENDITURES	(85,230.00)	(85,230.00)	208,381.02	(293,611.02)	(40.90)	(39,651.27)

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 603 - STORM WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>SA & INTEREST EARNINGS</u>						
603-36210 INTEREST EARNINGS	.00	.00	.00	.00	.00	383.16
TOTAL SA & INTEREST EARNINGS	.00	.00	.00	.00	.00	383.16
<u>OPERATING REVENUES</u>						
603-37310 STORM WATER CHARGES	310,000.00	310,000.00	241,292.71	68,707.29	77.84	316,672.73
603-37360 PENALTIES	6,000.00	6,000.00	5,214.56	785.44	86.91	7,796.48
TOTAL OPERATING REVENUES	316,000.00	316,000.00	246,507.27	69,492.73	78.01	324,469.21
<u>OTHER FINANCING SOURCES</u>						
603-39700 CAPITAL CONTRIBUTIONS	.00	.00	.00	.00	.00	32,561.19
TOTAL OTHER FINANCING SOURCES	.00	.00	.00	.00	.00	32,561.19
TOTAL FUND REVENUE	<u>316,000.00</u>	<u>316,000.00</u>	<u>246,507.27</u>			<u>357,413.56</u>

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 603 - STORM WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
EXPENSE 500						
<i>SUPPLIES</i>						
603-49500-204 STATIONARY, FORMS & ENVELOPES	500.00	500.00	.00	(500.00)	.00	24.59
<i>TOTAL SUPPLIES</i>	500.00	500.00	.00	(500.00)	.00	24.59
<i>OTHER SERVICES & CHARGES</i>						
603-49500-304 MISC PROFESSIONAL SERVICES	1,500.00	1,500.00	620.00	(880.00)	41.33	.00
603-49500-352 GEN INFO & PUBLIC NOTICES	75.00	75.00	196.56	121.56	262.08	7.51
<i>TOTAL OTHER SERVICES & CHARG</i>	1,575.00	1,575.00	816.56	(758.44)	51.85	7.51
<i>MISCELLANEOUS</i>						
603-49500-403 REPAIRS & MAINT - STORM SEWER	8,000.00	8,000.00	4,266.84	(3,733.16)	53.34	4,459.97
603-49500-420 DEPRECIATION	355,000.00	355,000.00	.00	(355,000.00)	.00	359,640.86
603-49500-430 MISCELLANEOUS	1,096.00	1,096.00	1,038.30	(57.70)	94.74	2,551.58
603-49500-440 SCHOOLS AND MEETINGS	.00	.00	400.00	400.00	.00	170.00
<i>TOTAL MISCELLANEOUS</i>	364,096.00	364,096.00	5,705.14	(358,390.86)	1.57	366,822.41
<i>DEBT SERVICE</i>						
603-49500-611 INTEREST EXP 2004 STORM BONDS	4,728.00	4,728.00	4,727.13	(.87)	99.98	5,789.06
603-49500-617 BOND DISCOUNT	.00	.00	.00	.00	.00	2,163.15
603-49500-621 BOND ISSUE COSTS	.00	.00	1,921.96	1,921.96	.00	4,878.82
603-49500-623 INTEREST-XYLITE BOND 2005	240.00	240.00	976.82	736.82	407.01	2,615.99
603-49500-627 INTEREST-2007 STREET BONDS	3,471.00	3,471.00	3,470.56	(.44)	99.99	5,776.10
603-49500-628 INTEREST EXP 2008 BONDS	1,395.00	1,395.00	1,394.37	(.63)	99.95	.00
603-49500-629 2009 STORM BOND INT EXP	2,325.00	2,325.00	2,324.22	(.78)	99.97	2,631.56
603-49500-631 2011 BOND INT EXP	.00	.00	.00	.00	.00	1,698.27
603-49500-634 INTEREST EXP 2014 STORM IMPROV	12,562.00	12,562.00	12,561.85	(.15)	100.00	4,657.37
603-49500-635 INTEREST EXP 2015 BONDS	10,338.00	10,338.00	4,227.64	(6,110.36)	40.89	.00
<i>TOTAL DEBT SERVICE</i>	35,059.00	35,059.00	31,604.55	(3,454.45)	90.15	30,210.32
TOTAL EXPENSE 500	401,230.00	401,230.00	38,126.25	(363,103.75)	9.50	397,064.83

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 603 - STORM WATER UTILITY FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND EXPENDITURES	401,230.00	401,230.00	38,126.25			397,064.83
NET REVENUES OVER EXPENDITURE	(85,230.00)	(85,230.00)	208,361.02			(39,651.27)

CITY OF CAMBRIDGE
SUMMARY REVENUES / EXPENDITURES COMPARED TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 610 - LIQUOR STORE FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
REVENUE						
INTEREST & LOTTERY SALES	88,884.00	88,884.00	58,993.14	29,890.86	150.67	92,195.11
OPERATING REVENUES	4,969,828.00	4,969,828.00	3,719,616.67	1,250,211.33	133.61	4,971,838.73
TOTAL FUND REVENUE	5,058,712.00	5,058,712.00	3,778,609.81	1,280,102.19	133.88	5,064,033.84
EXPENDITURES						
LIQUOR STORE EXPENDITURES						
LIQUOR STORE	5,058,712.00	5,058,712.00	3,806,374.22	(1,252,337.78)	75.24	5,047,269.98
TOTAL LIQUOR STORE EXPENDITURES	5,058,712.00	5,058,712.00	3,806,374.22	(1,252,337.78)	75.24	5,047,269.98
TOTAL FUND EXPENDITURES	5,058,712.00	5,058,712.00	3,806,374.22	(1,252,337.78)	75.24	5,047,269.98
NET REVENUE OVER EXPENDITURES	.00	.00	(27,764.41)	27,764.41	.00	16,763.86

*↗
 made 2015
 trf to general
 fund in Sept -
 3 more months
 of activity to cover.*

CITY OF CAMBRIDGE
DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 610 - LIQUOR STORE FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<u>INTEREST & LOTTERY SALES</u>						
610-36200 MISCELLANEOUS REVENUES	400.00	400.00	2,429.50	(2,029.50)	607.38	386.50
610-36210 INTEREST EARNINGS	50.00	50.00	24.64	25.36	49.28	3,691.61
610-36220 LOTTERY SALES	88,434.00	88,434.00	56,539.00	31,895.00	63.93	88,117.00
TOTAL INTEREST & LOTTERY SALES	88,884.00	88,884.00	58,993.14	29,890.86	66.37	92,195.11
<u>OPERATING REVENUES</u>						
610-37811 SALES - LIQUOR	1,632,000.00	1,632,000.00	1,178,123.67	453,876.33	72.19	1,643,291.96
610-37812 SALES - BEER	2,244,000.00	2,244,000.00	1,766,690.72	477,309.28	78.73	2,248,469.43
610-37813 SALES - WINE	824,160.00	824,160.00	569,780.50	254,379.50	69.13	822,314.12
610-37815 SALES - NON-TAXABLE	132,600.00	132,600.00	111,008.37	21,591.63	83.72	135,243.89
610-37816 SALES - TAXABLE	140,760.00	140,760.00	96,455.43	44,304.57	68.52	126,091.28
610-37820 MACHINE COMMISSIONS	100.00	100.00	.00	100.00	.00	.00
610-37830 DISCOUNTS, DEPOSITS & RETURNS	(2,856.00)	(2,856.00)	(1,664.75)	(1,191.25)	(58.29)	(3,047.40)
610-37840 CASH OVER AND SHORT	(936.00)	(936.00)	(777.27)	(158.73)	(83.04)	(524.55)
TOTAL OPERATING REVENUES	4,969,828.00	4,969,828.00	3,719,616.67	1,250,211.33	74.84	4,971,838.73
TOTAL FUND REVENUE	5,058,712.00	5,058,712.00	3,778,609.81			5,064,033.84

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 610 - LIQUOR STORE FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
LIQUOR STORE						
<i>PERSONAL SERVICES</i>						
610-49750-101 FULL-TIME EMPLOYEES - REGULAR	232,211.00	232,211.00	178,451.06	(53,759.94)	76.85	231,286.43
610-49750-102 FULL-TIME EMPLOYEES - OVERTIME	7,377.00	7,377.00	1,984.95	(5,392.05)	26.91	6,894.19
610-49750-103 PART-TIME EMPLOYEES - REGULAR	110,000.00	110,000.00	76,539.97	(33,460.03)	69.58	123,684.42
610-49750-106 PART-TIME EMPLOYEES - OVERTIME	8,000.00	8,000.00	.00	(8,000.00)	.00	4,073.39
610-49750-110 HOURS WORKED HOLIDAY	.00	.00	6,883.12	6,883.12	.00	3,628.21
610-49750-121 PERA (EMPLOYER)	27,621.00	27,621.00	19,789.43	(7,831.57)	71.65	25,596.12
610-49750-122 FICA/MEDICARE (EMPLOYER)	28,174.00	28,174.00	19,680.00	(8,494.00)	69.85	27,294.72
610-49750-131 MEDICAL/DENTAL/LIFE (EMPLOYER)	55,277.00	55,277.00	52,232.96	(3,044.04)	94.49	44,095.36
610-49750-132 LONGEVITY PAY	10,696.00	10,696.00	.00	(10,696.00)	.00	.00
610-49750-133 INSURANCE DEDUCTIBLE CONTRIB	4,800.00	4,800.00	2,882.35	(1,917.65)	60.05	2,739.27
610-49750-151 WORKERS' COMPENSATION PREMIU	11,608.00	11,608.00	9,350.10	(2,257.90)	80.55	9,304.96
610-49750-153 UNEMPLOYMENT COMPENSATION	250.00	250.00	.00	(250.00)	.00	.00
610-49750-154 HRA/FLEX FEES	300.00	300.00	238.44	(61.56)	79.48	246.70
TOTAL PERSONAL SERVICES	496,314.00	496,314.00	368,032.38	(128,281.62)	74.15	478,843.77
<i>SUPPLIES</i>						
610-49750-201 OFFICE SUPPLIES - ACCESSORIES	7,242.00	7,242.00	907.10	(6,334.90)	12.53	3,244.65
610-49750-210 MISCELLANEOUS OPER SUPPLIES	25,831.00	25,831.00	13,262.50	(12,568.50)	51.34	26,067.46
610-49750-220 MAINTENANCE & REPAIR SUPPLIES	27,030.00	27,030.00	15,574.66	(11,455.34)	57.62	34,442.53
610-49750-251 PURCHASES - LIQUOR	1,206,130.00	1,206,130.00	867,112.65	(339,017.35)	71.89	1,206,828.39
610-49750-252 PURCHASES - BEER	1,727,415.00	1,727,415.00	1,351,200.97	(376,214.03)	78.22	1,737,581.52
610-49750-253 PURCHASES WINE	582,980.00	582,980.00	398,028.33	(184,951.67)	68.27	574,158.29
610-49750-259 PURCHASES - MISCELLANEOUS	213,210.00	213,210.00	165,845.86	(47,364.14)	77.79	200,723.76
610-49750-260 FREIGHT & DRAY	31,620.00	31,620.00	22,578.50	(9,041.50)	71.41	30,572.56
610-49750-262 BREAKAGE & SHRINKAGE	1,200.00	1,200.00	.00	(1,200.00)	.00	448.90
610-49750-263 INVENTORY PRICE ADJ	6,300.00	6,300.00	.00	(6,300.00)	.00	(2,598.98)
TOTAL SUPPLIES	3,828,958.00	3,828,958.00	2,834,510.57	(994,447.43)	74.03	3,811,467.08
<i>OTHER SERVICES & CHARGES</i>						
610-49750-304 MISC PROFESSIONAL SERVICES	2,000.00	2,000.00	1,587.95	(412.05)	79.40	4,107.30
610-49750-313 MARCO IT MGMT & BACKUP	.00	.00	.00	.00	.00	438.00
610-49750-321 TELEPHONE/CELLULAR PHONES	3,960.00	3,960.00	2,488.37	(1,471.63)	62.84	2,986.78
610-49750-331 TRAVEL/MEALS/LODGING	500.00	500.00	10.00	(490.00)	2.00	271.53
610-49750-334 MILEAGE REIMBURSEMENT	300.00	300.00	212.75	(87.25)	70.92	106.96
610-49750-340 ADVERTISING	36,300.00	36,300.00	27,441.00	(8,859.00)	75.60	37,497.48
610-49750-341 WINE TASTING EVENT COSTS	3,000.00	3,000.00	2,049.71	(950.29)	68.32	2,786.18
610-49750-360 INSURANCE AND BONDS	16,500.00	16,500.00	10,498.35	(6,001.65)	63.63	14,709.61
610-49750-381 ELECTRIC UTILITIES	26,400.00	26,400.00	16,794.31	(9,605.69)	63.61	23,354.72
610-49750-382 WATER/WASTEWATER UTILITIES	770.00	770.00	516.68	(253.32)	67.10	678.95
610-49750-383 GAS UTILITIES	2,000.00	2,000.00	1,009.75	(990.25)	50.49	2,034.37
TOTAL OTHER SERVICES & CHARG	91,730.00	91,730.00	62,608.87	(29,121.13)	68.25	88,971.88

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 610 - LIQUOR STORE FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
<i>MISCELLANEOUS</i>						
610-49750-405 JANITOR SERVICES	5,390.00	5,390.00	4,418.68	(971.32)	81.98	5,738.03
610-49750-413 RENTALS - OFFICE EQUIPMENT	.00	.00	390.00	390.00	.00	.00
610-49750-420 DEPRECIATION	47,000.00	47,000.00	.00	(47,000.00)	.00	47,122.60
610-49750-430 FISCAL/BANK/MISCELLANEOUS CHG	97,750.00	97,750.00	76,239.13	(21,510.87)	77.99	94,816.07
610-49750-433 DUES AND SUBSCRIPTIONS	2,940.00	2,940.00	3,023.00	83.00	102.82	3,683.38
610-49750-440 MEETINGS AND SCHOOLS	900.00	900.00	943.71	43.71	104.86	857.00
610-49750-453 TAXES AND LICENSES	1,200.00	1,200.00	.00	(1,200.00)	.00	45.00
610-49750-461 LOTTERY SWEEP	48,960.00	48,960.00	32,491.73	(16,468.27)	66.36	49,759.24
610-49750-475 LOTTERY PAID OUT	34,170.00	34,170.00	19,377.00	(14,793.00)	56.71	34,763.00
610-49750-489 CONTRACT MAINTENANCE	3,400.00	3,400.00	4,339.15	939.15	127.62	1,887.93
TOTAL MISCELLANEOUS	241,710.00	241,710.00	141,222.40	(100,487.60)	58.43	238,672.25
<i>TRANSFERS</i>						
610-49750-720 TRANSFERS OUT - OPER TRANSFER	400,000.00	400,000.00	400,000.00	.00	100.00	421,915.00
610-49750-722 TRANSFERS OUT TO SENIOR CENTE	.00	.00	.00	.00	.00	7,400.00
TOTAL TRANSFERS	400,000.00	400,000.00	400,000.00	.00	100.00	429,315.00
TOTAL LIQUOR STORE	5,058,712.00	5,058,712.00	3,806,374.22	(1,252,337.78)	75.24	5,047,269.98

CITY OF CAMBRIDGE
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2015

FUND 610 - LIQUOR STORE FUND

	ADOPTED BUDGET	AMENDED BUDGET	YTD ACTUAL	UNUSED/ UNEARNED	% OF BUDGET	PRIOR YR YTD ACTUAL
TOTAL FUND EXPENDITURES	5,058,712.00	5,058,712.00	3,806,374.22			5,047,269.98
NET REVENUES OVER EXPENDITURE	.00	.00	(27,764.41)			16,763.86

Background

Scott Frayn has applied for a tobacco license for Cambridge Fuels Inc. located at 4000 Main Street S. All of the proper paperwork has been completed and submitted. A criminal history background check was done on the applicant and no issues appeared.

The application is for a period from November 15 through December 31, 2016. The City's tobacco licensing period runs from January 1 – December 31 each year. Therefore, Mr. Frayn has paid the additional two months for a license to be issued effective November 15.

Recommendation

Approve tobacco licenses for Cambridge Fuel Inc at 4000 Main Street S as requested.

Prepared by Lucas Milz

Background

For the past three years Lex Cralley, owner of Pirate Air, set up and managed a Fly In at the airport on Father's Day. He is asking to do the same again in 2016. The event will be held on Sunday, June 19, 2016 from 8:00 am to 12:30 pm. The City is insured for events at the airport so liability issues are not a concern. The City assists with setting up a temporary parking lot and ensures handicap access. Mr. Cralley takes care of everything else. This event has been well attended and is a good opportunity for the public to see the airport.

Request

Approve the 2016 Fly In at the Cambridge Municipal Airport on Sunday, June 19, 2016. Public Works will help with the setup of the event.

Northbound Liquor, Bridge Park Apartments, and Other Miscellaneous Snow Removal

Prepared By: Todd Schwab

Background:

Staff has solicited proposals to perform snow removal services from City designated streets after plowing has been completed by City Staff. The proposal will be evaluated on an hourly rate scenario.

Staff has also solicited proposals for parking lot and sidewalk snow plowing, salting and sanding services. These services will be required at Northbound Liquor, Bridge Park Apartments. The proposals will also be evaluated on an hourly rate scenario.

The deadline for the Request for Proposals is noon on Friday October 30, 2015.

Staff will evaluate the proposals after the October 30th deadline and will submit a recommendation in the form of a handout.

Attachment:

Snow Plowing And Removal Request For Proposal 2015 - 2016

**SNOW PLOWING AND REMOVAL
REQUEST FOR PROPOSAL
2015 - 2016**

The City of Cambridge is currently seeking proposals for snow plowing and snow removal services for certain City-owned and/or managed properties within the City of Cambridge. The Request for Proposal forms are available on the City's website at <http://www.ci.cambridge.mn.us> and at Cambridge City Hall – 300 3rd Avenue NE, Cambridge, MN 55008. Qualified Contractors and interested parties should submit their proposals to: Attn: City of Cambridge, City Administrator, 300 3rd Avenue NE, Cambridge, MN 55008 by noon on Friday, October 30, 2015. The City will consider proposals on an hourly basis independently for each service. Contractors do not have to submit a proposal for each service to be considered; however, this is preferred.

**SCOPE OF SERVICES
SNOW REMOVAL, SNOW PLOWING, SALTING AND SANDING SERVICES**

Qualified Contractors are asked to provide information described below and as detailed on the Schedule of Prices and Description of Equipment forms available on the City's website and at City Hall in order to be considered:

1. Snow Removal from designated City Street after plowing – the City of Cambridge Assistant Public Works Department pushes snow to certain areas of the City. Upon notice from the Assistant Director of Public Works (or his designee), the contractor may be contacted to assist in removing the accumulated snow from the designated snow collection sites.
2. Plowing and Salting Bridge Park Apartments – The Cambridge Economic Development Authority (EDA), a political subdivision of the City of Cambridge, owns and manages Bridge Park Apartments at 121 South Fern Street (see attached map). The EDA desires to have the parking lot for Bridge Park plowed when a snowfall event exceeds one inch. Contractor is allowed to plow around vehicles that may remain in the parking lot and EDA staff will be responsible for removing snow that remains between the vehicles. EDA staff will also be responsible for removal of snow on all sidewalks. Also, contractor will salt parking lot.
3. Liquor Store – The City of Cambridge owns and manages the Cambridge Northbound Liquor Store at 1655 East Highway 95 (see attached map). The City desires to have the parking lot for the Cambridge Northbound Liquor Store plowed when a snowfall event exceeds one inch. Snow must be plowed to areas designated by the Assistant Public Works Director. (See attached map). Contractor is allowed to plow around vehicles that may remain in the parking lot and City staff will be responsible for removing snow that remains between vehicles. Also contractor is responsible for the removal of snow from sidewalks. Straight salt and plowing of lot and sidewalks must be completed by 7:30 a.m.
4. Salting must be done in a manner and with materials that will not to damage grass, plantings and trees in landscaped areas.
5. Term of Agreement – The proposal shall cover services from November 2015 – May 2016 but may consider a two year agreement. Contractor must provide proof of insurance in a manner determined

by the City Attorney. The City reserves the right to terminate this agreement for any reason with 30 day written notice.

6. Billing – Contractor must submit detailed billing statement so that the City can separate each type of service received – snow removal, Bridge park service, Liquor Store. The City will pay bill submitted on a monthly basis on net 30 terms.

TIMETABLE FOR EVALUATING PROPOSALS

- A. Proposal must be in writing and submitted by noon on Friday, October 30, 2015.
- B. Two copies of proposals must be submitted to City of Cambridge, City Administrator, 300 3rd Avenue NE, Cambridge, MN 55008.
- C. Questions regarding the proposal should be directed to: Assistant Director of Public Works, Lucas Milz at 763-552-3238. In order to ensure a fair process, Contractors and individuals submitting proposals are prohibited from contacting any other Staff or Council members regarding their proposals.
- D. The City Council and EDA will consider selecting a new snow plowing and removal service contractor(s) at their regular scheduled meeting on Monday, November 2, 2015.
- E. The effective date for services will be on, or as close as possible to November 3, 2015.

STATEMENT OF CONTENT OF RFP – Contractor should submit the following information in addition to attachment #1.

- A. Title page (name or Contractor name and contact person, address, phone, fax, email address and date);
- B. Completed Proposal Form (attachment #1).
- C. Contractor's company or individual's profile/history/experience; include at least of two (2) client references;

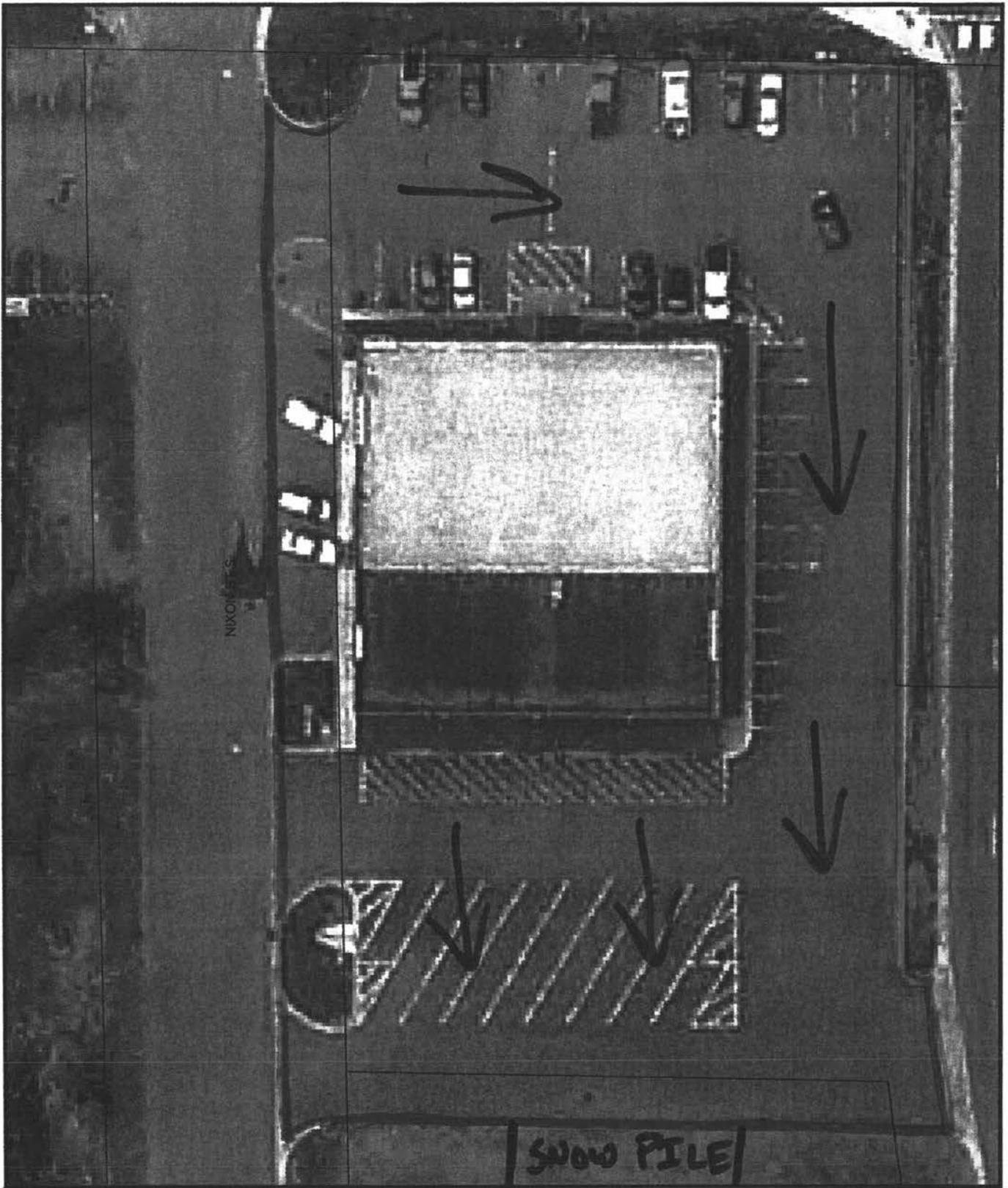
DISCLAIMER

The City reserves the right to reject any and all proposals submitted. This is not an offer to enter a contractor or a request for bids; but merely information from applicants which may lead to further negotiations for purposes of entering a contract. The City reserves the right to increase or decrease hours at their discretion. Further, the City is not responsible for any of the applicants costs associated with preparing the proposal and/or attending meeting held by the city.

Attachment #1

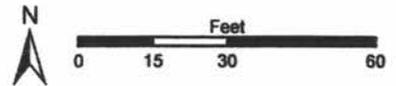
2015 – 2016 SNOW REMOVAL, SNOW PLOWING, SALTING & SANDING SERVICES				
Description of Service	Hourly rate for snow removal for dump trucks	Hourly rate for skidsteer	Hourly rate for pickup with plow	
1. Snow Removal from designated areas				

Description of Service	Type of Equipment Expected to be used by contractor	Hourly rate quoted by contractor
1. Plowing and salting of Bridge Park Apartment Parking Lot by 8:00 a.m.		
2. Plowing and salting of the Liquor Store lot. Also sidewalk snow removal by 7:30 a.m.		
3. City sidewalk snow removal.		



CAMBRIDGE
 Minnesota's Opportunity Community[®]
 300 Third Ave NE, Cambridge, MN 55008 - 763-689-3211
www.ci.cambridge.mn.us

Northbound Liquor
Cambridge, Minnesota



clearlab

This map is neither a legally recorded map nor a survey map and is not intended to be used as one. This map is a compilation of records, information, and data gathered from various sources and is to be used for reference purposes only. The City of Cambridge does not warrant that the GIS data used to prepare this map are error free, and The City of Cambridge does not represent that the GIS data can be used for navigational, tracking, or any other purpose requiring exacting measurement of distance or direction or precision in the depiction of geographic features. The user of this map acknowledges that the City of Cambridge shall not be liable for any damages which arise out of the user's access or use of data provided.

Resolution No. R15-067

CITY RESOLUTION RESPONDING TO THE DETACHMENT PETITION INITIATED BY WEST OAKS SUBDIVISION) FOR DETACHMENT OF PROPERTIES FROM THE CITY OF CAMBRIDGE

RESOLUTION OF THE CITY OF CAMBRIDGE CONCERNING DETACHMENT OF CERTAIN LAND PURSUANT TO MINNESOTA STATUTES § 414.06

Whereas the City of Cambridge received a petition for detachment of certain property on October 12, 2015 for the following described property:

WEST OAKS SUBDIVISION: 1) Lot 001, Block 001 of West Oaks, 2) Lot 001, Block 002 of West Oaks, 3) Lot 003, Block 001 of West Oaks, 4) Lot 004, Block 001 of West Oaks, Lot 001, 5) Lot 5, Block 001 of West Oaks, 6) Lot 006, Block 001 of West Oaks, 7) Lot 007, Block 001 of West Oaks, 8) Lot 008, Block 001 of West Oaks, 9) Lot 009, Block 001 of West Oaks, 10) Lot 010, Block 001 of West Oaks, and Lot 011, Block 001 of West Oaks.

The City of Cambridge emphatically opposes the petition for detachment.

Adopted this 2nd day of November 2015.

Marlys A. Palmer, Mayor

ATTEST:

Lynda J. Woulfe, City Administrator

November 2, 2015
Author: Stan Gustafson

Request

Staff is recommending to the City Council to donate old minute books to Isanti County Historical Society

Background

Laserfiche is the current method of long term record retention adopted by the City Council. Staff have been scanning records into the system and have recently scanned in several old minute books. These minute books would be a great addition to the Isanti County Historical Society. There are still several more books to be scanned and will be donated as well. Staff will share/transfer over our scanned electronic files so they do not have to go through the same process as we had to.

City Council Minutes

March 26, 1889 to April 13, 1901
1934 to 1948
1920 to 1933

Planning Commission Minutes

December 11, 1962 to December 12, 1995

Staff Recommendation

Staff recommends to the City Council to donate the above mentioned Historic Minute Books to the Isanti County Historical Society.

Prepared by: Terry Baar, Liquor Store Manager

The holiday season is upon Northbound and one employee is scheduled to head south for the winter so additional staffing is needed. Earlier this year, Northbound had advertised for part-time help. These lists are used for up to one year or until all applicants that meet our criteria are exhausted. Based upon our May hiring application pool, I would like to hire Dianna Mortenson as a Liquor Store Clerk if she successfully passes all pre-employment testing.

I propose to hire Dianna at Grade 2, Step 2 which is \$9.77 per hour effective November 3, 2015. This is the same wage as the employees hired in May 2015. Dianna has successfully completed all pre-employment testing.

Recommendation

Authorize hire of Dianna Mortenson at \$9.77 per hour effective November 3, 2015

Approve Resolution R15-068 Calling for a Public Hearing date on a Proposed Modification to the Development Program for Development District No 6 and Proposed Establishment of a Tax Increment Financing District No 6-17

November 2, 2015

Author: Stan Gustafson

Background

The Community Development Department is working with a land owner and Developer to establish a Proposed Modification to the Development Program for Development District No 6 and Proposed Establishment of a Tax Increment Financing District No 6-17. The TIF District is needed to assist with the cost of Infrastructure Improvements, Right of Way Acquisition, Environmental Remediation & Soil Correction, Site preparation and underground storm water ponding within the City.

A public hearing is required as a part of this process and City Council is being asked to schedule the public hearing for December 21, 2015 at approximately 3:00 pm.

Type of Public Hearing	Recommended Date	Recommended Time
Proposed Modification to the Development program for Development District No. 6	December 21, 2015	Approximately 3:00 pm

City Council Action

Approve Resolution # R15-068 Setting December 21, 2015 as the public hearing date on the Proposed Modification to the Development Program for Development District No 6 and Proposed Establishment of a Tax Increment Financing District No 6-17.

Tax Increment Financing to assist with the cost of Infrastructure Improvements, Right of Way Acquisition, Environmental Remediation & Soil Correction, Site preparation and underground storm water ponding at 1400 1st Avenue NE within the City.

Attachments

1. Resolution R15-068

**CITY OF CAMBRIDGE
ISANTI COUNTY
STATE OF MINNESOTA**

RESOLUTION NO. R15-068

**RESOLUTION CALLING FOR A PUBLIC HEARING BY THE CITY COUNCIL
ON THE PROPOSED MODIFICATION TO THE DEVELOPMENT PROGRAM
FOR DEVELOPMENT DISTRICT NO. 6 AND THE PROPOSED
ESTABLISHMENT OF TAX INCREMENT FINANCING DISTRICT NO. 6-17
THEREIN AND THE ADOPTION OF THE TAX INCREMENT FINANCING
PLAN THEREFOR.**

BE IT RESOLVED by the City Council (the "Council") for the City of Cambridge, Minnesota (the "City"), as follows:

Section 1. Public Hearing. This Council shall meet on December 21, 2015, at approximately 3:00 P.M., to hold a public hearing on the proposed Modification to the Development Program (the "Development Program Modification") for Development District No. 6, the proposed establishment of Tax Increment Financing District No. 6-17, (a renewal and renovation district), and the proposed adoption of a Tax Increment Financing Plan (the "TIF Plan") therefor, all pursuant to and in accordance with Minnesota Statutes, Sections 469.124 to 469.133, and Sections 469.174 to 469.1794, inclusive, as amended, in an effort to encourage the development and redevelopment of certain designated areas within the City; and

Section 2. Notice of Public Hearing, Filing of Development Program Modification and TIF Plan. City staff is authorized and directed to work with Ehlers to prepare the Development Program Modification for Development District No. 6 and a TIF Plan for Tax Increment Financing District No. 6-17 and to forward documents to the appropriate taxing jurisdictions including Isanti County and Independent School District No. 911. The City Administrator is authorized and directed to cause notice of the hearing, together with an appropriate map as required by law, to be published at least once in the official newspaper of the City not later than 10, nor more than 30, days prior to December 21, 2015, and to place a copy of the Development Program Modification and TIF Plan on file in the City Administrator's office at City Hall and to make such copy available for inspection by the public.

Dated: November 2, 2015

Adopted:

Marlys A. Palmer, Mayor

ATTEST:

Lynda J. Woulfe, City Administrator

4J 2015 General Fund Budget Amendment

November 2, 2015

Prepared by: Caroline Moe, Director of Finance

Background

We recommend the following change to the 2015 general fund budgeted revenue sources:

Revenue Source Impacted	Amount of increase (decrease)	Rationale
Tax Revenue	5,000	Expect more tax revenue than planned due to back tax collection from NRI>
License & Permits	74,985	Adjustment based on actual activity for 2015.
Inter-governmental Revenue	33,708	Adjustment based on actual activity for 2015—police aid higher than planned.
Charges for Service	481	Adjustment based on actual activity for 2015.
Fines & Forfeitures	100	Adjustment based on actual activity for 2015.
Other income	3,914	Adjustment based on actual activity for 2015.
Total	\$118,188	

We recommend the following change to the general fund budgeted expenditures and transfers out:

Dept Impacted	Amount of increase (decrease)	Rationale
General Government	49,762	Budget has been increased in Community Development to reflect \$45K to complete funding Comprehensive Plan Update. Work will carry over into 2016. Other minor line item adjustments done as well.
Public Safety	(6,000)	Repurpose savings in animal control to MNDOT remodel.
Public Works	(10,000)	Repurpose savings on certain lines to Parks Dept.
Parks & Recreation	20,426	Adjustments to 2015 based on actual results.
Transfers out	64,000	Transfer \$64,000 to Police Capital fund to fund MNDOT remodel and police car to be purchased in 2016.
Total	\$118,188	

Council Action

Approve Resolution R15-069 amending the 2015 general fund budget.

Attachments--Resolution R15-069 for 2015 General Fund Budget Amendment & Amended 2015 General Fund Budget.

Resolution No. R15-069

RESOLUTION APPROVING AMENDMENTS TO THE 2015 GENERAL FUND BUDGET

WHEREAS, the Cambridge City Council passed upon Resolution R14-087 adopting the 2015 General Fund Budget; and

WHEREAS, the Cambridge City Council passed upon Resolution R15-013 amending the 2015 General Fund Budget; and

WHEREAS, the Cambridge City Council passed upon Resolution R15-025 amending the 2015 General Fund Budget; and

WHEREAS, the Cambridge City Council passed upon Resolution R15-054 amending the 2015 General Fund Budget; and

WHEREAS, for financial reporting purposes, all amendments to the City's General Fund Budget are to be made in the form of Budget Amendment Resolution.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CAMBRIDGE, ISANTI COUNTY, STATE OF MINNESOTA, that the Director of Finance be directed to enter the attached budget amendments into the City's financial records:

GENERAL FUND REVENUES AND TRANSFERS IN:

An amendment of the 2015 budget is sought from \$6,157,468 to \$6,257,656 a total net increase of \$118,188:

<i>Revenues:</i>	<i>2015 Amended Budget 9/8/15</i>	<i>Proposed 2015 Amended Budget 11/2/15</i>	
Taxes	\$4,186,113	\$4,191,113	5,000
Licenses and Permits	273,169	348,154	74,985
Intergovernmental Revenues	1,001,227	1,034,935	33,708
Charges for Services	100,108	100,589	481
Fines and Forfeitures	39,895	39,995	100
Other	56,956	60,870	3,914
Transfers From Other Funds	<u>500,000</u>	<u>500,000</u>	<u>0</u>
Total Revenues	<u>\$6,157,468</u>	<u>\$6,275,656</u>	<u>118,188</u>

GENERAL FUND EXPENDITURES AND TRANSFERS OUT:

An amendment of the 2015 budget is sought from \$6,161,443 to \$6,279,631 a total net increase of \$118,188:

Operating Expenditures:	2015 Amended Budget 9/8/15	2015 Proposed Amended Budget 11/2/15	Increase (decrease)
General Government	1,520,933	1,570.695	49,762
Public Safety	2,182,246	2.176.246	(6000)
Public Works	1,384,434	1,374.434	(10,000)
Parks and Recreation	310,574	331.000	20,426
Transfers to Other Funds	<u>763,256</u>	<u>827.256</u>	<u>64,000</u>
Total Operating Expenditures	<u>\$6,161,443</u>	<u>\$6,279.631</u>	<u>118,188</u>

This resolution shall become effective immediately upon its passage without publication.

Adopted this 2nd Day of November, 2015

Marlys A. Palmer, Mayor

Attest:

Lynda J. Woulfe, City Administrator

CITY OF CAMBRIDGE
General Fund Budget Report - Fund #101
Proposed 2015 Budget Amendment

	9/8/2015 Proposed	11/2/2015	10/21/2015	
	Amended Budget 2015	Amended Budget 2015	YTD Actual 2015	YTD Actual 2014
REVENUES AND TRANSFERS IN				
REVENUES				
Taxes	4,186,113	4,191,113	2,233,067.98	4,049,149.94
Licenses and Permits -				
Business	72,250	72,250	64,376.96	74,817.08
Non-Business	200,919	275,904	275,906.54	235,913.73
Intergovernmental Revenues	1,001,227	1,034,935	652,344.97	993,045.74
Charges for Services				
General Government	329	446	446.00	227.75
Public Safety	99,207	99,571	98,619.91	97,734.50
Other	572	572	572.40	8,864.55
Fines and Forfeitures	39,895	39,995	38,623.37	61,877.05
Other	56,956	60,870	68,471	144,401
Total Revenues	<u>5,657,468</u>	<u>5,775,656</u>	<u>3,432,428.86</u>	<u>5,666,031.53</u>
TRANSFERS IN	500,000	500,000	500,000	450,000
TOTAL REVENUES AND TRANSFERS IN	<u>6,157,468</u>	<u>6,275,656</u>	<u>3,932,428.86</u>	<u>6,116,031.53</u>
EXPENDITURES AND TRANSFERS OUT				
EXPENDITURES				
General Government				
Mayor and Council	42,668	42,422	33,976	37,475
Administration	242,850	242,850	179,268	229,847
Elections	1,200	1,200	775	6,556
Finance	289,987	289,987	230,409	268,913
Legal	95,000	95,000	56,743	107,174
Community Development	721,722	771,730	501,781	544,602
New City Hall Buildings	127,506	127,506	90,022	113,190
Total General Government	<u>1,520,933</u>	<u>1,570,695</u>	<u>1,092,973.73</u>	<u>1,307,756.65</u>
Public Safety				
Police Department	1,833,745	1,833,745	1,468,394	1,632,844
Fire Department	328,801	328,801	275,671	315,804
Emergency Management	7,700	7,700	1,171	4,910
Animal Control	12,000	6,000	3,600	5,448
Total Public Safety	<u>2,182,246</u>	<u>2,176,246</u>	<u>1,748,837.13</u>	<u>1,959,006.30</u>
Public Works				
Street Maintenance	1,169,234	1,151,618	897,486	1,228,443
Street Lighting	191,500	202,616	140,166	163,923
Maintenance Building	23,700	20,200	11,813	25,351
Total Public Works	<u>1,384,434</u>	<u>1,374,434</u>	<u>1,049,464.14</u>	<u>1,417,716.12</u>
Parks and Recreation				
Ice Rink	4,150	4,150	1,441	3,159
AFRC	0	0	0	110,525
Parks and Recreation	306,424	326,850	261,619	225,067
Total Parks and Recreation	<u>310,574</u>	<u>331,000</u>	<u>263,061</u>	<u>338,751</u>
Total Expenditures	<u>5,398,187</u>	<u>5,452,375</u>	<u>4,154,335.72</u>	<u>5,023,229.92</u>
TRANSFERS OUT	763,256	827,256	763,256	1,095,235
TOTAL EXPENDITURES & TRANSFERS OUT	<u>6,161,443</u>	<u>6,279,631</u>	<u>4,917,591.72</u>	<u>6,118,464.92</u>
NET INCREASE (DECREASE) IN FUND BALANCE	<u>(3,975)</u>	<u>(3,975)</u>	<u>(985,162.86)</u>	<u>(2,433.39)</u>

CITY OF CAMBRIDGE
General Fund Budget Report - Fund #101
Proposed 2015 Budget Amendment

11/2/2015

9/8/2015 Proposed

	Amended Budget <u>2015</u>	Amended Budget <u>2015</u>	10/21/2015 YTD Actual 2015	YTD Actual 2014
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REVENUES

TAXES

01-31010 Taxes - Current	4,119,723	4,119,723	2,170,662.19	4,022,013.23
01-31020 Taxes - Delinquent	12,000	17,000	8,655.34	28,548.11
01-31030 Taxes-Market Value Credit Refund				
01-31050 Taxes - Excess Tax Increments	1,937	1,937	1,937.89	4,688.13
01-31051 Decert TIF District Proceeds				6,544.38
01-31061 Taxes & Assessments on Sale of Foreclosed Property	49,893	49,893	49,893.94	29,831.77
01-31062 Taxes Abated by Isanti Co				(50,960.46)
01-31063 Taxes & Assessments on Sale of Foreclosed Property Future				
01-31060 Penalties and Interest	2,560	2,560	1,918.62	8,484.78
TOTAL TAXES	4,186,113	4,191,113	2,233,067.98	4,049,149.94

LICENSES AND PERMITS

Business

01-32110 Liquor	14,000	14,000	14,000.00	14,800.00
01-32180 Cigarettes	3,000	3,000	500.00	2,500.00
01-32184 Cable Franchise Fees	51,000	51,000	45,626.96	53,267.08
01-32185 Trash Franchise Fees	1,250	1,250	1,250.00	1,250.00
01-32199 Other Business Licenses and Permits	3,000	3,000	3,000.00	3,000.00
Total Business	72,250	72,250	64,376.96	74,817.08

Non-Business

01-32218 City Share of Electrical Inspections	2,813	(1,558)	(1,558.00)	4,663.30
01-32219 Local Share of Building Surcharge	259	428	428.70	415.38
01-32220 Building Permits	167,758	235,813	235,813.01	196,329.63
01-32221 Excavating Permits				
01-32222 Mechanical and Gas Permits	16,539	18,336	18,336.62	16,476.42
01-32223 Fire Protection Permits				
01-32225 Investigation (Penalty Fee)	610	610	610.00	1,702.00
01-32226 Contractor Verification Fee	485	600	600.00	775.00
01-32230 Plumbing Permits	8,563	16,701	16,701.24	7,883.00
01-32240 Sign Permits	948	1,119	1,119.37	1,290.00
01-32299 Other Non-Business Licenses and Permits	2,944	3,855	3,855.60	6,379.00
Total Non-Business	200,919	275,904	275,906.54	235,913.73

TOTAL LICENSES AND PERMITS

	273,169	348,154	340,283.50	310,730.81
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INTERGOVERNMENTAL REVENUES

01-33165 Federal Grants-Other	4,731	6,681	6,681.17	5,628.64
01-33401 Local Government Aid (LGA)	725,399	725,399	362,699.50	689,437.00
01-33404 State Aid - Other	4,180	4,630	4,630.00	10,829.62
01-33405 PERA Aid	5,822	5,822	2,911.00	5,822.00
01-33418 MSA - Maintenance	25,000	25,000	25,000.00	25,000.00
01-33420 Fire Relief	0	0		69,499.80
01-33421 Police State Aid	90,000	121,308	121,308.63	100,974.48
01-33422 School District-School Officer Assistance--SRO#1	70,212	70,212	53,231.67	65,814.78
01-33422A School District-School Officer Assistance--SRO#2	55,515	55,515	55,515.00	-
01-33610 County Grants & Aids for Highways	4,368	4,368	4,368.00	4,039.42
01-33620 Other County Aid	16,000	16,000	16,000.00	16,000.00
TOTAL INTERGOVERNMENTAL REVENUES	1,001,227	1,034,935	652,344.97	993,045.74

CHARGES FOR SERVICES

General Governments

01-34102 Filing Fees	0	0		26.00
01-34105 Sale of Maps, Copies	329	446	446.00	201.75
01-34106 Street Light O&M				
Total General Government	329.00	446.00	446.00	227.75

Public Safety

01-34201 Police Department Reports	2,181	2,470	2,470.50	2,921.50
01-34202 Police Department Administration Fees	2,410	2,485	2,485.00	1,615.00
01-34205 Police Department Pawn Shop Revenue	5,000	5,000	4,047.50	7,437.50
01-34204 PD-Pay Reimb Fee				
01-34206 Fire Protection - Township Contracts	87,958	87,958	87,958.91	84,478.50
01-34208 Fire Protection - Fire Runs				
01-34210 Fire Protection - Admin	1,658	1,658	1,658.00	1,282.00
Total Public Safety	99,207	99,571	98,619.91	97,734.50

Other

01-34951 Sale of Service and Supplies	572	572	572.40	8,864.55
01-34953 Escrow Administration Fee	0	0		
01-34954 Plan review/administrative charge	0	0		
01-34955 Base Map updating fee	0	0		
01-34956 Annexation Fee	0	0		
01-34957 Nextel Tower Lease	0	0		
Total Other	572.00	572.00	572.40	8,864.55

TOTAL CHARGES FOR SERVICES

	100,108	100,589	99,638.31	106,826.80
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FINES AND FORFEITURES

01-35101 Court Fines	37,000	37,000	32,258.37	50,362.05
01-35102 Parking Fines	1,020	1,020	1,020.00	845.00
01-35104 Animal Control Fines	1,075	1,175	1,175.00	1,770.00

CITY OF CAMBRIDGE
General Fund Budget Report - Fund #101
Proposed 2015 Budget Amendment 11/2/2015

		9/8/2015 Proposed Amended Budget <u>2015</u>	Amended Budget <u>2015</u>	10/21/2015 YTD Actual 2015	YTD Actual 2014
01-35105	Admin Citation	800	800	4,170.00	8,900.00
	TOTAL FINES AND FORFEITURES	39,895	39,995	38,623.37	61,877.05
	OTHER				
31-36101	Special Assessment Principal Payment				3148.65
01-36200	Miscellaneous	1,937	1,937	26,927.41	1,920.57
01-36210	Interest on Investments	15,727	15,727		91,102.99
01-36220	Facility Rentals	13,904	17,818	16,148.50	17,639.00
01-36221	AFRC Rental	0	0		23,852.50
01-36222	AFRC Supervision Fee	0	0		2,380.00
31-36223	AFRC Misc Inc				
01-36230	Donations	1,010	1,010	1,010.00	3,608.00
01-36233	Operation Round Up Grant				
01-36240	Patronage Capital	500	500	406.64	749.48
01-36241	Fire Dept Private Grants				-
01-36242	Wellness Grant	670	670	670.00	
01-36250	Telephone Commissions				
01-36501	Sale of Property	23,208	23,208	23,208.18	-
01-36999	Fire on the Run In & Out			100	0
	Total non-mall other revenue	56,956	60,870	68,470.73	144,401.19
	TOTAL OTHER	56,956	60,870	68,470.73	144,401.19
	TOTAL REVENUES	5,657,468	5,775,656	3,432,428.86	5,666,031.53
	TRANSFERS IN				
01-39203	Liquor Fund	400,000	400,000	400,000.00	350,000.00
01-39203	Other Funds	100,000	100,000	100,000.00	100,000.00
	TOTAL TRANSFERS IN	500,000	500,000	500,000	450,000
	TOTAL REVENUES AND TRANSFERS IN	6,157,468	6,275,656	3,932,428.86	6,116,031.53
	EXPENDITURES				
	GENERAL GOVERNMENT				
	Council - #41110				
	Personal Services				
-41110-101	Salaries	21,400	21,400	17,833.50	21,400.20
-41110-122	FICA/Medicare Employer Share/Employee Benefits	1,638	1,638	1,364.04	1,636.85
-41110-151	Worker's Comp - Ins Premiums	90	90	68.83	79.02
	Total Personal Services	23,128	23,128	19,266.37	23,116.07
	Supplies				
-41110-200	Office Supplies - Accessories	300	300		22.14
-41110-210	Miscellaneous Operating Supplies	100	100		205.73
-41110-213	Citizens Academy	0	0		
-41110-214	Employee Recognition	1,000	754	245.19	1,206.04
	Total Supplies	1,400	1,154	245.19	1,433.91
	Other Services and Charges				
-41110-304	Miscellaneous Professional Services	2,000	2,000	800.00	
-41110-331	Travel/Meals/Lodging	2,000	2,000	1,562.54	430.52
-41110-334	Mileage Reimbursements	265	265		71.68
-41110-340	Advertising	50	50		
-41110-360	Insurance and Bonds	1,000	1,000	807.04	994.01
-41110-430	Miscellaneous	200	200	25.00	-
-41110-433	Dues and Subscriptions	300	300		30.00
-41110-440	Schools and Meetings	1,575	1,575	1,164.00	874.00
-41110-441	Sister City Activities	250	250		250.00
-41110-455	Fireworks Display Expenses	10,500	10,500	10,106.25	10,275.00
-41110-499	Tomlison Special Assmt Agreement	0	0		-
	Total Other Services and Charges	18,140	18,140	14,464.83	12,925.21
	Total Council	42,668	42,422	33,976.39	37,475.19
	Administration - #41320				
	Personal Services				
-41320-101	Salaries	110,262	110,262	94,260.85	135,275.32
-41320-102	Overtime	100	100	17.73	
-41320-103	Part-time Regular	24,800	24,800	15,775.20	
-41320-105	Temp/Seasonal	100	100	12.72	
-41320-121	PERA Employer Share	10,317	10,317	8,254.98	9,820.76
-41320-122	FICA/Medicare Employer Share/Employee Benefits	10,523	10,523	8,164.49	10,037.39
-41320-131	Medical/Dental/Life Employer Share	27,639	27,639	14,901.21	25,702.38
-41320-132	Longevity	2,296	2,296		
-41320-133	Deductible Contribution	2,400	2,400	2,270.68	2,001.44
-41320-151	Workers' Compensation Insurance	1,084	1,084	789.49	908.90
-41320-153	City Wide Re-employment Compensation	2,000	2,000		4.72
-41320-154	HRA/Flex Fees	175	175	123.92	148.80
	Total Personal Services	191,696	191,696	144,571.27	183,899.71
	Supplies				
-41320-201	Office Supplies - Accessories	1,800	1,300	715.77	1,342.95
-41320-202	Duplicating Supplies and Copy Paper	1,000	1,500	1,231.48	2,016.72
-41320-203	Newsletter Costs	4,500	4,500	1,361.60	2,089.99
-41320-204	Stationery, Forms and Envelopes	554	554		
-41320-209	Software Updates	1,000	1,000	523.99	425.00
-41320-210	Miscellaneous Operating Supplies	1,000	1,000	441.64	1,910.61
-41320-221	Repairs and Maintenance - Equipment	500	500	12.24	220.12
-41320-240	Small Tools & Minor Equipment	1,500	1,500	980.95	
	Total Supplies	11,854	11,854	5,267.67	8,005.39
	Other Services and Charges				

CITY OF CAMBRIDGE
General Fund Budget Report - Fund #101
Proposed 2015 Budget Amendment

11/2/2015

	9/8/2015 Proposed Amended Budget 2015	Amended Budget 2015	10/21/2015 YTD Actual 2015	YTD Actual 2014
-41320-304 Miscellaneous Professional Services	2,000	2,000	1,032.32	5,449.00
-41320-313 Marco IT Mgmt & Backup				438.00
-41320-321 Telephone/Cellular Phones				
-41320-322 Postage	3,500	3,500	1,952.68	5,001.15
-41320-331 Travel/Meals/Lodging	500	500	133.75	384.34
-41320-334 Mileage Reimbursement	500	500	28.80	173.04
-41320-340 Advertising	600	600	506.16	6.61
-41320-351 Legal Notices/Ordinance Publication	2,000	2,000	365.54	2,519.57
-41320-360 Insurance and Bonds	2,600	2,600	1,895.25	1,888.32
-41320-404 Repairs and Maintenance	500	500	120.00	
-41320-409 Maintenance Contracts - Office Equipment	11,000	11,000	10,670.99	10,274.00
-41320-430 Miscellaneous	150	138		
-41320-433 Dues and Subscriptions	450	462	461.34	415.00
-41320-437 City Wide-Dues & Subscriptions	12,500	12,500	12,262.00	11,048.00
-41320-440 Schools and Meetings	2,000	2,000		345.00
-41320-441 Web Site Enhancement				
-41320-489 Contracted Services	1,000	1,000		-
Total Other Services and Charges	<u>39,300</u>	<u>39,300</u>	<u>29,428.83</u>	<u>37,942.03</u>
<i>Total Administration</i>	<u>242,850</u>	<u>242,850</u>	<u>179,267.77</u>	<u>229,847.13</u>
<i>Elections - #41410</i>				
<i>Personal Services</i>				
-41410-104 Salaries - Temporary Election Judges	0	0		5,520.26
-41410-122 FICA/Medicare Employer Share/Employee Benefits	0	0		
-41410-151 Workers' Compensation Insurance				
Total Personal Services	<u>0</u>	<u>0</u>	<u>-</u>	<u>5,520.26</u>
<i>Supplies</i>				
-41410-200 Miscellaneous Office Supplies	0	0		
-41410-201 Office Supplies - Accessories	0	0		
Total Supplies	<u>0</u>	<u>0</u>	<u>-</u>	<u>-</u>
<i>Other Services and Charges</i>				
-41410-331 Travel/Meals/Lodging	0	0		47.33
-41410-351 Legal Notices/Ordinance Publication	0	0		48.15
-41410-404 Repairs & Maintenance - Voting Equipment				
-41410-408 Maintenance Contracts - Mach/Equipment	1,200	1,200	775.00	940.00
-41410-412 Rentals - Buildings				
-41410-430 Miscellaneous				
Total Other Services and Charges	<u>1,200</u>	<u>1,200</u>	<u>775.00</u>	<u>1,035.48</u>
<i>Total Elections</i>	<u>1,200</u>	<u>1,200</u>	<u>775.00</u>	<u>6,555.74</u>
<i>Finance - #41500</i>				
<i>Personal Services</i>				
-41500-101 Salaries	145,097	145,097	119,865.62	140,314.57
-41500-102 Overtime	100	100		
-41500-103 Part-time Regular				
-41500-121 PERA Employer Share	11,230	11,230	8,989.92	10,108.52
-41500-122 FICA/Medicare Employer Share/Employee Benefits	11,455	11,455	8,724.96	10,181.51
-41500-131 Medical/Dental/Life Employer Share	27,639	27,639	25,263.30	25,702.28
-41500-132 Longevity	4,632	4,632		
-41500-133 Deductible Contribution	2,400	2,400	867.63	2,200.00
-41500-151 Workers' Compensation Insurance	1,180	1,180	916.54	976.25
-41500-154 HRA/Flex Fees	175	175	119.22	148.80
Total Personal Services	<u>203,908</u>	<u>203,908</u>	<u>164,747.19</u>	<u>189,631.93</u>
<i>Supplies</i>				
-41500-201 Office Supplies - Accessories	2,100	2,100	830.62	1,510.72
-41500-204 Stationary, Forms and Envelopes	2,800	2,800	1,720.35	1,866.38
-41500-209 Software Updates	1,000	1,000	675.00	675.00
-41500-210 Miscellaneous Operating Supplies	500	500	96.11	589.99
-41500-240 Small Tools	1,500	1,500		
Total Supplies	<u>7,900</u>	<u>7,900</u>	<u>3,322.08</u>	<u>4,642.09</u>
<i>Other Services and Charges</i>				
-41500-301 Auditing and Accounting	30,000	30,000	29,000.00	30,000.00
-41500-304 Miscellaneous Professional Services	2,500	2,500		2,025.00
-41500-309 EDP Professional Services	20,000	20,000	13,588.00	16,144.25
-41500-321 Telephone/Cellular Phones				438.00
-41500-331 Travel/Meals/Lodging	500	274	257.40	155.98
-41500-334 Mileage Reimbursement	210	736	435.28	213.92
-41500-340 Advertising	0	0		
-41500-351 Legal Notices/Ordinance Publishing	200	195	143.36	416.88
-41500-360 Insurance and Bonds	1,600	1,455	1,451.44	1,717.16
-41500-409 Maintenance Contracts - Office Equipment	17,500	17,500	13,808.00	11,774.00
-41500-420 Wellness				
-41500-430 Miscellaneous	1,069	919	178.07	(278.11)
-41500-432 Property Finders Fee				9,325.03
-41500-433 Dues and Subscriptions	2,200	2,200	1,489.69	2,013.14
-41500-440 Schools and Meetings	2,400	2,400	1,988.00	694.00
Total Other Services and Charges	<u>78,179</u>	<u>78,179</u>	<u>62,339.24</u>	<u>74,639.25</u>
<i>Total Finance</i>	<u>289,987</u>	<u>289,987</u>	<u>230,408.51</u>	<u>268,913.27</u>

Legal - #41610

CITY OF CAMBRIDGE
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Proposed 2015 Budget Amendment 11/2/2015

	9/8/2015 Proposed Amended Budget 2015	Amended Budget 2015	10/21/2015 YTD Actual 2015	YTD Actual 2014
Other Services and Charges				
-41610-304 Legal Fees	53,000	53,000	27,116.73	67,671.81
-41610-307 Study Fees	42,000	42,000	29,626.47	39,501.96
-41610-305 Prosecution Services	95,000	95,000	56,743.20	107,173.77
Total Other Services and Charges	95,000	95,000	56,743.20	107,173.77
Total Legal				
	95,000	95,000	56,743.20	107,173.77
Community Development				
Building Department - #41920				
Personal Services				
-41920-101 Salaries	218,378	218,378	166,984.17	209,553.53
-41920-102 Overtime	0	0		
-41920-121 PERA Employer Share	15,872	15,872	12,523.80	14,857.64
-41920-122 FICA/Medicare Employer Share/Employee Benefits	17,136	17,136	12,333.88	15,294.55
-41920-131 Medical/Dental/Life Employer Share	42,602	42,602	42,511.74	38,552.19
-41920-132 Longevity	5,628	5,628		
-41920-133 Deductible Contribution	4,800	4,600	1,638.69	1,849.58
-41920-151 Workers' Compensation Insurance	1,804	1,804	1,535.93	1,409.79
-41920-154 HRA/Flex Fees	200	200	188.23	223.20
Total Personal Services	306,220	306,220	237,716.44	281,740.48
Supplies				
-41920-201 Office Supplies - Accessories	750	750	580.86	1,035.16
-41920-204 Stationary, Forms and Envelopes	0	0		
-41920-209 Software Updates	500	500	117.55	382.00
-41920-210 Miscellaneous Operating Supplies	2,000	2,000	258.12	849.15
-41920-212 Gasoline/Fuel/Lubricants/Additives	2,000	2,000	715.09	1,949.40
-41920-221 Repair and Maintenance Supplies - Vehicles	800	800	3.74	343.99
-41920-240 Small Tools and Minor Equipment	300	300		715.47
Total Supplies	6,350	6,350	1,675.36	5,275.17
Other Services and Charges				
-41920-304 Miscellaneous Professional Services	0	0		
-41920-309 EDP Professional Services	3,000	3,000	2,156.25	843.75
-41920-313 Marco IT Mgmt & Backup				657.00
-41920-321 Telephone/Cellular Phones	2,000	2,000	1,298.20	2,022.20
-41920-331 Travel/Meals/Lodging	300	300	64.95	
-41920-334 Mileage Reimbursement	700	700	445.05	571.76
-41920-340 Advertising				
-41920-351 Legal Notices/Ordinance Publishing				26.66
-41920-360 Insurance	2,500	2,500	2,054.25	2,070.79
-41920-404 Repairs and Maintenance	250	250	188.71	
-41920-409 Maintenance Contracts - Office Equipment	2,090	2,090	2,090.00	2,090.00
-41920-430 Miscellaneous	400	400		
-41920-432 Credit Card Fees	600	600		593.54
-41920-433 Dues and Subscriptions	2,910	2,910	2,387.05	467.50
-41920-440 Schools and Meetings	2,500	2,500	2,141.00	1,409.00
Total Other Services and Charges	17,250	17,250	12,825.46	10,752.20
Total Building Department	329,820	329,820	252,217.26	297,767.85
Engineering				
-41925-303 Engineering Contracted Expense	28,600	28,148	15,782.19	12,954.16
Planning - #41935				
Personal Services				
-41935-101 Salaries	189,800	193,008	155,531.23	158,472.87
-41935-102 Overtime	0	0		
-41935-112 Planning Commission Salaries	2,500	2,000	1,210.00	2,220.00
-41935-121 PERA Employer Share	14,475	14,475	11,664.84	11,504.84
-41935-122 FICA/Medicare Employer Share/Employee Benefits	14,765	14,765	11,633.60	11,872.87
-41935-131 Medical/Dental/Life Employer Share	39,238	39,238	30,990.04	25,696.82
-41935-132 Longevity	3,208	0		
-41935-133 Deductible Contribution	3,400	3,400	1,868.21	2,200.00
-41935-151 Workers' Compensation Insurance	1,566	1,566	1,046.80	1,102.98
-41935-154 HRA/Flex Fees	200	200	138.02	148.80
Total Personal Services	269,152	268,652	214,082.74	213,219.18
Supplies				
-41935-201 Office Supplies - Accessories	700	700	663.36	1,005.65
-41935-204 Stationary, Forms and Envelopes	350	350		
-41935-209 Software Updates	1,500	1,500	1,100.00	700.00
-41935-210 Miscellaneous Operating Supplies	100	100	15.22	
-41935-212 Gasoline/Fuel/Lubricants/Additives	450	450	428.68	292.22
-41935-221 Repair and Maintenance Supplies - Vehicles	200	200	108.10	73.81
-41935-240 Small Tools and Minor Equipment	250	250		
Total Supplies	3,550	3,550	2,315.36	2,071.68
Other Services and Charges				
-41935-301 Special Projects	2,500	2,500		1,896.00
-41935-303 Comp Plan Update				
-41935-304 Miscellaneous Professional Services	2,500	2,500	225.00	75.00
-41935-306 Transportation Study Consulting				
-41935-307 Rail Study				
-41935-308 Lakes & Pines Mgmt--Small Cities Grant				

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-41935-309 EDP Professional Services	1,000	1,700	1,062.50	1,000.00
-41935-313 Marco IT Mgmt & Backup				438.00
-41935-321 Telephone/Cellular Phones	1,500	1,500	945.83	653.32
-41935-322 Code Enforcement Mailing	700	0		-
-41935-331 Travel/Meals/Lodging	500	500	97.50	39.99
-41935-334 Mileage Reimbursement	250	250		180.32
-41935-340 Advertising				20.48
-41935-351 Legal Notices/Ordinance Publishing	750	750	45.64	99.24
-41935-360 Insurance	3,500	10,460	10,459.82	9,733.16
-41935-404 Repairs and Maintenance	300	300		120.00
-41935-409 Maintenance Contracts - Office Equipment	3,000	3,000	2,990.00	2,990.00
-41935-430 Miscellaneous	1,000	500	374.67	(1,321.58)
-41935-431 Property Securing Exp				1,085.08
-41935-433 Dues and Subscriptions	600	600	445.00	545.00
-41935-440 Schools and Meetings	1,500	1,500	607.71	1,035.00
-41935-487 Flyover Pictures--share from Isanti Co	30,000	30,000		
-41935-488 Other Contracted Services--Comp Plan Update	40,000	85,000		
-41935-489 Other Contracted Services-GIS Maint	1,000	500	130.00	
Total Other Services and Charges	90,600	141,560	17,383.67	18,589.01
<i>Total Planning</i>	<i>363,302</i>	<i>413,762</i>	<i>233,781.77</i>	<i>233,879.87</i>
Total Community Development	721,722	771,730	501,781.22	544,601.88
<i>City Hall Buildings - #41950</i>				
<i>Personal Services</i>				
-41950-101 Salaries	22,807	22,807	19,092.50	10,397.38
-41950-102 Overtime	1,000	1,000		-
-41950-121 PERA Employer Share	1,793	1,793	1,387.26	774.30
-41950-122 FICA/Medicare Employer Share/Employee Benefits	1,829	1,829	1,415.36	787.38
-41950-131 Medical/Dental/Life Employer Share	6,923	6,923	6,319.91	1,720.68
-41950-132 Longevity	100	100		
-41950-133 Deductible Contribution	600	600		
-41950-151 Workers' Compensation Insurance	1,389	1,389	1,089.59	822.66
-41950-154 HRA/Flex Fees	44	44	29.80	34.85
Total Personal Services	36,485	36,485	29,334.42	14,537.25
-41950-210 Miscellaneous Operating Supplies				
-41950-212 Gasoline/Fuel	500	500	36.32	42.16
-41950-215 Maintenance Supplies	11,500	11,500	5,827.05	12,787.09
-41950-240 Small Tools & Equipment	2,000	2,000		
Total Supplies	14,000	14,000	5,863.37	12,829.25
<i>Other Services and Charges</i>				
-41950-321 Telephone/Cellular Phones	15,000	15,000	11,868.90	13,167.11
-41950-360 Insurance	3,000	3,000	2,274.66	2,293.65
-41950-381 Electric Utilities	11,500	11,500	7,134.40	9,973.93
-41950-382 Water/Wastewater	1,100	1,100	1,007.80	937.93
-41950-383 Gas Utilities	8,000	8,000	4,112.20	9,386.37
-41950-384 Refuse and Recycling	8,000	8,000	5,534.27	7,390.51
-41950-401 Repairs and Maintenance -Buildings/Structures	12,000	12,000	10,464.64	25,924.20
-41950-405 Janitor Services	0	0		1,453.00
-41950-409 Maintenance Contracts - Office Equip	2,921	2,921	2,693.10	667.50
-41950-411 Cement Replacement				
-41950-413 Rentals - Office Equipment [copier-new]	15,000	15,000	9,465.63	13,859.27
-41950-430 Miscellaneous	500	500	268.25	769.70
Total Other Services and Charges	77,021	77,021	54,823.85	85,823.17
Total City Hall Buildings	127,506	127,506	90,021.64	113,189.67
TOTAL GENERAL GOVERNMENT	1,520,933	1,570,695	1,092,973.73	1,307,756.65
PUBLIC SAFETY				
<i>Police Department - #42100</i>				
<i>Personal Services</i>				
-42100-101 Salaries	1,030,019	1,030,019	825,096.95	926,974.91
-42100-102 Overtime	60,000	60,000	47,966.45	50,275.91
-42100-103 Salaries - Part-Time Regular	19,704	19,704	15,389.70	42,472.47
-42100-121 PERA Employer Share	172,350	172,350	137,140.07	146,633.40
-42100-122 FICA/Medicare Employer Share/Employee Benefits	20,270	20,270	15,712.32	18,583.60
-42100-131 Medical/Dental/Life Employer Share	221,107	221,107	202,042.56	193,774.42
-42100-132 Longevity	0	0		
-42100-133 Deductible Contribution	18,200	18,200	13,107.91	11,044.26
-42100-151 Workers' Compensation Insurance	42,352	42,352	34,983.68	34,537.94
-42100-154 HRA/Flex Fees	1,500	1,500	953.72	1,125.40
Total Personal Services	1,585,502	1,585,502	1,292,393.36	1,425,422.31
<i>Supplies</i>				
-42100-201 Office Supplies - Accessories	3,100	3,100	2,756.20	1,435.66
-42100-202 Duplicating Supplies and Copy Paper	800	493	192.40	909.54
-42100-209 Software Updates	5,250	5,250	353.95	1,754.67
-42100-210 Miscellaneous Operating Supplies	6,500	6,500	4,242.46	9,272.66
-42100-212 Gasoline/Fuel/Lubricants/Additives	51,800	37,800	24,679.06	44,670.59
-42100-213 Ammunition	3,100	3,100	2091.6	
-42100-214 Crime Scene Supplies	600	907	906.89	
-42100-217 Promotional Events	3,000	3,000	1,584.73	1,158.40
-42100-221 Repairs and Maintenance Supplies - Squads	15,000	15,000	13,774.43	14,631.34
-42100-231 Uniform Allowance	25,900	25,900	13,560.77	15,655.78

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-42100-232	Uniform--Reserves	2,000	2,000	230.75	
-42100-240	Small Tools/Minor Equipment	6,050	6,050	2,541.00	3,929.95
	Total Supplies	123,100	109,100	66,914.24	93,418.59
Other Services and Charges					
-42100-304	Miscellaneous Professional Services	10,000	10,000	8,990.86	15,889.62
-42100-305	Applicant Testing	7,600	7,600	1,500.00	2,095.80
-42100-313	Marco IT Mgmt & Backup				1,971.00
-42100-321	Telephone/Cellular Phones	12,568	12,565	8,714.27	11,269.68
-42100-322	Postage	400	400	329.94	73.06
-42100-331	Travel/Meals/Lodging	6,280	6,280	5,884.58	1,972.12
-42100-334	Mileage Reimbursement	150	150		315.28
-42100-340	Advertising	0	0		31.80
-42100-360	Insurance	25,000	33,893	33,892.47	31,385.47
-42100-381	Electric Utilities	6,000	5,500	3,669.12	5,129.45
-42100-383	Gas Utilities	3,600	3,600	2,025.40	4,623.15
-42100-392	Old MNDOT Water/Sewer		500	146.47	
-42100-404	Maintenance and Repair -Vehicles/ Equipment	6,500	6,500	4,954.85	7,784.14
-42100-409	Maintenance Contracts--Office Equipment	19,705	19,705	15,176.26	17,292.51
-42100-410	Police Reserve Program Activities	1,500	1,500	76.51	1,800.34
-42100-411	Auto Pawn	2,700	2,700	1,498.50	2,640.60
-42100-413	Office Equipment Rentals	2,750	2,750		
-42100-429	Old MNDOT Maint Costs		4,500	2,489.54	
-42100-430	Miscellaneous	400	400		150.00
-42100-433	Dues and Subscriptions	6,250	6,250	5,601.24	2,666.72
-42100-440	Schools and Meetings	13,100	13,500	13,287.77	6,053.49
-42100-441	Training--Grant funded				
-42100-455	Jail and Medical Expenses	0	0		
-42100-489	Other Contracted Services	640	850	848.89	858.65
	Total Other Services and Charges	125,143	139,143	109,086.67	114,002.88
	Total Police Department	1,833,745	1,833,745	1,468,394.27	1,632,843.78
Fire Department - 42200					
Personal Services					
-42200-101	Salaries	67,379	67,379	54,408.04	40,891.95
-42200-103	Salaries	46,800	46,800	38,805.00	49,039.68
-42200-121	PERA Employer Share	10,915	10,915	8,814.09	6,419.61
-42200-122	FICA/Medicare Employer Share/Employee Benefits	8,751	8,751	3,740.22	4,337.81
-42200-131	Medical/Dental/Life Employer Share	13,818	13,818	12,631.65	8,586.52
-42200-132	Fire Longevity Pay				
-42200-133	Deductible Contribution	1,200	1,200	641.00	
-42200-151	Worker's Comp - Ins Premiums	26,801	26,801	22,586.65	22,056.15
-42200-154	Flex Fees	200	200	59.60	37.60
	Total Personal Services	175,864.00	175,864.00	141,686.25	131,369.32
Supplies					
-42200-201	Office Supplies - Accessories	500	500	71.63	1,456.72
-42200-204	Stationary, Forms and Envelopes	100			
-42200-210	Miscellaneous Operating Supplies	7,000	7,111	7,110.10	11,352.52
-42200-211	Grant Funded Supplies				834.62
-42200-212	Gasoline/Fuel/Lubricants/Additives	7,000	7,000	5,394.24	7,152.88
-42200-213	Operation Round Up Computer Exp				77.89
-42200-215	Shop Maintenance Supplies				6,765.35
-42200-221	Repairs and Maintenance Supplies - Trucks	28,000	28,000	27,193.10	1,407.25
-42200-223	Repairs and Maintenance Supplies - Buildings	1,000	1,000	516.40	15,055.16
-42200-231	Uniform Allowance	12,500	12,500	11,592.82	4,276.71
-42200-240	Small Tools	4,000	4,000	1,319.46	
-42200-241	Small Tools--Grant Funded	0	0		
	Total Supplies	60,100	60,111	53,197.75	48,379.10
Other Services and Charges					
-42200-301	Auditing and Accounting	5,900	5,900	5,900.00	4,668.75
-42200-304	Miscellaneous Professional Services	7,500	7,500	7,439.95	6,721.50
-42200-306	Fire Relief--Pension Pass Through	0	0		69,499.80
-42200-307	Fire Relief--Pension City Share	10,000	10,000	10,000.00	10,000.00
-42200-313	Marco IT Mgmt & Backup				438.00
-42200-321	Telephone/Cellular Phones	1,500	1,500	520.00	1,120.90
-42200-331	Travel/Meals/Lodging	1,500	1,500	498.63	940.53
-42200-334	Mileage Reimbursement	500			462.56
-42200-340	Advertising	150	150		120.03
-42200-360	Insurance	7,300	7,484	7,483.85	7,195.05
-42200-381	Electric Utilities	15,500	15,500	10,154.82	14,274.78
-42200-382	Water/Wastewater Utilities	500	700	567.65	436.77
-42200-383	Gas Utilities	3,300	1,506	316.00	3,292.56
-42200-401	Repairs and Maintenance - Buildings	500	764	764.00	1,159.00
-42200-404	Repairs and Maintenance - Equipment/Radios/Pagers	2,500	3,047	3,046.25	2,519.90
-42200-405	Janitorial				
-42200-430	Miscellaneous				190.00
-42200-433	Dues and Subscriptions	1,465	1,785	1,785.00	721.00
-42200-440	Schools and Meetings	4,850	4,850	1,672.00	4,234.87
-42200-441	Schools and Meetings Grant Funded	3,150	3,918	3,918.00	8,060.00
-42200-999	Arlington Fire Costs	26,722	26,722	26,721.29	
	Total Other Services and Charges	92,837	92,826	80,787.44	136,056.00
	Total Fire Department	328,801	328,801	275,671.44	315,804.42

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Emergency Management - #42300				
Supplies				
-42300-201 Office Supplies - Accessories	500	500		38.34
-42300-202 Duplicating Supplies and Copy Paper	500	500		
-42300-210 Miscellaneous Operating Supplies	500	500		
-42300-240 Small Tools & Minor Equip	2,090	2,090		2,266.46
Total Supplies	3,590	3,590	0.00	2,304.80
Other Services and Charges				
-42300-304 Misc Prof Serv	1,000	1,000	968.75	2,565.00
-42300-321 Telephone/Cellular Phones	110	110	70.02	
-42300-331 Travel/Meals/Lodging	500	500	132.65	39.90
-42300-440 Schools and Meetings	2,500	2,500		
Total Other Services and Charges	4,110	4,110	1,171.42	2,605
Total Emergency Management	7,700	7,700	1,171.42	4,909.70
Animal Control - #42700				
Supplies				
-42700-310 Miscellaneous Operating Supplies	12,000	6,000	3,600.00	5,380.00
-42700-340 Advertising				68.40
Total Supplies	12,000.00	6,000.00	3,600.00	5,448.40
Total Animal Control	12,000	6,000	3,600.00	5,448.40
TOTAL PUBLIC SAFETY				
	2,182,246	2,176,246	1,748,837.13	1,959,006.30

PUBLIC WORKS

Street Maintenance - #43000				
Personal Services				
-43001-101 Salaries	526,731	526,731	439,394.88	553,087.80
-43001-102 Overtime	21,200	21,200	7,777.52	39,718.25
-43001-104 Temporary/Seasonal	6,589	6,589	6,588.15	11,026.91
-43001-121 PERA Employer Share	43,094	43,094	31,884.25	43,121.04
-43001-122 FICA/Medicare Employer Share/Employee Benefits	45,326	45,326	32,668.43	46,830.86
-43001-131 Medical/Dental/Life Employer Share	118,737	118,737	109,781.42	118,917.18
-43001-132 Longevity	17,853	17,853		
-43001-133 Deductible Contribution	11,200	11,200	4,423.64	9,646.44
-43001-151 Workers' Compensation Insurance	53,204	53,204	42,721.05	47,490.34
-43001-154 HRA/Flex Fees	800	800	532.65	694.14
Total Personal Services	844,734	844,734	675,771.99	870,532.96
Supplies				
-43001-201 Office Supplies - Accessories	800	600	365.65	866.53
-43001-202 Duplicating and Copying Supplies	100	100	23.20	80.26
-43001-204 Stationary, Forms and Envelopes	100			
-43001-209 Software Updates	1,000	700		
-43001-210 Miscellaneous Operating Supplies	12,000	12,000	8,643.32	10,377.80
-43001-212 Gasoline/Fuel/Lubricants/Additives	54,000	41,479	20,403.41	61,081.18
-43001-215 Shop Maintenance Supplies	900	1,000	900.50	51.02
-43001-219 Snow Removal - Material	82,000	82,000	80,291.23	62,890.33
-43001-221 Repairs and Maintenance Supplies - Equipment	44,000	44,000	31,548.45	43,696.92
-43001-224 Repairs and Maintenance - Infrastructure	15,000	15,000	7,074.74	15,296.54
-43001-226 Signs	6,500	6,500	6,381.32	15,365.24
-43001-240 Small Tools and Minor Equipment	3,500	4,000	3,506.20	4,798.07
Total Supplies	219,900	207,379	159,138.02	214,503.89
Other Services and Charges				
-43001-304 Miscellaneous Professional Services	5,000	5,000	4,545.01	2,419.80
-43001-313 Marco IT Mgmt & Backup				438.00
-43001-321 Telephone/Cellular Phones	3,800	5,000	4,880.55	4,195.16
-43001-331 Travel/Meals/Lodging	500	500	60.38	
-43001-334 Mileage Reimbursement				
-43001-340 Advertising	400	400	125.25	
-43001-351 Legal Notices/Publications				
-43001-360 Insurance	20,300	18,900	18,651.63	19,120.59
-43001-381 Electric Utilities	200	400	240.00	321.12
-43001-382 Water/Wastewater Utilities	600	600	268.43	538.53
-43001-404 Repairs and Maintenance - Vehicles/Equipment	4,000	4,000	356.00	2,164.45
-43001-405 Emergency Mgmt Rep & Maint	500	500		
-43001-406 Painting and Striping	16,000	15,695	15,694.65	22,574.43
-43001-413 BNSF Parking Lot Lease	3,000	3,000		5,263.73
-43001-415 Equipment Rental				
-43001-417 Uniform Rental	12,000	12,000	5,748.09	9,006.63
-43001-430 Miscellaneous	2,500	2,500	28.00	1,365.81
-43001-433 Dues and Subscriptions	800	800	600.23	692.43
-43001-440 Schools and Meetings	1,500	1,500	90.00	375.00
-43001-444 Insect Control	5,000	4,517	4,516.80	6,627.60
-43001-445 Diseased Tree Program	10,000	5,693		9,622.79
-43001-446 Weed Control	2,500	2,500	1,469.18	1,238.91
-43001-447 Downtown Decorations	2,500	2,500	27.82	1,622.30
-43001-451 Springvale Assessment				35,532.96
-43001-449 Paver Repair				
-43001-489 Other Contracted Services	13,500	13,500	5,273.70	20,285.69
Total Other Services and Charges	104,600	99,505	62,575.72	143,405.93
Total Street Maintenance	1,169,234	1,151,618	897,485.73	1,228,442.78
Street Lighting - #43160				

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	Amended Budget 2015	Amended Budget 2015	10/21/2015 YTD Actual 2015	YTD Actual 2014
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Supplies				
-43160-238 Repairs and Maintenance Supplies - Infrastructure	13,000	25,116	25,115.87	18,161.29
Total Supplies	13,000	25,116	25,115.87	18,161.29
Other Services and Charges				
-43160-381 Utilities	177,000	177,000	115,049.66	145,555.41
-43160-402 Signal Light Repairs	1,500	500		206.00
Total Other Services and Charges	178,500	177,500	115,049.66	145,761.41
Total Street Lighting	191,500	202,616	140,165.53	163,922.70
Maintenance Building - #43170				
Supplies				
-43170-215 Maintenance Supplies	700	700	127.86	2,853.54
Total Supplies	700	700	127.86	2,853.54
Other Services and Charges				
-43170-321 Telephone/Cellular Phones	0	0		
-43170-381 Electric Utilities	3,000	2,500	1,431.83	2,064.99
-43170-382 Water/Wastewater Utilities	2,000	2,000	1,395.47	1,644.35
-43170-383 Gas Utilities	15,000	15,000	8,857.72	17,724.76
-43170-401 Repairs and Maintenance - Buildings/Structures	2,000			730.00
-43170-430 Miscellaneous	1,000			333.00
Total Other Services and Charges	23,000	19,500	11,685.02	22,497.10
Total Maintenance Building	23,700	20,200	11,812.88	25,350.64
TOTAL PUBLIC WORKS	1,384,434	1,374,434	1,049,464.14	1,417,716.12

PARKS AND RECREATION

Ice Rink - #43127

Supplies				
-45127-210 Miscellaneous Operating Supplies	250	250	34.65	67.80
-45127-212 Gasoline/Fuel/Lubricants/Additives				
-45127-215 Shop Maintenance Supplies	100	100		
-45127-221 Repairs and Maintenance Supplies - Equipment	1,500	1,500	19.50	1,277.11
-45127-223 Repairs and Maintenance Supplies - Buildings	100	100	25.00	179.40
Total Supplies	1,950	1,950	79.15	1,524.31
Other Services and Charges				
-45127-321 Telephone/Cellular Phones				
-45127-360 Insurance				
-45127-381 Electric Utilities				
-45127-382 Water/Wastewater Utilities	0	0		
-45127-383 Gas Utilities	1,100	1,100	952.20	1,060.48
-45127-401 Repairs and Maintenance - Structures	400	400	200.00	19.99
-45127-415 Equipment Rental	500	500	210.00	553.75
-45127-430 Miscellaneous	200	200		
Total Other Services and Charges	2,200	2,200	1,362.20	1,634.22
Total Ice Rink	4,150	4,150	1,441.35	3,158.53

AFRC - 45300

Personal Services				
-45300-101 Full-time Salaries				58,803.96
-45300-102 FT Overtime				1,088.59
-45300-104 Salaries - Temporary/Seasonal				2,915.00
-45300-121 PERA (Employer)				4,310.40
-45300-122 FICA/Medicare Employer Share/Employee Benefits				4,706.06
101-45300-1 Medical/Dental/Life Employer Share				15,128.88
-45300-132 Longevity				
-45300-133 Deductible Contribution				417.33
-45300-151 Workers' Compensation Insurance				3,057.68
-45300-154 HRA/Flex Fees				79.10
Total Personal Services	0	0	-	90,507.00
Supplies				
-45300-210 Miscellaneous Operating Supplies				598.34
-45300-212 Gasoline/Fuel/Lubricants/Additives				649.37
-45300-221 Repairs and Maintenance Supplies - Equipment				
-45300-223 Repairs and Maintenance Supplies - Buildings				
-45300-240 Small Tools and Minor Equipment				
Total Supplies	0	0	-	1,247.71
Other Services and Charges				
-45300-304 Misc Prof Serv				31.25
-45300-305 Study Consulting				
-45300-321 Telephone/Cellular Phones				1,653.63
-45300-340 Advertising				
-45300-360 Insurance				1,085.50
-45300-381 Electric Utilities				
-45300-382 Water & Wastewater Utilities				
-45300-388 Maint Contrib to AFRC				16,000.00
-45300-430 Miscellaneous Expense				
-45300-440 Schools & Meetings				
Total Other Services and Charges	0	0	-	18,770.38

CITY OF CAMBRIDGE
General Fund Budget Report - Fund #101
Proposed 2015 Budget Amendment 11/2/2015

	9/8/2015 Proposed Amended Budget 2015	Amended Budget 2015	10/21/2015 YTD Actual 2015	YTD Actual 2014
<i>Total AFRC</i>	0	0	-	110,525.09
Parks and Recreation - 45200				
<i>Personal Services</i>				
-45200-101 Full-time Salaries	106,216	106,216	84,344.82	47,159.05
-45200-102 FT Overtime	631	631	210.31	588.26
-45200-104 Salaries - Temporary/Seasonal	6,340	6,340	6,339.76	7,123.28
-45200-112 Parks & Rec Commission Stipends	3,000	3,000	1,360.00	2,465.00
-45200-121 PERA (Employer)	8,117	8,117	6,341.64	3,471.59
-45200-122 FICA/Medicare Employer Share/Employee Benefits	8,965	8,965	6,787.28	3,569.47
101-45200-1 Medical/Dental/Life Employer Share	27,636	27,636	25,263.30	12,793.72
-45200-132 Longevity	1,012	1,012		
-45200-133 Deductible Contribution	2,300	2,300	1,646.81	1,161.85
-45200-151 Workers' Compensation Insurance	5,164	5,164	3,997.34	1,990.59
-45200-154 HRA/Flex Fees	150	150	119.22	74.40
Total Personal Services	169,531	169,531	136,410.48	80,397.21
<i>Supplies</i>				
-45200-210 Miscellaneous Operating Supplies	3,600	4,000	3,810.31	3,684.01
-45200-212 Gasoline/Fuel/Lubricants/Additives	6,500	8,500	6,121.63	6,429.86
-45200-221 Repairs and Maintenance Supplies - Equipment	6,000	7,500	6,722.97	3,139.35
-45200-223 Repairs and Maintenance Supplies - Buildings	6,500	10,000	9,434.33	7,120.91
-45200-226 Signs	500	500	26.00	898.99
-45200-230 Master Garden Supplies	251	251	250.04	
-45200-240 Small Tools and Minor Equipment	921	1,000	928.60	6.86
Total Supplies	24,272	31,751	27,293.88	21,279.98
<i>Other Services and Charges</i>				
-45200-304 Professional Services-Park Study	3,450	3,750	3,750.00	125.00
-45200-305 Park Contracted Services	0	0		
-45200-321 Telephone/Cellular Phones				
-45200-306 Misc Prof Serv				
-45200-306 Park Commission Activities				
-45200-340 Advertising	0	659	658.35	
-45200-351 Legal Notices	200	200		
-45200-360 Insurance	18,000	18,992	18,991.96	17,498.61
-45200-381 Electric Utilities	18,000	19,000	18,047.82	19,990.56
-45200-382 Water & Wastewater Utilities	2,000	2,000	1,388.34	1,729.07
-45200-401 Repairs and Maintenance - Structures	1,500	1,500		
-45200-403 R&M Tennis Court	500	500		
-45200-415 Equipment Rental	6,000	6,000	2,782.50	5,321.25
-45200-430 Miscellaneous	500	620	619.77	848.91
-45200-440 Schools & Meetings	100	100		
-45200-445 Weed Control and Fertilizer	5,890	9,400	9,374.40	14,122.07
-45200-485 Property Taxes--donated park land	2,886	2,886	2,886.00	2,520.00
101-45200-485 Softball Lighting Lease	0	0		
-45200-486 Summer Recreation	2,000	2,000	1,509.00	1,722.00
-45200-484 Library Study	5,000	11,000	10,963.92	7,425.55
-45200-488 Library	25,000	25,000	17,207.39	26,942.51
-45200-492 Aquatic Center	18,500	18,500	6,579.55	
-45200-493 Yoga Grant Expense	670	670	365.01	
-45200-494 Camb/Isanti Fall Comm Event	2,425	2,425	2,425.00	
-45200-489 Senior Activity Center	0	366	366.00	25,144.51
Total Other Services and Charges	112,621	125,568	97,915.01	123,390.04
Total Parks and Recreation	306,424	326,850	261,619.37	225,067.23
TOTAL PARKS AND RECREATION	310,574	331,000	263,060.72	338,750.85
TOTAL EXPENDITURES	5,398,187.00	5,452,375.00	4,154,335.72	5,023,229.92
TRANSFERS OUT				
-49300-720				
Fire Equipment Revolving Fund - #420	51,653	51,653	51,653.00	50,632.00
Transfer to Cap fund 415 Park Improv	55,000	55,000	55,000.00	135,000.00
Transfer to Cap fund 417 Police	55,000	119,000	55,000.00	35,000.00
Transfer to Cap fund 418 Public Works	250,000	250,000	250,000.00	210,000.00
Transfer to Cap fund 419 City Hall	90,000	90,000	90,000.00	75,000.00
Transfer for CI Bike / Walk Trail-fund capital	8,340	8,340	8,340.00	8,340.00
Transfer to CI Bike/ Walk Trail Oper Fund	6,660	6,660	6,660.00	6,660.00
Additional Transfer to Police Cap Fund-fund 417 for tactical gear				33,000.00
Transfer to EDA Land Acquisition Fund fund 422				140,000.00
Mojek Tax Abatement-starting in 2017				
Frays 65 LLC Tax Abatement-starting in 217				
Transfer to 339				113,397.00
Transfer to 313 Debt Service				
Pavement Management Fund - #443	160,000	160,000	160,000.00	115,000.00
OTHER Transfers Out	86,603	86,603	86,603.00	173,206.00
TOTAL TRANSFERS OUT	763,256	827,256	763,256.00	1,095,235.00
TOTAL EXPENDITURES & TRANSFERS OUT	6,161,443	6,279,631	4,917,591.72	6,118,464.92

Add \$15K for MNDOT & \$40K for 2016 Squad funding

Prepared by: Caroline Moe, Director of Finance

Background

Staff is recommending that the 2015 capital budget be amended to reflect transfer of \$97K from 2015 Street Project to Public Works Capital Fund to pay for sidewalk equipment already purchased. The 2015 Street Project had revenues in excess of those initially planned. It is proposed that any remaining funds in the 2015 Street Improvement Fund go to the 2016 Street Improvement Fund to decrease the tax levy portion of that project.

Other changes made in the capital fund based on actual YTD activity.

Council Action

Approve Resolution No. R15-070 2015 Capital Fund Budget Revision

Resolution No. R15-070

RESOLUTION APPROVING AMENDMENTS TO THE 2015 CAPITAL FUND BUDGET

WHEREAS, the Cambridge City Council passed upon Resolution R14-090 adopting the 2015 Capital Fund Budget; and

WHEREAS, the Cambridge City Council passed upon Resolution R15-015 amending the 2015 Capital Fund Budget; and

WHEREAS, for financial reporting purposes, all amendments to the City's General Fund Budget are to be made in the form of Budget Amendment Resolution.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CAMBRIDGE, ISANTI COUNTY, STATE OF MINNESOTA, that the Director of Finance be directed to enter the following budget amendments into the City's financial records:

<u>CAPITAL FUNDS</u>	Proposed 2015 Amended Budget 11/2/15	2015 Amended Budget 3/2/15
Revenues:		
Taxes	\$ 19,814	\$ 0
Charges for Services	\$ 163,306	\$ 56,795
Special Assessments	\$ 11,861	\$ 11,861
Inter-governmental	\$ 423,000	\$ 444,000
Other Financing Sources	\$ 1,535,779	\$ 1,022,000
Transfers from Other Funds	<u>\$922,653</u>	<u>\$ 1,166,653</u>
Total Revenues	<u>\$3,076,413</u>	<u>\$2,701,309</u>
Expenditures:		
Capital Outlay	\$ 2,366,872	\$ 3,138,065
Transfer Out	<u>227,000</u>	<u>130,000</u>
Total Expenditures	<u>\$2,593,872</u>	<u>\$3,268,065</u>

This resolution shall become effective immediately upon its passage without publication. Adopted this 2nd Day of November 2015.

Marlys A. Palmer, Mayor

Attest: _____
Lynda J. Woulfe, City Administrator

CITY OF CAMBRIDGE
Capital Fund
Proposed 2015 Budget Request

ib Fund #	Total Proposed Budget	Water Treatment Fund	Water Area Charge Fund	Sewer Area Charge Fund	TIF 6.9 Fund	Park Improv Fund	Police Capital Fund	Public Works Capital Fund	City Hall Capital Fund	Fire Dept Capital Fund	EDA Land Acq Fund	2015 Street Improv Capital Fund	Pavement Mgmt Fund
	2015	401	402	403	408	415	417	418	412	420	422	485	443
TAXES	19,814				19,814								
SPECIAL ASSESSMENTS													
36100 Prepaid	-												
36101/36102 Principal, Int & Penalties	11,861												11,861
TOTAL SPECIAL ASSESSMENTS	11,861												11,861
CHARGES FOR SERVICE													
Township Fire Contracts/School Dist Contract/ dev fee	163,306	82,441	18,190	6,819			20,985			34,871			
INTERGOVERNMENTAL													
State Aid	423,000											423,000	
Federal Aid	-												
TOTAL INTERGOVERNMENTAL	423,000											423,000	
OTHER FINANCING SOURCES													
36210 Interest Earnings	1,000												1,000
36230 Donations	11,649									10,649			1,000
33000x Bond Proceeds	1,523,130											1,523,130	
33000x Sale of Property	-												
33000x Admin Fines	-												
TOTAL OTHER FINANCING SOURCES	1,535,779									10,649		1,523,130	2,000
Transfer In	302,000					205,000		97,000					
4-39203 Wastewater Fund Transfer In	-												
CX-39203 General Fund Transfer In	620,653						119,000	200,000	90,000	51,653			160,000
TOTAL TRANSFERS IN	922,653					205,000	119,000	297,000	90,000	51,653			160,000
TOTAL REVENUES AND TRANSFERS IN	3,076,413	82,441	18,190	6,819	19,814	205,000	139,985	297,000	90,000	97,173	-	1,946,130	173,861
Capital Outlay													
City Hall Capital Project	12,099								12,099				
Comm Dev Computer and Printer Replacement	2,596								2,596				
Land Acquisitions	144,168										144,168		
Other Park Equipment	10,550					10,550							
Park Updates	61,608					61,608							
MNDOT Remodel	15,000						15,000						
Snowmobile for ski trails	10,504					10,504							
Computer Replacement & Office Equipment	26,934						10,000		16,934				
Squad Replacement	80,933						80,933						
Squad Computer Replacement	10,800						10,800						
Emergency Operations Center	8,000						8,000						
Plow Truck Replacement	195,000							195,000					
Sidewalk Clearing	97,000							97,000					
Mechanic Shop Upgrade	3,500							3,500					
Bucket Truck Replacement	40,000							40,000					
Fire Dept Air Tank Replacement & Equipment	38,180									38,180			
Fire Dept Pagers/Radios	-												
2015 Street Improv Project (excloding utilities)	1,450,000											1,450,000	
Crack Sealing	50,000												50,000
Seal Coating	110,000												110,000
Total Capital Outlay	2,366,872					82,662	124,733	335,500	31,629	38,180	144,168	1,450,000	160,000
Transfers out	227,000	100,000	30,000										97,000
Total Expenditures and Transfers Out	2,593,872	100,000	30,000			82,662	124,733	335,500	31,629	38,180	144,168	1,547,000	160,000
Revenues over (under) expense	482,541	(17,559)	(11,810)	6,819	19,814	122,338	15,252	(38,500)	58,371	58,993	(144,168)	399,130	13,861

* Planned draw on fund balance

repays
existing loans

Will transfer to 2016
proj when finalized.

Prepared by: Caroline Moe, Director of Finance

Background

As detailed in the attached resolution, we are recommending that a certain 2015 fund transfers be approved at this time.

Council Action Requested

Adopt Resolution R15-071 Approving Inter-fund Transfers

Resolution No. R15-071

RESOLUTION AUTHORIZING 2015 INTERFUND TRANSFERS

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CAMBRIDGE, ISANTI COUNTY, STATE OF MINNESOTA, that the Director of Finance be directed to make the following 2015 Inter-fund Transfers on the City of Cambridge books of record for 2015:

<u>FROM</u>	<u>TO</u>	<u>AMOUNT</u>	<u>PURPOSE</u>
General Fund (#101)	Police Capital Fund (#417)	\$64,000.00	Fund up to \$15K of remodeling at old MNDOT facility to accommodate police department. Also, prefund \$49K funding for 2016 vehicle purchase for police department.
2015 Street Improvement Fund (Fund #483)	Public Works Capital Fund (#418)	\$97,000.00	Transfer funds to pay for sidewalk equipment previously purchased in 2015—approved by City Council.
	TOTALS	\$161,000.00	

This resolution shall become effective immediately upon its passage without publication. Adopted this 2nd day of November, 2015

Marlys A. Palmer, Mayor

ATTEST:

Lynda J. Woulfe, City Administrator

Prepared by: Todd Schwab

Background:

The Minnesota Department of Health announces that The Cambridge Water Utility has been awarded a Water Fluoridation Quality Award from the U.S. Centers for disease Control and Prevention (CDC). Fluoridation is the adjustment of fluoride in drinking water to a level that is effective for preventing tooth decay. The award recognized those communities that achieved excellence in community water fluoridation by maintaining a consistent level of fluoride in drinking water throughout 2014.

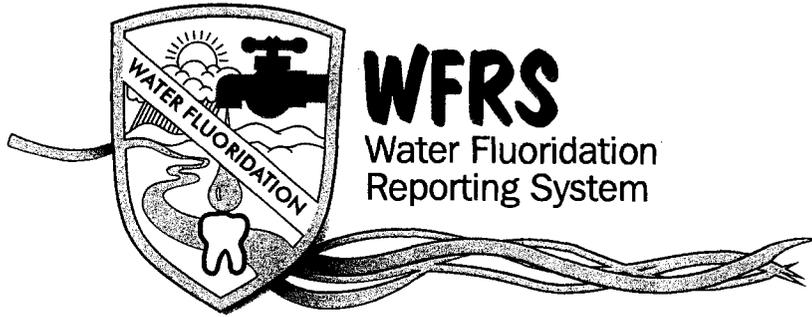
For 2014, a total of 2,282 public water systems (PWSs) in 33 states received these awards, including 112 of 625 possible PWSs in Minnesota.

“As we celebrate the 70th anniversary of water fluoridation, CDC and groups such as the Community Preventive Services Task Force continue to reaffirm our commitment to water fluoridation as one of the most effective steps a community can take to prevent tooth decay and promote oral health,” stated Katherine Weno, DDS, JD, Director, CDC Division of Oral Health. “Studies continue to show that water fluoridation prevents about 25% of tooth decay in children and adults.”

Community water fluoridation has been recognized by CDC as one of the 10 great public health achievements of the 20th century. Currently, nearly three quarters (74.6%) – or 320 million people – served by community water systems have access to optimally fluoridated tap water. CDC recommends water fluoridation as a safe, effective, and inexpensive method of preventing decay. In fact, every \$1 invested in fluoridation saves at least \$32 in dental treatment costs. “We can be proud that in Minnesota, communities are employing this effective public health measure,” says State Oral Health Director, Merry Jo Thoele.

Attachment:

Water Fluoridation Quality Award.



WFRS
Water Fluoridation
Reporting System

2014

Water Fluoridation Quality Award
CAMBRIDGE
STATE OF MINNESOTA

The Centers for Disease Control and Prevention commends this water system for its consistent and professional adjustment of the water fluoride content to the optimum level for oral health for 12 consistent months. Consistent, high-quality water fluoridation practice, as demonstrated by this water system, is a safe and effective method to prevent tooth decay, improving the oral health of community residents of all ages.

Presented by the
Centers for Disease Control and Prevention
United States Department of Health & Human Services

National Fluoridation Engineer, Division of Oral Health
National Center for Chronic Disease Prevention
and Health Promotion



**Centers for Disease
Control and Prevention**
National Center for Chronic
Disease Prevention and
Health Promotion

Prepared by: Will Pennings

Background:

MN Homeland Security and Emergency Management "HSEM" released the MNWALK guide for updating Emergency Operations Plan for 2015 to 2018. After several meetings with EOP Section Chiefs staff updated the Emergency Operations Plan to include revisions recommended from the MNWALK guide. After Council approves updates we will submit the EOP to County Emergency Management for approval. Once it is approved with the County it will be submitted to HSEM for approval.

Recommendation:

Council adopt updates to the Emergency Operations Plan.

I. Purpose

To provide an overview of the responsibilities and the procedures whereby the notification of key city officials and the warning of the general public are accomplished.

II. Responsibilities

- A. The Isanti County Dispatch is the City's Official Warning Point. The County dispatcher is responsible for relaying warnings to the Police Department and Fire Departments.
- B. The Police Officer on duty is responsible for ensuring that all warnings and notifications received are handled properly and forwarded as outlined in the Emergency Operations Plan.
- C. Upon Receipt of a warning (see Warnings in III Types of Warnings and Signals Annex A), the City Police must notify the Deputy Fire Chief-Emergency Management Director who in turn must:
1. Notify key government officials:
 - a. City Administrator
 - b. Public Works-Utilities Director
 2. Notify certain private and/or public facilities that would be affected by the warning as listed in Warning and Notification Chart A1.
 3. Determine if the EOC should be activated and request the City Administrator to begin the EOC activation calling tree.
 4. EOC Activation Process
 - a. For a City of Cambridge event/disaster/incident, the Emergency Management Director or designee will initiate the activation process.
 - b. EOC personnel report to the Cambridge City Hall EOC unless directed differently by the activation call. **EOC personnel must bring with them their credentials for access to the EOC.**

III. Supporting Documents

The Cambridge Emergency Operations Plan covers notification procedures for all hazards, and is on file in the Emergency Operation Center.

V. Authentication

November 2, 2015
Date

Will Pennings & Lynda J. Woulfe
Deputy Fire Chief-Emergency Management Dir. &
City Administrator

CHART A1

FACILITIES AND INSTALLATIONS TO POTENTIALLY NOTIFY IN CASE OF DISASTER

Schools in Cambridge

Schools Admin. Office District #911	625 Main St. N.	689-6188
Cambridge Intermediate	428 2 nd Ave. NW	691-6600
Cambridge Middle	31374 Xylite Street NE	552-6300
Cambridge Primary	310 Elm Street N.	691-6500
Cambridge High School	403 8 th Ave. NW	689-6066
Oak Land East	625 Main St. N.	552-8770
Oak Land West	625 Main St. N.	689-3344
Rum River South	801 20 th Avenue NE	552-6700
Cambridge Christian School	2211 Old Main Street S.	689-3806
Anoka Ramsey Comm. College	300 Spirit River Drive S.	433-1100

Hospitals

Cambridge Medical Center	701 Dellwood Street S.	689-7700
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Nursing/Rest Homes

Grace Point Crossing	1545 River Hills Parkway	689-1474
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Commercial Daycares

Little Red Wagon	901 Main St. S.	689-2567
Next Best Thing to Mom	390 Opportunity Blvd. N.	689-3915

Public Facilities

East Central Regional Library	244 South Birch Street	689-7390
Cambridge Senior Activity Center	140 Buchanan St. N Suite 164	689-6555
Isanti County Government Center	555 18 th Avenue SW	689-3859

Other Public Places

Sandquist Park Softball Complex	34422 Naples Street NE	
Isanti County Fairgrounds	3101 Highway 95 N.	689-2555
Industries, Inc.	601 S Cleveland	689-5434

- I. Task:
 - A. The primary concern is to warn the general public of an emergency or potential emergency within the City of Cambridge.

- II. Types of Warning and Signals:
 - A. Warning Types:
 1. Tornado warning.
 2. Other natural disasters, such as flooding, wind, rain or snow storms.
 3. Other peace-time emergencies. These are not limited to, but do include, industrial accidents, transportation accidents involving hazardous substances, and civil disorders.
 4. Attack warning.

 - B. Types of Signals:
 1. Alert or Attention Signal:
 - a. The Alert or Attention Signal is a 5 minute steady tone sirens, horns, or other devices. This signal will be repeated as deemed necessary.
 - b. This signal shall be used by Federal, State, County, and other local governments to attract the attention of the general public to the danger of any impending or actual disaster.
 - c. Public actions to be taken shall be as prescribed in published local directives or as directed by local public announcement or both. This signal shall mean to all persons:

TURN TO YOUR LOCAL RADIO OR TELEVISION STATION FOR EMERGENCY INFORMATION.

 2. Reverse 911 Messaging
The City may request Isanti County Dispatch to issue a reverse 911 message in case of a City emergency which requires notification to property owners and/or businesses.

- III. Notification:
 - A. The Isanti County Sheriff dispatcher is responsible for disseminating all warnings to the City of Cambridge Police or Fire Department which acts as the warning point for this city.

 - B. The Police Officer on duty will disseminate warnings and any pertinent information received from Isanti County dispatcher to the Deputy Fire Chief-Emergency Management Director via the most expedient means possible (cell phone, radio, or telephone). If the Fire Department is dispatched for the warning, the Fire Chief will notify the Deputy Fire Chief-Emergency Management Director.

IV. Operations:

Upon receipt of warnings, the Cambridge Police Department takes the following actions:

A. Warnings received from Isanti County Warning Point

1. Ensure that sirens have been activated as part of the tone activation systems.
2. Alert the following city officials:
Emergency Management Director (EMD)
City Administrator
Public Works-Utilities Director

The Emergency Management Director shall notify the Fire Chief and the City Administrator shall notify the Mayor and/or Council.

B. Warnings generated from within the City:

1. Natural Disaster

a. Sighted touchdown tornado or wind of 75 MPH

- 1) Notify Isanti County Dispatch of the actual tornado touchdown or winds in excess of 75 MPH, request sirens to be activated.
- 2) Activate alert sequence list to notify key government officials and key agencies and take other actions as directed.

b. All other natural disasters

- 1) The Deputy Fire Chief-Emergency Management Director will contact responsible local government officials who will advise of the actions to be taken. Government officials who, in order of succession of command, are responsible for providing the Cambridge Mayor with the actions to be taken are: Deputy Fire Chief-Emergency Management Director, City Administrator, Public Works-Utilities Director, Fire Chief and Community Development Director.
- 2) Notify Isanti County Dispatch of the weather conditions and actions the City has taken.

2. Other Disaster or Emergency Conditions

- a. Disseminate warning to the general public by requesting activation of sirens through the Isanti County Dispatch. Date, time and reason must be given at the time of this request.
- b. The City may request Isanti County Dispatch to issue a reverse 911 message in case of a City emergency which requires notification to property owners and/or businesses.

- c. Public Address System in mobile vehicles.
- d. Activate individual sirens at location of disaster scene.

3. Hazardous Materials Incident

The Hazardous Materials Incident Report form will be completed, to the extent possible, for all hazardous materials calls. (See Attachment 3.)

For a hazardous materials accident/incident involving the city requiring an evacuation, the following actions should be taken:

- a. Notify Deputy Fire Chief- Emergency Management Director.
- b. For any incident/accident involving radiological/ hazardous materials where local, county, state or federal agencies may be involved, large populations are affected, evacuation is considered, or the situation may be deemed newsworthy, contact the State Duty Officer at 1-800-422-0798.

This early notification is in addition to the responsible party statutory reporting requirement. (With proper advance notification the state can make recommendations, have expertise available, and prepare for contingency operations).

- c. Obtain accurate description of area to be warned/evacuated and, if appropriate evacuation route(s).
- d. Notify (radio/television/cable station(s)) and request activation of the Emergency Broadcast System (EBS). (See Annex J, page 1-61)
- e. Activate sirens, if appropriate. Note: The City may request Isanti County Dispatch to issue a reverse 911 message in case of a City emergency which requires notification to property owners and/or businesses. Instead of activating sirens, house-to-house or route alerting may be necessary in some circumstances.
- f. Notify population not covered by the outdoor warning system by **house-to-house, route alerting, to include alerting the deaf and blind.**
- g. Notify key staff members by telephone, radios, pagers, etc.
- h. Notify key facilities/businesses within the city.

V. Testing Procedures:

- A. Minnesota policy is that state, counties and municipalities test their public warning system at 1300 hours (1:00 PM) on the first Wednesday of each month.

- B. At 1300 hours the first Wednesday of each month, the Isanti County Warning Point will disseminate the test to the City of Cambridge via a tone activation siren system.
- C. At 1300 hours the first Wednesday of each month, the City of Cambridge will participate in the test as follows.
 - 1. Monitor the ALERT signal. This is a steady tone or blast on sirens for a period of one minute.

VI. Attachments

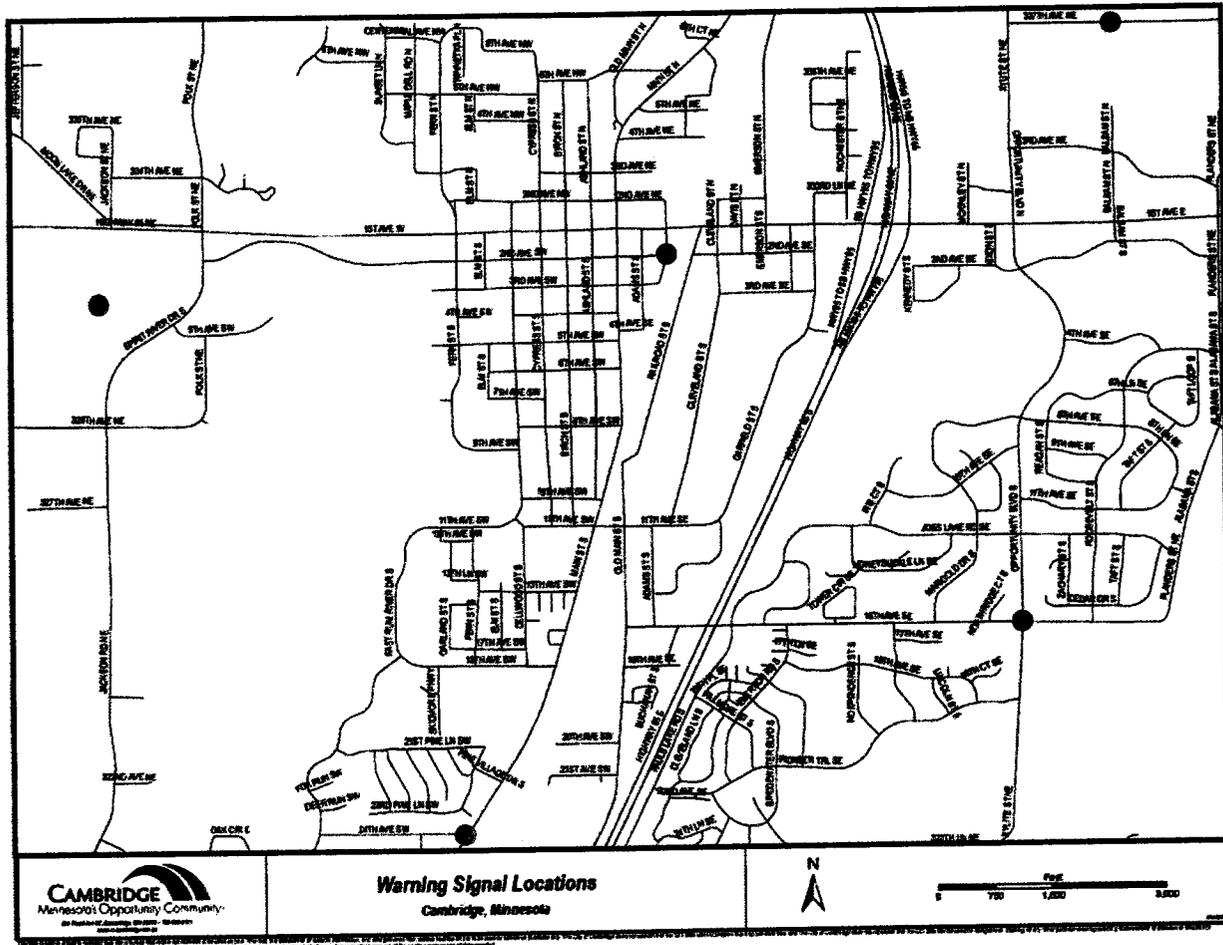
- 1. SIREN LOCATIONS IN THE CITY OF CAMBRIDGE
- 2. MAP OF CITY SIRENS
- 3. HAZARDOUS MATERIALS INCIDENT REPORT
- 4. SARA TITLE III HAZARDOUS MATERIALS INCIDENT NOTIFICATION LIST

ATTACHMENT 1

SIREN LOCATIONS

1. 24th Avenue SW and Main Street South
2. Buchanan Street South and 2nd Avenue SE
3. 16th Avenue SE and Opportunity Blvd. South
4. Spirit River Drive South (AFRC)
5. 337th Avenue NE / Balsam Street North

Attachment 2 Map of Siren Locations



**ATTACHMENT 3
HAZARDOUS MATERIALS INCIDENT REPORT**

Caller Information

Date:	Time <input type="checkbox"/> AM <input type="checkbox"/> PM
Caller's Name:	Business:
Address:	
City	State: Zip:
Phone:	Cell:
Email address:	

RESPONSIBLE PARTY

Contact Name:	Business Name:
Address:	
City	State: Zip:
Phone:	Cell:
Email address:	

INCIDENT SPECIFICS

Incident Date:	Incident Time: <input type="checkbox"/> AM <input type="checkbox"/> PM
Incident Location:	
Material & Quantity	

Is released material near surface water? <input type="checkbox"/> Yes <input type="checkbox"/> No	Specify:
Has the released material been contained? <input type="checkbox"/> Yes <input type="checkbox"/> No	Specify:
Evacuation <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Pending	# of People Radius to be evacuated? _____
Materials released to	<input type="checkbox"/> Air <input type="checkbox"/> Water <input type="checkbox"/> Impervious Surface (asphalt, concrete...) <input type="checkbox"/> Ground (pervious surface)
General description of area affected:	<input type="checkbox"/> Urban <input type="checkbox"/> Rural <input type="checkbox"/> Residential <input type="checkbox"/> Industrial <input type="checkbox"/> Retail/Commercial
For fixed facilities, has the material escaped from the facility or facility property?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown
Other information:	

DESCRIPTION OF INCIDENT

Type:	<input type="checkbox"/> Spill <input type="checkbox"/> Malfunction <input type="checkbox"/> Dumping <input type="checkbox"/> Sewage Bypass <input type="checkbox"/> Complaint <input type="checkbox"/> Air Release
-------	--

IS THIS A BUSINESS OR GOVERNMENT FACILITY REPORTING IN COMPLIANCE WITH SARA TITLE III, SECTION 304?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown
---	--

**ATTACHMENT 4
SARA TITLE III HAZARDOUS MATERIALS INCIDENT NOTIFICATION LIST**

Notifications

Facilities within the City of Cambridge are responsible for making the following notifications, in the order listed, in the event of an accidental release which is subject to the reporting requirements of Section 304:

1. Local Officials: 911
2. State Duty Officer (651) 649-5451 or 1-800-422-0798
3. National Response Center 800-424-8802

Notifications by the Warning Point

Key Officials for the City of Cambridge are:

Will Pennings, Deputy Fire Chief-Emergency Management Director

300 3rd Ave. NE
Cambridge, MN 55008
763-552-3270 – Office
651-403-0591 – Cell

Sean Okerlund, Fire Chief

763-286-8633 – Cell

Todd Schwab, Public Works-Utilities Director

300 3rd Ave. NE
Cambridge, MN 55008
763-552-3252 – Office
612-221-9770 – Cell

- I. **Purpose**
To describe how direction and control of the City of Cambridge response to a disaster will be accomplished.
- II. **Responsibilities**
The Mayor of Cambridge will be responsible for providing overall direction and control of city government resources involved in the response to a disaster. The line of succession to the Mayor is as follows:

Acting Mayor
City Council
City Administrator
Deputy Fire Chief-Emergency Management Director

- III. **City of Cambridge Emergency Operation Center (EOC)**
Direction and control of Cambridge's response to a disaster will be carried out at the Cambridge City Hall EOC at 300 3rd Ave. NE. If the Cambridge City Hall EOC is not usable at the time of a disaster, the Isanti County EOC (Isanti County Government Center, 555 18th Avenue SW) will serve as the alternate EOC.
 - A. **Criteria for EOC Activation**
The EOC will be fully activated and staffed upon the occurrence of a disaster in the City of Cambridge. The EOC may be partially activated in response to a threat, or potential threat to the safety of residents in Cambridge.

Any emergency personnel may request necessary equipment, departments and personnel to protect life and property of residents. Once the EOC is activated, all requests must be sent through the Operations/Logistics Section Chief in the EOC.

They must also notify the Emergency Management Director in the case of a disaster, who will then notify the Mayor and make a decision to activate the EOC. The Emergency Management Director will contact the City Administrator to notify him/her of the action to be taken. The City Administrator will then contact the staff members listed on the calling tree to report to the EOC.
 - B. **Responsibility for EOC Activation**
In the event of a major disaster (e.g. tornado, train derailment), EOC staff would be expected to automatically report to the EOC. However, the City Emergency Management Director is responsible for ensuring that the EOC is activated according to the criteria.
 - C. **Staffing the EOC**
The Cambridge EOC will be staffed according to the Organizational Chart on Exhibit B1. Each department/agency represented in the EOC is responsible for ensuring that its representative is familiar with the duties, which he/she is expected to perform at the EOC.

D. The Emergency Management Director is responsible for ensuring that the EOC is operational, that the necessary maps, displays, tables and chairs, communications equipment, message logs, etc., are on hand and available for use in the EOC.

E. Communications Capability of the EOC

Entity	Communication Capability
Cambridge EOC to other Isanti County Municipalities	Telephone Radio Cell phone
Cambridge EOC to Cambridge Medical Center	Telephone Cell phone
Cambridge EOC to state and regional EOC's	Telephone Radio Cell phone
Cambridge EOC to city department (field) units	Telephone Radio Cell phone

F. Communication, Incoming Calls
The EOC call takers will be in operation during a disaster unless there is a threat to life for this individual. All incoming phone calls will be routed to the designated workstations for local, County, State and Federal offices which will be assigned at the time of emergency. It is anticipated that these additional office areas will be as close to the EOC as possible.

G. Message Flow in EOC
Communications to the EOC will be done in the following manner: All requests for action will be documented by writing on forms provided. These forms will be three-part color-coded NCR paper. The top page is to be white, the second yellow, and the third pink.

Messages will be received requesting activities or actions to be taken by the EOC. These may be received by phone, by radio from field units, or from dispatcher. These requests for action must all be written out on the same message forms by whoever receives the message, stating time received. The receiver should initial and route it to the Message Controller in the EOC, or Message Controller designate.

The Message Controller or designate will receive all messages. If it is not identified as to what department is to take care of it, the Emergency Management Director will assign a department. The Message Controller will retain the white copy, then forward the pink and yellow copy to the department assigned.

The assigned department will decide on action to take and write it down with the time and initials. They will write down who the assignment is given to and the time of assignment completion. Both the yellow and pink copies will be placed in the completed message container in each assigned workstation. The pink copy will be picked-up at each workstation and retained by the Public Information Officer (PIO) for incident information.

All copies will be retained by the Documentation Unit following the emergency.

IV. Supporting Documentation

The following support materials are kept on file in each Section Chief's Emergency Operations Manual:

1. Resource Manual for lists of equipment, and services.

V. Operations:

- A. All EOC staff responsible for the operations of their particular service or assignment will report to the EOC.
- B. On determining the extent and the strategy of the emergency, necessary personnel will be contacted to report to their assigned area.
- C. **All agencies will contact the EOC before dispersal.** EOC will direct needed agencies to the needed area/incident(s).
- D. **All mutual aid equipment and personnel will be directed to a Staging Area Manager under the control of the EOC.** The field commanders will assess their needs and request additional equipment and personnel from the EOC. The EOC will funnel equipment and personnel requests to the Staging Area Manager.

VI. Supplies and Equipment

- A. The majority of the office equipment to be used in the EOC is located in the EOC work stations. Additional supplies are available in the EOC copy/mailroom as necessary.
- B. Communications equipment will consist of landlines, internet, and radio equipment located in the EOC.
 1. Telephones and internet are located in all workstations.
 2. Radios (800 MHz) are located in workstations required to have 2-way radio communications. Additional 2-channel radios may be obtained from the Cambridge Police Department and/or Fire Department.
- C. City maps, county maps, office supplies and other equipment is located in the copy/mailroom in the EOC. This equipment is to be distributed to the EOC by available personnel. The Finance/Planning Section Chief shall provide updated maps to all EOC personnel after disaster area is confirmed.
- D. The Incident Commander will ensure that food is supplied to EOC staff members. The City has an agreement with the Senior Enrichment Center to provide meals to the EOC for emergency purposes.
- E. All personnel will provide their own necessary clothing and any medications for themselves.

VII. Emergency Power:

- A. Emergency power will be supplied by the back-up generator located at Cambridge City Hall EOC.

VIII. Authentication

November 2, 2015
(Date)

Will Pennings & Lynda J. Woulfe
Deputy Fire Chief- Emergency Mgmt Dir. & City Admin.

S

Exhibit B-1 Organizational Staffing Chart

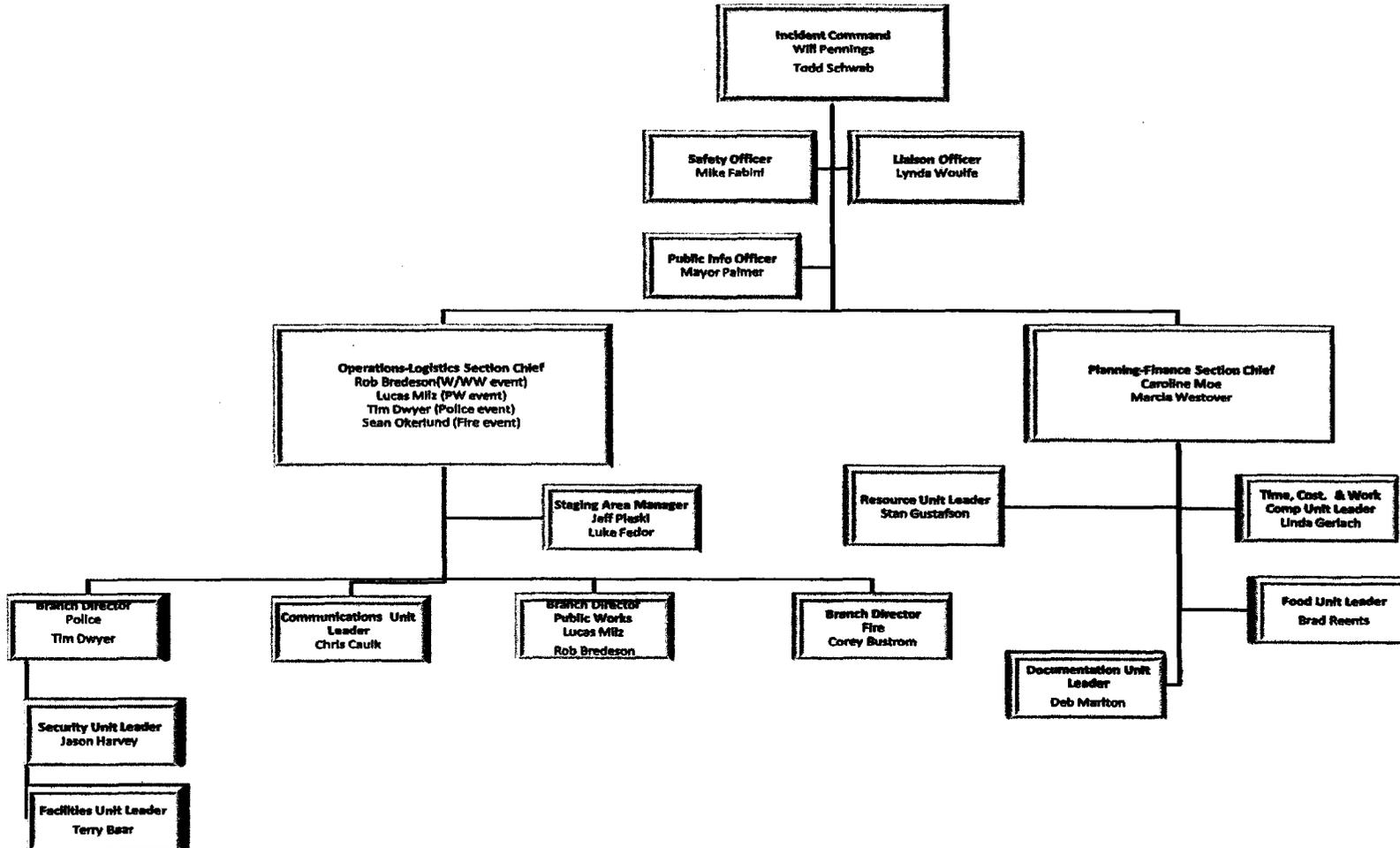


CHART B2 – STAFFING

Name	Phone	E-mail
Mayor Marlys Palmer	Home 763-689-2894	mpalmer@ci.cambridge.mn.us
Administration Lynda Woulfe, City Administrator	Office 763-552-3216 Cell 612-965-0237	lwoulfe@ci.cambridge.mn.us
Community Development Stan Gustafson, Econ. Dev. Director	Office 763-552-3209 Cell 612-221-9485 Cell #2 507-339-1965	sgustafson@ci.cambridge.mn.us
Marcia Westover, City Planner	Office 763-552-3207 Cell 612-868-4071	mwestover@ci.cambridge.mn.us
Mike Fabini, Building Official	Office 763-552-3206 Cell 763 645-9344	mfabini@ci.cambridge.mn.us
Jeff Pleski, Building Inspector	Office 763-552-3208 Cell 612-221-9607	jpleski@ci.cambridge.mn.us
Finance Caroline Moe, Finance Director	Office 763-552-3202 Cell 320-279-1812	cmoe@ci.cambridge.mn.us
Linda Gerlach, Finance Clerk	Office 763-552-3204 Cell 763-360-7616	lgerlach@ci.cambridge.mn.us
Liquor Terry Baar, Liquor Store Manager	Office 763-689-2468 Cell 612-961-7191	tbaar@ci.cambridge.mn.us
Police Tim Dwyer Chief of Police	Office 763-552-3244 Home 763-753-2362 Cell 763-280-4548	tdwyer@ci.cambridge.mn.us
Jason Harvey, Detective	Office 763-552-3225 Cell 763-227-8709	jharvey@ci.cambridge.mn.us

Todd Schuster, Sergeant	Office 763-552-3243 Cell 763-439-5544	tschuster@ci.cambridge.mn.us
Shawn Machin, Sergeant	Office 763-552-3205 Cell 763-242-6596	smachin@ci.cambridge.mn.us
Chad Saelens, Sergeant	Cell 612-599-1905	csaelens@ci.cambridge.mn.us
Public Works		
Todd Schwab, Public Works- Utilities Director	Office 763-552-3232 Cell 612-221-9770	tschwab@cambridgepw.org
Lucas Milz, Assistant PW Director	Office 763-552-1040 Cell 612-221-9878	lmilz@ci.cambridge.mn.us
Rob Bredeson, Asst. Util. Dir. On-call cell phone Water & WW	Cell 612-221-9850 Cell 612-363-3196	rbredeson@ci.cambridge.mn.us
Fire		
Sean Okerlund, Fire Chief	Cell 763-286-8633	seanokerlund@gmail.com
Todd Tomczik, Assistant Fire Chief	Cell 651-248-8388	toddtomczik@hotmail.com
Will Pennings, Deputy Fire Chief-Emergency Management Director	Cell 651-403-0591 Office: 763-552-3270	wpennings@ci.cambridge.mn.us
Corey Bustrom	Cell: 763-843-6094	cbustrom@advantagecollections.com
City Engineer		
Todd Blank, SEH	Office 651-490-2017 Cell 651-755-8943	tblank@sehinc.com

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I. Purpose

To outline how evacuation and traffic/control would be carried out if they are required due to a disaster in Cambridge.

II. Responsibility

The Logistics/Operations Section Chief shall be responsible for coordinating any large-scale evacuation that might be required.

Within the City of Cambridge, the primary responsibility for traffic control belongs to the Police Department. Backup assistance for traffic control could be provided from the Fire Department.

III. Procedures

A. Residents to be evacuated would be notified of the need to evacuate by utilizing Code Red, mobile public address or door-to-door and told which congregate care facility to go to.

B. Law enforcement personnel would establish traffic control points at major intersections as needed.

C. Logistics shall make arrangements for mobility-impaired individuals unable to evacuate themselves.

IV. Resources Available for Traffic Control

- A. Isanti County Sheriff's Department
- B. Isanti Police Department
- C. Braham Police Department
- D. Minnesota State Patrol
- E. Anoka County Sheriff's Department

V. Resources Available for Evacuation

- A. Allina Ambulance Service
- B. Mutual Aid Ambulance Service vehicles would be available if needed to evacuate ambulatory individuals.
- C. Allina Transportation Service
- D. Heartland Express buses
- E. Cambridge-Isanti School District buses

VI. Major Evacuation Routes

- A. Minnesota State Highway 95/ City of Cambridge 1st Avenue
- B. Minnesota State Highway 65

VII. Detailed Evacuation Routes (See Annex C1) (Also dependent upon situation & road conditions)

- A. Residents in Section "A" will utilize Main St N or Main St S to get to MN Hwy 95.
- B. Residents in Section "B" will utilize 16th Ave SE to get to Opportunity Blvd S and be directed north to MN Hwy 95.
- C. Residents in Section "C" will utilize Main St S to get to MN Hwy 65.

- D. Residents in Section "D" will utilize 16th Ave SE to get to Opportunity Blvd S and be directed south on Opportunity Blvd S.

VIII. General Precautions

- A. Never drive through any spilled materials, through a vapor cloud or smoke.
- B. When responding, try to approach the site from up-wind.
- C. When responding to the area/incident, watch for debris which could render the vehicle "immobile" (nails, glass, power lines).
- D. Units try to stay at perimeter of area/incident.

EMERGENCY PASS SYSTEM

Purpose

The Emergency Pass System has been devised to provide controlled or limited access to an area and establish security in the event of disaster or when such measures are desirable.

Description

Emergency Pass System kits are located at City Hall. Each kit will consist of the color-coded wristbands:

Green	Resident Passes
Blue	City/County Workers
Yellow	Congregate Care Volunteers
Orange	Clean-Up Volunteers
Red	Private Contractors
Pink	Insurance Reps/Claims Adjusters

Registration forms to match the different types of wristbands are included to facilitate accounting and control of issued passes.

Execution/Authority of Issuance

Pass issuance should be under the Incident Commander's supervision. Police supervision should be provided for the overall pass operation and for making necessary decisions on qualifications for pass issuance personnel.

Passes should be signed by issuing personnel.

Passes issued to government officials should be issued by the authority of the Mayor, City Administrator, or their designee.

An appeal procedure to a higher authority is available through the Emergency Management Director or his/her designee.

Location of Issuance

- Issuance of passes (wristbands) will be done at Cambridge City Hall.

- Each person of a group should be issued a separate pass.
- Each member of a family should be issued a separate pass.
- The pass must be visible and/or located with the resident at all times. If a resident is asked for their resident pass, it must be available at all times.
- Passes should be listed by number on the appropriate registration form at the time of issuance.
- The issuing authority must determine for each type of pass, the effective period of time, e.g.:

Green resident passes	1-3 days
Blue City/County passes	1-5 days
Yellow Congregate Care Volunteers	1-5 days
Orange Clean-up Volunteers	1 day
Red Private Contractors	1-5 days

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- I. Purpose
To describe how search and rescue would be accomplished in the City of Cambridge following a disaster.

- II. Responsibility
Within the City of Cambridge, the primary responsibility for search and rescue belongs to the Fire Department. Backup assistance for search and rescue would be available from Police Reserves and Street Department. The National Incident Management System (NIMS) will be used on all emergencies.

- III. Supporting Agencies/organizations
 - A. The Isanti County Sheriff Department may be available to assist in looking for missing persons.

 - B. The following organization(s) would be available to assist in a major search and rescue operation:
 1. Mutual Aid Fire Departments
 2. Isanti County Sheriff's Reserve Units
 3. Minnesota Search and Rescue Dog Association

- IV. Authentication

November, 2015
Date

William Pennings
Deputy Fire Chief-Emergency Mgmt. Dir.

- I. Task:
 - A. Primary concern to search and remove the victims from a disaster area/incident to a safe location.

- II. Notification:
 - A. All firefighters are to be notified by pagers which are activated by the Isanti County dispatch facility. The announcement will identify the type and location of the emergency/incident. All personnel will report to their assigned Fire Station(s) before reporting to Cambridge.

- III. Operations:
 - A. If EOC is not activated, equipment/personnel report to Incident Command Post.
 - B. If EOC has been activated, all fire equipment/personnel will contact the Fire Commander for assignments. Fire Command will be responsible for credentialing and maintaining the list of personnel conducting search and rescue efforts. Fire Command will assign equipment and personnel to an assigned area/incident as outlined in the Incident Action Plan.

- IV. General Precautions:
 - A. When responding to the area/incident, watch for debris which could render the unit "immobile" (nails, glass, power lines).

 - B. Vehicles should stay outside the perimeter of the area/incident if there is significant debris blocking streets.

 - C. Street Department will provide equipment to clear the debris from the roadway.

- V. Priorities:
 - A. Life Hazards
 1. Can we safely approach the structure?
 2. Search for anyone trapped.
 3. Safely remove victim.

 - B. Property & Concerns
 1. Systematic search and rescue.
 2. Stabilization of structure.

- VI. Large Geographical Area:
 - A. Mark the front step or front of building with one side of an X (\) on the first quick search, using aerosol paint can of one color.

 - B. Mark the other side of the X (/) with color aerosol paint on the second search which is to be more thorough.

- VII. Structure:
 - A. The search and rescue of victims in a building should be a fast, thorough search. On entering an area/unit, place a yellow door tag to indicate initial search has been

conducted. A second more thorough search of the structure shall be conducted when time permits.

VIII. Command

- A. A fire department officer or designee will be assigned to do a thorough search. The officer or designate will determine what equipment and personnel is needed to make a complete search. The officer or designate will report to the Fire Ground Command.
- B. The officer or designee will be needed to work with triage first-aid station. Their responsibilities will be recordkeeping of victims (names, DOB, address), their destination from the disaster area/incident. This information should be sent to the EOC on a periodic basis to be compiled on a master listing of victims.
- C. The National Incident Management System will be used on all emergencies.

IX. Equipment for Search and Rescue:

- A. Firefighting equipment and apparatus will be used for rescue operations.

X. Search/Withdrawal Decision:

- A. This decision is based on the number of factors and is a critical decision. Factors to consider:
 - 1. Type of incident.
 - 2. Immediate life hazard.
 - 3. Danger to rescuers.
 - 4. Stabilization of structure.
 - 5. Personnel available.
 - 6. Proper protective equipment.

XI. Clearing the Scene:

- A. Clearing the scene will not be done until a second and thorough search is completed of the area/incident and stabilization of the damaged structures that may cause danger to residents.

XII. Mutual Aid Agreements:

- A. The Cambridge Fire Department has a mutual aid agreement with other fire departments to render aid to each other as needs dictate and the local situation allows.

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I. Purpose

To provide an overview of how the health/medical care of residents would be met in the event of a major disaster.

II. Primary Responsibilities

- A. Hospital Care - Injured victims would be transported to Cambridge Medical Center. If the number of victims requires use of additional hospitals, the following hospital(s) may be utilized: Mercy. The City would request that Cambridge Medical Center Emergency Room Director determine appropriate additional locations for patients depending upon the type of disaster.
- B. Ambulance Service – Allina Ambulance would be used to transport disaster victims: Allina Ambulance. If additional ambulances are required Allina would contact other services.
- C. First Aid - Fire/Police would be available to provide immediate first aid to disaster victims suffering minor injuries. Isanti County Safety and Rescue may also be called for assistance.
- D. Emergency Mortuary Operations is assigned to the Isanti County Medical Examiner.
- E. Health Threats - Serious potential or actual health problems (Epidemics, food and/or water contamination, etc.) Associated with a disaster would be the responsibility of Isanti County Public Health, Cambridge Utilities (water dept.), and the Cambridge WWTP Superintendent.
- F. Information - On triage, a list of patients should be transmitted or taken to the EOC for release to families, news media, etc. **Location of transfer is the only information that should be released in accordance with HIPAA regulations.**

III. Coordination

If a serious disaster resulting in multiple casualties occurs in the City of Cambridge, overall coordination of the various health/medical organizations' response to the disaster would take place at the triage medical staging area.

Allina Medical is equipped with radio communications equipment and can, therefore, communicate both among themselves and with the EOC.

The National Incident Management System will be used on all emergencies.

IV. Supporting Plans and Personnel

- A. Cambridge Medical Center maintains a disaster plan.
- B. The Isanti County Public Health Department maintains lists of pharmacies, sources of medical supplies, doctors, hospitals, ambulance services and other health support services.

V. Authentication

November, 2015
Date

Bruce Hildebrandt
Ambulance Coordinator

HEALTH/MEDICAL CONTAMINATION

I. Task:

- A. The primary concern of the City Public Works-Utilities Director, Isanti County Public Health, and Utilities is to present the potential health problems (epidemics, food and/or water contamination) associated with a disaster.

II. Notification:

- A. On implementation of the EOC, the City Public Works-Utilities Director, Isanti County Public Health, and Utilities (water dept.) will be alerted via telephone, radio or cell phone.

III. Operations:

- A. The Public Works-Utilities Director and Isanti County Public Health will report to the EOC to determine the area involved in the emergency incident.
- B. The Public Works-Utilities Director will determine the personnel needs and equipment needed from other health agencies. The Public Works-Utilities Director will contact any other health agency that is needed. Listing to be found in the Resource Manual.
- C. The Public Works-Utilities Director will keep receipts and records of all costs. These will then be forwarded to the Director of Finance for the main file.

IV. General Precautions:

- A. Watch for debris which could render vehicles "immobile" (nails, glass, power lines).
- B. Can structure be safely approached and entered?
- C. Is health hazard present?
- D. Is drinking water contaminated?
- E. Is sewage a problem? Check with WWTP.

November, 2015
Date

Todd Schwab
Utilities Director

- I. Purpose
To summarize how fire protection is provided in the City of Cambridge.
- II. Responsibility
Fire protection in Cambridge is provided by Cambridge Fire Department. This is a volunteer on call fire department, which has approximately 30 - members and a fire station.
- III. Mutual Aid Agreements
The Cambridge Fire Department participates in mutual aid agreement(s) that involve(s) the following other fire departments: North Branch, Braham, Princeton and Rush City Fire Departments. Written mutual aid agreements exist and they are on file with the City of Cambridge.
- IV. Communications Capability
Cambridge Fire Department vehicles are equipped with 800 mHz radio communication equipment. We also have Officer cell phones GETS cellular phone priority for.
- V. Task:
 - A. The primary concern of Cambridge Fire Department is to protect lives and save property from fires, explosions or incidents of uncontrolled hazardous material leaks (liquids/vapors).
 - B. The Fire Department's control of incident shall end when stabilization has been accomplished. Stabilization means that there is no danger or imminent hazard to property or a threat to lives.
 - C. The National Incident Management System will be used on all emergencies.
- VI. Notification:
 - A. All firefighters are equipped with pagers and will be alerted by Isanti County dispatch via pagers or radios. The dispatch will announce the type and location of the incident. Each firefighter will respond to their assigned location (fire station).
 - B. Cambridge Fire also uses a web based notification system that notifies, and tracks responding members.
- VII. Fire Station:
 - A. All fire equipment/personnel will contact the Fire Department Commander for assignment if EOC has been implemented. The Fire Command will assign equipment to an assigned area/incident.
- VIII. General Precautions:
 - A. Never drive through any spilled material, through a vapor cloud, or smoke.
 - B. When responding, try to approach the site upwind and upgrade.
 - C. Only needed personnel shall enter the scene (stay out of any vapor or spill area).
- IX. Priorities:
 - A. Life Hazard

1. Can we safely approach the scene?
2. Is anyone trapped?
3. Should traffic be diverted?
4. Will evacuation be necessary?

B. Property/Environmental Concerns

1. Can rescue, protection of endangered buildings and vehicles be accomplished with minimum risk to firefighters?
2. Are waterways, storm sewers or sanitary sewers affected?

C. Withdrawal Decisions

The decision is based upon a number of factors and is a most critical decision. The immediate factors to consider are:

1. The magnitude of the incident.
2. The availability of the proper type and amounts of fire extinguishing agents.
3. The conviction that the outcome can be favorably altered by the actions taken.
4. Proper protective gear.
5. Proper equipment.
6. Personnel available.

The Fire Ground Commander will determine what is needed to control the scene, officer or designate will consult with him in regard to ongoing strategy. Congregate Care Staff will be notified by the EOC should there be a need for a congregate care facility to be activated.

X. Clearing the Scene:

- A. When all danger of further fires/explosions, toxic leaks, etc., has been stabilized or determined extinguished, all apparatus may return to quarters to be readied for the next incident.

XI. Mutual Aid:

- A. The Cambridge Fire Department has a mutual aid agreement with other fire departments that render aid to each other as needs dictate and the local situation allows.

AUTHENTICATION

November, 2015
Date

Sean Okerlund
Fire Chief

I. Purpose

To describe how the congregate (emergency housing, feeding, clothing, counseling) needs of the City of Cambridge residents would be met in the event of a disaster.

II. Responsibilities

A. The following Cambridge and/or Isanti County government departments/private sector agencies are responsible for ensuring that the congregate care needs of disaster victims are met:

1. Emergency housing: Volunteer Coordinator/County Social Services/Red Cross/Salvation Army
2. Emergency feeding: Volunteer Coordinator/County Social Services/Red Cross/Salvation Army
3. Emergency clothing: Volunteer Coordinator /County Social Services/Red Cross/Salvation Army
4. Counseling: Red Cross/County Social Services/Local Pastors
5. Follow the guidelines as set forth in the EOC Guidelines for Emergency Management

B. Additional Responsibilities

1. Registration of victims: Volunteer Coordinator /County Social Services/Red Cross/Salvation Army
2. Inquiry and Referral (regarding disaster victims): County Social Services/Red Cross/Salvation Army

III. Coordination of Congregate Care

The Volunteer Coordinator will be responsible for providing overall coordination of the congregate care function. In order to facilitate this coordination, the Red Cross/ Salvation Army, if needed, would provide any additional representatives to the Emergency Operating Center upon request.

IV. Available Resources (Additional listed in Resource Manual)

Schools Admin. Office District #911	625 Main St. N.	689-6188
Cambridge Intermediate	428 2 nd Ave. NW	691-6600
Cambridge Middle	31374 Xylite Street NE	552-6300
Cambridge Primary	310 Elm Street N.	691-6500
Cambridge High School	403 8 th Ave. NW	689-6066
Oak Land East	625 Main St. N.	552-8770
Oak Land West	625 Main St. N.	689-3344
Rum River South	801 20 th Avenue NE	552-6700
Anoka Ramsey Comm. College	300 Spirit River Drive S.	433-1100
Isanti Intermediate School	101 9 th Ave NE	552-8800

- A. Personnel: Red Cross - Chapter
(612) 871-7676
1-800-560-7640
24-hour phone numbers
- Salvation Army
1-888-366-0939
(612) 365-3369 pager
24 hour phone numbers
- B. Facilities: Schools, Churches, and private Clubs
in Cambridge
- C. Supplies/Equipment Supplies and equipment to be provided for
by the Red Cross, County Social Services, Salvation
Army, Local CAER Chapter, Local Mercantile stores.
- V. Supporting Documents
- A. The following written agreements are on file:
1. Red Cross Shelter Agreement
 2. Salvation Army Agreement
 3. Cambridge Isanti School District 911
- B. The listings of personnel/facilities/equipment and/or supplies
are on file in the resource manual.
- VI. Authentication

November, 2015
Date

Will Pennings
Deputy Fire Chief/Emergency Management Dir.

I. Task:

A. The primary purpose of this annex is to account for, housing, feeding and clothing victims at predetermined locations away from the initial disaster area for an undetermined, but limited, period of time. Supporting agencies and personnel listed in resource manual.

II. Notification:

A. The EOC will notify the Volunteer Coordinator by phone or pager of the type and location of the emergency/incident. The Volunteer Coordinator will notify the required personnel who will be needed to assist in the handling of the facility. These personnel will report to the location specified as directed by the Volunteer Coordinator.

III. Operation:

A. The Volunteer Coordinator will be responsible for providing overall coordination of the congregate care function. The Volunteer Coordinator will:

1. Determine the location of the reception center and activate congregate care buildings to provide anticipated housing and feeding needs, make arrangements for selected site(s) to be opened and determine how much of the building(s) is available for use.
2. Arrange available transportation through Logistics Section/Ground Support Unit Leader.
3. Arrange for and distribute official identification badges for personnel under his direction.
4. Arrange for the acquisition and transportation of food and bedding from commercial resources to the congregate care buildings, after Red Cross and Salvation Army supplies are depleted.
5. Arrange for additional personnel to staff work stations as necessary. Support staff and/or volunteer citizens may be used in these capacities.

IV. Priorities:

A. Assembly of transportation vehicles/drivers at the Congregate Care facilities when activated.

B. Displaced persons registration at the congregate care facility when activated. A log shall identify the following:

1. Who was transported (by full name and address).
2. Where to?
3. What time?
4. Special needs (medicine or handicap).
5. Constant sign in/out monitoring.

V. Responsibilities:

- A. The following government and/or private sector agencies are responsible for assuring that the congregate care needs of the disaster victims are met:
1. Emergency housing – Volunteer Coordinator Red Cross (temporary), Salvation Army, and County Emergency Services (permanent).
 2. Emergency feeding - Red Cross, Salvation Army, CAER.
 3. Emergency transportation - School District #911, Heartland Express, private bus companies.
 4. Emergency clothing - Red Cross, Salvation Army, County Emergency Services.
 5. Referral counseling - Red Cross, Isanti County Emergency Services.
 6. Inquiry and information on displaced persons should be transmitted back to EOC to the PIO officer or City Clerk.
 7. Cost and financial records - shift personnel are responsible to turn in all receipts and costs records to their shift supervisors. These will all be forwarded to the Finance Director for total computation.
 8. Sanitary food and lodging conditions - City Public Works Director, Isanti County Health Department, Red Cross, and/or Salvation Army.

I. Purpose

To describe how debris clearance would be accomplished following a disaster in the City of Cambridge.

II. Responsibilities

Within the City of Cambridge, the Street Department would be responsible for debris clearance and to follow the guidelines of the debris management plan.

III. Policies and Procedures

- A. Except in unusual circumstances, removal of debris from private property would be the responsibility of the property owner.
- B. Debris would be disposed of at Cambridge Burn Pile on 337th Avenue NE and as identified in the debris management plan.
- C. If additional debris clearance-type equipment were needed, it could be obtained from private contractors.

IV. Supporting Documents

- A. A listing of construction contractors which have debris removal-type equipment, and which are located in or near the city, is on file in the resource manual and also in the debris management plan.

V. Authentication

November, 2015
Date

Todd Schwab
Public Works-Utilities Director

- I. Task:
The primary concern of the Street Department is to clear debris from City and County right-of-ways. To provide emergency personnel access to the emergency/incident. To assist Fire Department Search and Rescue units to stabilize unsafe structures in the event occupants are trapped.

The National Incident Management System will be used on all emergencies.

- II. Notification:
On implementation of the Cambridge Emergency Operation Plan, the Public Works-Utilities Director or Assistant Public Works Director will alert personnel by radio, pagers, television, or by telephone.

All personnel will report to the designated meeting place.

- III. Operations:
- A. Supervisory staff will contact the Operations Section Chief at the EOC by City radio or by phone to determine what streets or areas are to be cleared and what equipment is needed before dispersal.
 - B. Prepare required equipment for operation.
 - 1. Load all available street barriers on a vehicle and distribute as determined by Incident Commanders to aid the police on traffic control.
 - C. Clear Street by initially moving debris to curb.
 - D. On completion of initial assigned tasks, contact the incident command post for other assignments/tasks.
 - E. Once emergency is stabilized and personnel are available, start clearing right-of-ways.
 - 1. All debris will be hauled to a designated City site/County Landfill.
 - 2. Try to separate debris into loads of products as follows:

Greenwaste	Cambridge burn pile (337 th Ave. NE)
Appliances	Public Works Street Garage then to a recycling center
Building Debris	Solid Waste Transfer Station 689-4056
Hazardous Waste	To a designated hauler

- 3. Separate all petroleum based products.
- IV. When responding to area/incident, watch for debris which could render the units "immobile" (nails, glass, power lines).
- V. Priorities
- A. Life Hazards

1. Assist Fire Search and Rescue units to stabilize structures where occupants are trapped.
 2. Clear assigned streets only.
- B. If the City garage is destroyed, Street Department personnel will prepare surviving equipment and report to an alternate site as designated by the Public Works-Utilities Director.

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I. Purpose

To provide an overview of how utility service would be restored following a disaster.

II. Responsibilities

The following government agencies/private sector organizations are responsible for providing utility services for the City of Cambridge.

- A. Electrical Service – East Central Energy & Connexus Energy
- B. Gas Service – CenterPoint Energy / Minnegasco & Northern Natural Gas
- C. Telephone Service – Century Link, Midcontinent, Windstream
- D. Water - Cambridge Municipal Water Department
- E. Sewer - Waste Water Treatment Plant

III. Service Restoration

In the event of a utility outage due to a disaster, the following offices/agencies should be called in order to restore service: Efficient communication between Cambridge EOC and Utility Restoration shall be set up for large scale restoration efforts.

- A. Electrical Service:
 - East Central Energy
 - Po Box 39
 - 811 West County Road 4
 - Braham, MN 55006
 - 800 254-7944

 - Connexus Energy
 - 14601 Ramsey Blvd
 - Ramsey, MN 55303
 - 763-323-2650
 - 800-642-1672

- B. Gas Service
 - Distribution:** CenterPoint Energy Minnegasco
 - 612-296-5050
 - 800 296-9815 Emergency

 - Transmission:** Northern Natural Gas
 - 888-367-6671 Emergency

- C. Telephone-Internet: Century Link
- 612-344-5300

- Midcontinent
- 800-888-1300
- 800-888-1600
- 888-247-8390

Windstream
763-633-9199

Water Department:

1. Call 612-363-3196 for the on-call person's cellular phone.
2. If no response within **10 minutes**, please call:
 - a. Todd Schwab Cell Phone: 612-221-9770
 - b. Rob Bredeson Cell Phone: 612-221-9850

IV. Authentication

November, 2015
Date

William Pennings
Emergency Management Director

UTILITY RESTORATION

- I. Task:
 - A. The primary concern of the City Municipal Utilities Department and the WWTP is to preserve City water and power and prevent contamination of the City water system.

- II. Notification:
 - A. On implementation of Cambridge's Emergency Management Plan, the Cambridge Municipal Utilities and WWTP will alert the needed personnel by radio, television, or by telephone.
 - B. All personnel will report to the Municipal Utilities Plant and/or to the Waste Water Treatment Plant as directed.

- III. Operations:
 - A. Supervisory staff will contact the Emergency Operations Center by radio or by phone to determine areas of the City involved in the emergency/incident. Efficient means of communication by radio should be established between water utility resonation leaders, and EOC staff.
 - B. Prepare the required equipment for operation.
 - C. (Follow guidelines statement)

- IV. General Precautions:
 - A. When responding to the area/incident, watch for debris which could render the unit "immobile" (nails, glass, power lines).
 - B. Units should try to stay at the perimeter of the area/incident.

- V. Priorities:
 - A. Water flow should be maintained to prevent contamination. Water towers not damaged should continue to supply water into the system until damaged area is isolated.
 - B. Restoring utilities to critical and essential facilities.
 - C. Isolate damaged area and restoring power where possible.
 - D. Knowing where to obtain portable electric supply units for areas where it may be needed.

- VI. Large Geographical Area:
 - A. Isolate damaged area by shutting off street valves and electrical power to that section of the City.

- VII. Small Area:
 - A. Isolate damaged area by shutting off gas, electric, and water to each structure and individual properties.

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- I. Purpose
To provide an overview of how emergency public information would be disseminated in the event of a disaster.
- II. Spokesperson(s)
The only officials authorized to serve as the Public Information Officer (PIO) for the City of Cambridge are the Mayor, the Acting Mayor or City Administrator. These individuals would be given access to all information necessary to carry out their role as PIO for the City of Cambridge.
- III. Responsibility
 - A. The PIO will gather pertinent information to define geographic location, type and seriousness of emergency, and plan of action from EOC.
 - B. The PIO or designate will keep Council informed for purposes of policy decision or media information releases.
 - C. The PIO or designate will be the only person to notify the media for the purposes of a news conference or news release.
 - D. The City Administrator will be responsible for preparing and maintaining a current list of news media agencies and telephone numbers.
 - E. Follow the guidelines set forth in the EOC Guidelines for Emergency Management.
 - F. The National Incident Management System (NIMS) will be used on all emergencies.
- IV. Policies and Procedures
 - A. If it becomes necessary to establish a news briefing room, the Cambridge City Hall Council Chambers would be used for this purpose. News media personnel would be asked to report to this facility.
 - B. In the event of a long-term disaster/emergency, news releases would be issued on a regular basis.
 - C. The National Incident Management System (NIMS) will be used on all emergencies.
 - D. Public information would be disseminated through the following stations:

WCCO TV (Channel 4)
90 South 11th (on the mall)
Minneapolis, MN
NEWS DESK 612- 330-2767
FAX 612-330-2767

KSTP TV (Channel 5)
3415 University Avenue
St. Paul, MN

NEWS DESK 651-642-4412
FAX 651-642-4409

KMSP TV (Channel 9)
11358 Viking Drive
Eden Prairie, MN
NEWS DESK 952-946-5726
FAX 952-942-0455

KARE TV (Channel 11)
8811 Olson Memorial Hwy
Minneapolis, MN
NEWS DESK 763-797-7215
FAX 763-546-8606

WFTC FOX TV (Channel 29)
1701 NE Broadway
Minneapolis, MN
NEWS DESK 952-946-5767
FAX 952-942-0455

RADIO

WQPM (1300 AM) / KLCI (106.1 FM)
Princeton, MN
NEWS DESK 763-389-1300
No e-mail
No fax
The Big Q (send Friend request for Facebook)

KBEK (95.5 FM)
208 Broadway Ave S
Braham MN 55006
Email: info@kbek.com
Post on Facebook page which is: fansofkbek
844-200-5235 (press option for on-air DJ)

WCMP
320-629-7575 or 888-629-7575
Email: rrevere@redrockradio.org
Post on Facebook page which is: Cool Country 100.9 WCMP

NEWSPAPER

ISANTI CHISAGO COUNTY STAR NEWS
763-689-1181
5930 Cleveland Street South, Cambridge
FAX 763-689-1185

ISANTI COUNTY NEWS
763-689-1981
234 South Main Street, Cambridge
FAX 763-689-4372

STAR TRIBUNE
612-673-4000
425 Portland Avenue South, Minneapolis
NEWS DESK 612-673-4414
FAX 612-673-4359

ASSOCIATED PRESS
Minneapolis: (612) 332-2727
St. Paul: (651) 222-4821
FAX 612-342-5299

PIONEER PRESS
651-222-5011
345 Cedar Street, St. Paul
NEWS DESK 651-228-5490
FAX 651-228-5500

V. Authentication

November 2015
Date

Lynda J. Woulfe
City Administrator

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I. Purpose

To provide an overview of how damage assessment would be accomplished following a disaster in the City of Cambridge.

II. Responsibilities

A. The Cambridge City Building Official is responsible for:

1. Developing and maintaining a damage assessment "team" composed of municipal and/or private sector agency representatives.
2. Maintaining an up-to-date listing of damage assessment team personnel.
3. Maintaining the procedures to be followed for damage assessment.
4. Coordinating the damage assessment process (following the occurrence of a disaster).
5. Following the guidelines of the City of Cambridge Guidelines for Emergency Management
6. The National Incident Management System will be used on all emergencies.

B. City government officials who, depending upon the nature of the disaster, would participate in a damage assessment effort:

1. City Building Official and/or Inspector
2. Public Works/Utilities Director
3. City Finance Director

C. Other City, County and State government officials who (potentially) would participate in a damage assessment effort:

1. County Emergency Services Director.
2. County Engineer
3. County Building Official
4. County Assessor
5. County Sheriff
6. Minnesota Department of Administration Building Code Enforcement Division
7. Building Officials from Isanti & Isanti County

D. Private Sector Agencies

Private Sector agencies that might be available and that might be appropriate participants in a damage assessment effort:

1. Local Realtors
2. Local Building Contractors
3. Association of MN Building Officials
4. Red Cross

III. Policies and Procedures

- A. A damage assessment effort will be initiated as soon as practical following the occurrence of a disaster.
- B. Where possible and when appropriate, pictures will be taken of damaged areas, and city maps will be used to show the location of damage sites.
- C. When damage assessment is carried out in conjunction with a request for State or Federal disaster assistance, the Cambridge Emergency Management Director will contact the County Emergency Services Director, who will coordinate with the Minnesota Homeland Security and Emergency Management (HSEM).
- D. When possible, the Cambridge City Building Official, and other appropriate local government officials will participate in damage assessment procedure training.

IV. Authentication

November 2015
Date

Mike Fabini
Building Official

EMERGENCY OPERATIONS DAMAGE ASSESSMENT BUILDING DEPARTMENT

PRIMARY FUNCTION

The Building Department's primary function in an emergency situation is damage assessment of buildings and other structures as it relates to safety. A listing of people and agencies to aid in damage assessment beyond the expertise of the department will be kept current. The Building Department may identify the need for this additional expertise; however, it is the responsibility of the City Emergency Management Director to request the additional help.

If needed, the Building Department will be responsible for coordinating the securing of the site. Appropriate signage for securing buildings will be kept on hand. If necessary, street barricades will be provided by the Street Department.

SECONDARY FUNCTION

An additional function of the Building Department will be to assess damage as it relates to dollar values. Whenever possible, pictures of the damaged areas will be taken and their locations mapped.

WHERE TO REPORT

Upon notification, all Building staff is to report to the designated area provided by the Operations-Logistics Section Chief.

EMERGENCY OPERATIONS DAMAGE ASSESSMENT ASSISTANCE

I. BUILDINGS

Building Official – Mike Fabini
Work – (763) 552-3206
City Cell Phone (612) 221-9709

Building Inspector – Jeff Pleski (First backup)
Work – (763) 552-3208
Cell Phone – (612) 221-9607

Lola Nisley – Permit Technician
Work – (763) 552-3210
Cell - (320) 279-0424

II. ROADS AND BRIDGES

Public Works Director – Todd Schwab
Work – 689-1800

Home – 689-3938
Cell – (612) 221-9770

City Engineer – Todd Blank
Work – (651) 490-2017
Home – 323-0999
Cell Phone – (651) 755-8943

County Engineer – Richard Heilman
Work – 689-1870

Assistant County Engineer – Tony Hennen
Work – 689-1870

MNDOT Dispatch (St. Cloud)
1(800) 657-3961
320-223-6580

State Highway Patrol Dispatch
(763) 591-4680 (Golden Valley)

III. RAILROAD (Burlington Northern)

Command Center - 1(800) 832-5452
Division Office - (651) 298-2121

IV. UTILITIES

Northern Natural Gas (888) 367-6671 (24 Hours) or (651) 674-4488

CenterPointe Energy (612) 372-5050

WWTP Chief Operator (763) 689-1800 – Administrative Offices
(612) 221-9770 – Cell Phone Todd Schwab

Connexus Energy (763) 323-2650

Century Link (612) 344-5300
Repair / Service Questions (800) 777-9594
Trouble Reporting (800) 223-7508

Windstream (763) 633-9199

Midcontinent (800) 888-1300
(888) 247-8390

Minnesota Duty Officer Spills (651) 649-5451

SAMPLE POSTING

**DO NOT ENTER
UNSAFE TO
OCCUPY**

**IT IS A MISDEMEANOR TO OCCUPY THIS BUILDING,
OR TO REMOVE THIS NOTICE.**

City Official

Date

For more information contact City Official at: _____

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- I. Purpose
To provide an overview of how the City of Cambridge will respond to a radiological or hazardous materials accident/incident.
- II. Response to Radiological/Hazardous Materials Accidents/Incidents
Radiological Incidents/Accidents

Within the city, (Cambridge Fire Department) is responsible for attempting to develop and maintain the radiological protection response capability necessary to minimize the threat to citizens in the event of a radiological accident/incident/enemy attack. This capability includes: monitoring, reporting, assessment, containment, decontamination, and protective actions. Specific responsibilities are as follows:

1. **Peacetime accidents/incidents.** In all likelihood, most peacetime accidents/incidents will be confined to a relatively small area, and will be minor in impact. However, if an accident/incident is beyond the capability of the city, the Isanti County Emergency Services Director can be called upon for assistance. If the accident/incident is beyond the capability of the County, the Minnesota Department of Health, Radiation Control Section, has the trained personnel, equipment, and authority to provide assistance. For all accidents/incidents, the city will be responsible for controlling access to the scene, providing medical care for victims, preventing the spread of contamination by people and vehicles, obtaining basic information as to what has happened, and notifying the state duty officer at 1-800-422-0798.
2. **Enemy Attack.** Although plans and preparations have been made at the state and federal levels to assist local governments during periods of widespread radiological emergency caused by nuclear detonations, such assistance would probably be slow in coming. Therefore, the City of Cambridge and Isanti County should be prepared to provide for its own radiological monitoring and decontamination needs.

Other Hazardous Materials Incidents/Accidents

1. **Pre-Identification and Analysis of Risk.** In response to the requirement and recommendations contained in the Superfund Amendments and Reauthorization Act (SARA) of 1986, as well as other legislation, the following specific risk/potential risk sites/locations within the city have been pre-identified:
 - a. "Covered facilities." (Facilities that possess extremely hazardous materials.)
 - b. Other facilities that may contribute to additional risk due to their closeness to "covered facilities."
 - c. Facilities (schools, hospitals, nursing homes, etc.) at risk due to their closeness to facilities with extremely hazardous materials.
 - d. Transportation routes (highways, railroad lines, rivers, etc.) for extremely hazardous materials.
 - e. Pipelines (as defined in Minnesota Statutes, Section 299J).

2. Determination that a release of hazardous materials has occurred. Facilities located within the city that use, store, manufacture or transport hazardous materials are responsible for developing systems and training their employees so as to be able to promptly determine and report that a release of hazardous materials has occurred. Similarly, city government employees who respond to transportation and other accidents/incidents will receive training designed to help them determine if hazardous materials are present.
3. Response to a release of hazardous materials.
 - a. The National Incident Management System will be used on all emergencies.
 - b. Facilities within the city that possess extremely hazardous materials are required to develop and maintain a procedure that their employees will follow in the event of a release of those materials. The County does have the general outline of such a procedure available, should it be requested by a facility. The procedure is on file at Isanti County Courthouse.
 - c. The County has conducted a vulnerability analysis to determine potential populations and facilities which might be affected by a hazardous materials emergency. The approaches used to identify and analyze options were from the following resources:
 - Technical Guidance for Hazards Analysis,
 - U. S. DOT Emergency Response Guidebook},
 - CAMEO or other computer software,
 - Facility preplans.
4. Hazardous Materials Response Capabilities
 - a. Within the city, the Fire Department has the primary responsibility for responding to a serious hazardous materials accident/incident. The Fire Department is trained and equipped to handle the following type of hazardous materials response: Hazardous Materials Operational Response.

In addition, the Police Department will/may participate in the response. These departments will develop whatever standard operating guidelines (SOGs) they may need in order to carry out this responsibility. Preplans for hazardous materials response may be developed for facilities, and are on file at the Cambridge Fire Station.
 - b. City government "first responders" will begin their determination of the area affected by a hazardous materials release by identifying/verifying the hazardous material(s) involved. For the most part, they will then rely on the following system/approach to decide which area of the city to evacuate: (Briefly indicate which of the following will be used: A Hazardous Material Response Guidebook).

III. STATE SUPPORT

In the event of a major accident/incident involving radiological/ hazardous materials that is beyond the capabilities of local government, assistance from the Minnesota Department of

Health, Radiation Control Section, can be requested. Requests for such assistance should be made to the State Duty Officer (24 hour a day phone number is (651) 649-5451).

In the event of other hazardous materials accidents/incidents that are beyond the capabilities of local government, assistance from the state hazardous materials response team can be requested. Such requests should be submitted to the state duty officer.

IV. FEDERAL SUPPORT

In the event of a hazardous materials accident/incident that is beyond the capabilities of local and state government, the national regional response team can be requested. Requests for such assistance should be made to the state duty officer.

Reimbursement of costs for a hazardous materials response is available through the U. S. Environment Protection Agency. To be eligible for reimbursement, contact the National Response Center (1-800-424-8802) within 24 hours of the incident and subsequently submit application for reimbursement.

V. SUPPORTING/REFERENCE DOCUMENTS

- A. FEMA Civil Preparedness Guide 1-30. (Guide for the Design and Development of a Local Radiological Defense Support System)
- B. The Minnesota Division of Homeland Security and Emergency Management (HSEM) can provide local governments with radiological protection guidance materials designed to assist in the development of a standard operating procedure.
- B. The National Response Team's Hazardous Materials Emergency Planning Guide, and Technical Guidance for Hazard Analysis
- D. U. S. DOT's Emergency Response Guidebook

VI. AUTHENTICATION

November, 2015
Date

Will Pennings
City Emergency Management Director

I. Task:

The primary concern of the City and the Cambridge Fire Department is to protect lives from a radiological/hazardous materials accident.

Cambridge Fire Department's control of the incident shall end when stabilization has been accomplished. Stabilization means that there is no longer an imminent hazard to property or a threat to lives.

II. Notification

Each firefighter has a monitor pager and will be alerted by the Isanti County dispatcher. The dispatcher will activate the pagers and give the incident type and location. All firefighters will respond to their designated locations.

III. Fire Department Operations:

First-in units/personnel must be alert to a possible radioactive/hazardous materials problem when responding to an incident. The exact nature of the problem must be determined. In some cases there can be more than one problem. This data collection phase of size-up must be made early. Once the above has been done, the first-in units/personnel will notify all remaining response units of the hazardous situation.

The National Incident Management System (NIMS) will be used on all emergencies.

IV. General Precautions:

- A. When responding, try to approach the site from up-wind and uphill.
- B. Isolate the scene of the incident until we know what hazardous material is.
- C. Protect emergency response personnel from contaminants. Always use full protective gear including self-contained breathing apparatus.
- D. Detain any persons that may have been contaminated, exposed to radiation.
- E. Isolate any contaminated vehicles or facilities.
- F. If a military weapon is involved, the following additional procedures will be followed:
 1. Report the accident as soon as possible to the nearest military authority.
 2. Keep sightseers away from the accident area. In an open area, the distance of at least 500 yards must be established to minimize the chance of fatal injuries from the direct blast effects of conventional high explosives that surround the nuclear warhead. Even at this range, there is still a danger of injury from secondary projectiles that may be flung into the air by an explosion.
 3. If there is a fire, do not fight it. Rescue victims and evacuate the area. Contain fire as not to let it spread.
 4. Do not permit anyone to touch anything unnecessarily or retain as souvenirs any objects found in the accident area.

5. When the emergency is terminated retreat to the isolation area. Do not return equipment back into service unless radiation team checks out equipment and personnel to determine exposures and necessary decontamination.

V. Priorities
Life Hazards

1. Can we safely approach the scene?
2. Is anyone trapped?
3. Should traffic be diverted?
4. Will evacuation be necessary?

Property/Environment Concerns

1. Can rescue be accomplished with minimum risk to firefighters?
2. Are waterways, storm sewers or sanitary sewers affected?

DECONTAMINATION AND RECOVERY PROCEDURES

I. General Decontamination:

All decontamination operations should be sized to properly handle the operation. Decontamination may involve as little as letting turnout gear air out, or washing it, or may be an extremely complex operation involving several steps. It is important that enough equipment and manpower be available to properly do all decontamination exercises.

A. Radiation Decontamination:

Decontamination of personnel exposed to radiation in situations we will be face with, will be relatively simple most of the time. We will have to worry about three specific different types of decontamination or radiation. The first will be victims, the second will be personnel and the third will be equipment.

1. Victim Decontamination:

Victims, if possible, should be surveyed with a CDV-700 survey meter before sending to the hospital. Any contamination that can be removed, such as dust, etc., should be done as rapidly as possible while still in the contamination area. If the victim is sent to the hospital with contamination still evident, the hospital should be notified to prepare for this. In no case should medical treatment be affected by the decontamination operation.

2. All personnel leaving the contamination area must pass through the decontamination station. They should first be quickly monitored to determine if they have any contamination on them, and any that can be removed at that time, should be done so by either brushing or washing. If washing is done, all runoff water must be contained. Individuals should remove all out clothing, equipment (SCBA's turnout gear). (Decontamination will occur at another designated point.)

After removing all extraneous equipment and clothing, the individual should once again be monitored with the CDV-700 survey meter (see instruction book for proper techniques).

If the individual checks OK at this time, they may be sent to the clean side of the decontamination station, where they will once again be checked with the survey meter and all personnel information recorded (time of entry, time of exit, dosimeter reading, etc.) If any significant amount of radiation is present in the area, these individuals should be sent in for a complete checkup. If, after removal of all other clothing, the individuals should be sent in for a complete checkup. If, after removal of all other clothing, the individuals still should show evidence of radiation contamination, they should be sent through successive steps of shedding additional clothing, and showering, with monitoring between each step. If the weather conditions at the location preclude doing this on site, they should be transported to a location where they can do this, with the understanding that the equipment used to transport them to the new location will also have to be decontaminated.

3. Equipment Decontamination

All vehicles which are in the contamination area, or that have been contaminated, should be surveyed on the site, using the CDV-700 survey meter in the same technique as for personnel monitoring, to determine if any radiation contamination exists. If there is contamination, the equipment should go through the same type of decontamination procedure as personnel. First, as much as possible, with removing dust, brushing the equipment off, etc. If this does not sufficiently remove the contamination, the vehicles will then have to be washed with the runoff water contained.

The same procedure as above will have to be followed for all equipment which was in the area. This would include SCBA's, turnout gear, the meters themselves, etc. As much of the decontamination as possible should be carried out on the scene to prevent transporting of any radiation to another area. If on-site decontamination is not possible for smaller items, such as turnout gear, SCBA's etc., these should be placed in plastic gabs and then put in barrels, which are then sealed, until proper procedures and locations are set up to take care of the decontamination.

All items which leave the scene will have to go through the decontamination station with the complete checkup before they are cleared from the area. After securing the incident and cleanup of all items in the area, the area itself will have to be surveyed for radiation and contamination. This should be dealt with in an appropriate manner, if any is found. To determine the proper method of dealing with scene contamination, such as ground in the area, runoff from washing etc., the MPCA should be contacted.

II. Decontamination Equipment

- A. Decontamination trailers (Mora and North Branch Fire Departments)
- B. Shower area
- C. Scrub brushes
- D. Barrels

EMERGENCY OPERATIONS PLAN

- E. Plastic bags
- F. Roll plastic
- G. Radiation meters
- H. Barrier tape
- I. Cones (traffic type)
- J. Detergent/soap
- K. Towels
- L. Engine
- M. Ladder Truck

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**HAZARDOUS MATERIAL
RESPONSE GUIDE**

**THIS GUIDE HAS BEEN AUTHORIZED BY THE FIRE CHIEF
OF THE CAMBRIDGE FIRE DEPARTMENT AS AN AID IN
FULFILLING OUR OBLIGATION TO THE CITIZENS WE SERVE**

INTRODUCTION

This document is intended to be a tactical procedure outline to be carried out by the Cambridge Fire Department in mitigating incidents involving hazardous materials.

The primary concern of the Cambridge Fire Department is to protect lives and property from fires, explosions or uncontrolled leaks of toxic liquids and/or vapors.

Fire Department control of incidents shall end when stabilization has been accomplished. Stabilization means that there is no longer an imminent hazard to property or a threat to lives.

The National Incident Management System will be used on all emergencies.

COORDINATION - DECISION MAKING

FIRE DEPARTMENT

Initially, the ranking fire officer (Incident Commander) will be in charge of all emergency operations including the assignment of functions to law enforcement or other responding departments. The Incident Commander will remain in charge as long as there is an ongoing emergency such as fire, threat of further explosions, toxic leaks, etc. The National Incident Management System (NIMS) will be used in all emergencies. The Minnesota State Duty Officer shall be called immediately and advised at the incident (651-649-5451). A request shall be placed for a Chemical Assessment Team (CAT) and/or Emergency Response Team (ERT).

LOCAL GOVERNMENT

Upon arrival of the local or county Emergency Management Director or his representative, brief him as to action already taken and your plan to stabilize the incident hazards.

STATE MPCA

With the arrival of the MPCA representative, we shall work in conjunction with the operation insofar as it relates to further containment, clean-up, restoration and recovery. A clean-up, contractor shall complete all site clean-up, restoration and recoveries as needed.

FEDERAL REPRESENTATIVE

The federal representative usually has the title of On Scene Coordinator (OSC) and all decisions will be deferred to him/her. If we still have an ongoing potential fire/explosion, etc. problem consult with him/her in regard to ongoing strategy.

CLEARING THE SCENE

When all danger of further fires/explosions, toxic leaks, etc. has passed return all apparatus to quarters. We are not to engage in any type of clean-up or restoration work.

GENERAL CONSIDERATIONS

General Precautions

1. When responding, try to approach the site up wind and up grade.

2. NEVER DRIVE OVER ANY SPILLED MATERIAL OR THROUGH A VAPOR CLOUD OR SMOKE ASSOCIATED WITH HAZARDOUS MATERIAL SPILL.

PRIORITIES

1. Life Hazards
 - A. Anybody trapped?
 - B. Can we safely approach the scene?
 - C. Should traffic be diverted?
 - D. Will evacuation be necessary?
2. Property/Environment Concerns
 - A. Can rescue, protection or endangered buildings and vehicles be accomplished with minimum risk to firefighters?
 - B. Are waterways, storm sewers or sanitary sewers affected?
3. Attack/Withdraw Decision

This decision is based upon a number of factors and most critical decision. The immediate factors to consider are:

- A. The magnitude of the incident.
 - B. The availability of the proper type and amounts of extinguishing agents.
 - C. The conviction that the outcome can be favorably altered by the actions taken.
 - D. Proper protective gear.
4. Termination of Activities

Upon successful stabilization of the incident, (i.e. all threat of fire, explosion, leaks of toxic substances) fire personnel and apparatus shall be returned to quarters and immediately start decontamination.

TACTICAL PROCEDURES SUPPLEMENT

1. Determine what hazardous material is involved.

Obtain data from manifest, placarding, driver, train crew or facilities manager.

- A. If the material cannot be easily identified, note the name of the carrier, car number if any, license number and state of issue, direction of travel and time of day. Always use the name off the tractor, if a tractor trailer incident.

- B. Use current data sources, DOT Hazardous Material Handbook, NFPA Hazardous Materials Handbook, Hazardous Materials in Surface Transportation (Bureau of Explosives).
 - C. Notify: State Duty Officer 651-649-5451.
 - D. Notify: Utilities Director.
2. Based on the above information and your size-up, proceed to:
- A. Implement your initial attack.
 - B. Call for additional fire apparatus/chief officer. Call with specific instructions as to where to go and route to take.
 - C. Alert ambulance/paramedics and hospital as to type of incident and magnitude.
 - D. Coordinate with law enforcement for traffic control, crowd control and be specific as to what and where you want it done.
 - E. Set up Incident Command Post:

The first arriving officer shall set up a Command Post to coordinate all initial on site activities.
3. Evacuation
- In most incidents evacuation cannot and should not be a function of the fire department. The Incident Commander will, however, be required to make the decision as the WHO, WHAT, WHEN, and, WHERE evacuation is necessary.
4. Protection of Waterways/Sanitary and Storm Sewers.
- Utilize city, county and state vehicles for sand and dike/dam containment activities.

NOTIFICATION OF ASSISTING AGENCIES

If, in the opinion of the Incident Commander, the emergency presents consequences greater than considered routine and normal, he shall notify the local government officials.

LOCAL GOVERNMENT

- A. Local government officials have a mandated responsibility to the citizens of Cambridge. If the incident exceeds normal control, the Cambridge Emergency Operating Center (EOC) should be activated.

B. When a Hazardous Material emergency exists and is beyond the control of local resources. The Isanti County Emergency Management Director should be notified immediately.

STATE MPCA

Upon arrival of the State MPCA representative and/or clean-up contractor, the incident commander will relinquish command of those parts of the operation that deal with containment, clean-up, restoration and recovery. He shall maintain close liaison with the representative so that development of tactics that are still effective but do not compound other problems are employed.

FEDERAL REPRESENTATIVE

Usually the Federal Representative is designated as the OSC (On Scene Coordinator). Further decisions are generally deferred to him. If ongoing potential fire/explosion, etc., exist, the OSC should be involved and consulted with in regard to ongoing strategies.

REPORTS

In addition to the Standard Fire Department incident report, the following additional reports and/or information shall be maintained:

- A) Chronological listing of events, units called and progress reports.
- B) Supplemental fire report. A detailed narrative by the incident commander of the events, tactical procedures, extinguishing agents used, containment methods and agency notifications.

CAMBRIDGE FIRE DEPARTMENT TRAINING GUIDE HANDLING A SPILL IDENTIFYING THE SPILLED MATERIAL

For a material under transport, there are several sources of information:

- Hazard placards and ID placards on the vehicle.
- Shipping papers in the vehicle, kept in a door-mounted holder or on the seat.
- Hazardous waste manifests, kept in a door-mounted holder or on the seat.
- Individual package labels.

Placards: A hazard placard is a diamond shaped information card posted on the vehicle. The ID placards are rectangular.

Placards are required for large quantities of materials only (over 1000 LB) except for a few very dangerous substances such as some explosives or poison gas. **The absence of a placard does not mean the load does not contain hazardous materials.**

A placard shows: -the hazard class, such as “explosives 1.4” or flammable gas.
-the identification number from “Table 172.101”

The identification number may be on the hazard class placard or on a separate placard.

There may be more than one ID number on a tanker representing the compounds stored in different compartments of the tanker. Also, the truck may display the ID number only of the material with the lowest flash point, even though each compartment may have a different fluid in it.

To use the information from the placard and ID number, you will need the “Emergency Response Guidebook”. Copies are available on emergency response vehicles.

The other **important resources** are two phone numbers:

State Duty Officer. Despite the unusual “title”, this person is in charge of getting the state resources going to assist the spill (MPCA, DNR, etc.) 1-800-422-0798 or (651) 649- 5451 (24 hours); they can also read to you out of the Emergency Response Guidebook if you don’t have it. They will have a person from the MPCA or the Department of Public Safety Division of Homeland Security and Emergency Management call you back within about 5 minutes for more technical advice on handling the spill.

Chemtrec: This is a resource established by the chemical industry. They will help you identify the material and determine what is needed to control the spill. 1-800-424-9300 (24 hours a day).

Possible ignition sources are:

- smoking materials, such as cigarettes and lighters
- any electrical/electronic device not specifically labeled “intrinsically safe”. If it isn’t labeled, it’s an ignition source. This includes motors, radios, flashlights, laptop computers, etc.
- hot engines, whether running or parked
- pumps
- metal shovels, wrenches and other tools that are not designed to be “non-sparking”.
- batteries
- any buildings with electric service, wood stoves, battery operated appliances or gas heat
- metal on metal contact between two surfaces, such as a pry bar and a vehicle, unless non-sparking.

Confined Spaces: A confined space is any enclosure as the inside of a pit, silo, building, vehicle etc. which has:

- 1) poor ventilation or,
- 2) limited access.

Gas can accumulate in a confined space and cause:

- 1) lack of oxygen,
- 2) toxic exposure to gases, and,
- 3) explosive conditions.

Trip and Slip Hazards: Muddy, wet and irregular sites and sites with equipment on the ground represent slip and trip hazards. These hazards must be identified for persons using SCBA's, respirators, and also persons carrying heavy equipment or stretchers, because the visibility while using this equipment is poor.

Heat and Cold: Heat exhaustion is a frequent health problem on hazardous waste sites because the protective equipment may prevent body cooling by sweating. The heat source can be the weather, building heating, engine or vehicle heat or fires. Cold can also cause frostbite and hypothermia. The cold source can be weather, snow, water from fire fighting equipment, or refrigerants and compressed gases, such as anhydrous ammonia.

FINDING INFORMATION ON THE HEALTH HAZARDS

The best source of general information on health hazards of the spilled material are Material Safety Data Sheets (MSDS). There may be a MSDS form with the shipping papers. If the owner of the tanker can be reached, he will have an MSDS sheet. Chemtrec will fax a MSDS sheet if you call them.

Gasoline, diesel fuel and kerosene are not particularly harmful. However, they have some additives that are fairly dangerous, the most serious of which is benzene. Benzene can be 1 to 5% by volume in gasoline. It causes cancer at very low exposure levels.

The following are excerpts from Material Safety Data Sheets. Some MSDS sheets are better prepared than others. If the information on a MSDS sheet seems too general, keep hunting for information.

Eyes:

- Gasoline can cause irritation, redness, tearing, and blurred vision. Flush with large amounts of water. Get medical attention.
- Diesel #1 has no significant effect. Flush with plenty of warm water.

Skin:

- Prolonged or repeated exposure to gasoline can cause irritation, defatting, dermatitis. Wash contaminated skin with soap and water. Remove and wash contaminated clothing.
- Diesel fuel is a mucous membrane and skin irritant. Prolonged or repeated exposure to diesel #1 can cause skin irritation. There is a correlation between chronic exposure and the potential to develop skin cancer, mainly melanoma. Wash skin with soap and water. Remove and wash contaminated clothing. Acute exposure may cause extreme irritation with erythema and edema with blistering and open sores. Absorption of large amounts may result in narcosis.

AGENCY CALL LIST

ALL MATERIALS

State Duty Officer	651-649-5451
Minnesota Pollution Control	651-296-6300

POISON CONTROL CENTER

Minnesota	800-222-1222
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OTHER

Minnesota Homeland Security and Emerg. Mgmt	651-201-7400
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State Fire Marshal	651-201-7200
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National Weather Service, Mpls.	952-361-6670
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MNDot	800-656-3774
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Burlington Northern	800-832-5452
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Cambridge Municipal Utilities	763-689-1800 612-363-3196 (24 hour)
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MN Duty Officer	651-649-5451
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HAZARDOUS MATERIAL
INITIAL RESPONSE CHECKLIST

(Green sheet)

1. What is involved?
 - Is it flammable?
 - Is it explosive?
 - Is it toxic?Consult Emergency Response Guide
2. Who is in danger?
 - Emergency personnel
 - Victims
 - Civilians
3. Quantity involved?
 - Is it moving?
4. What can be done safely?
 - Rescue
 - Evacuation
 - Containment

HAZARDOUS MATERIAL COMMAND CHECKLIST
(Blue sheet)

1. Establish Command Post Location _____
2. Notify Incoming Units/Advise Safe Approach Route
3. Staging Area:
Location _____
Officer _____
4. Police Response/Notification
Liaison Officer _____
5. Emergency Medical Service
Location _____
Officer _____
6. Assign HAZMAT Safety Officer
Name _____
Complete HAZMAT ID Form
Establish Hot Zone
Establish Decontamination Post
7. Repeat Safety Precautions/Update Units on Situation
8. Mutual Aid
9. Evacuation
Officer _____
10. Notify Support Agencies
11. Public Information Officer _____

HAZMAT ID SHEET - GENERAL INFORMATION
(Gold sheet)

Date: _____ Run Number: _____
Location Address: _____

Product #	1	2	3
DOT Emergency Response Guidebook #			
Placard UN #			
Product Name			
Container Type/Quantity			

Weather Conditions (Present) Call Time _____
Sky Condition (Circle): Clear Cloudy Rain Snow

Wind Direction: From _____ To _____
Wind Speed _____
Temperature _____

Weather Conditions (3 hour forecast) Weather Bureau - 725-3401: _____

Describe surrounding area (to 1,000 feet), Circle all that apply:

North	Residential	Commercial	Industrial	Open Land
South	Residential	Commercial	Industrial	Open Land
East	Residential	Commercial	Industrial	Open Land
West	Residential	Commercial	Industrial	Open Land

Distance from storm/body of water: _____

Shipper/Business Concern: _____

Driver/Conductor/Property Owner or Agent: _____

Chemtrec Phone Number 1-800-424-9300
Chemtrec Return Information - Use lined sheet

HAZMAT ID SHEET - DETAILED INFORMATION
(Yellow sheet)

Product Number (from general information sheet) _____

DOT Emergency Response Guidebook Number _____

Product Type:

- | | | |
|---|--------------------------------------|--|
| <input type="checkbox"/> Toxic (Poison) | <input type="checkbox"/> Combustible | <input type="checkbox"/> Reactive |
| <input type="checkbox"/> Corrosive | <input type="checkbox"/> Flammable | <input type="checkbox"/> Radioactive |
| <input type="checkbox"/> Oxidizer | <input type="checkbox"/> Explosive | <input type="checkbox"/> Non-flammable |

Product Name _____ Manufacturer _____

State of material (circle) Solid Liquid Gas

Container: Number of Containers _____
 Bulk Storage Tanker/Rail Tank
 Barrel Other (Explain Below)

Product Quantity _____

Container Condition:

- | | |
|---|---|
| <input type="checkbox"/> No damage apparent | <input type="checkbox"/> Puncture |
| <input type="checkbox"/> Surface scratches | <input type="checkbox"/> Large hole |
| <input type="checkbox"/> Dents | <input type="checkbox"/> Torn open/exploded |
| <input type="checkbox"/> Surface bulges | |

Situation (check all that apply):

- | | |
|--------------------------------|--------------------------------|
| <input type="checkbox"/> Leak | <input type="checkbox"/> Spill |
| <input type="checkbox"/> Vapor | <input type="checkbox"/> Fire |

If a fire involving a container:

- | | |
|--|---|
| <input type="checkbox"/> No flame contact | <input type="checkbox"/> Flame contact liquid space |
| <input type="checkbox"/> Flame contact vapor space | <input type="checkbox"/> Flame contact area unknown |
| <input type="checkbox"/> Pressure relief venting | |

AUTHENTICATION

November, 2015
Date

Sean Okerlund
Fire Chief

I. Purpose

To provide an overview of the responsibilities of short term and long term recovery coordination following a disaster in the City of Cambridge.

II. Responsibilities

- A. Within the City of Cambridge, the primary responsibility for Recovery Unit Leader following a disaster belongs to the Planning Section Chief.
- B. A single point of contact between the Mayor, City Council, Department Heads, surrounding jurisdictions (if necessary), State of Minnesota Division of Homeland Security and Emergency Management (HSEM), and the Federal Emergency Management Agency (FEMA).
- C. Recovery Unit Leader position will not be assigned any other function and will be established only for and during the entire recovery period.
- D. Work with various supporting agencies and citizen groups in reference to recovery planning.
- E. Make recovery recommendations to the Mayor, City Council, City Administrator, and the Economic Development Authority.

III. Supporting Agencies/Organizations (Short Term)

- A. Cambridge Water and Wastewater Utility (612)689-1800
- B. Minnesota Pollution Control Agency (Contact the State Duty Officer)
- C. Minnesota Department Of Health (Contact the State Duty Officer)
- D. Minnesota Duty Officer (800)422-0798
- E. Minnesota Rural Water Association (800)367-6792
- F. East Central Energy (800)254-7944
- G. Connexus Energy (800)642-1672
- H. CenterPoint Energy (800)296-9815
- I. Northern Natural Gas (888)367-6671
- J. Century Link (612)344-5300
- K. Midcontinent (888)-247-6390

L. Windstream (763)633-9199

IV. Supporting Agencies/Organizations (Long Term)

A. Reference The Minnesota Voluntary Organizations Active in Community
Long – Term Recovery Guidance Guide January 2014 edition.

IV. Authentication

November 2015
Date

Todd Schwab
Assistant Emergency Management Director

I. Task

- A. The primary purpose of this annex shall be the short and long-term recovery coordination following a disaster.

II. Notification

- A. Upon implementation of the City of Cambridge Emergency Operation Plan, the Recovery Unit Leader will be notified by the EOC by phone, pager or runner as to the type, scope and location of the emergency incident.
- B. The Recovery Unit Leader will notify the required personnel who will be needed to assist. The personnel will report to the location specified by the Coordinator.

III. Operation

- A. Recovery Unit Leader will be responsible for providing overall coordination of the recovery process.
- B. Single point of contact between government agencies.
- C. Recovery Unit Leader shall not be assigned any other critical function in the Emergency Operations Plan.
- D. Assist in establishment of a long-term recovery group.
- E. Assist in guiding the redevelopment process.
- F. Make recommendations to the Mayor, City Council, and City Administrator regarding long-term recovery of the community.
- G. Follow the guidelines as set forth in the City of Cambridge EOC Guidelines for Emergency Management.

IV. Priorities

- A. Short-term recovery
- B. Long-term recovery

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I. Purpose

Although the protection of human life is the highest priority in emergency response, recent disasters and follow-up research have shown that proper preparation and effective coordination of animal issues enhances the ability of emergency personnel to protect both human and animal health and safety.

The purpose of this appendix is to coordinate the effective use of public and private partnerships for the care and well being of animals during and after a natural or technological disaster. The plan addresses issues concerning companion animals (pets), livestock (including horses), exotic animals and wildlife. It is much more efficient to address animal issues prior to an incident rather than during one.

This appendix is a guideline for coordination between its partners. Organizations within this plan are encouraged to develop their own emergency operations policies and procedures.

II. Animal Population Estimates

Based on Cambridge's human population of approximately 8,211 (3,300 households) and formulas developed by the American Veterinary Medical Association, the following are estimates of the number and types of companion animals in Cambridge.

Companion Animals (Pets)

Dogs	1300
Cats	1700
Birds	400
Rabbits & Ferrets	80
Rodents	80
Reptiles	50
Fish	200

III. Responsibilities

A. **Emergency Management Director**

1. The Emergency Management Director is responsible for implementation of the city emergency plan.
2. The Emergency Management Director designates an individual to serve as Cambridge Animal Coordinator.

B. Cambridge Animal Coordinator (CAC)

1. The Cambridge Animal Coordinator (CAC) is responsible for developing, maintaining, and managing the Animal Operations Emergency Plan.
2. The CAC works with the donations and volunteer management functions to handle offers and requests for donations of animal-related goods and services.
3. The CAC assists the Emergency Management Director with efforts to coordinate activities of animal welfare organizations that come to help during emergencies. When the congregate care (evacuation) plan is activated, the CAC also works with representatives of congregate care agencies to make sure that animals brought to evacuation sites are properly sheltered and cared for.
4. The CAC is responsible for coordinating the dissemination of information with the County or EOC Public Information Officer. Some possible topics of such messages would include evacuation options and responsibilities of animal owners, mitigation and recovery actions for domestic animals, how to report animal needs and incidents observed in the community, and donations needed by responding organizations. The CAC also implements a communications system among responding animal organizations, to promote cooperative efforts between animal responders.
5. The CAC arranges for public education and training on animal disaster issues.
6. The CAC develops standardized animal registration/intake and reporting forms for use by animal shelters initiated in an emergency.

C. Animal Humane Society

1. The Animal Humane Society is the primary agency for companion animal issues, and will assist the CAC by advising him/her on companion animal needs, and will coordinate information and records pertaining to companion animals during emergency situations.
2. The Animal Humane Society is the primary agent for the sheltering of companion animals brought to them by animal rescue personnel, or found at large. Residents should, whenever possible, take their animals with them and provide for their private care when they are instructed to evacuate their

homes. If the situation does not permit them to make appropriate care arrangements, the Humane Society is responsible for opening, managing, and operating needed shelters, providing food, water, and attention to critical medical needs.

3. The Humane Society will, in cooperation with congregate care providers during emergency situations, provide co-located (or nearby) housing for companion animals owned by disaster evacuees staying in congregate care facilities. The Humane Society will also coordinate the animal sheltering activities of other responding organizations. Standardized forms and procedures will be adopted at each shelter established.
4. The Humane Society has developed a list of sites and buildings in and near the County that could serve as temporary animal shelters in an emergency. Surveys and use agreements for these facilities are located in the Resource Section of the County Emergency Operations Plan.
5. The Humane Society may charge a fee to the pet owner for sheltering and medical services.
6. The Humane Society, local veterinarians and other animal assistance organizations are encouraged to work together to provide care to domestic animals, both at shelters and in disaster areas. (Veterinarians may charge a fee for their services.)
7. The Humane Society will maintain the following records during an emergency, to address liability and public health issues, and to aid in the quick return of an animal to those responsible for it. Any additional record keeping will be at the discretion of the shelter.
 - Description, including type and breed, color and sex of animals.
 - Location (city/township) or address where animal was found/rescued.
 - Structure from where animal was rescued.
 - Information from identification tags, tattoos, microchips, and collars found on animal.
 - What happened and condition of the animal.
 - Owner or caregiver, if known, including emergency contact information.
 - Rescuers and/or rescuing agency's name and contact information.
 - Vet care given

8. The Animal Humane Society is responsible for reuniting animals sheltered with their owners when the emergency situation passes. The Humane Society, in conjunction with other agencies and organizations, will develop and implement holding period and animal reclamation procedures specific to the event, and will publicize these procedures through the Emergency Management Public Information Officer (PIO).

D. County Agricultural Extension –

Isanti County Agricultural Extension can be contacted for possible sheltering for livestock and other animals. An attempt will first be made by the livestock owner to find sheltering. If sheltering is not available to the owner, Isanti County Agricultural Extension will be contacted for possible sheltering at the fair grounds or other suitable facilities and sites, for which permission for use has been arranged for in advance.

- Transportation of animals will be the responsibility of the farmer/owner.
- Feeding, care, and medical concerns are the responsibility of the farmer/owner.
- The County Fairgrounds will be only be used as a temporary shelter facility. NOTE: Try to determine how long the “temporary” period could possibly be.

E. Veterinary Community

The CAC will coordinate with the veterinary community for their services, including the treatment of minor and severe injuries, illness, and animal contamination issues. A triage veterinarian may be assigned to determine whether to provide care at the clinic or the shelter facility. Veterinarians may charge a fee to the pet owner or responding agencies for services, including sheltering and medical services.

F. Responding Animal Assistance Organizations

Are **required** to establish and maintain contact with EOC/Incident Command staff, through the Cambridge Animal Coordinator or assigned voluntary agency liaison/representative.

G. Transportation

Animal owners should be encouraged to plan in advance to take their animals (and appropriate health/vaccination and ownership records) with them, or arrange privately for a place to care for their animal if a

future evacuation should become necessary. For those not able to do this:

- Small Animal - If evacuation becomes necessary, pet owners shall be encouraged to transport their own animals to an animal shelter site. When not possible, the Animal Humane Society may be able to coordinate transportation to an animal shelter.
- Large Animal - If evacuation becomes necessary, owners of large animals shall be encouraged to transport their own animals to a large-animal shelter site. When not possible, the Isanti County Agricultural Extension Office may be able to coordinate transportation to a shelter for large animals.

H. Dead Animal Disposal

Disposing of animals that have died requires great care (especially in site selection) because as carcasses decompose, they release materials that can contaminate the environment or cause diseases, particularly if large volumes are involved. Should disposal of dead animals become necessary, the Cambridge Animal Coordinator will coordinate with local, county, and state health officials and with the Minnesota Board of Animal Health and the Minnesota Pollution Control Agency to determine the best methods for dealing with dead animals.

IV. Plan Activation Criteria

Activation of the animal emergency plan will be considered when there is an emergency situation/event that requires shelter care of animals. Consideration should also be given to activating the animal emergency plan whenever the County's congregate care plan is implemented for emergencies.

V. Plan Activation Procedures

A. Emergency Management Director

1. The Emergency Management Director will activate the Animal Emergency Plan and the Cambridge Animal Coordinator (CAC), whenever the situation warrants.
2. The Emergency Management Director, in coordination with the Cambridge Public Information Officer and Cambridge Animal Coordinator, will disseminate information about animal issues to evacuees and emergency personnel. To properly disseminate information the EM Director, PIO, and CAC will coordinate to:

- a. Notify agencies that provide congregate care (the Red Cross and Salvation Army for instance) that the plan has been activated, so that they can direct evacuees that cannot accommodate their own animals to the appropriate animal shelter.
 - b. Notify law enforcement on the location of the animal care facilities.
 - c. Notify evacuees, via the media, instructing them on the location of the animal care facilities.
 - d. Notify the public, via the media, about how to report animal needs and incidents that they observe in the community.
3. When required, the Emergency Management Director makes requests for additional assistance and support. When a disaster situation in the City exceeds its locally available resources, the Emergency Management Director may request assistance and support from other recognized agencies providing animal care and shelter. The Emergency Management Director will base this request on feedback from the Cambridge Animal Coordinator and other animal assistance agency responders.

B. The Cambridge Animal Coordinator (CAC)

1. The CAC will be the on-scene coordinator for the Animal Emergency Operations Plan. The Cambridge Animal Coordinator will direct, manage, and oversee operations of the plan.
2. The CAC will call the Executive Director of the Animal Humane Society to initiate their plan for the management and care of domestic animals.
3. The CAC will notify appropriate animal control officers to assist with animal rescue. The Cambridge Animal Coordinator will coordinate search and rescue for animals in the disaster area.
4. The CAC will contact veterinarians needed for the management and care of the animals.
5. The CAC coordinates with local/county/state health departments, the MN Board of Animal Health, and the MN Pollution Control Agency on the removal and disposal of dead animals.

6. The CAC will submit situation reports to the Emergency Management Director in the Emergency Operations Center (EOC) to inform the Emergency Management Director of activities, operations, and plans.
7. The CAC will continue directing, managing, and overseeing the operations of the Animal Emergency Operations Plan.

VI. Authentication

November, 2015
Date

Will Pennings
Emergency Management Director

I. Purpose

The purpose of this Annex is to deal with terrorist attack(s): prevention/monitoring, response, follow-up investigation. The primary goal is to ensure public safety. This Annex lists what needs to be known about Weapons of Mass Destruction (WMD) that terrorists are likely to use, and an overview of the critical elements that need attention at the three stages of an event; before, during, and after an incident.

II. Responsibilities

The Emergency Management Director will play a key role in the initial crisis management phase of a terrorist attack and the City will maintain the sole responsibility for consequence management throughout the incident. During a terrorist threat or actual incident, response from County, State, and Federal agencies will be required.

The National Incident Management System will be used on all emergencies.

III. Operating Procedures

Weapons of Mass Destruction (WMD)

At present, the three types of weapons most commonly categorized as WMD are nuclear weapons, biological weapons, and chemical weapons. Subcategories of WMD include agriterrorism and cyberterrorism. The potential use of chemical, biological, radiological, and explosive devices as terrorist tools exists. As deadly as explosives, firearms, and incendiary agents can be, the destructive capabilities of nuclear, biological, and chemical (collectively NBC) weapons are many times more formidable. WMD's are, by definition, any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation, or radioactivity, or explosion or fire. WMD's cannot only cause extensive casualties and damage to infrastructure at the point of impact, but disrupt services for communities far from the site of the attack. Citizens everywhere may experience adverse psychological effects.

Nuclear Weapons

Terrorists may choose between two different types of nuclear attack: (1) a nuclear explosion, as produced by an atomic bomb, or (2) the dispersion of dangerous radioactive materials throughout the target location.

Nuclear bombs may be difficult to recognize visually, because these devices may take a number of different forms, which can be concealed in many varieties of packaging. Improvised nuclear devices can be made to fit into the trunk of an automobile or an ordinary shipping crate.

The automobile, crate, or other housing could then be left in the desired location and detonated by a timing device, radio signal, anti-tampering mechanism, or other method. Less spectacular than a nuclear bomb explosion but potentially just as deadly, is an attack by dispersion of radioactive material in a targeted area. Different types of

radioactive materials could be employed and might be in particulate, liquid, or other form. Without scientific equipment and expert assistance, recognizing these radioactive materials is virtually impossible.

Radioactive substances can be dispersed in many ways, including introduction into water supplies of communities or targeted businesses through the building's ventilating systems. One of the more effective means involves using an explosive radiological dispersion device (RDD) to spread particulate radioactive materials throughout the target area. These RDD devices can easily be fabricated from common, locally available materials such as ammonium nitrate and blasting caps. The dispersion of the material into the atmosphere can be accomplished either by the RDD explosion itself, or for greater effect, by placing the device on or near a source of combustion such as a large gasoline or propane storage tank. The exact degree of dispersion would be determined by wind speed, wind direction, and other atmospheric conditions existing at the time of the event.

Biological Weapons

The biological warfare threat is greatly magnified by the urban and suburban nature of today's society and the increasing availability of biological weapons to those who desire to use them. This last factor is particularly disturbing, for biological agents are now obtainable by terrorist groups through countries that support terrorism, or even through domestic sources from which biological material can be procured either openly or taken by violence or subterfuge.

There are numerous biological agents that could be employed by terrorists. The US Army Medical Research Institute of Infectious Diseases lists the following diseases and biological toxins as potentially suitable for introduction into the population by deliberate dispersal:

1. **Bacterial infections.** These include anthrax, cholera, plague, tularemia, and "Q" fever.
2. **Viruses.** Included here is smallpox, Venezuelan equine encephalitis, and viral hemorrhagic fevers.
3. **Biological toxins.** These include botulinum, staphylococcal enterotoxin B, ricin, and T-2 Mycotoxin.

Biological agents may be difficult or impossible for law enforcement or other emergency personnel to recognize by mere appearance, since the biological organisms are microscopic in size and may be easily disguised in media such as harmless appearing liquids. Even after the biological agents have been dispersed and symptoms have begun to appear, specialized medical equipment and expertise are required to positively identify the specific agent involved.

There are many ways to deliver biological agents to a target area. They could be put in the public water supply or introduced into ventilating systems in large buildings or, in the larger cities, the subway systems. In other areas the biological agent could be dispersed

into the air by aircraft over the target area. For example, freeze-dried anthrax spores could be placed in pressurized metal containers equipped with aerosol release valves and hidden in air distribution vents at the target location. The release valves would be designed to release the spores at a time when the maximum number of people are present such as during county or state fairs, outdoor athletic events, and tourists spots during peak holiday seasons. By this means, millions of the disease organisms could be spread throughout the target location.

The exact effects of the biological agent will, of course, depend upon the agent used. In general, effects of biological agents will be felt only after an incubation period lasting up to several days. For example, anthrax has an incubation period of one to six days. In its early stages, anthrax produces flu-like symptoms; fever, malaise, fatigue, cough, and mild chest discomfort. Severe respiratory distress and cardiac problems may follow these initial effects. Shock and death may occur within 24-36 hours of the onset of severe symptoms.

Chemical Weapons

A variety of chemical agents can be acquired and used by terrorists. Unlike the nuclear and biological agents, which have limited actual past use as offensive weapons, many of the existing chemical agents have been used in warfare. Among the commonly employed chemical agents are the following:

- 1. Nerve agents.** One of the better known of the nerve agents is sarin (GB), which was used in the Tokyo subway attack. As the generic name suggests, all of these agents incapacitate or kill by attacking the nervous system.
- 2. Vesicants.** The most familiar of these is probably mustard (HD, H), often referred to as "mustard gas." Lewisite (L) is also a vesicant. The vesicants are so named because, among other unpleasant results, they cause blistering of the skin.
- 3. Lung-damaging agents.** Most prominent among these is phosgene.
- 4. Cyanide.** This is a highly lethal agent but one that is not always well suited to terrorist use because it dissipates quickly.
- 5. Riot-control agents.** Among these are CS and CN, both of which are familiar to law enforcement officers. Although these are technically chemical agents, because of their normally non-lethal effects, they are less likely to be the agent of choice in a terrorist attack compared to the other substances referenced above.

Prior to their actual release into the population, nerve agents are difficult to recognize by methods other than scientific analysis, since they may appear in solid, liquid, or gaseous form. By contrast, vesicants such as mustard (HD, H) sometimes can be identified without specialized equipment. Mustard may appear as an oily liquid, ranging in color from light yellow to brown. However, it does vaporize, and the vapor hazard increases with temperature. Mustard usually emits an odor of garlic, onion, or mustard (hence its name), but odor cannot be relied on for detection. Chemical agents used in an attack can often be tentatively identified by the nature of the symptoms that they cause.

Chemical agents can be dispersed as solids, liquids, gases, aerosols, or vapor. Therefore, they may be delivered in a large variety of ways. For example, they may be packaged in pressurized metal vessels with aerosol release valves and introduced into a ventilating system, or they may be hidden in bulk somewhere in the target area, such as in lockers, waste bins, or the like, and dispersed solely by natural vaporization.

It is also possible to deliver chemical agents through the use of bombs, shells, missiles, or mines; all dispersing the chemical upon detonation. For terrorist purposes, planting a bomb containing chemical agents could easily be accomplished. For example, the bomb could be concealed in a package, suitcase, knapsack, or other container that can be left in an appropriate location without arousing suspicion, such as a baggage claim area or locker. With this type of delivery, the detonation of the bomb serves not only to disperse the chemical agent, but also to cause damage and casualties from the force of the explosion, thus making this approach doubly attractive to terrorists.

It may also be possible to deliver chemical agents by over flying the target area, although this method is usually not ideal for terrorist purposes because it is often difficult to obtain the concentration necessary to make a chemical attack effective.

The effects suffered by the victims of a chemical terrorist attack will vary depending upon the type of agent used and other circumstances. Many of the nerve agents, which because of the success of the 1995 Aum Shinrikyo sarin gas attack on the Tokyo subway system, demonstrate the need to guard against chemical threats. Sarin typically produces blurred vision, pain in the eyes, tightness in the chest, vomiting, dizziness, and disorientation. Heavy exposure may produce copious bodily secretions, convulsions, loss of consciousness, cardiac symptoms, paralysis, and, ultimately, death. Mustard, another chemical agent terrorists are likely to use, produces skin blisters, eye injury including blindness, respiratory distress and damage, gastrointestinal effects, and other adverse physiological results.

Agriterrorism

Agriterrorism is the malicious use of plant or animal pathogens to cause devastating disease in the agricultural sector. It may also take the form of hoaxes and threats intended to create public fear of such events. One aspect of agriterrorism that differentiates it from biological terrorism aimed at killing or sickening people is that this is essentially an economic attack. Although there are animal diseases that can also infect humans, those diseases are few and in most cases the impact on human health is not serious. The real impact of agriterrorism is the potential for devastating economical impact.

Consumer product and food tampering came to the national front in the 1980's when a significant attack against a food supply occurred in Dalles, Oregon. Followers of the Bagwan Shree Rajneesh cult sprayed salmonella on salad bars in several area restaurants, causing 751 people to become ill. The future potential of such attacks requires local law enforcement and public health agencies to continuously improve coordination and readiness.

Cyberterrorism

Cyberterrorism is unlawful attacks and threats of attack against computers, networks, and the information stored therein when done to intimidate or coerce a government or its people in furtherance of political or social objectives.

Further, to qualify as cyberterrorism, an attack should result in violence against persons or property, or at least cause enough harm to generate fear. Attacks that lead to death or bodily injury, explosions, or severe economic loss would be examples. Serious attacks against critical infrastructures could be acts of cyberterrorism, depending on their impact. Attacks that disrupt nonessential services or that are mainly a costly nuisance would not.

Terrorists believe that countries such as the United States rely too much on communication and information systems and they plan to exploit this alleged weakness. The potential of disseminating denial of service (DOS) attacks, disrupting e-mail servers and disabling websites, as well as hacking into basic infrastructure systems such as electric power, telecommunications, banking and finance, gas and oil, and transportation systems, creates a whole new list of vulnerabilities subject to theft, alteration, or destruction.

A. BEFORE AN INCIDENT: PLANNING & PREPARING

Leadership in planning and preparation before an incident occurs highlights the ongoing responsibilities of the Emergency Management Director. In dealing with the possibilities of terrorist attacks and incidents especially where WMD's may be used, the Emergency Management Director and other law enforcement executives should implement the following steps along with the items explained more fully in this report:

- Develop pertinent policy.
- Implement procedures.
- Train personnel.
- Rehearse possible events.
- Acquire equipment.
- Establish mutual aid agreements and multi jurisdictional protocols.
- Establish multi discipline community service teams.

A well maintained and trained department will be prepared to respond to any type of situation and implement with skill and efficiency, the policies and procedures that are in place, thus saving lives, maintaining safety, and calming fears, the true goal of the front line of any emergency situation.

Information Is Power

To both prepare for and respond to a terrorist threat or attack, the Emergency Management Director's throughout the world have many intelligence opportunities available. Part of any Emergency Management Director's preparation should include thinking strategically about how to gather and process intelligence. Here are some key areas where Emergency Management Director's can obtain critical information to avert or prevent an incident through intelligence sources:

Access Law Enforcement Information Databases

The best prevention against terrorist acts at the local and state level is to maintain an ongoing intelligence gathering and coordinating enterprise with state and federal agencies. In particular, the counterterrorist activities of the Federal Bureau of Investigation (FBI) and intelligence gathering operations of the Bureau of Alcohol, Tobacco, and Firearms (ATF) are essential resources for state and local law enforcement agencies. They should be used both to receive intelligence information and to provide and coordinate intelligence information. Other intelligence gathering information systems and related criminal investigation databases cannot be overlooked and should be used whenever possible.

Reach Out to All Federal Sources

While the FBI is the designated lead counterterrorism agency in the United States, Emergency Management Director's must also build and maintain strong ties and an open dialogue with other federal law enforcement agencies. Emergency Management Director's should establish local meetings as an opportunity to build these relationships. There is no substitute for personal contact among high-ranking law enforcement officials. Emergency Management Director's should work to create and maintain strong personal relationships at the high-command level, sharing home phone numbers, cell phone numbers, and 24-hour contact numbers. Emergency Management Director's should, in calm times, work hard to build these relationships, developing trust and opening strong lines of communication. In times of crisis, the Emergency Management Director can make immediate contact with counterparts and talk often enough to ensure that everybody is on the same page about the emergency.

Network with Local Emergency Management Directors

Similar to the federal source recommendations outlined above, neighboring Emergency Management Director's have their own skilled officers, intelligence networks, and sources. In times of crisis, they will be dealing with their own worries. Yet all local Emergency Management Director's offer tremendous potential to each other, as long as they talk. Just as with the federal agencies, dialogue amongst local Emergency Management Director's (including MN State Patrol commanders and other state and regional law enforcement heads) will naturally lead to a sharing of information.

Critically Assess Every Unusual Event

Emergency Management Director's should watch for unusual incidents, even seemingly unimportant ones. Depending upon the terrorism threat or crisis, the possible link to an unusual local event may be obvious. In times of crisis, however, anything out of the ordinary cannot be dismissed. Responding officers, witnesses, and potential subjects should be closely questioned and the information passed on appropriately. A very practical tool to ensure that this is done is to keep a running log, 24 hours a day, of all unusual events. This way, even if the immediate staff handling the incident does not perceive its intelligence value, senior staffs' later review of the log may pick up on the opportunity and justify further investigation.

Participate in Intelligence Clearinghouses

The best method to ensure that information is shared and intelligence opportunities are exploited to their full potential in a crisis is by using regional intelligence centers. The best of these typically involve the joining of personnel and databases from all of local law enforcement (often with federal agencies participating) under the same roof. Law enforcement organizations should link up to existing intelligence.

The point of contact can be as straightforward as the desk officer, duty command officer, or dispatch center in a selected centrally located law enforcement agency. The point is to have one place those local Emergency Management Directors and their staff can call to report and share tips, leads, and information. Better still, if resources permit, is to have people from several agencies analyzing the incoming information for its intelligence value.

Community Assessment: Locating and Measuring Risk

Reducing a community's vulnerability to attack requires, among other things, analyzing a locality to identify likely targets and working to improve the security at these locations. Completely protecting every reservoir, parking garage, mass transit terminal, large building, and other likely targets within a jurisdiction is not possible. However, the more difficult it is for terrorists to introduce weapons into a given area or facility, the less likely they are to initiate an attack.

The Emergency Management Director's first step to assess community risk is to assign an officer or unit to identify potential targets and to enhance security at those targets. This step must be taken even when a department's resources are limited. In preparing a community plan, the officer should assess potential targets, consider security measures, help develop a security plan for potential targets, and advise on protective measures.

Many entities have developed a rating system and sorted their problem areas into different priority levels. A typical system has four levels: fatal, critical, important, and routine. Using the functions within a law enforcement agency illustrates how risk can be assessed in the community.

First Priority Level-Fatal:

Functions whose failure could result in death, severe financial loss, or legal liability to the department. It includes all essential (mission-critical) functions in the operation of information systems and delivery of services to community and department staff. Examples include Enhanced 911 systems, telecommunications equipment, and two-way radios.

Second Priority Level-Critical:

Functions that are critical to department operations, and difficult to do without for any length of time. Examples include PCs for data entry, security systems (badge readers), elevators, and programmable thermostats.

Third Priority Level-Important:

Functions that are not critical to the agency. Examples include copiers, fax machines, and still and video cameras.

Fourth Priority Level-Routine:

Functions that are not strategically important to the department and whose failure would inconvenience individuals but not disrupt projects. Examples include automatic coffeepots, VCRs, and microwaves.

Evaluation should be ongoing, and assessments should be made not only on the basis of routine operation and testing, but also on the efficiency of the procedures should an actual attempt occur. Emergency Management Directors should constantly maintain and update a list of a jurisdiction's critical assets and vulnerable infrastructure points. During the planning stage, law enforcement officials must examine the potential targets and vulnerable locations in or near their jurisdiction. An inventory of locations where large crowds assemble, high-profile locations, transportation facilities, symbolic sites, and other targets of opportunity should be developed and maintained. Primary attention should be given to water sources, waste treatment facilities, international businesses, financial institutions, major utilities, communications centers, university research laboratories, schools, town halls, post offices, courthouses, law enforcement, and other government buildings. This inventory must be checked and updated regularly.

After identifying the targets, law enforcement leaders should try to get a sense of the weapons or objects in their jurisdiction that could be used as weapons including the presence of materials that may be employed by those seeking to develop a WMD. Locations that have toxic industrial chemicals, conduct biological research, or utilize explosives are prime candidates. Emergency Management Director's should consider how each weapon might be used against each target, and what law enforcement responses to that threat should be. This brainstorming will help law enforcement prioritize their limited resources and identify things for which they will need more help from the community.

The people who work at these facilities are also a great intelligence resource. They should be instructed on the nature of the threat and asked to act as the eyes and ears of law enforcement. Seemingly innocent but unusual events in and around a critical infrastructure point may, upon analysis, suggest that the site has been studied as a possible target for terrorist action. The best source of intelligence is often law-abiding citizens who notice and report unusual activity occurring around them.

The following list is designed to help Emergency Management Directors identify areas at risk in their communities and anticipate possible issues:

- **Public utilities (electric, water, natural gas, waste treatment):**

Have emergency systems been tested? Are they ready? Is there a contingency plan? Are alternative sources of water available?

- **Fire departments:**

Do they have contingency plans? Have they considered the possibility of more fires if citizens use alternative sources of heat? Will sufficient vehicle fuel be available? Are gas pumps compliant? Are generators available?

- **Grocery stores:**

Are cash registers and inventory control systems ready? If not, will stores be open? How will they operate?

- **Banks:**

Are banks ready with extra cash?

This evaluation process may appear overwhelming, but smaller agencies can begin by doing a walk-through of their agency. Larger agencies can delegate the evaluations to their subordinate commands. No one is in a crisis alone; businesses, governments, and even residences will be similarly affected.

An agency review may provide insights into communications, utilities, and so on, but may not typically address the public works department, for instance. This oversight can have far reaching implications. For example, localized power outages call for manual traffic direction in intersections controlled by electrical devices. Also, if such events require increased staffing, there will be a corresponding increase in the need for food and fuel. Local food or gas suppliers could run short, requiring alternative sources. All these external considerations should be factored into your assessment and contingency planning.

Using the Media to Reach the Community

During an incident such as a terrorist attack, whether it occurs in the immediate jurisdiction or thousands of miles away, a law enforcement executive must release information to the local community as accurately and as quickly as possible. A policy and established mechanism for releasing information will facilitate the necessary community response for public safety, alleviate unnecessary fears and panicked responses, and reassure the community that its public safety agencies are well prepared and are executing an efficient response.

The media provides the most efficient means to rapidly inform the community of the incident and the ensuing response. The foundation for effective communication to the community through the media begins with a strong, open media relations program, which should have started before the crisis. A partnership approach to law enforcement and media relationships is crucial. The law enforcement executive must understand that the media play a dual role during a critical incident: to obtain information and footage of the incident for news reporting purposes, and to quickly and efficiently notify the community of impending danger, identify appropriate reactions, and provide reassurances. A good media relations program includes a plan to supply information to the public during a critical incident.

Established agency incident response plans should include procedures for communicating with and through the media. These plans must be developed in conjunction with local media representatives, not solely by the law enforcement agency. Roundtable and practical exercises to prepare for incident response should include media participation, as it would in real life. These exercises present opportunities for dialogue with the media to discuss what information can and should be released, and explain why certain information cannot be immediately released.

Finally, strategic media events should be staged to continuously inform the public that the agency is well trained, well equipped, and well prepared to handle a critical incident. When new equipment is obtained or incident response training occurs, the media should be invited. These events should be well publicized to let the community know that the agency is aware of the possibility of incidents and is constantly preparing for such an event. Again, this relationship should not have to be created at the time of the crisis.

Voice and Data Communications: The Critical Link

If an agency waits until a critical incident occurs to consider how it will manage voice and data communications during that time, the odds of failure are greatly magnified. The importance of robust, redundant, and scalable communications, after each major event in recent history, the most glaring indication of success or failure by responding agencies has been their ability to effectively communicate with each other.

Critical incidents do not know jurisdictional boundaries. Emergency Management Director's must think about how their agencies will communicate during a critical incident with the following agencies:

- Law Enforcement. (city, county, state, national)
- Fire Services.
- Emergency Medical Services.
- Public Works.
- Departments of Transportation. (local, county, and state)
- Neighboring and concurrent jurisdiction public safety resources. (local, county, state, federal)

Planning

All communications systems should be inventoried, serviced, and tested on a regular basis. When the critical incident occurs, leaders should know what is on hand, where it is located, who can operate it, and the process to follow to keep the system operational. A sufficient supply of serviceable batteries should be available to allow for long-term operations. A system should be in place to distribute and recharge those batteries during the course of an incident. Protocol on securing alternate sources of energy, such as generators, should be known in advance and include plans to connect, activate, and fuel them.

Ideally, a system should be in place to maximize inter and intra-agency communication. Efficient methods of communications must exist among police, fire, EMS, public works, transportation, and other critical incident assets. But interoperability should also go beyond jurisdictional boundaries by including neighboring jurisdictions and state and federal resources.

While this concept is far from being realized in most jurisdictions, planning and preparation stages are the perfect stages to consider how an incident commander or law enforcement supervisor in the field would access and communicate immediate needs to any other asset available on the critical incident team. If the process requires an officer to call a dispatcher who in turn telephones another dispatcher, the dispatchers obviously need to know how to contact each individual agency.

Ideally, communications systems would have a redundant fail-safe backup. If such a backup is in place, it should be tested regularly so that during crises the transition is immediate and flawless. If a redundant system is not available, Emergency Management Directors should identify logical backups. For example, a mobile data computer system with messaging capability may serve as a backup to a failed voice communications system. A cellular telephone network may serve as a backup to failed Land Mobile Radio Systems (LMRS) voice or data communications services. Also, one and two-way paging systems may be able to replace or supplement other methods of communication.

When purchasing a mobile computer or voice communications system, the vendor should address contingency and interoperability plans. If the system is already in place, law enforcement and communications officials should ask the system's vendors to

examine the existing system and identify backup and contingency plans should a critical incident occur. Some mobile radio systems can be programmed to function in a fail-safe mode, while others can include universal emergency frequencies that permit cross-jurisdictional communications.

Alternative communications solutions must be identified in advance, and procedures must allow smooth transitions. All parties using a particular communications system should know what the backups are and how to transition from one to another during a critical incident.

When considering the physical security of the communication and information technology resources, the following locations need to be surveyed:

- Dispatch centers. (primary and alternate)
- Command posts.
- Antenna sites.
- First responder facilities.
- Information technology facilities.

Key data on department information systems should be backed up on a regular basis and stored in a separate, secure, and fortified site. Keeping computer backups in the same facility that stores the original data is useless in the event of any disaster, whether natural or manmade. The data that should be backed up include computer-aided dispatch data, records management system data, evidence and property data, personnel data, email data, and other critical data found on servers and desktop computers. A system is required in order to regularly conduct backups and secure the saved data. The system administrator should also have a plan for collecting automated data when servers are temporarily down as well as a plan for restoring systems that have been destroyed utilizing stored data and original program files.

Incident Management Plan

To address a crisis efficiently is to have thought it out beforehand and properly planned for it. With planning, much of the chaotic activity usually produced by these kinds of events can be avoided. To ensure the plan is uniformly understood and acknowledged, the elements must be known. Historically, the response to critical incidents shows that there is a direct link between planning to include practicing response plans and the quality of the response to an actual critical event. Through planning and exercising, participating agencies can ensure the broadest access to and use of resources, as well as minimal duplication of effort.

Pre-incident Planning and Exercising

An incident management plan must be made operational, which includes training personnel and installing any required systems or protective devices. Periodic testing and drills must be conducted to demonstrate security preparedness. The procedures should be frequently reviewed and revised as necessary.

Both the Federal Emergency Management Agency (FEMA) and state emergency management agencies require communities to examine the risks they face, from such incidents as technological emergencies involving radiological or hazardous materials releases or major aircraft crashes, and natural disasters such as floods, tornadoes, earthquakes, and hurricanes. After completing these hazard analysis studies, each community is expected to prepare response plans for the expected hazards. Response plans identify authority levels and responsibilities, determine resource needs and access, and identify mutual aid protocols. Incorporating responses to potential bombings or other forms of terrorist attacks can also be accomplished in these plans. Once the plan is written, it must be exercised and updated annually.

Exercises

The follow-up to plan development is to test the plan by conducting multidisciplinary exercises based on a community's assessed risks. Those communities that have conducted pre-incident exercises based on well-developed community response plans and have actually faced critical incidents have discovered that planning and exercising substantially improved their personnel's performance. Exercises work out relationships and problems before an incident occurs.

Emergency Management Directors should consider an often neglected area in their exercises and include victim services representatives in the planning and testing response protocols. Besides including the victim-centered crisis response teams in the exercises, assistance can be obtained from victim services and mental health programs to train officers in:

- Understanding the crisis/trauma reaction including the causes; compassion fatigue, and acts of aggression or hate.
- Obtaining information from victims and witnesses in shock.
- Understanding their own reactions.
- Coordinating with local or national crisis response groups.

Lessons learned also illustrate the need for the department to assess the number of personnel with children and what childcare problems may result from a sustained activation of long term shifts. It may be necessary to establish some creative childcare assistance backup plans for the personnel involved in the crisis.

Updating the Response Plan

Communities change over time. Businesses come and go. Neighborhoods and highway systems change as well. A community's response plan must be routinely updated to ensure it contains current information. An Emergency Management Director may want to include several critical planning steps. The following list contains the most significant areas of concern:

Contingency Planning Checklist:

- ✓ Identify priority or principal targets for attack.
- ✓ Establish protocols on who will be in charge on scene (incident command)

- ✓ Establish inner and outer perimeters with appropriate staff access to and through each.
- ✓ Establish predetermined response routes to locations.
- ✓ Establish emergency command center and backup/redundant center.
- ✓ Check communications interoperability with other first responders. (fire/EMS)
- ✓ Stockpile emergency equipment/ supplies.
- ✓ Disseminate attack response plan document. (formal report)
- ✓ Hold mock disasters to test response plan.
- ✓ Establish lines of communication with the following offices:
 - FEMA.
 - The state emergency coordinator.
 - The city/county emergency coordinator.
 - Emergency coordinators in neighboring jurisdictions.
 - The Red Cross & Salvation Army.
- ✓ Establish memoranda of understanding (MOUs) with neighboring jurisdictions for the purpose of sharing information and resources.
- ✓ Designate shelters in the event of power outages and/or loss of heat.
- ✓ Develop a plan for heating the shelters.
- ✓ Develop a plan for directing traffic.
- ✓ Develop a plan for food and water distribution.
- ✓ Develop a plan for crowd control and civil unrest.
- ✓ Formulate a contingency plan for problems affecting transit.
- ✓ Make the public know and understand what to do in case of emergency.
- ✓ Plan on your department's delivering a consistent message to the community.
- ✓ Prepare to have enough dispatchers and law enforcement personnel to meet additional needs.
- ✓ Be aware of unique personnel needs that could result from sustained activation of long-term shifts.
- ✓ Set up victim-centered crisis response team to develop protocol for on-scene crisis response for victims and witnesses.

Gathering Resources

In an emergency, the public looks to law enforcement to respond and mobilize staff, equipment, and resources to deal with it. While law enforcement may not always be the lead agency in some situations involving natural and manmade disasters (though they are often the first responders), law enforcement officers still play a very important role in mitigating further damage and injury. Since many agencies respond to emergencies and natural and manmade disasters, the effort must be integrated and coordinated. To ensure that response is adequate to meet a variety of needs, and to ensure an appropriate provision of service, all members from responding law enforcement agencies, sworn and non-sworn, must be familiar with the components of their respective agency's emergency and contingency plans, personnel mobilization procedures, and available resources.

Regardless of size or mission, all law enforcement agencies should have comprehensive plans that take into account a variety of contingencies and available government and community resources. For smaller agencies, the kind that rely heavily on larger county or state agencies for assistance, the plan may be written from the

perspective of a first responder to provide guidance to officers until additional help and resources arrive or a county or state emergency plan is activated.

While predicting emergencies and disasters is impossible, planning for such events is essential. Components of a comprehensive plan include:

- **Food**

During pre-incident planning, Emergency Management Director should identify sources of food in the community and where, how, and by whom the food should be acquired, stored, and served. While no law enforcement agency is responsible for acquiring, storing, or serving this food, law enforcement agencies must identify the capabilities of stores, religious facilities, community service organizations, charities, and government and non-government agencies.

Food and potable water raise concerns because of the shelf life of some foods, the need to refrigerate others, and the need to ensure the safety of water for human consumption. This is especially significant in the event of a chemical or biological attack on a waterway, reservoir, or water system. In most cases, bottled water in sufficient quantity should address the problem. During this planning process, the law enforcement agency must also consider the provision of food and water for its on-duty personnel. For agencies whose jurisdictions include a water system or a waterway or reservoir that is a source of drinking water, agencies should consider the level of security to be assigned these facilities.

- **Shelter**

Planning agencies should identify those facilities that will be used as shelters both inside and outside the agency's jurisdiction. In some jurisdictions, high schools are considered prime shelter locations because they can accommodate a large number of people, are ADA compliant, and have showers and other facilities. The plan may also identify those instances when in-place sheltering may be preferential to a full-scale evacuation and relocation. This is significant for those agencies that have hospital(s) or other in-patient health care facilities- some of which may contain immobile patients-in their respective jurisdictions. After shelters have been identified, law enforcement agency plans should identify the means by which persons will reach them. For safety and security reasons, shelters must be properly staffed. Agencies must consider whether a law enforcement or security officer needs to be assigned to each facility.

- **Emergency Aid**

In pre-incident planning, agencies should consider the various types of aid that are available inside and outside the jurisdiction attacked. Even though laws may govern mutual aid during emergencies, solid and comprehensive written agreements should be executed long before they are needed so providers and receivers know what is expected of them. Since fire service and EMS personnel will most likely be the next

responders after law enforcement and the lead agency for the incident, they must plan a coordinated response and consider a unified command post, staging areas for responding fire apparatus not yet needed at the scene, and capabilities and limitations. Other emergency aid to be planned for and mobilized may include animal control officers, American Red Cross, and the National Guard. Vehicle Agencies should consider all types of vehicles. How many buses are available and from what source? What types of four-wheel drive and SWAT vehicles are available to law enforcement? What types of vehicles will be used to transport prisoners?

Planning at the pre-incident and during incident levels should take into account how certain vehicles will be used, staged, or parked, and the access to security of the vehicles is also important. If law enforcement vehicles are equipped with in-car video cameras, determining how and where those vehicles are deployed could be important. Commercial and government owned vehicles, such as dump trucks, front-end loaders, tractors, should be included in the vehicle plan. They can come into service in cleaning debris from roadways.

- **Civilian Assistance**

Individual civilians and civilian groups can provide assistance in the time of crisis. At the pre-incident level, planning should identify those individuals in the community who have technical skills or expertise in a given field that might be useful in an emergency. Also, planners should also compile a list of bilingual persons, especially those who speak the languages most prevalent in the community, and those who know sign language. In addition, some civilians are amateur radio operators who can be especially helpful in the event of a failure of a public safety radio system or when the responders need to enhance existing communications.

Protecting Our People: Addressing Backlash

A resulting danger of a terrorist attack is the hate-crime backlash attacks on community members who share the race, ethnicity, or other characteristics of the group accused of the attack. As such, Emergency Management Directors should expect reports of harassing calls, hate mail, graffiti, verbal abuse, and maybe civil disobedience. They should also be prepared for incidents of physical assaults and batteries, arsons, drive-by shootings, bombings, riots, and even murder. Community policing can be a strong asset here. Emergency Management Directors must build partnerships with their communities, especially those segments that are on the margins or that have historically been disenfranchised.

Emergency Management Directors should know the leaders in these segments and develop a rapport with those from the faith, the business, and the activist communities. These relationships do not form overnight, and it takes a genuine commitment on the Emergency Management Director's part to create and cultivate these relationships.

Emergency Management Directors must ensure officers have had the most up-to-date training available in cultural awareness and hate crimes, which should reflect the diversity of the community's ethnic and religious groups. Officers should also have

mobile field force and crowd control training to handle potential demonstrations or civil disobedience. Emergency Management Director's of smaller agencies in the same area should encourage their departments to train together to form a multi-agency team. Finally, Emergency Management Director's must ensure that officers are equipped with the tools necessary to protect every citizen in their community. Should people pose a threat to minority citizens, accessibility to the latest in less than lethal technology such as beanbags, tasers, and pepper spray is critical. Officers should have gas masks for their own protection.

B. DURING AN INCIDENT: EXECUTING AND RESPONDING

(See Chart A for the Six Step Incident Response Process)

On-Scene Command Leadership

Law enforcement is nearly always going to be the primary responders to the scene of any catastrophe, including a terrorist attack. Their first priority is to protect the public and secure the scene. Upon arrival, these first responders (usually uniform officers) must assess the situation and begin initial response activities.

Many challenges await the Emergency Management Director at the scene. The Emergency Management Director's primary responsibility is to monitor and oversee the department's response while not becoming too directly involved in any one function. Creating ties to any one part of the scene will reduce the Emergency Management Director's ability to perform duties as well as prevent the Emergency Management Director from remaining a leader in this type of situation.

Establishing an incident command system (ICS) is of paramount importance. All departments must ensure that they have a system in place and that each person knows his or her role. Upon arrival, the incident command system should be set into motion immediately. Personnel should be assigned tasks, and channels should be set up for communication. In most cases, this entire system can be implemented before the Emergency Management Director arrives on the scene.

The Emergency Management Director must ensure that each member of the team is performing and troubleshoot any situations or problems that may arise between personnel, which is always an important factor to consider when dealing with situations involving mutual-aid and joint operations. The Emergency Management Director must watch over personnel and be prepared to force people to rest. Often those who are most determined to remain on scene, especially those in command positions, are those who need rest to remain in control and make good decisions. Staff rest and rotation are key issues, as are keeping calm and offering reassurance and a supportive presence.

WMD's Disruptive Potential

At Ground Zero

In the event of an actual WMD attack, law enforcement must know the dangers associated with responding to such an incident as well as the necessary protective actions to take to protect the public and themselves. They must pay careful attention to issues such as secondary devices and multiple attacks as well as the protective principles of time, distance, and shielding. Awareness level training is essential.

Assistance to victims is among the first priorities of emergency personnel responding to the scene of a WMD incident. However, all first responder personnel should remember that in any NBC (nuclear, biological, or chemical) incident, supervisory personnel must be alerted to the situation as soon as possible to secure the necessary protective equipment for the first responders and mobilize resources. Responding personnel who enter the target area without proper protective gear may themselves become affected, thus rendering themselves unable to perform their duties and adding to the burden of remaining emergency personnel. Therefore, except in an extreme emergency, emergency personnel should not enter the affected areas unless they wear protective equipment, or until the appropriate authority determines that such equipment is unnecessary.

In some instances, assistance to victims may include not only evacuating the area or rendering medical care, but also neutralizing or mitigating the NBC material used in the attack. For example, ventilating the area may serve to dilute nerve gas or other chemical substances used in the attack. However, no such step should be taken rashly, as accelerated release of the agent into the atmosphere may endanger others, especially in the case of an incident involving biological agents. It may be necessary to leave this step to qualified personnel. In any case, such action should not be taken prematurely.

Communities Miles Away

In the event an attack occurs elsewhere, law enforcement should be prepared to take affirmative action to ensure public safety in their geographical area of responsibility. A visible and professional police presence at vulnerable areas must be established. Strategic locations such as traffic control points, transportation centers, water supplies, communications facilities, plants, government buildings, financial institutions and other high profile locations should be the object of police protection.

An incident command operation should be implemented with personnel, including civilian volunteers, placed on notice of possible call up, and available resources identified and updated. Emergency Management Directors should make public statements about the readiness of the community to handle an incident should one occur, and remind the public that calmness and respect of others are important at this time. When possible, Emergency Management Directors should also ask the public to provide information of suspected activities.

Procedures should be developed to rapidly disseminate intelligence essential to the law enforcement mission. Law enforcement personnel should also be trained to gather

intelligence in the course of their activities, whether in direct response to an attack or not. In each terrorist event, there will be a practice area and a staging area before the attack. Information about suspicious movement and activities should be developed locally. In the September 11 attacks, the terrorists had started moving around the United States, often staying in hotels in both large and small cities. In one suspicious incident, for example, two men who checked into a small-town hotel for a week never allowed the housekeeper to enter it. The housekeeper had to hand clean towels through a door that was barely cracked. These men are being investigated as part of the terrorist attacks.

Intelligence

Gathering intelligence does not stop once the attack is made. Important pieces of information can still be learned that leads to the mitigation of the damage, the prevention of other attacks, or the capture of the perpetrators.

Human Intelligence and Other Special Assets

Law enforcement agencies have informants. Some are officially registered; others may be informal street contacts. In a real terrorism emergency, these informants, who are often plugged into the criminal and most notorious elements in a community, may be the first to detect something unusual in a town or city. What they pick up on the street may have a bearing on a terrorist incident or a looming threat. Regardless of their criminal expertise, in a time of crisis, informants should all be contacted and alerted that law enforcement agencies are looking for any and all information on terrorism and security threats.

Communications

From the beginning to the end of the event, the critical incident communication model should be in place. A communications officer should be assigned to oversee the physical and procedural aspects of voice and data communications. Following a process established during the preparation and training stage, the system should be activated and actively managed in support of the incident command.

Physical security of the communications assets should be given a high priority. The most vulnerable points of a system will be in the physical control of access to hardware, facilities, and antennae sites. A buffer zone should be created to protect these sites and prevent unauthorized persons from having access and the opportunity to harm the communications system and its personnel.

Communications personnel should be prepared for a long-term operation. This will require that personnel be used and rationed effectively. Requiring all personnel to report to work at the inception of an incident may result in no personnel being capable of working 12-18 hours later. Power supplies, especially batteries, will also have to be rationed and replaced in accordance with their capabilities. Battery life will be significantly shorter when portable radios, cellular phone, pagers, and mobile computers are being actively used. A communications supply officer should be prepared to replace batteries and immediately begin the refresh and recharging process to ensure that wireless devices can meet the demands of continuous operations. Backup power

sources for dispatch centers should also be prepared for immediate and long-term operation at the beginning of a critical incident. The planning process should have revealed any problems with an alternate power source.

Pre-assigned procedures will ensure that information is exchanged as efficiently as possible, given the situation and the system being used. Field personnel should know what the primary and alternate communication procedures are in advance. In some cases, in the event of a total failure of mobile and wireless communications, officers may be tasked with responding to pre-assigned staging areas. The incident itself will create enough confusion for field personnel and command officials. Training and rehearsal will help reduce confusion relating to implementing policies and procedures. Most points of information exchange will be defined in advance. For example, the need for fire to law enforcement, law enforcement to EMS, and law enforcement to law enforcement communications should be clearly understood.

The incident may present unique communication requirements not considered before the event. Incident commanders and other leaders should think not only about how to secure these unique assets, but also about how to communicate with them once they are secured. A dump truck, wrecker, cherry picker, or front-end loader will be of limited use if command officials are unable to efficiently communicate with the operator during the operation. If direct communications are not available, then communication through a dispatcher or a field unit assigned to the equipment is recommended.

As far as is practical, incident commanders should provide field personnel with global situation reports. During long-term operations, when personnel are kept apprised of the big picture, they are more likely to remain committed to the operation, are better able to endure longer hours in support of the operation, especially in mundane tasks, and are less inclined to gravitate to the center of the incident unless directed there.

Transportation

Emergency responses to incidents involve both rescue and enforcement activities. Emergency vehicles and personnel need immediate access to the scene, and the general public will expect to be able to evacuate. Designated highways can be identified as evacuation routes, and law enforcement must be available to direct motor vehicles away from an incident, using alternate routes and possibly changing the flow of traffic. Other modes of transportation, such as railways, buses, and ferry systems, should be identified as part of the rescue and evacuation process.

Secondary Response

The emergency phase continues with a secondary transportation response system, usually implemented within hours of the initial response. Heavy duty equipment, such as cranes, bulldozers, and generators, may be required to assist in the rescue operations. Equipment of this size and nature is usually transported by commercial vehicles. Transportation managers have to work with federal and state regulators to determine if regulations normally applied will be waived, such as oversize and overweight permits, and hours-of-service regulations for operators. Other vehicles will be transporting food,

medical supplies, and equipment to emergency rescue workers. Staging areas for these items must be established at an off-site location, which should be communicated to transportation logistics personnel. These staging areas alone will alleviate congestion, since only requested supplies will be transported on an as needed basis to the affected area.

Traffic posts that are key to ingress and egress at the affected area must be designated during this phase. Law enforcement personnel must staff these posts in order to manage the flow of traffic into the affected area. Only authorized personnel with security clearance and their vehicles should be allowed access to the site. An indirect consideration of transportation management is the on-scene response by dignitaries and public officials. Successful long-term recovery depends upon the economic and governmental systems' ability to marshal resources in an efficient manner; thus, the inevitable political involvement needs to be accommodated.

Incident Management

The use of a WMD is an unusual occurrence that threatens the loss of life or injury to citizens and severe damage to property and requires extraordinary measures to protect lives, meet human needs, and achieve recovery. It is an extreme social crisis in which individuals and their social systems become disorganized and dysfunctional. The first few hours are chaos. However, this period may be actually referred to as the stabilization period; that time from when a critical incident begins to the point that adequate resources are on scene and under the control of a command structure, and human suffering and the unnecessary loss of life and/or property no longer occur.

A number of characteristics of this initial period are observable and important in order to understand what actions first responders should take:

- Local and area resources will move into the area, adding to the confusion and increasing the potential for blocking limited access into the stricken area; also known as resource convergence.
- Early responders will have difficulty assessing the true nature and scope of the incident.
- Responders, particularly early in the response, will only have limited resources for assignments for tasks that need to be performed.
- Critical decisions will need to be made.
- Who is in charge? Where is the command center located? How does command decide which primary objectives are to be assigned to the limited resources immediately available on scene?
- Certain determinations need to be made to protect the lives of the injured and those in the area of the incident, whether they are citizens or responders.

Common Problem Areas

All critical incidents have common problems that need to be resolved:

- **Direction and control:** How is a command structure established to provide authority under which the responders are controlled and their actions directed in

a coherent manner while striving to achieve those objectives necessary to stabilize the incident?

- Resource allocation and utilization: In addressing this problem, can the command structure mobilize adequate resources with which operational and support functions can be implemented?
- Communications: How can communications carry on and resolve the limitations affecting effective communications?
- Stress: How can we reduce the effects of stress on our decision making and interpersonal reactions?

Medical Treatment

The highest priority of emergency response personnel during the initial response is to save lives, and it is in the first hour that significant saving of lives can occur. First arriving personnel must know what actions to take to initiate the stabilization process.

The one hour period begins at the point an injured person suffers serious trauma. It is during this 60 minute window that a person's chances of surviving are greatest. The longer it takes to get competent medical attention for the injured, the less chance the victim has of surviving. Therefore, the first responders must act together quickly to initiate and support life/safety activities. Only limited time is left to actually improve the survivability of the severely injured.

When a crisis occurs, human beings revert to doing what they've been trained to do, and in a way they respond routinely. This is why some personnel, supervisors and commanders included, may perform such tasks as helping to move the injured or deceased while important command tasks go unattended. In this emotional environment, personnel at the scene will be expected to make a variety of decisions and take actions to reduce the loss of life and decrease casualties as well as minimize property losses. Citizens and department personnel alike will expect commanders to take appropriate steps to direct the control of the incident.

Resource Management

Without adequate resources to fulfill missions or assignments, the commander of an operation may not be able to take appropriate steps to properly manage the situation. There are two deployment options for taking control of the resources converging into the area of an incident: deploy them directly to assignments or route them through staging areas prior to assignments.

Direct deployment:

Direct deployment is done either by personal instruction at a location away from a staging area or via the dispatcher. In most cases, direct deployment applies resources immediately to an incident's perimeter, securing the scene and routing traffic. The advantage of this method is that the assignments can be given out faster. This method appears to help law enforcement quickly take control of the perimeter, but it has some serious disadvantages at the scene, including the following:

- Information concerning the threat to personnel may be non-existent, limited, or even flawed.
- The person assigning them may lose track of who is where.
- Personnel taking positions may not have proper equipment.
- This procedure consumes valuable airtime.
- Traffic congestion due to resource convergence may restrict other operations.

Deployment via staging:

The staging area is that location where incident personnel and equipment are assigned/collected on an immediately available status. Personnel and equipment will be held at the staging area until called for or until their portion of a mission requires departure. Deployment via staging occurs when all personnel, unless otherwise directed, are instructed to report to the staging area, where they are briefed and their equipment needs addressed. They are then sent on to their assignments.

The advantages of deployment via staging include better informed, more effective personnel who face a reduced threat, because they understand the nature, location, and description of the threat. Less airtime is needed because the process of briefing personnel occurs face to face. This method has one major disadvantage: it takes more time.

Operational Objectives and Unity of Command

One of the central marks of well-commanded critical incidents is that people knew what had to be done and in what order and how their portion of the operation linked with others. The ability to assess an incident and successfully identify the central objectives is a necessary skill for commanding an incident. In too many instances, command personnel are confused and unable to determine central objectives and act on them. Early in an incident, when resources are limited and/or disorganized, objectives must be clearly identified, prioritized, and acted upon.

In most bombing incidents, personnel from other agencies will help. A fundamental principle is that no one should work for more than one supervisor. Under the concept of unity of command, all personnel assigned to achieve a shared objective should be under the supervision of only one person.

Determining a Command Structure

Simply stated, a command structure's sole purpose is to link individuals and agencies together to achieve the objectives of an incident and to do so in a coherent manner that uses available resources with a maximum of economy.

This is likewise the purpose of the Incident Command System (ICS), required by federal law to respond to hazardous materials incidents. By definition, alleged or real explosive devices contain hazardous substances; therefore, ICS should be employed.

While this document does not provide the opportunity to discuss at length what ICS is and how to use it, any commander or supervisor who is likely to respond to such incidents should be fully competent in the use of ICS, particularly during the initial

response to these incidents. The ICS organizational structure develops in a modular fashion based upon the type and magnitude of an incident.

Community Outreach and Information

As soon as an agency learns about an incident, communication with the media should begin through the pre-defined process. Designated agency spokespersons should be immediately briefed and deployed to provide the media with any critical information necessary to ensure public safety.

As an incident unfolds, there will be mass amounts of information being rapidly received. Not all of this information will be accurate. While most critical information should be confirmed, some information may be released that is not accurate and will later require clarification or correction. The agency spokesperson should clearly state when information being released is confirmed or is speculative. The media should understand the confusion that ensues in a critical incident and the misinformation that may result in the flows of multiple communication channels.

The News Media

Law enforcement personnel naturally see their mission as uppermost in priority. Since the crisis has a high visibility, law enforcement personnel are acutely aware that their performance must be procedurally correct. On the other hand, the news media expect that their reporting function will be facilitated by law enforcement. They want to see and hear things that are denied to curious bystanders, and they expect cooperation from law enforcement personnel.

The best plan is to establish a briefing area for the news media. The media should have an observation perimeter that can provide essential close access. The area should be marked with distinctive colored tape and established within the first 30 minutes of a crisis. One officer should be detailed to check credentials, control access to and movement within the secured perimeter, and secure the safety of the media equipment.

Different media require different settings. Television needs video film. The crews will be concerned about lighting and shadows as well as voice quality, and will need room for trucks and transmission dishes. Radio will require a quiet place to hook into telephone lines. The press will want to probe deeply into certain aspects of the story and may require some extra attention and additional interview opportunities.

The Public Information Officer

A single spokesperson should be designated the public information officer. The PIO should meet with media personnel and brief them in detail on the incident. The PIO must project a strong, take-charge image to the media and give the distinct impression that the department will provide all information throughout the crisis. The PIO needs to screen out conjecture and rumors, and should avoid making the media scratch for their own stories and facts, since this will result in mistakes even beyond the misinformation natural to a crisis event. The PIO may need to request time on radio and television

stations to share information with the public about the crisis, especially what role the public should play in coping with the situation, identifying the following and other health and safety issues.

The PIO should define the crisis situation accurately and objectively for the media as soon as possible. Initial statements should be made early, perhaps 30 to 45 minutes after law enforcement arrives and after the media perimeter is secure. The PIO should provide basic information regarding on-scene services. High ranking officials (Governor, Mayor, and Council Members) should be present, briefed, and prepared to comment. Comments from these elected officials will help place the crisis in an appropriate perspective.

During the attack or incident, the media should be allowed access to the incident for reporting purposes to the extent that they do not hamper rescue efforts or compromise law enforcement operations. Some members of the media waive certain safety precautions in order to document incidents; however, their access may be limited in situations that present extreme danger to all but the most protected and trained law enforcement personnel.

At some point, the agency head should make a statement, since as head of the agency, he or she carries great credibility and presents a compelling presence. The public will look to the agency head, not a spokesperson, for the ultimate feeling of security. The agency head's statement should be candid about unfolding events, but at the same time should be reassuring, emphasizing prior training and preparation, and outlining the agency response.

If the attack or incident does not occur in or near the jurisdiction of the agency, agency spokespersons should still maintain contact with the local media. Regular briefings of the news media need to be established in time for the reporters to meet their deadlines. Information regarding the escalation of law enforcement presence and awareness should be emphasized. Messages should be disseminated to ensure that the agency is making efforts to maintain the integrity and safety of the community.

C. AFTER AN INCIDENT: FOLLOWING THROUGH

Helping the Healing

Even after the on-scene situation has been dealt with and is relatively complete, the Emergency Management Director's duties are still far from over. Many departmental matters follow a situation such as this. Employees have worked long and hard for the department and must be compensated. Overtime hours must be calculated, financial and personnel assistance (if needed) must be requested and pursued, and the needs of employees must be addressed. In addition, emotional needs of staff are often hidden or ignored but need to be addressed. Critical incident stress debriefing personnel must be made available for officers who require such services.

Emergency Management Directors should be available to the media and the community to help citizens strike a balance between prudent reaction and paranoia as they react to

the event. Emergency Management Directors must act to promote appropriate fear reduction, cautioning citizens to remain alert. In most communities, the Emergency Management Director's presence and the tone set are critical factors in community healing.

Emergency Management Directors will have to reduce after incident workloads for staff, and begin the final disposition activities the incident requires, particularly that of writing a final incident report summary. Bringing in support staff or even consultant staff to work with officers to create that document and assist in other post-incident matters can be very helpful. A post-incident evaluation should be performed to evaluate response and discuss what went well and what can be changed in the future.

Recognizing outstanding and/or heroic actions by those at the scene is an important act for the entire community. The Emergency Management Director can take the lead here, helping to identify those individuals worthy of recognition, designing the ceremony and awards to be given, and making such events open to the media and the entire community.

Crime Scene

The investigative role of local law enforcement following a WMD attack may be limited. Investigation and attempts to apprehend the perpetrators will usually be in the hands of federal agencies, with local law enforcement officers working on the investigation in a secondary role. Local officers should, however, cooperate in the investigation in any way possible. Turf issues have no place in investigating a WMD incident.

In the case of an incident involving detonation of a nuclear bomb, the blast will destroy virtually all physical evidence as well as most of the possible witnesses to the planting of the device. However, some scientific investigation techniques may help trace the source of the weapon, and the perpetrators may still be identified through tips and information derived through national or international intelligence sources. Radiation dispersal attacks and attacks employing chemical or biological weapons will normally leave physical evidence that can be used to identify the perpetrators. In addition, unlike the nuclear explosion, with the other types of WMD attack, a number of eyewitnesses may survive the attack and, though injured or ill, may still be able to give information to the authorities about the incident.

In any type of WMD attack, apprehending the perpetrators will be complicated by the fact that in many instances they will have left the jurisdiction, perhaps even the country before the detonation. Although domestic terrorists will often remain within the United States, it may require national and international law enforcement, intelligence, and diplomatic efforts to track down and arrest perpetrators who have fled to another country. As illustrated by the terrorist attack on Pan Am 103, if the perpetrators have succeeded in reaching certain safe havens abroad, prosecution may be impossible even if the culprits are identified. The Pam Am bombing occurred December 1988 over Lockerbie, Scotland, killing 270 people. Not until 11 years later (April 5, 1999) did the Libyan government turn over two former intelligence operatives identified as the perpetrators.

Local, state, and federal law may affect a law enforcement agencies ability to gather information on individuals, even during a terrorism crisis. For instance, data systems that collect information about individuals and are funded by federal grants must conform to federal guidelines for intelligence gathering.

Similar laws may govern grants from other sources. In addition, many municipalities and law enforcement agencies have local laws or guidelines on when and under what circumstance police can collect and/or computerize non-criminal information about individuals. Knowing the laws that govern a particular jurisdiction and seeking legal counsel when in doubt are important factors in conducting the investigation.

Psychological Issues

The department must support its personnel and encourage them to support each other. Following a disaster or serious act of violence, law enforcement and other emergency responders may suffer from stress-related ailments such as insomnia, depression, anger, headaches, and ulcers. Debriefings by experienced counselors 24-72 hours after their involvement with a traumatic incident may reduce the stress experienced by affected individuals.

Debriefing serves as an opportunity for individuals to express their thoughts and feelings about what happened, and how it was handled. It also gives the debriefing team a chance to alert employees to the symptoms of post traumatic stress disorder (PTSD) and to identify individuals who might need further counseling. Disseminating information and holding debriefings will help officers understand that their stress feelings are normal and that the symptoms will subside in time. Law enforcement agencies can utilize law enforcement psychologists, chaplains, and local victim service personnel/counselors to assist. Employee assistance programs for follow-up support can include individual counseling, peer counseling, family counseling, and proactive stress training. Leaders should ensure that they take care of themselves as well. In a very real sense, they are setting the standard for getting necessary help and acting as role models in critical incident stress management.

A post-incident evaluation should be held by victim-centered crisis response team to evaluate response and discuss what went well and what can be changed in the future. This may include a debriefing with the victim centered crisis response team, the victims and the surviving family, as appropriate, to get feedback regarding effectiveness of the caregiver response In conjunction with the victim-centered crisis response team, police should hold debriefings with community members and leaders to discuss fears and concerns, and to continue a message of calmness to avert anxiety and possible community tension. Another good step is to allow community opportunities to grieve victims and express gratitude to rescue workers by setting up memorials, vigils and/or foundations.

Rumor Control

A crucial role for any Emergency Management Director in the aftermath of a terrorist incident is controlling the rumors and fear within a community. This is best done through quick, reassuring community outreach and through the establishment of a rumor-control

number (which can also be marketed as a community-tips hotline). As important as the tips that come in is the role that skilled law enforcement operators can play in reassuring the callers. Terrorist incidents are designed to strike fear into citizens, and that fear can increase exponentially if rumors are not contradicted quickly. Through various forms of media, law enforcement can educate the community about the symptoms of potential exposure to biological and chemical agents (if applicable), and provide information about who to contact, and when and where to receive medical attention. Key civic leaders who can help control rumors in a crisis (and pass on valuable and credible tips from worried citizens) include the obvious elected leaders and civic association heads. An often-overlooked resource are religious leaders, who provide a moral center and serve as sounding boards, commanding great respect from any community in a crisis.

Racial/Ethnic Backlash

As the events of an attack unfold and suspects are identified, the Emergency Management Director must be prepared to respond. A major focus of the Emergency Management Director's response will be preventing backlash against any segments of the community that some consider responsible. The crisis of terrorism can stir a wide range of emotions in people directly affected by the events as well as those indirectly affected. Leaders should encourage people to channel their feelings of fear, anxiety, sadness, and anger into positive, community-centered actions.

Opportunities to come together can help focus energies productively while calming and comforting people. A strong statement by law enforcement leaders that such acts of hate will be investigated and prosecuted to the fullest extent of the law can also provide some needed reassurance while deterring further violence. Law enforcement must understand that the acts of hate crime and violence are experienced by the entire targeted community; its members' daily lives are disrupted by feelings of fear and vulnerability. The Emergency Management Director's response will be guided by what race or ethnic background the suspects appear to.

Should the victims of hate crime or violence come from a certain ethnic or religious group, the Emergency Management Director may need to increase law enforcement presence to provide the assurance of safety near that group's homes, businesses, and houses of worship. Their fears about being targets for violence are real, and they need to know that law enforcement is sensitive to their concerns. Assuming all the things recommended in the pre-incident section were put in place, the Emergency Management Director will be able to contact the leaders of that segment of the community who are potential targets for retribution. Keeping those lines of communication open and moving both ways during this time is absolutely essential and will reassure everyone that law enforcement is there to protect them and could even generate information that might be of interest to those investigating the terrorist attacks.

Unfortunately, some individuals will decide to lash out at others because of their feelings of hatred and anger. In managing the crisis, law enforcement must watch for signs of unrest and prepare to prevent acts of retaliation and hate. Some citizens may direct their actions at parties they perceive to be responsible for or connected to the crisis. They may engage in threats or harassment or direct acts of violence such as vandalism or assault as a way to retaliate. Law enforcement needs to be aware that a crisis in the

community or country will inevitably result in some illegal activity directed against people, groups, or organizations believed to be associated with the act(s) of terror. In addition, law enforcement should seek out opportunities to communicate with and calm vulnerable members of society. Law enforcement should reiterate the department's policies on intolerance and harassment as well as laws relating to hate crimes. Officers should continue to promote messages of tolerance towards others within community.

All of these responses require extensive training on hate crimes and their impact. Beyond basic investigative strategies, officers need to understand the continuum of hate violence (from incidents to crimes) and how it affects the victim. An officer's ability to effectively interview a traumatized victim may depend on his or her training on the emotional, psychological, and practical impact of hate crime.

Victim Assistance

A number of lessons were learned from previous acts of terrorism including the Oklahoma City bombing and the bombing of Pan Am Flight 103. While performing the necessary tasks required by the job, law enforcement needs to be sensitive and understand the unique needs of the victims and their families. Some basic steps should be implemented to address the needs of those people. The following recommendations were offered in an Office for Victims of Crime report on responding to terrorism victims (NCJ 183949):

- Whenever possible, responding agencies should avoid unnecessary delays in death notification and the release of victim remains to families and to handle notification in a sensitive manner. In the immediate aftermath of a domestic terrorism disaster, local officials should consider establishing a centralized compassion center where victims can go for information, crisis counseling, and privacy.
- Mental health services should be made available in the immediate aftermath of a terrorist act, and plans should be made for assessment and long-term provision of services for victims and responders.
- Local, state, and federal agencies responding to victims of a terrorist act should consider establishing an "unmet needs" committee or task force that includes private organizations to ensure that the needs of victims are identified and addressed and that all of the unavailable resources are coordinated and used on behalf of the victims.
- Agencies serving victims should work together to develop protocols for recruiting, screening, training, and supporting volunteers who work with terrorism victims and their families.

Agents should disseminate information, utilizing the media, on normal reactions to critical incidents, suggested coping skills, including obtaining mental or biological agents. Agents should explain symptoms, and provide information about who to contact and when and where to receive medical attention.

CHART A

Six-Step Incident Response Process

<p>Step 1: Size up the Situation Answer the following questions:</p> <ul style="list-style-type: none"><input type="checkbox"/> What is the nature of the incident?<input type="checkbox"/> What hazards are present<input type="checkbox"/> How large an area is affected?<input type="checkbox"/> How can the area be isolated?<input type="checkbox"/> What locations would make a good staging area?<input type="checkbox"/> What entrance/exit/safe routes would be good for the flow of response personnel and equipment? <p><input type="checkbox"/> Include the following information in size-up reports:</p> <ul style="list-style-type: none"><input type="checkbox"/> The unit designation<input type="checkbox"/> A description of the situation<input type="checkbox"/> Obvious conditions (e.g. hazards)<input type="checkbox"/> Initial actions taken<input type="checkbox"/> Obvious safety concerns<input type="checkbox"/> Assumption, identification and location of the command post<input type="checkbox"/> Request or release of resources <p>Step 3: Determine Objectives Meaningful objectives are:</p> <ul style="list-style-type: none"><input type="checkbox"/> Measurable<input type="checkbox"/> Used to monitor incident progress and establish priorities<input type="checkbox"/> Based on size-up reports and identified contingencies <p>Step 5 Build an Incident Action Plan and Management Structure Identify the following:</p> <ul style="list-style-type: none"><input type="checkbox"/> Responsibilities<input type="checkbox"/> Chain of Command<input type="checkbox"/> Coordination	<p>Step 2: Identify Contingencies To the extent possible, anticipate points in the incident management process that may fail and determine alternative steps in advance that can be implemented if necessary. Murphy's Law and its corollaries apply and bear repeating:</p> <ul style="list-style-type: none"><input type="checkbox"/> If anything can go wrong, it will<input type="checkbox"/> Nothing is as easy as it looks<input type="checkbox"/> Everything takes longer than you think it will. <p>Step 4: Identify Needed Resources</p> <ul style="list-style-type: none"><input type="checkbox"/> Determine the following:<input type="checkbox"/> What resources are necessary?<input type="checkbox"/> Are they available?<input type="checkbox"/> Where can we get them?<input type="checkbox"/> How long will it take?<input type="checkbox"/> What is available from other agencies – Mutual Aid, FBI, etc.? <p>Step 6 Take Action Incident stabilization involves the following steps:</p> <ul style="list-style-type: none"><input type="checkbox"/> Establishing command<input type="checkbox"/> Mobilizing resources<input type="checkbox"/> Setting up a staging area<input type="checkbox"/> Isolating the area<input type="checkbox"/> Treating and assisting the injured<input type="checkbox"/> Setting up entrance, exit, and safe routes<input type="checkbox"/> Issue warnings<input type="checkbox"/> Initiating evacuation<input type="checkbox"/> Establishing liaison
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IV. Policies

City of Cambridge Local Emergency Responders shall perform the following tasks:

- A. Establish overall direction, control and/or coordination through a unified command to support the response to a terrorism incident.
- B. Fire/Rescue will provide fire control, rescue operations and hazardous material response and assist law enforcement in evacuations.
- C. Law Enforcement will exercise broad lawful authority within existing capabilities to protect life and property threatened by terrorism incidents to include evacuations, curfews and other necessary actions to contain or control the incident.
- D. City of Cambridge Emergency Management Director will be responsible for all resource coordination during the incident i.e., FBI, ATF, FEMA, HSEM, etc.
- E. If the incident is determined to be an act of terrorism, the FBI becomes the lead federal agency.

V. Notifications

In the event of a terrorist attack, notifications need to be made in order to properly enact the Emergency Response Plan.

Agencies to be notified:

- A. Isanti County Sheriff's Department, Isanti County Emergency Services Coordinator, City of Cambridge City Council.
- B. Cities of Isanti, Braham, North Branch and Princeton: City Managers / Administrators, City Police and Fire Chiefs, City Councils.
- C. Minnesota Division of Homeland Security and Emergency Management (HSEM).
- D. Federal Bureau of Investigation.

VI. Procedures

- A. Initial Response Considerations:
 - 1. Protection of self and crew.
 - 2. Size-up and assessment by first arriving unit.
 - 3. Establish Incident Command System.
 - 4. Isolate area.
 - 5. Establish initial zones and perimeters.

6. Identify need for and request additional resources.
7. Consider secondary devices.
8. Location of Command Post, Staging, and Decontamination areas.
9. Weather.
10. Access and egress routes.

B. Law Enforcement Response:

Law Enforcement will exercise broad lawful authority with existing capabilities to protect life and property threatened by terrorism incidents which include: ordering evacuations, curfews, and other necessary actions to contain/control the incident.

Law Enforcement Considerations:

1. Recognize Hazmat and secondary devices.
2. Preservation of crime scene/evidence protection.
3. Conduct investigation and apprehension of suspects.
4. Perimeter scene control.
5. Traffic control.
6. Protect first responders and on-scene personnel.
7. Bomb unit.
8. Establish ingress and egress for emergency vehicles.
9. Credentialing. (support personnel will handle)
10. Intelligence gathering with federal, state, and local authorities.
11. Activate Emergency Response Unit. (ERU)
12. Establish communications with on-scene personnel and first responders.
13. Establish staging areas.
 - a. Media
 - b. Family
 - c. Personnel
 - d. Equipment

C. Fire Service Response:

In a critical event, the fire service will evaluate the incident to determine the danger and magnitude of the event. The fire service will provide fire suppression, rescue operations, and will assist Haz-Mat teams. In addition, the fire service will assist law enforcement with evacuations.

Fire Service Considerations:

1. Fire suppression.
2. Rescue operations.

Haz-Mat Considerations:

1. Identify the product.
2. Determine hot, warm, and cold zones through monitoring.

3. Provide recommended evacuation/isolation distances and/or shelter in place plan.
4. Monitor air quality continuously.
5. Provide emergency and technical decontamination and recovery teams.
6. Mitigate hazards.
7. Assist Law Enforcement with collecting and protection of evidence as required.
8. Provide technical support/information with regard to possible symptoms and treatments per reference materials as required.

D. Emergency Management Response:

The City of Cambridge Emergency Management Director will establish overall direction, control, and coordination through unified command in response to a terrorism incident

Emergency Management Considerations:

1. The EOC will be opened and will establish overall direction control and/or coordination through a unified command to support the response and recovery to a terrorism incident.
2. The Emergency Management Director will manage the process for all requests for assistance through HSEM to request State and Federal assistance i.e., National Guard, FEMA, etc.
3. The Emergency Management Director will coordinate all requests for assistance and anticipated needs through existing mutual aid agreements with the Cities in the County.
4. The Emergency Management Director will determine the need for shelters and will notify shelter managers and volunteer agencies to open and operate the shelters as needed.
5. The Emergency Management Director will assist with any P.I.O. considerations.

E. Emergency Medical Services Response:

Advanced Life Support Units for Cambridge are: Allina and Mutual Aid Ambulances. In the event of a terrorist attack, these ambulance service providers would be summoned to transport and coordinate patient care.

EMS Considerations:

1. Provide basic and advanced life support care.
2. EMS will treat and transport injured victims and coordinate triage.
3. EMS will request mutual aid assistance when needed.

4. EMS will track the transport destination of all patients.
5. EMS will assist Haz-Mat with decontamination and treatment of the contaminated patient.

F. Public Health Considerations:

Isanti County Public Health Department shall monitor the emergency situation for health threats, initiate alerts, provide technical teams for epidemiological investigation and response, and implement a plan for mass treatment of citizens through the National Pharmaceutical Stockpile.
Public Health Response:

1. Inspect facilities for food contamination.
2. Notify water systems of potential for hazards.
3. Activate State level public health incident response teams.
4. Provide IC with written press releases and public service announcements.
5. Alert State lab for possible confirmatory testing.

G. Volunteer Agencies Response:

The following agencies and personnel will be considered for providing additional resources and support if necessary. All volunteer agencies with the exception of the Sheriff's Reserve and Mounted Patrol will perform support functions in identified "Cold Zones."

1. Red Cross – The American Red Cross may provide various services, depending on the event, including food, shelter, disaster mental and physical health services, disaster welfare inquiry service, and financial assistance and/or referrals.
2. Salvation Army – Provide food and shelter.
3. Isanti County Sheriff's Reserves - aid law enforcement with support functions.
4. Isanti County Mounted Patrol – aid law enforcement with support functions.

VII. Summary

In the event of a terrorist attack, the Emergency Management Director or his/her designee will have a number of responsibilities in both the crisis and consequence management phases of the incident. This annex provides general guidelines for coordinating the City's emergency operations, response, and recovery from a terrorist attack.

VIII. Authentication

November 2, 2015
Date

Will Pennings
Emergency Management Director

I. Preface

Pandemics are remarkable events in that they affect all parts of the world, regardless of socio-economic status or standards of health care, hygiene, and sanitation. An influenza pandemic will place extraordinary and sustained demands on local public health and medical care systems, as well as providers of essential services in communities.

To prepare for the next pandemic, an event considered by many experts to be inevitable, the City of Cambridge, in cooperation with Isanti County Public Health Department and various state and local organizations, has developed the City of Cambridge Pandemic Influenza Supplement to the City of Cambridge Emergency Operations Plan. This plan was developed in cooperation with the Isanti County Public Health Department, clinics, emergency medical services (EMS), emergency management (EM), the Minnesota Department of Health (MDH), and other community agencies/partners to enhance the plan as well as develop robust and comprehensive plans for other kinds of emergencies that may impact the City of Cambridge.

Emergency preparation is a continuum and planning efforts will always be evolving. As new information arises and lessons are learned through tests/exercises, the City of Cambridge Pandemic Influenza Supplement will be updated as necessary.

The Minnesota Department of Health Plan

On May 3, 2006, the Minnesota Department of Health (MDH) disseminated the MDH Pandemic Influenza Plan

<http://www.health.state.mn.us/divs/idepc/diseases/flu/pandemic/mdh.html>).

It is divided into three sections:

Part 1— **The Base Plan:** An overview of MDH planning and response to a pandemic. This component gives background information, cites legal authority, explains general concepts of operation, and outlines overall functions for the MDH.

Part 2— **Technical Sections:** Additional detailed information organized into 11 technical sections specific to an influenza pandemic:

- A. Communications
- B. Epidemiological Surveillance
- C. Community Disease Containment
- D. Infection Control
- E. Clinical Issues
- F. Healthcare Planning
- G. Antivirals and Vaccines
- H. Laboratory
- I. Poultry Worker Health
- J. Care of the Deceased
- K. Environmental Public Health

Part 3— Attachments: Additional resources and other supporting information.

The purpose of the City of Cambridge Pandemic Influenza Supplement is to provide a coordinated and comprehensive local response to an influenza pandemic in order to reduce morbidity, mortality, and social disruption, and to help ensure a continuation of governmental functions.

II. Primary Objectives

The City of Cambridge Pandemic Influenza Supplement has five (5) primary objectives:

1. Maximize the protection of life and property in Cambridge.
2. Ensure that the response effort be organized under the National Incident Management System (NIMS).
3. Delineate roles and responsibilities for other local governmental and non-governmental agencies participating in the response.
4. Assure that the City of Cambridge Pandemic Influenza Supplement is coordinated and consistent with the Isanti County Public Health Department, MDH Pandemic Influenza Plan, and the plans of other local public health departments in the state.
5. Assure that the City of Cambridge Pandemic Influenza Supplement is coordinated with the Isanti County Public Health Department and their pandemic influenza response activities identified in the Isanti County Emergency Operations Plan.

III. Responsibilities

The pandemic influenza supplement is organized into three key components:

1. **The Pandemic Influenza Plan:** An overview of planning and response to a pandemic. This component gives background information, cites legal authority, explains general concepts of operation, and outlines overall functions for the Isanti County Public Health Department.
2. **Technical Sections:** These sections list specific roles and responsibilities of the Isanti County Public Health Department in a pandemic influenza response.
 - A. Communications
 - B. Epidemiological Surveillance
 - C. Community Disease Containment
 - D. Infection Control
 - E. Clinical Issues
 - F. Healthcare Planning
 - G. Antivirals and Vaccines
 - H. Laboratory
 - I. Poultry Worker Health
 - J. Care of the Deceased
 - K. Environmental Public Health
3. **Attachments:** Additional resources and other supporting information.

BACKGROUND

Influenza

Influenza is caused by viruses that infect the respiratory tract. Influenza symptoms include rapid onset of fever, chills, sore throat, runny nose, headache, non-productive cough, and body aches. Influenza is a highly contagious illness and can be spread easily from one person to another. It is spread through contact with small droplets and aerosols from the nose and throat of an infected person during coughing and sneezing.

Influenza viruses are unique in their ability to cause sudden infection in all age groups on a global scale. The importance of influenza viruses as biological threats is due to a number of factors, including a high degree of transmissibility, the presence of a vast reservoir of novel (new) variants (primarily aquatic birds), and the unusual properties of the viral genome.

Two types of influenza viruses cause disease in humans: type A and type B. Influenza A viruses are composed of two major antigenic structures essential to vaccines and immunity: hemagglutinin (H) and neuraminidase (N). The structure of these two components defines the virus subtype.

A minor change in the structure caused by a mutation (antigenic drift) results in the emergence of a new strain within a subtype. Mutations (antigenic drifts) can occur in both type A and B influenza viruses. A major change in the structure caused by genetic recombination (antigenic shift) results in the emergence of a novel subtype (i.e., one that has never before occurred in humans or adaptive mutation of an avian virus) most commonly associated with influenza pandemics. This shift only occurs with influenza type A viruses.

Influenza A viruses are unique because they can infect both humans and animals thereby causing more severe illness. Antigenic shifts in influenza A viruses have been the cause of the three known pandemics in recent history: 1918, 1957, and 1968.

The well-known "Spanish flu" of 1918 was responsible for more than 20 million deaths worldwide, primarily among young adults. Mortality rates associated with the more recent pandemics of 1957 (A/Asia [H2N2]) and 1968 (A/Hong Kong [H3N2]) were reduced, in part, by antibiotic therapy for secondary bacterial infections and more aggressive supportive care. However, both the 1957 and 1968 pandemics were associated with high rates of morbidity and social disruption.

Pandemic Influenza

Pandemic influenza is a unique public health emergency. The impact of the next pandemic will likely have devastating effects on the health and well-being of the American public.

The Centers for Disease Control and Prevention (CDC) estimates that in the United States alone:

- Up to 200 million people will be infected;
- Fifty million people will require outpatient care;
- Two million people will be hospitalized; and
- Between 100,000 and 500,000 people will die.

For Isanti County (based on July, 2009, estimated population figure of 39,442), the effect on our community could be as follows:

- Up to 15,777 people could be infected (40%);
- 7,888 people would be too sick to care for themselves (half of those ill);
- Between 394 and 1972 (1-5%) could die.

For Cambridge (based on estimated population figure of 8,000), the effect on our community could be as follows:

- Up to 2,500 people could be infected;
- 1,800 people would be too sick to care for themselves (half of those ill);
- Between 80 and 400 (1-5%) could die.

Effective preventive and therapeutic measures – including vaccines and antiviral agents – will likely be in short supply, as may some antibiotics to treat secondary infections. Healthcare workers and other first responders will likely be at even higher risk of exposure and illness than the general population, further impeding the care of ill persons. Widespread illness in the community will also increase the likelihood of sudden and potentially significant shortages of various personnel who provide other essential community services.

Pandemic influenza is considered to be a relatively high probability event - even inevitable - by many experts, yet no one knows when the next pandemic will occur; there may be very little warning.

Most experts believe that we will have one to six months between the identification of a novel influenza virus that results in human-to-human transmission and the time that widespread outbreaks begin to occur in the United States. Outbreaks are expected to occur simultaneously throughout much of the nation and the world thus preventing relocation of human and material resources.

The effect of influenza on individual communities will be relatively prolonged – six to eight weeks – when compared to the minutes-to-days observed in most other natural disasters. Should a pandemic occur, every community would have to rely primarily on its own resources as it combats the pandemic.

SCOPE

The Isanti County Public Health Department (ICPHD) is the lead public health agency for emergency response in Isanti County. The mission of the Isanti County Public Health Department is to promote and protect the health of residents through education, prevention services, regulation and advocacy. The department fosters a partnership with many organizations and community groups to address and resolve health issues and concerns.

The MDH is the lead public health agency in the state and is responsible for protecting, maintaining, and improving the health of all Minnesotans. There is a strong state-local partnership, where the MDH provides leadership to local public health departments and private healthcare entities.

Isanti County Emergency Management (ICEM) will be the lead coordinating agency in a pandemic influenza outbreak. Isanti County Public Health Department (ICPHD) will take the lead technical role, under the guidance of MDH, in Isanti County. Public health will work closely with the City of Cambridge Emergency Management Director to develop a plan to respond to a pandemic influenza in Cambridge.

AUTHORITY

Chapter 12 of Minnesota Statutes grants the Governor and Homeland Security Emergency Management (HSEM) overall responsibility of preparing for and responding to emergencies and disasters. Chapter 12 directs the Governor and HSEM to develop and maintain a comprehensive state emergency operations plan, known as the Minnesota Emergency Operations Plan (MEOP).

Furthermore, Minnesota Statutes, including Minnesota Chapter 12 (Minnesota Emergency Management Act), Minnesota Chapter 144 (General Duties of the Commissioner of Health), and Minnesota Chapter 145A (Powers and Duties of a Community Health Boards), outline the authorities of local public health departments and grant the Commissioner of Health broad authority to protect, maintain, and improve the health of the public.

CONCEPT OF OPERATIONS

The City of Cambridge Pandemic Influenza Supplement is a supplement of the City of Cambridge Emergency Operations Plan. The Isanti County Public Health Department All Hazard Response Plan, as a component of the Isanti County Emergency Operations Plan, will serve as the overarching operational plan during a pandemic influenza response.

The Isanti County Public Health Department All-Hazard Response Plan addresses activities generic to any and all public health emergencies. It establishes the organizational framework for the activation and management of department activities that may be implemented in response to incidents having public health and/or medical implications. It also describes the capabilities and resources available in the department to address a variety of public health hazards that may arise following emergency incidents and disasters.

Furthermore, the ICPHD All-Hazard Response Plan and the City of Cambridge Pandemic Influenza Supplement both follow the National Incident Management System (NIMS). They also incorporate the MDH Pandemic Influenza Plan and reference or incorporate, as appropriate, the Isanti County Emergency Operations Plan. During a pandemic influenza outbreak, the NIMS will be used to coordinate the response.

Due to the prolonged nature of a pandemic influenza event, the City of Cambridge Pandemic Influenza Supplement utilizes the pandemic phases defined by the World Health Organization (WHO) in order to facilitate coordinated planning and response.

The United States will use the global pandemic phases as defined by the WHO and as determined by the secretary of the Department of Health and Human Services (HHS). In actual practice, the distinction between the various phases of a pandemic due to influenza may be blurred or shift in a matter of hours, which underscore the need for flexibility. Recognizing that distinctions between the phases may be unclear, the WHO proposes classification based on assessment of risk and on a range of scientific and epidemiological data.

PLANNING ASSUMPTIONS

For planning purposes, the worst-case scenario for a pandemic is projected. The response to the pandemic will be adjusted if the situation does not fully warrant worst-case scenario projections.

The following assumptions are made:

A. General Preparedness

The City of Cambridge and the Isanti County Public Health Department will use the National Incident Management System (NIMS) as a basis for supporting, responding to, and managing plan response activities.

1. Events may:

- a. Occur at any time.
- b. Require significant communications and information sharing across jurisdictions and between the public and private sectors.
- c. Involve multiple geographic areas.
- d. Impact critical infrastructures.
- e. Overwhelm the capabilities of local and tribal governments.
- f. Require short-notice asset coordination and response timelines.
- g. Require prolonged, sustained incident management operations and support activities.

2. The Isanti County Public Health Department has planned and prepared for health emergencies locally and regionally under the guidance of the MDH.

3. During any health emergency, the MDH district office response teams will work as liaisons with Isanti County Public Health Department and the City of Cambridge, communicating local health needs to the MDH.

B. Pandemic Specific Preparedness

1. Pandemic events:
 - a. Will have worldwide impact.
 - b. Generally occur everywhere at the same time.
 - c. Exceed the capacity of all existing support systems.
 - d. Impact everyone involved, including responders.
2. Emergency response systems will not be able to assist all individuals during a pandemic event.
3. Pre-pandemic event preparedness is essential for a successful response.
4. Assistance from outside organizations will be limited if the outbreak is nationwide.
5. Up to 30 percent of the workforce will be too sick to come to work at some point during the pandemic. Rates of absenteeism will likely be driven to 40 percent during the peak weeks of a community outbreak. Lower rates of absenteeism will occur during the weeks before and after a pandemic when employees may stay home to care for ill family members or out of fear of infection at work.
6. Up to 2 percent of the 30 percent who have fallen ill may die and will overwhelm mortuary and burial services. Surge capacity will be needed.
7. Critical functions will have been identified and staff will need to be cross-trained to maintain critical functions.
8. Isolation and quarantine of individuals will be established as needed by the MDH and will be implemented by the City of Cambridge and Isanti County.
9. The use of quarantine as a tool for containment of pandemic influenza will be time limited to early in the pandemic.
10. Hospitals and clinics will be overwhelmed by the amount of individuals requiring care.
11. Medical standards of care for the public may be adjusted.
12. Temporary hospitals may be needed.
13. Families will need to assume responsibility for the care of family members (with mild to moderate pandemic influenza) in their homes due to a limited availability of hospital beds.
14. Closing schools and child care centers in the area may have a significant impact on the availability of the workforce.
15. Alternative methods may be needed for people to continue to work, such as working from home.
16. Employers will encourage sick employees to stay home.
17. Employers will evaluate and implement procedures (such as shifts, spacing, personal protective equipment (PPE)) to protect employees from increased exposure risk while still maintaining critical services.
18. Current sick leave policies may influence the use of sick leave for employees who may want to stay home to care for people who are not dependents.

C. Isanti County Public Health Preparedness

1. During a pandemic, Isanti County Public Health Department will be a primary conduit of information and resources from the MDH to individuals, families, communities, and systems at the local level.
2. Isanti County Public Health Department will be the local technical expert on pandemic influenza in coordination with local hospitals and clinics.
3. Isanti County Public Health Department will work with the City of Cambridge Emergency Management and other public and private organizations to institute community-based infection control and disease containment measures.
4. Isanti County Public Health Department, in an event of a pandemic, will coordinate the delivery of services (with support from the MDH) for those individuals or groups placed in isolation and quarantine.
5. Based on the Essential Public Health Activities Framework, the Communicable Disease Prevention and Control (DP&C) Common Activities Framework, and the CDC Public Health Preparedness and Response Grant, ICPHD will:
 - a. Provide pandemic influenza information at an awareness level to the public, partners, and stakeholders.
 - b. Support coordinated surveillance with the MDH within the general guidelines of the DP&C Common Activities Framework.
 - c. Provide leadership at the local level.
 - d. Maintain current essential personnel lists for the City of Cambridge.
 - e. Plan and carry out mass dispensing of vaccines and/or other medical supplies to:
 - Essential personnel.
 - General public.
 - Special populations (e.g., non-English speakers, the hard of hearing).
6. Isanti County Public Health Department will help the City of Cambridge in revising their Emergency Operations Plans (EOP) for pandemic influenza and in exercising those plans.
7. Isanti County Public Health Department will coordinate, either directly or through the City of Cambridge emergency operations center (EOC), the following services:
 - a. Fever/flu clinics
 - b. Home/institutional healthcare for special populations
 - c. Hospital and clinic assistance and support
 - d. Mortuary services
 - e. Off-site care facilities assistance and support
 - f. Planning of continuity of operations of critical local infrastructure
 - g. Recruitment and training of volunteers

IV. Isanti County Public Health Department Pandemic Influenza Functions

The table below lists functions the Isanti County Public Health Department will perform during an influenza pandemic; however, this is not an all-inclusive list. This is because key topics are addressed in detail in the Isanti County Public Health Department All Hazard Response Plan.

Please note that many of the functions initiated in the beginning periods will continue in the subsequent periods.

Interpandemic period (phases 1 and 2)	
<i>No new influenza virus subtypes have been detected in humans.</i>	
Communications	<ul style="list-style-type: none"> • Health Alert Network (HAN) notification will be tested on a regular basis. • HAN lists will be updated annually, with additional updates when notified of changes by community partners. • A 24-hour, seven-day-a-week notification plan to notify local officials will be developed by the ICPHD. • Volunteer notification will be developed.
Epidemiological Surveillance	<ul style="list-style-type: none"> • ICPHD will work with MDH epidemiology staff to conduct routine influenza surveillance through reporting from sentinel sites, schools, and long-term care facilities in order to monitor for disease.
Community Disease Containment	<ul style="list-style-type: none"> • Plan for isolation and quarantine (IQ), including developing protocols for monitoring the health status of individuals and identifying isolation facilities for people who cannot be isolated at home. • Identify locations for quarantine of people who cannot be quarantined at home. • Provide essential services and mental health services for individuals in IQ. • Monitoring of persons in IQ will be provided by MDH, based on decision made by the Isanti County Board of Health/County Commissioners on September 21, 2004.
Infection Control	<ul style="list-style-type: none"> • Stockpile Personal Protective Equipment (PPE).
Clinical Issues	Not Applicable
Healthcare Planning	<ul style="list-style-type: none"> • Work with local hospitals to encourage off-site care coordination and surge capacity planning.

Antivirals and Vaccines	<ul style="list-style-type: none"> • Maintain infrastructure of rapid allocation and distribution of critical pharmaceuticals and medical supplies through drills. • Regularly review and refine seasonal influenza planning and response.
Laboratory	Not Applicable
Poultry Worker Health	Not Applicable
Care of the Deceased	<ul style="list-style-type: none"> • Isanti County mortuaries will be notified of the Pandemic Influenza plan and county mortuary capacity determined. • Isanti County mortuaries will stockpile PPE.
Environmental Public Health	

Pandemic alert period (phase 3, 4, and 5)	
<p><i>Human infection(s) with a new subtype, but the virus is not easily transmittable via human-to-human spread.</i></p> <p>Note: Prior to stage 5, if necessary, the MDH will request the opening of the State Emergency Operations Center (SEOC) by HSEM.</p>	
Communications	<ul style="list-style-type: none"> • Provide appropriate information to the public regarding what to expect during a pandemic, measures that may be used to control a pandemic, the rationale for control measures, the limitations of control measures, and how to prepare for a possible pandemic. • Disseminate messages from MDH to healthcare organizations, essential personnel, volunteers, and the public. • Train volunteers on possible roles during a pandemic.
Epidemiological Surveillance	<ul style="list-style-type: none"> • Continue routine influenza surveillance. • Inform MDH Infectious Disease Epidemiology, Prevention and Control (IDEPC) of any reports of unusual, novel, or Avian Influenza.
Community Disease Containment	<ul style="list-style-type: none"> • Manage (with MDH) the close contacts of cases or suspect cases through monitoring and/or quarantine. • Give feedback to MDH on effectiveness of isolation and quarantine in preventing disease spread. • Work with the City of Cambridge Emergency Management to plan for community level disease containment.
Infection Control	<ul style="list-style-type: none"> • Disseminate infection control training materials for healthcare workers, public safety personnel, and other partners. • Follow infection control guidance for mass dispensing locations, public health, public safety personnel, and for the care of suspect Avian Influenza patients in the home setting. • Disseminate recommendations for Personal Protective Equipment (PPE).
Clinical Issues	Not Applicable

Healthcare Planning	<ul style="list-style-type: none"> • Work with local health care to provide a coordinated role for Minnesota Responds Medical Reserve Corps volunteers. • Expand emergency response planning to include children, schools, long-term care facilities, home care agencies, and other special populations.
Antivirals and Vaccines	<ul style="list-style-type: none"> • Follow priority group recommendations for antiviral and vaccination administration. • Work with MDH to educate providers on priority group framework.
Laboratory	Not Applicable
Poultry Worker Health	Not Applicable
Care of the Deceased	<ul style="list-style-type: none"> • Determine locations of and develop plans for temporary morgue processing centers and temporary cemeteries in Isanti County. • Collect and store stockpiled supplies for mortuary use.
Environmental Public Health	

Pandemic period (phase 6)	
<i>Human-to-human contact. Pandemic: increased and sustained transmission in the general population.</i>	
Communications	<ul style="list-style-type: none"> • Continue consistency of messages disseminated by MDH, hotline staff, and external partners. • Continue to provide information to the public regarding what to expect, the rationale for and anticipated effectiveness of control measures, and possible self-help activities. • Disseminate messages and information regarding influenza symptoms, limiting of contact with ill persons, respiratory hygiene and other infection control measures, and home care of the ill. • Provide appropriate information to health care facilities, external partners and the public regarding use of antivirals and vaccines, isolation and quarantine, and community containment measures, in response to events that trigger initiation or cessation of these measures.
Epidemiological Surveillance	<ul style="list-style-type: none"> • Conduct school-based, long-term care, and case-based surveillance as long as it is feasible. • Assist MDH with work-site surveillance to measure community-wide impact, and mortality surveillance to measure disease severity. • Assist with mortality surveillance.
Community Disease Containment	<ul style="list-style-type: none"> • Implement isolation of people who have influenza-like illness and consider quarantine in special circumstances (such as locality where there is community transmission of disease). • Work with emergency management to carry out recommendations for social distancing and infection control strategies. • Work with emergency management to implement cancellation of public events, closure of schools and other facilities, snow days and other disease containment measures guided by the epidemiology of the pandemic virus.
Infection Control	<ul style="list-style-type: none"> • Disseminate training materials for healthcare workers and others, as needed. • Distribute additional infection control guidance for off-site care facilities and other settings, as needed. • Maintain two-way communication with MDH, clinicians, infection control persons, and others about infection control issues. • Ensure that hotline/warmline staff is informed of current infection control recommendations.
Clinical Issues	Not Applicable

Healthcare Planning	<ul style="list-style-type: none"> • Assist the healthcare system in patient care coordination. • Assist with staffing needs of the healthcare system with volunteer health professionals through Minnesota Responds Medical Reserve Corps (MRMRC).
Antivirals and Vaccines	<ul style="list-style-type: none"> • Continue efficient and appropriate vaccination, if available. • Provide consistent, standardized media messages to facilitate public understanding of priority groups and vaccine and antiviral usage and allocation.
Laboratory	Not Applicable
Poultry Worker Health	Not Applicable
Care of the Deceased	<ul style="list-style-type: none"> • Assist MDH with local training of: <ul style="list-style-type: none"> √ Medical examiners/coroners √ Morticians √ Healthcare facilities √ National Guard √ Volunteers
Environmental Public Health	

V. Plan Activation Criteria

Activation of the Pandemic Influenza Plan will be considered when there is an emergency/event the Isanti County Public Health Department has deemed a pandemic influenza outbreak. Consideration should also be given to activate the pandemic influenza plan whenever Isanti County has implemented the Isanti County Emergency Operations Plan to deal with a pandemic influenza outbreak.

VI. Plan Activation Procedures

A. Emergency Management Director

1. The Emergency Management Director will activate the Pandemic Influenza Plan and contact the Isanti County Public Health Department, whenever the situation warrants.
2. The Emergency Management Director, in coordination with the Cambridge Public Information Officer (PIO), Isanti County Public Information Officer, and the Isanti County Public Health Department, will disseminate information about pandemic issues to evacuees and emergency personnel. To properly disseminate information the Emergency Management Director, PIO, and Isanti County Public Health Department will coordinate to:

Pandemic Alert Period (phase 3, 4, 5)

- Provide appropriate information to the public regarding what to expect during a pandemic, measures that may be used to control a pandemic, the rationale for control measures, the limitations of control measures, and how to prepare for a possible pandemic.
- Disseminate messages from MDH to healthcare organizations, essential personnel, volunteers, and the public.
- Train volunteers on possible roles during a pandemic.

Pandemic Period (phase 6)

- Continue consistency of messages disseminated by MDH, hotline staff, and external partners.
- Continue to provide information to the public regarding what to expect, the rationale for and anticipated effectiveness of control measures, and possible self-help activities.
- Disseminate messages and information regarding influenza symptoms, limiting of contact with ill persons, respiratory hygiene and other infection control measures, and home care of the ill.
- Provide appropriate information to health care facilities, external partners and the public regarding use of antivirals and vaccines, isolation and quarantine, and community containment measures, in response to events that trigger initiation or cessation of these measures.

3. When required, the Emergency Management Director makes requests for additional assistance and support. When a disaster situation in the city exceeds its locally available resources, the Emergency Management Director may request assistance and support from county, state, and federal recognized agencies providing pandemic influenza support. The Emergency Management Director will base this request on feedback from Isanti County Public Health Department.

VII. Authentication

November, 2015
Date

Will Pennings
Emergency Management Director

Preface

The City of Cambridge has operations that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our people, our facilities, and our mission.

The City of Cambridge has prepared a specific Continuity of Operations Plan (COOP), as a guide in the event of an emergency. This plan will be an important resource for ensuring that we can continue to provide essential services to our citizens.

Each City of Cambridge department must be prepared to continue to function during an emergency or threat of an emergency, and to efficiently and effectively resume critical operations if they are interrupted. Planning for meeting the demands of a wide spectrum of emergency scenarios is necessary, and is accomplished by developing continuity of operations plans.

Purpose

This Continuity of Operations Plan (COOP) provides policy and guidance for City of Cambridge personnel at various city locations, to ensure that critical operations are continued in the event of an emergency or threat of an emergency.

The COOP provides guidance for, and facilitates the preparation of, site- or activity-specific plans and procedures that help ensure the safety of City of Cambridge personnel and allow City of Cambridge organizational elements to continue essential operations in the event of an emergency or threat of an emergency. The planning guidance and the plans to be developed in accordance with it do not address day-to-day activities that enable an organization to conduct or safeguard routine operations. The COOP environment is an emergency response environment. As an extension of their other duties, City of Cambridge leadership at all levels will ensure that personnel are aware of their COOP responsibilities.

Applicability and Scope

The provisions of this COOP are applicable to all City of Cambridge personnel located at various city locations. This plan is applicable to the full spectrum of manmade, natural, and technological emergencies and threats.

Authorities and References

COOP planning ensures the continuance and uninterrupted delivery of critical services to the public and City of Cambridge personnel which is necessary to enable us to comply with existing statutes, executive orders, and mandates, among which are included the Stafford Act, and other applicable laws, statutes, and regulations.

Principle documents mandating the development and implementation of the COOP, include:

- Executive Order 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, April 3, 1984
- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, as amended, November 18, 1988
- National Security Act of 1947, dated July 26, 1947, as amended
- Presidential Decision Directive 39, U.S. Policy on Counter-terrorism, June 21, 1995

- Presidential Decision Directive 62, Protections Against Unconventional Threats to the Homeland and Americans Overseas, May 22, 1998
- Presidential Decision Directive 63, Critical Infrastructure Protection, May 22, 1998
- Presidential Decision Directive 67, Enduring Constitutional Government and Continuity of Government Operations, October 21, 1998

Policy

As a baseline of preparedness for the full range of potential emergencies, the City of Cambridge is required to establish and maintain a viable COOP capability, which ensures the performance of their essential functions during any emergency, or situation that may disrupt normal operations. A viable COOP capability identifies essential functions and consists of plans and procedures, alternate facilities, and alternate interoperable communications and data support systems, reinforced by comprehensive training, orientation, and exercise programs. COOP capabilities must be maintained at a high level of readiness, be capable of being activated both with and without warning, achieve operational status no later than 12 hours after activation, and maintain sustained operations for up to 30 days or until termination.

It is the policy of City of Cambridge to respond quickly at all levels in the event of an emergency or threat, to include human, natural, technological, and other emergencies or threats, in order to continue essential internal operations and to provide support to the operations of client and external agencies.

Objective

The objective of COOP planning is to direct and guide appropriate actions to assure the capability exists to continue core business functions and activities, and to achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, accidents, technological, and attack-related emergencies.

COOP planning is simply a “good business practice”, part of the fundamental mission of agencies as responsible and reliable public institutions. The objectives of a COOP plan include:

- Ensuring the continuous performance of an agency’s essential functions/operations during an emergency
- Protecting essential facilities, equipment, records, and other assets,
- Reducing or mitigating disruptions to operations,
- Reducing loss of life and minimizing damage and losses, and
- Achieving a timely and orderly recovery from an emergency and resumption of full service to citizens.

The objectives of a site-specific COOP are to:

- Ensure the safety of City of Cambridge employees during an emergency
- Reduce disruptions to operations
- Protect essential equipment, records, and other assets
- Minimize damage and losses
- Provide organizational and operational stability
- Facilitate decision-making during an emergency
- Achieve an orderly recovery from emergency operations

- Mitigate risks

Table 6.1.1 Emergency Management

Core Business Units		Core business functions by Business Unit	
Financial		1. Payroll	
		2. Accounts Receivable	
		3. Accounts Payable	
Building Operations		1. Maintenance	
		2. Protection of city owned or operated buildings	
		3. Construction, alterations, repairs	
		4. Space Acquisition	
		5. Excess real property	
Emergency Management		Minimize loss of life, and property damage.	
Human Resources		Employee information, identity theft protection	
Information Infrastructure		Provide public with timely information.	
Water/Wastewater		Provide safe drinking water, and to remove contaminants from wastewater.	
Business Units/Functions		Operations	
Administrative		1. Provide executive leadership for the City of Cambridge in all emergency management related activities.	
		2. Coordinate emergency planning and implementation with personnel.	
Domestic Program		1. Assist regional support of emergency activities.	
		2. Monitor emergency response efforts.	
		3. Assure the capability of the City of Cambridge to respond to its own emergency needs especially when the City of Cambridge personnel or facilities are effected.	
Telecommunications		1. Develop and provide policy guidance effecting internal emergency telecommunications activities.	
		2. Coordinate and develop policy to support the Telecommunications Plan.	
Training and Exercises		1. Participate in exercises with mutual aid agencies, county, and state agencies.	
		2. Provides COOP training to internal and external agencies	
Operational Programs		1. Coordinate emergency management workshops.	
		2. Coordinates the contracting and procurement activities.	

V. Assumptions

This COOP is based on the following assumptions:

- Emergencies or threatened emergencies may adversely affect the City of Cambridge's ability to continue to support essential internal operations and to provide support to the operations of citizens and external agencies.
- Personnel and other resources from the City of Cambridge and other organizations outside of the area affected by the emergency or threat will be made available if required to continue essential operations.
- Emergencies and threatened emergencies differ in order of priority or impact.

Vulnerability

The vulnerability of the City of Cambridge to an emergency, hazard or threat is based on the combination of the probability of an event occurring and the impact the event would have on day to day operations. The table below represents an assessment of the risks

related to a variety of threats and the resultant vulnerability of the organization to the hazard or threat.

Table 7.1 Threat and Vulnerability Assessment

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Active Shooter		x				x		x	
Bomb Threat		x				x			x
Civil Disturbance	x				x			x	
Communication Interruption	x					x		x	
Cyber Attack	x					x		x	
Earthquake	x			x			x		
Explosion		x				x		x	
External Sabotage	x					x		x	
Fire		x				x	x		
Flooding	x			x			x		
Fraud	x					x	x		
HazMat Chemical Release		x				x			x
Health Hazard/Disease	x				x		x		
Incompetence	x			x			x		
Internal Sabotage	x					x	x		
Network Disruption	x					x	x		
Nuclear Biological, Chemical Attack	x					x	x		x
Power Failure/Interruption		x			x			x	
Sewer Failure	x				x			x	
Snow & Ice			x		x			x	
Terrorism, Weapon of Mass Destruction	x					x			x
Theft of Assets	x		x	x			x		
Train Derailment		x				x		x	
Theft of Information	x		x	x			x		
Tornado, Windstorm		x				x		x	
Water Failure	x					x	x		

Definitions

After-Action Report (AAR). A narrative report that presents issues found during an incident and recommendations on how those issues can be resolved.

Alternate Database/Records Access. The safekeeping of vital resources, facilities, and records, and the ability to access such resources in the event that the COOP plan is put into effect.

Alternate Facilities. An alternate work site that provides the capability to perform minimum essential department or agency functions until normal operations can be resumed.

Cold Site. A relocation site that is reserved for emergency use, but which requires the installation of equipment, etc., before it can support operation.

Continuity of Government (COG). The term COG applies to the measures taken by the Government to continue to perform required functions during and after a severe emergency. COG is a coordinated effort within each branch of the government to continue its minimum essential responsibilities in a catastrophic emergency.

Continuity of Operations (COOP). An internal effort within individual components of the City of Cambridge to assure the capability exists to continue essential component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack-related emergencies.

Designated Official. The highest-ranking official of the primary occupant agency or a designee selected by mutual agreement of occupant agency officials.

Emergency. A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building, to human, natural or technological events that damage, or threaten to damage, local operations. An emergency could cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the site to a new operating location environment.

Essential Functions. Those functions, stated or implied, that are required to be performed by statute or Executive Order, to provide vital services, exercise civil authority, maintain the safety and well-being of the City of Cambridge, and sustain the industrial and economic base in an emergency.

Essential Operations. Those operations, stated or implied, that are required to be performed by statute or Executive Order, or other operations deemed essential by the heads of principal organizational elements.

Essential Positions. Those positions, stated or implied, that are required to be filled by statute, Executive Order or other positions deemed essential by the heads of principal organizational elements.

Fly-Away Kit. An easily transported set of materials, technology and vital records that will be required to establish and maintain minimum essential operations.

Hot Site. A relocation site available for immediate occupancy that is equipped to permit rapid resumption of essential functions.

Hot Wash. An information activity that takes place after disaster response or an exercise simulating a disaster. Its purpose is to identify problems and possible solutions for

improving future responses. Observation and recommendations are used to develop "Lesson-Learned Report".

Internet. Worldwide interconnection of computers, typically interconnected using the TCP/IP protocol. Access to the Internet is normally through service providers and available to the general public.

Interoperable Communications. Alternate communications that provides the capability to perform minimum essential department or agency functions, in conjunction with other agencies, until normal operations can be resumed.

Intranet. A privately operated internal computer network that is used to publish information, implement human resource or other business applications within a company or organization. Intranets normally provide services to employees and other individuals within a company or organization.

Logistics Team. A working group responsible for coordinating the activities associated with relocation planning and deployment of essential operations and positions during a COOP event.

Management Plan. An operational guide that ensures the implementation, maintenance and continued viability of the COOP.

Plan Maintenance. Steps taken to ensure the plan is reviewed annually and updated whenever major changes occur.

Primary Facility. The site of normal, day-to-day operations; the location where the employee usually goes to work.

Relocation Site. The site where all or designated employees will report for work if required to move from the primary facility.

Situation Report (SITREP). A written, formatted report that provides a picture of the response activities during a designated reporting period.

Training and Exercise. This activity includes: 1) efforts to educate/advise designated staff on COOP responsibilities, and on the existing plans; and 2) tests to demonstrate the viability and interoperability of all plans supporting COOP requirement

Vital Records & Systems. Records necessary to maintain the continuity of operations during an emergency, to recover full operations following an emergency, and to protect the legal rights and interests of citizens and the Government. The two basis categories of vital records are emergency operating records and rights and interests records.

Responsibilities, Delegations of Authority, and Succession Planning

The purpose of this section is to identify individuals and their responsibilities in the event of an emergency.

RESPONSIBILITIES:

- A. The City Administrator is responsible for:
 - a. Serving as the Leader for the City of Cambridge COOP Team.
 - b. Directing the City of Cambridge Emergency Management Director in developing and activating the City of Cambridge Continuity of Operations Plan.
 - c. Appointing an agency COOP program point of contact (POC)
 - d. Planning for its own COOP at City Hall and in all off-site buildings

- e. Identifying agency essential functions
 - f. Participating in periodic interagency COOP exercises to ensure effective interagency coordination and mutual support
- B. The Isanti County Emergency Services Director is responsible for:
- a. Providing advice and assistance to other city Emergency Management Directors in the development of site-specific COOPs
 - b. Assisting in the developing, conducting, and evaluating COOP exercises for the City of Cambridge
 - c. Coordinate the development of the County-wide COOP
 - d. Serving as the emergency services director for the County
 - e. Assessing the severity of the event in an emergency and transmitting that information to the City of Cambridge Emergency Management Director.
- C. The Director of Finance is responsible for:
- a. Ensuring that all vital records, documents, and systems are routinely backed up, and maintained. Protection and recovery, to the extent possible, of mission critical, non-electronic files will be the responsibility of each organization.
- D. The City of Cambridge Building Official or Inspector is responsible for:
- a. Providing the City of Cambridge Emergency Management Director with event specific information including a preliminary impact analysis, suggested occupancy or use and any implications to operations.
 - b. Coordinate facility access for emergency responders (fire, police, etc.), and
 - c. Notify designated individuals from event effected departments.

DELEGATIONS OF AUTHORITY

To ensure rapid response to any emergency situation requiring COOP plan implementation, agencies should pre-delegate authorities for making policy determinations and decisions as appropriate. These delegations of authority should:

- a. Identify the programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities;
- b. Identify the circumstances under which the authorities would be exercised;
- c. Document the necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability;
- d. State explicitly the authority of designated successors to exercise agency direction, including any exceptions, and the successor's authority to re-delegate functions and activities as appropriate;
- e. Indicate the circumstances under which delegated authorities would become effective and when they would terminate. Generally, pre-determined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed;
- f. Ensure that officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties; and,
- g. Specify responsibilities and authorities of individual agency representatives designated to participate as members of interagency emergency response teams.

ORDERS OF SUCCESSION

Agencies are responsible for establishing, promulgating, and maintaining orders of succession to key positions. Such orders of succession are an essential part of an agency's COOP plan. Orders should be of sufficient depth to ensure the agency's ability to perform essential functions through any emergency. Each agency should:

- a. Establish an order of succession for all essential functional positions;
- b. Identify any limitation of authority based on delegation of authority to others;
- c. Describe orders of succession by positions or titles, rather than names of individuals;
- d. Include the orders of succession in the vital records of the agency;
- e. Revise orders of succession as necessary, and distribute revised versions promptly as changes occur;
- f. Establish the rules and procedures designated officials are to follow when facing the issues of succession to office in emergency situations;
- g. Include in succession procedures the conditions under which succession will take place and method of notification;
- h. Conduct orientation programs to prepare successors for their emergency duties.

SUCCESSOR PLAN AND DELEGATION OF AUTHORITY

In the event of an emergency, the following successor plan will be executed. The designated successors will be given the authority to act on behalf of the person who they succeed as noted under "program responsibility".

Table 9.1 Successor Plan

Position	Successor	Program Responsibility	Condition
City Administrator	Finance Director	Full	All emergencies
Emergency Management Director	Deputy Emergency Management Director	Full	All emergencies
Public Works / Utilities Director	Assistant Utilities Director Assistant Public Works Director	Full	All emergencies

Distribution

The purpose of this section is to determine who needs copies of your COOP, both internal and external to your site, organization, other agencies and tenants and other emergency response organizations. General distribution of the basic COOP plan should be issued to all department heads so that everyone is familiar with the plan.

Primary Distribution List

City Administrator

Emergency Management Director
All Department Heads
Isanti County Emergency Services Director

Secondary Distribution List

Assistant Public Works Director
Assistant Utilities Director

General Distribution

To assure a high level of readiness by all employees, the approved version of the COOP should be made available. Distribution methods may be a combination of the agency website, employee bulletins, or other internal agency memoranda.

All COOP plans are considered internal decisional documents with national and domestic security protections afforded under applicable U.S. statutes. Additionally, due to the inclusion of personal information about the City of Cambridge employees, COOP plans shall be protected by the Freedom of Information Act.

Site Vulnerability Analysis

Hazard and threat vulnerability assessments should consider primary and secondary risks that may occur at a given site. The Assistant Emergency Management Director has the responsibility for conducting Site Vulnerability Analysis on all government owned property under the control of the City of Cambridge.

In some cases, the City of Cambridge may designate or authorize an outside organization to conduct their Site Vulnerability Assessment.

Consider emergencies that could occur within your facility and emergencies that could occur in your community.

Hazard or threat identification and vulnerability assessment combine probabilities of event occurrence (tornado, Hazmat, terrorism, etc.) with factors relevant to the specific site (location, operational, and structural characteristics) to determine the risk of a given threat at a site.

Secondary hazards and threats

Hazards and threats may be from a secondary source. Neighboring offices or facilities may house materials or perform operations that generate hazards or threats for your operation. While you have no direct control over that type of hazard or threat, your site vulnerability may be higher.

Physical Security

A Site Vulnerability Analysis typically considers problems relating to the location of the facility in question. The Vulnerability Analysis may reference the risk of demonstrations, acts of terrorism and crime rates in the immediate area. In addition, the analysis may discuss the current protection methods used such as camera systems, guards and access control systems.

Physical security design and assessment should consider both mechanical, electronic and computer issues in addition to the building, agency, function or location-related threats and hazards. Topics ranging from locking systems and updated standards to sensors, screening and detection equipment and digital technology should be included in the Vulnerability Analysis.

Use the following Vulnerability Analysis Charts to guide you in your review of primary and secondary threats at both primary and alternate locations.

Primary	Alternate
Water Treatment Plant/Wastewater Treatment Plant	None
Public Works	Isanti County Highway Department
City Hall/EOC	Isanti County Government Center
Police Department	Isanti County Sheriff Department
Fire Hall	DNR Forestry Headquarters

Table 11.1 Vulnerability Analysis Chart, Primary Hazards and Threats, at Primary Location - Water Treatment Plant/Wastewater Treatment Plant

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Tornado, Windstorm		x				x			x
Terrorism/Weapons of Mass Destruction	x					x			x
Chemical release		x				x		x	
Crime	x			x			x		
Transportation accidents	x			x			x		
Bomb (threat)	x			x			x		
Flooding	x			x			x		
Fire/Wildfire	x			x			x		
Power failure/interruption	x			x			x		
Civil disturbance	x			x			x		
Health hazard/disease	x			x			x		
Communication interruption	x			x			x		

Table 11.2 Vulnerability Analysis Chart, Secondary Hazards and Threats, at Primary Location - Water Treatment Plant/Wastewater Treatment Plant

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Prohibited access to the facility	x								
Smoke damage	x								
Hazards or threats to adjacent offices or facilities	x								
Structural damage	x								
Communications lines down	x			x			x		
Loss of electrical power & blackouts	x			x			x		
Water damage		x			x			x	
Ruptured gas main	x			x			x		

Table 11.3 Vulnerability Analysis Chart, Primary Hazards and Threats, at Primary Facility – Public Works

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Tornado, Windstorm			x			x		x	
Building collapse	x			x			x		
Terrorism/Weapons of Mass Destruction	x			x			x		
Trapped persons		x			x			x	
Hazardous material release	x			x	x		x	x	
Crime	x					x		x	
Transportation accidents		x			x			x	
Bomb (threat)	x			x			x		
Flooding	x			x			x		
Fire/Wildfire	x			x			x		
Power failure/interruption		x		x			x		
Civil disturbance	x			x			x		
Health hazard/disease		x			x		x		
Communication interruption	x				x		x		

Table 11.4 Vulnerability Analysis Chart, Secondary Hazards and Threats, at Alternate Facility – Public Works is Isanti County Highway Department.

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Prohibited access to the facility		x			x		x		
Smoke damage	x			x			x		
Hazards or threats to adjacent offices or facilities	x			x			x		
Structural damage	x				x		x		
Communications lines down	x				x			x	
Loss of electrical power & blackouts	x				x		x		
Water damage	x				x			x	
Ruptured gas main	x					x	x		
Air or water contamination		x				x		x	
Explosion	x					x	x		
Building collapse	x					x	x		
Trapped persons	x					x	x		
Chemical release	x					x	x		

Table 11.5 Vulnerability Analysis Chart, Hazards and Threats, at Primary Facility – City Hall, Fire Hall, Police Department, and EOC.

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Prohibited access to the facility		x			x		x		
Smoke damage	x			x			x		
Hazards or threats to adjacent offices or facilities	x			x			x		
Structural damage	x				x		x		
Communications lines down	x				x			x	
Loss of electrical power & blackouts	x				x		x		
Water damage	x				x			x	
Ruptured gas main	x					x	x		
Air or water contamination		x				x		x	
Explosion	x					x	x		
Building collapse	x					x	x		
Trapped persons	x					x	x		
Chemical release	x					x	x		
Train Derailment		x				x			x
Active Shooter	x					x			x

Table 11.6 Vulnerability Analysis Chart Hazards and Threats, at Alternate Facility – City Hall, Police Department, and EOC “Isanti County Government Center”

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Prohibited access to the facility		x			x		x		
Smoke damage	x			x			x		
Hazards or threats to adjacent offices or facilities	x			x			x		
Structural damage	x				x		x		
Communications lines down	x				x			x	
Loss of electrical power & blackouts	x				x		x		
Water damage	x				x			x	
Ruptured gas main	x					x	x		
Air or water contamination		x				x		x	
Explosion	x					x	x		
Building collapse	x					x	x		
Trapped persons	x					x	x		
Chemical release	x					x	x		
Active Shooter	x					x	x		
Train Derailment	x				x		x		

Table 11.7 Vulnerability Analysis Chart, Hazards and Threats, at Alternate Facility – Fire Department / DNR Forestry Headquarters.

Hazard/Threat	Probability			Impact			Vulnerability		
	L	M	H	L	M	H	L	M	H
Prohibited access to the facility		x			x		x		
Smoke damage	x			x			x		
Hazards or threats to adjacent offices or facilities	x			x			x		
Structural damage	x				x		x		
Communications lines down	x				x			x	
Loss of electrical power & blackouts	x				x		x		
Water damage	x				x			x	
Ruptured gas main	x					x	x		
Air or water contamination		x				x		x	
Explosion	x					x	x		
Building collapse	x					x	x		
Trapped persons	x					x	x		
Chemical release	x					x	x		

VI. Implementation

This COOP will be implemented based on both known and unanticipated threats and emergencies.

- **Known threats and emergencies (with warning):**

There are some threats to operations that may afford advance warning that will permit the orderly alert, notification, evacuation, and if necessary, the relocation of employees. Situations that might provide such warning include a tornado, a transportation accident resulting in a threat of a release of Hazardous Material (HAZMAT) or a threat of a terrorist incident.

- **Unanticipated threats and emergencies (no warning):**

During Non-Duty Hours:

Incidents may not be preceded by warning, e.g., arson, sudden severe storm, HAZMAT, or terrorist incidents, or may occur while the majority of on-site staff are not at work. In these circumstances, while our operations from home site may be impossible, the majority of our employees will still be able to respond to instructions, including the requirement to relocate following proper notification.

During Duty Hours:

Incidents may also occur with no warning during normal office hours. In these circumstances, execution of the COOP, if indicated by the circumstances of the event, would begin by execution of the site's Emergency Operations Plan to move employees out of the building expeditiously.

Widespread versus Localized Emergencies

The distinction between a widespread versus a localized event is based on an assessment of the impact of an event on a department, or facility operations. Normally, if an event impacts a significant number of employees or could force the relocation of a significant number of employees, the event is considered widespread. Localized events are usually limited to smaller or isolated areas of a facility, such as a department or business unit.

In either case, it is required to account for the location of all employees.

Widespread and Localized events

Implementation plans should incorporate a time-phased analysis to assure efficient use of resources under the following conditions:

- A sudden emergency, such as an explosion, fire, or hazardous materials incident, may require the evacuation of an agency building with little or no advanced notice. A COOP plan is not an evacuation plan; rather, it is a deliberate and preplanned movement of selected key principals and supporting staff to a relocation facility.

Relocation may be required to accommodate a variety of emergency scenarios. Examples include scenarios in which:

- County headquarters is unavailable and operations can shift to an off-site or field location;

- A single department's facility is temporarily unavailable and the agency can share one of its own facilities or that of another department.

While any of these scenarios involves unavailability of a facility, the distinction must be made between a situation requiring evacuation only and one dictating the need to implement COOP plans. A COOP plan includes the deliberate and pre-planned movement of selected key employees and supporting staff to a relocation facility. As an example, a sudden emergency, such as a fire or hazardous materials incident, may require the evacuation of a building with little or no advanced notice, but for only a short duration. Alternatively, an emergency so severe that a facility is rendered unusable and likely will be for a period long enough to significantly impact normal operations, may require COOP plan implementation.

Localized emergency

In the event of a localized emergency, the City of Cambridge will be responsible for implementing their COOP plans.

Implementation Activities for Localized Emergencies (EOC Operations)

A. Phase I – Activation and Relocation (0-12 Hours)

- The Emergency Management Director will notify the appropriate personnel.
- Activate the EOC to coordinate any relocation requirements.
- The Emergency Management Director will notify the City Administrator and Mayor. The Mayor will inform the City Council of the event and proposed actions
- Instruct all other emergency and non-emergency personnel on what they are to do.
- Within 0-12 hours, essential personnel will assemble and conduct minimum essential operations.

B. Phase II – Alternate Facility Operations (12 Hours – Termination)

- Continue essential operations.
- The appropriate EOC agency will track all personnel during the emergency.
- Each EOC agency will develop a funding request, if necessary, to support an emergency appropriation, based on the actual event if appropriate.

C. Phase III - Reconstitution (Termination and Return to Normal Operations)

- Continue minimum essential operations.
- The Emergency Management Director will develop plans and schedules to phase down alternate facility(ies) operations and return activities, personnel, records, and equipment to the primary facility when appropriate.
- The Emergency Management Director will inform all personnel, including non-emergency personnel, that the threat of or actual emergency no longer exists, and provide instructions for resumption of normal operations.
- The Emergency Management Director will conduct a critique of COOP operations and effectiveness of plans and procedures as soon as possible, identify areas for correction, and develop a remedial action plan.

Implementation Activities for Widespread Emergencies (Alternate Facility Operations)

A. Phase I – Activation and Relocation (0-12 Hours)

- The Emergency Management Director will notify the City Administrator of the need for the initiating of EOC staff on impending activation of alternate EOC.
- Activate the alternate EOC to coordinate any relocation requirements.
- Instruct all other emergency and non-emergency personnel on what they are to do.
- Within 0-12 hours, individuals respond and will assemble at the pre-selected alternate EOC.
- Each agency will conduct minimum essential operations at the EOC alternate facility.
- Emergency Operations Staff will begin preparations for occupying alternate facility.
- Emergency Operations Staff will coordinate the activation of plans, procedures, SOPs and schedules to transfer activities, personnel, records, and equipment to alternate operating facility(ies).
- Emergency Operations Staff will coordinate the assembly of necessary documents and equipment required to continue performance of essential operations at alternate operating facility(ies).
- Emergency Operations Staff will coordinate the transportation of documents and designated communications, automated data processing, and other equipment to the alternate operating facility(ies), if applicable.
- Emergency Operations Staff will coordinate the securing of the normal operating facility physical plant and non-moveable equipment and records, to the extent possible.
- All EOC agencies will continue essential operations at the normal operating facility if available, until alternate facility(ies) is operational.

B. Phase II – Alternate Facility Operations (12 Hours – Termination)

- Each agency will fully implement minimum essential operations.
- Each agency will continue minimum essential operations.
- Emergency Management Director will determine need of temporary (permanent) relocation site, additional operations and functions as required.
- The Emergency Management Director will develop plans and schedules to phase down alternate facility(ies) operations and return activities, personnel, records, and equipment to the primary facility when appropriate.

C. Phase III - Reconstitution (Termination and Return to Normal Operations)

- The Emergency Management Director will inform all personnel, including non-emergency personnel, that the threat of or actual emergency no longer exists, and provide instructions for resumption of normal operations.
- The Emergency Management Director will supervise an orderly return to the normal operating facility, or movement to other temporary or permanent facility(ies) using a phased approach if conditions necessitate.
- Emergency Management Director will report status of relocation to the Mayor, City Council, County EOC, and State EOC, if applicable.

- Emergency Management Director will conduct a critique of COOP operations and effectiveness of plans and procedures as soon as possible, identifies areas for correction, and develops a remedial action plan.

Table 12.1 Pre-Emergency Checklist

CONTINUITY OF OPERATIONS PLAN PRE-EMERGENCY CHECKLIST	
Action Items	Completed By – Date and Time
Alert/Notification 1. COOP Team 2. Essential personnel, non-emergency personnel 3. Appropriate agencies 4. Primary Backup County 5. Communications/Media	
Activation 1. Implement Activation Procedures	
Deployment 1. Deploy and Assemble at pre-selected COOP facility	
Operations 1. Within 12 hours begin minimum essential operations 2. Fully implement minimum essential operations 3. Continue essential operations 4. Determine if additional operations or functions are required to include personnel 5. Develop a funding request to support the emergency if required. 6. Appropriate agencies to initiate personnel tracking system during the emergency.	
Phase Down 1. Continue essential functions at alternate facility or until normal operating facility is available Begin transferring business units and functions to normal operating facility 2. Return activities personnel, records and equipment to the primary facility when appropriate. 3. Inform non emergency personnel that the threat no longer exists and instructions for resumption of normal operations 4. Conduct a critique of COOP operations and effectiveness of plans and procedures identified corrective action and develop an action plan.	

Deployment Planning

When a COOP event has been declared, gathering the necessary items to support an extended stay may be difficult. To satisfy the organization’s recovery objectives, the “miscellaneous” or secondary items that can be frequently overlooked become important.

Unlike planning for a casual trip, activities related to an emergency event are usually stress driven and frequently rushed. As part of the planning process, it is suggested that pre-planning and possible pre-positioning of items be considered. The items selected will support the business requirements of the organization and personnel needs for an event that could demand relocation or isolation for an extended period of time.

The Deployment Worksheet is designed to assist in the planning process to reduce the impact of a COOP event on both the business and the individual. Items on the worksheet could include clothing, food, medication, and first aid supplies that are considered necessary to support a deployment of 3-30 days or more.

Table 12.2 Deployment Worksheet

CONTINUITY OF OPERATIONS PLAN		
DEPLOYMENT WORKSHEET		
Item	Status	Storage location
Personal 1. Personal Hygiene items 2. Medication, prescriptions 3. Immunization information 4. Clothing 5. Telephone contact list 6. Transportation 7. Cash/credit cards 8. Communications 9. ID (drivers license, organization, etc) 10. Facility access information 11. Mail, newspaper 12. Lighting 13. Security system 14. Plants, animals 15. Legal/power of attorney 16. Bedding, sleeping bags	EOC staff are responsible for all personal items and having them prepared prior to any EOC activation event.	When EOC staff are deployed, personal items can be stored in lockers in the EOC restroom area.
Personnel/Staff 1. Telephones 2. Facility access information 3. Water 4. First aid kit and book 5. Flashlights 6. Gloves	EOC staff are responsible for all personal items and having them prepared prior to any EOC activation event. The City has a cache of telephones for EOC operations.	First aid kits are located within the Fire Department (adjacent to the EOC), City Hall, and Police Department. Flashlights are included in boxes in the EOC activation bins. Bottled water is available at the Fire Hall. Extra gloves are stored on all Firetrucks adjacent to the EOC. All EOC supplies are stored in the Fire Hall immediately adjacent to the EOC.
Organization 1. COOP 2. Telephone list 3. Directory of support organizations 4. Radio, battery 5. Mail handling/distribution		
Operations 1. Office supplies 2. Personnel contact information 3. Extension cords 4. Cooking equipment 5. Tools		
Other		

Essential Operations, Functions and Positions

Core business operations and functions are defined in the strategic and tactical planning process for your organization.

Table 13.1 Core Business Units and Business Functions (reference Section 6)

Core Business Units	Business Functions
Financial	1. Payroll 2. Accounts Receivable 3. Accounts Payable
Building Operations	1. Maintenance 2. Protection of city owned or operated buildings 3. Construction, alterations, repairs 4. Space Acquisition 5. Public utility services 6. Mail distribution
Human Resources	1. Employee information, protection of identity theft
Legal	
Information Infrastructure	

Authentication

November, 2015
 Date

Will Pennings
 Emergency Management Director

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A

AID AGREEMENTS, MUTUAL (Pacts) - Written or unwritten understandings among jurisdictions which cover methods and types of assistance available during all phases of an emergency.

ALLOCATION, RECEPTION AREA - The process of designating rural, non-hazard counties as reception areas for a specific hazard area.

ANNEX - A portion of an emergency operations plan which is a self-contained document outlining how a particular function is accomplished, thereby showing several agencies' efforts.

C

CAP- Civil Air Patrol

CEM - Comprehensive Emergency Management

CIVIL PREPAREDNESS (CP) - Civil preparedness is directed at helping state and local governments improve their readiness for lifesaving operations in any type of an emergency.

COMMUNITY RESOURCES - Assets, including people, organizations, programs, equipment and funds that can be applied to all aspects of emergency management.

CONGREGATE CARE FACILITIES - Public or private buildings that may be used to lodge and care for evacuees. Generally, assigned space is approximately 40 square feet per person. The facility may or may not meet criteria for designation as a "fallout" Shelter".

CONTAMINATION - The deposit of radioactive material on the surfaces on structures, areas, objects, or personnel following a nuclear explosion. This material generally consists of fallout in which fission products and other weapon debris have become incorporated with particles of dirt, etc. Contamination can also occur from the radioactivity induced in certain substances by the action of neutrons from a nuclear explosion.

D

DISASTER ASSISTANCE CENTER (DAC) - Centers that are established in areas affected by a disaster where representatives of federal agencies, state and local governments, and voluntary relief agencies can offer aid to disaster victims.

DECONTAMINATION - The reductions or removal of contaminating radioactive material from a structure, area, object, or person. Decontamination may be accomplished by 1) treating the surface so as to remove or decrease the contamination; 2) letting the material stand so that the radioactivity is decreased as a result of natural decay; and 3) covering the contamination.

DEM - Division of Emergency Management.

DES - Division of Emergency Services.

DIRECTION AND CONTROL (D & C) - The control group in the EOC during emergency operations which consists of the chief executive (mayor, county, judge, governor, etc.), his/her deputy, chiefs of the emergency operating services and any supporting staff such as communication controller, public information officer, and legal advisor, as deemed necessary.

E

ECONOMIC STABILIZATION - The result of using "indirect" controls (such as monetary, credit and tax measures) necessary to maintain and stabilize the nation's economy under emergency conditions. "Direct" controls may be used in an emergency by local governments to stabilize prices, wages, salaries, and rents - and to ration essential consumer items.

EFFECTS, DIRECT - The direct emissions of a nuclear detonation considered most hazardous, namely; blast, heat, and initial nuclear radiation.

ELECTROMAGNETIC PULSE (EMP) - Energy radiated by a nuclear detonation in the medium-to-low frequency range that may affect or damage electrical or electronic components and equipment.

EMERGENCY OR DISASTER - An event that demands a crisis response beyond the scope of any single line agency or service, and that presents a threat to a community or larger area.

EMERGENCY BROADCAST SYSTEM (EBS) - A network of broadcast stations and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during a war, state of public peril or disaster, or other national emergency - as provided by the Emergency Broadcast System Plan.

EMERGENCY OPERATING CENTER (EOC) - The protected site from which civil government officials (municipal, county, state, and federal) exercise direction and control in an emergency.

EMERGENCY OPERATION PLAN (EOP) - A brief, clear and concise document description of action to be taken or instructions to all individuals and local government services concerned, stating what will be done in event of an anticipated emergency. The plan will state the method or scheme for taking coordinated action to meet the needs of the situation. It will state the action to be taken by who, what, when, and where, based on predetermined assumptions, objectives and capabilities.

EMERGENCY PUBLIC INFORMATION (EPI) - Information which is disseminated primarily, but not unconditionally, at the actual time of an emergency; and, in addition

to providing information as such, frequently directs action, instructs, and transmits direct orders.

EVACUATEE - An individual who is moved to a less hazardous area. She/he may also be referred to as relocate.

EXPOSURE CONTROL - Procedures taken to keep radiation exposures of individuals or groups from exceeding a recommended level, such as keeping outside missions as short as possible.

F

FALLOUT, RADIOACTIVE - The process or phenomenon of the fall-back to the earth's surface of particles contaminated with radioactive materials from a cloud of this matter formed by a nuclear detonation. The term is also applied in a collective sense to the contaminated particulate matter itself. The early (or local) fallout is defined somewhat arbitrarily, as those particles which reach the earth within 24 hours after a nuclear explosion.

FALLOUT SHELTER - A habitable structure, facility, or space used to protect its occupants from radioactive fallout. Criteria include a protection factor of 40 or greater, and a minimum of 10 square feet of floor space per person.

FEMA - Federal Emergency Management Agency.

G

GROUPS, INSTITUTIONALIZED - Persons who reside in public and private group quarters of a varied nature rather than households. This include hospitals, nursing homes, residential group homes, orphanages, colleges, universities, and correctional facilities. Residents generally lack household possessions or transportation, or require special care and custody.

H

HAZARD - a dangerous event or circumstance that may or may not lead to an emergency or disaster.

I

IEMS - Integrated Emergency Management System - A program that incorporates all available resources for the full range of emergencies from natural disasters to nuclear attack.

INDUSTRIES, VITAL - Those local plants which are necessary for the production of goods to maintain the health and sustenance of the local population.

IRIS - Increased Readiness Information System - a procedure by which state governments and selected local governments provide FEMA with periodic reports of actions taken during a crisis period.

N

NATIONAL FALLOUT SHELTER SURVEY (NFSS) - The analysis of existing large buildings and subsurface enclosures by architects and engineers qualified in fallout shelter analysis to identify protected space suitable for use as public shelter.

NUCLEAR WEAPONS - A general name given to any weapon in which the explosion results from the energy released by reactions involving atomic nuclei, either fission or fusion, or both.

NWS - National Weather Service.

O

OPERATIONS PLAN - A description of actions to be taken in facing an anticipated disaster situation, and the method or scheme for coordinating to meet the needs of that situation. It describes the action to be taken (who, what, where, when and how) on the basis of assumptions, objectives, and capabilities.

OPERATIONS PLANNING - The process of determining the need for application of resources and determining the methods of obtaining and committing these resources to fill the operational needs.

P

PROTECTED SPACE - An area of a building or other enclosure which provides protection from fallout. Areas having a PF of less than 40, as well as those meeting FEMA fallout shelter criteria, are included.

PROTECTION FACTOR (PF) - A number used to express the relationship between the amount of fallout gamma radiation that would be received by a person in a completely unprotected location and the amount that would be received by a person in a protected location.

R

RAES - Radio Amateur Emergency Service - Provides for amateur radio operation for emergency communications proposed during periods of local regional or national emergencies.

RADIOLOGICAL MONITOR - An individual trained to measure, record, and report radiation exposure rates; provide limited field guidance on radiation hazards associated with operations to which she/he is assigned; and perform operator's maintenance of radiological instruments.

RECEPTION AREA - A specified area relatively unlikely to experience direct weapons effects from a nuclear attack and designated for reception and care of hazard area evacuees. (See Effects, Direct)

RECEPTION AREA SURVEY - Survey conducted in designated "reception area" which will receive and care for evacuees. Surveys include identification of congregate care facilities, shelter data, and capability to upgrade existing shelter.

RESOURCE INVENTORY - Analysis of the resources upon which a community can call in the event of a disaster.

RISK - The degree to which people, property, environment, and social and economic activity are susceptible to injury, damage, disruption, or death.

RO - Radiological Officer.

RPO - Radiological Protection Organization.

S

SBA - Small Business Administration

SHELTER - An area which provides protection from one or more of the various effects, (blast, fire, initial radiation and fallout) to which communities might be subjected in the event of nuclear attack because of their size, location, or military value.

SHELTER, EXPEDIENT - Any shelter constructed in an emergency or crisis period on a crash basis by individuals or single families.

SHELTER, FALLOUT - A habitable structure or space used to protect its occupants from fallout radiation.

SHELTER SURVEY, ALL EFFECTS - A survey to identify protection against the most likely peacetime or attack hazards that a community could face.

STANDARD OPERATING PROCEDURES (SOPs) - A set of instructions having the force of a directive covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

T

TRAFFIC CONTROL POINTS - Places along evacuation routes that are manned by police to direct and control movement to and from the area being evacuated.

W

WORKER, KEY - An individual whose skills or services are required to continue operations of vital facilities and activities that will provide goods and services to the

located populations and reception of county residents, or ensure continuance of the nation's production capabilities and preservation of the economic system.

7B

November 2, 2015

Hans Muessig
Minnesota Design Team
275 Market Street, Suite 54
Minneapolis, MN 55405

Dear Mr. Muessig,

The Cambridge City Council is pleased to have the Minnesota Design Team visiting Cambridge on March 31 through April 3, 2016. The Mayor and City Council members pledge their full support to your group, City staff, as well as financial assistance and will carry the voice to the Citizens of Cambridge to gather their support to make this a great experience for all.

This MN Design Team visit will be another step to help shape Cambridge future for the next 20 years and provide preliminary assistance to staff as we start with updating the City's Comprehensive Plan.

Sincerely,

Mayor Marlys A. Palmer
City of Cambridge

Prepared by: Lucas Milz

Background:

Staff is proposing to use the 2002 Chevrolet Malibu as a courtesy car at the Airport due to the high level of requests. The car will be housed at the airport and used by pilots that fly into the city. This is a popular tool used by other airports to get pilots familiar with their city that we can start utilizing at little or no cost. The pilots would be required to provide their driving requirements and agree to the terms. A copy of the Car Use Policy is attached.

Recommendation

Authorize the city to use the 2002 Chevrolet Malibu as a courtesy car at the Cambridge Municipal Airport.

Attachment

Car Use Policy

Cambridge Municipal Airport Courtesy Car Use Policy

Welcome to the City of Cambridge's Municipal Airport!

The City of Cambridge has a Courtesy Car for the complimentary use of visitors to our airport. The following policy applies to your use of the Courtesy Car:

- Use of the car is on a first-come, first-serve basis, 7 days a week by pilots over the age of 21 who visit the Cambridge Airport via airplane.
- Prior to using the Courtesy Car, users must fill out the "Use of Airport Courtesy Car" form which indemnifies the City from all claims regarding their use of the courtesy car. Failure to either fill out the form completely or use by persons other than visiting pilots with a plane on the ground in Cambridge will be deemed as "unauthorized use of a vehicle" and may be prosecuted.
- Use of the car is limited to short trips in the Cambridge area (five mile radius from the center of town). Generally, the Courtesy Car is not to be driven outside of the City Limits.
- Please limit your use of the car to no more than four hours. Overnight use of the car may be arranged in special circumstances by contacting the Airport Manager.
- Every attempt is made to keep the car full of gasoline, however: you are responsible for purchasing any additional gasoline if required. We ask that you top off the tank before returning it to the Arrival/Departure building.
- Make sure you leave the car in a condition as good as or better than when you started using it.
- No snacks or beverages in the car please.
- While using the courtesy car, drivers are required to follow all applicable laws of the State of Minnesota. A valid driver's license is required.
- Drivers are prohibited from the consumption of any alcohol or other chemical which may impair driving ability immediately before or during the period in which he/she is in possession of the courtesy car.
- Drivers are to refrain from the use of a cellular phone to talk, text message while operating the courtesy car.
- Users are solely responsible for any legal action which may stem from their use of the courtesy car, including tickets, law suits, or repair costs.
- In cases where the courtesy car is returned damaged, airport staff, with the assistance of the City Attorney, will be responsible for filing a claim and arranging for repair of the damage.

Please fill out one of the blank "Use of Airport Courtesy Car" forms inside this clipboard (on the right side) and then leave it in the clasp on the front of the clipboard and leave the clipboard on the desk. Upon returning the vehicle, please put the completed form in the blue metal box on the desk. The Car keys are located in the clipboard - please put them back in the clipboard after use.

Thank you for visiting Cambridge!

**City of Cambridge Municipal Airport
Use of Airport Courtesy Car and Indemnification Agreement**

The undersigned hereinafter referred to as "DRIVER" agrees to defend, indemnify, and hold harmless the City of Cambridge, and its officers, employees and agents from and against any and all damages, loss, theft or destruction of the courtesy car being provided to the undersigned by the Cambridge Municipal Airport, and against all losses, liabilities, damages, injuries, claims, demands, costs, and expenses of every kind and nature, including reasonable legal fees and disbursements, arising out of and in connection with the use, condition, or operation of said courtesy car.

It is further agreed by the driver that the Cambridge Municipal Airport and the City of Cambridge shall not be responsible to the DRIVER for any loss of business or any other damage caused by the use of the courtesy car, or for any property of DRIVER or any other person, which is damaged, lost, or stolen in the courtesy car. The DRIVER is the only person authorized to drive the courtesy car and agrees to operate said motor vehicle with reasonable care and diligence and to comply with all local ordinances and state laws with regards to the operations of said motor vehicle.

The DRIVER must be currently licensed to drive the motor vehicle. The undersigned agrees that the use of the courtesy car will be limited to a 5 mile radius from the City of Cambridge. If the DRIVER must travel outside that perimeter, prior permission from the Airport Manager (763-689-1800) is required. The undersigned also agrees to the stipulations noted on the back of this document.

Use and Indemnification Agreement Form		
Driver Name	Driver's Address	City, State, & Zip
Cell Phone #:	Home Phone #:	Local Phone # if available
Driver's License #:	State that issued license:	Expiration Date
Date and Time Taken	Date and Time Returned	Re-Filled with Fuel
Aircraft Make & Model		Date
Intended Destination		

**PLEASE RE-FILL CAR WITH FUEL BEFORE YOU RETURN IT
THANK YOU.**

Prepared by: Todd Schwab

Background:

The City owns approximately 80 tillable acres surrounding sandquist Park, the last 2 year contract to farm this land has been held by Paul Sjodin. Staff solicited proposals for the farming of this acreage and upon the closing date of 12:00 Noon on 10/23/15, staff received two proposals.

1. Daily Bread Farms, Inc.
1331 Ivory Street
Mora, MN 55008
\$85.00/Planted, Tillable Acre/Year
(320)679-8483

2. Paul Sjodin
3001, 343rd Ave NE
Cambridge, MN 55008
(763)286-4661
\$60.00/Planted, Tillable Acre/Year
Will match the highest bidder.

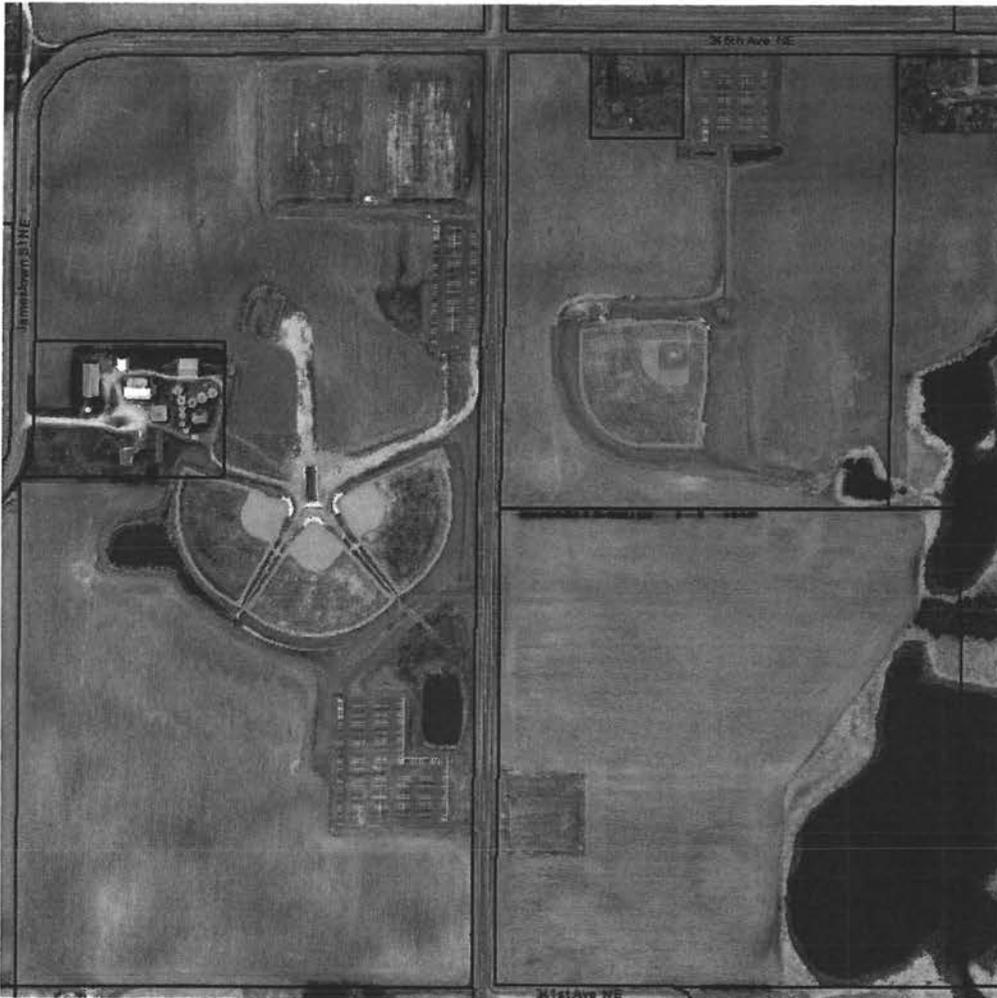
Attachment: Request for Proposals, Proposals

**2015 Requests for Proposals
Farming on City-Owned Property Surrounding Sandquist Park**

The City of Cambridge is seeking proposals for farming the land that surrounds Sandquist Park in Cambridge Township. The land open for farming is approximately 80 acres located at 34422 Naples Street NE, 34264 Naples Street NE, and 3504 345th Avenue NE, Cambridge. (See picture below.)

Parties interested in responding to the RFP shall include their contact information, proposed lease rate for farming the acreage, and type of crop to be planted. The City is interested in a two year lease agreement. Corn was most recently harvested off this field. The City is not responsible for any damages to crop or equipment if damage occurs.

Proposals for farming should be returned by 12:00 Noon on October 23, 2015 to Lynda Woulfe, City Administrator, 300 3rd Avenue NE, Cambridge, MN 55008.



10/1/15

I am writing about the city owned land
around Sandqvist Park. I will plan on doing the
same crops on the land @ \$60 an acre.

any other concerns just let me know. However
I will match the highest bidder.

Thanks,

Paul Sjodin

3001 - 343rd Ave NE

Cambridge, MN 55005

763-286-4661

Daily Bread Farms, Inc.
1331 Ivory Street
Mora, MN 55051

October 23, 2015

City of Cambridge
Attn: Lynda Woulfe
300 3rd Ave. NE
Cambridge MN 55008

Re: Proposal for farmland at Sandquist Park

Sent via email to: lwoulfe@ci.cambridge.mn.us

Dear Ms. Woulfe and City Administration:

Provided below is our proposal for the farmland located at Sandquist Park, a map of which is attached to this letter as Exhibit A. We are a family farm with over 400 acres in operation and we produce food grade soybeans as well as run an equipment business that furnishes cover crop seeders all over the United States. We are pleased to have the opportunity to operate this parcel.

We plan to plant non-GMO, food grade soybeans both years of our lease, and possibly to put in a rye cover crop in between those soybean crops. We run all our land in a no-till setting, meaning we will not be doing tillage on the property. We use cover crops in between our cash crop of soybeans to manage soil erosion, increase organic matter and soil fertility and break potential disease cycles.

Our proposal for payment would be \$85/ planted, tillable acre per year, paid in December of the crop year (so approximately December 15, 2016 and December 15, 2017).

Our contact information is listed below. We look forward to your response and to a working relationship with the City of Cambridge in the future.

Sincerely,



Melissa Willits for
Daily Bread Farms, Inc.
1331 Ivory Street
Mora, MN 55051
320-679-8483 phone
916-415-2750 fax
Melissa@dailybreadfarms.com

7E Appoint Sean Okerlund as Fire Chief for a 2 Year Term November 2, 2015

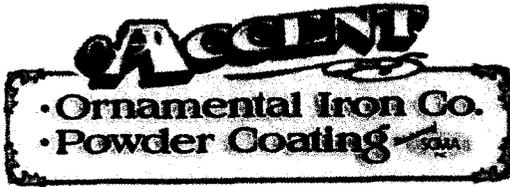
Prepared by: Will Pennings Deputy Chief

Background

The Officers Nominating Committee and Cambridge Fire Department unanimously recommends Sean Okerlund to be appointed as Fire Chief for 2016 and 2017.

Action

Accept the Nominating Committee and Fire Department's recommendation to appoint Sean Okerlund as Cambridge Fire Chief for 2016 an 2017.



354 South Adams Street
Cambridge, MN 55008
763-691-8500
763-691-8503 (fax)

October 19th, 2015

Lynda Woulfe
City Administrator
City of Cambridge
300 Third Ave NE
Cambridge, MN 55008

Re: Aquatics Center

Dear Lynda,

This letter is in regards to the Aquatics Center. Since the City of Cambridge decided to, sadly, spend precious tax-payer dollars in the pursuit of this boondoggle, my husband and I have acquired a Realtor to begin looking for appropriate acreage outside the City of Cambridge, preferably in a Township, in order to save our company additional, unnecessary expenses. Our specific manufacturing requires us to pay sales tax on all supplies, materials, repairs, etc. These combined expenses easily exceed over \$500,000.00 per year. A city tax rate of 0.5% would require us to pay no less than \$2,500.00 more per year just for the "privilege" of being located in Cambridge, not to mention the additional property taxes, year-after-year, required for operating expenses. The city is, in essence, forcing us to decide between the Aquatics Center and our employees. There simply is no comparison.....our employees and our business come first. Our current location will be sold and/or donated to the Baptist Church, thus removing it from the property tax rolls.

People's habits change quite often, and even more so in the business of physical fitness. People become bored with the same work-out routine. I understand this intimately as I am one of those individuals. Neither I, nor my husband, would consider using the Aquatics Center on a regular basis. We understand swimming is available at the High School, and in the 20 or so years we have lived in Isanti County, neither of us have taken advantage of this opportunity (nor has anyone else in our immediate family).

Private industry has, and always will, determine the success or failure of any city. We are very disturbed that the City Council would consider going into direct competition with private industry, thus the old adage, "biting the hand that feeds you". And to use taxpayer dollars to force private industry to close its doors is sacrilege. As a former Financial Assistance Specialist, having worked 20 years in the Health & Human Services field, I completely understand the psyche of the public assistance recipient. I have no doubt that the Aquatics Center will be the primary daycare facility for these individuals, and wish the City much luck in their pursuit for financial reimbursements.

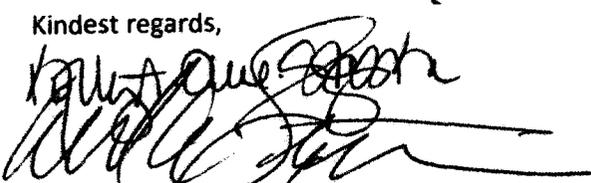
We the people have a reasonable expectation that our elected officials will work hard to keep the citizen's best interests in mind, with the understanding that our tax dollars will be spent wisely on infrastructure, public safety, and attracting median-income producing industries. These types of commercial venues help to ensure higher paid households in our community, affording these same individuals the ability to become homeowners, and leave their days as renters behind them. Renters do not hold a vested interest in their immediate surroundings, or their community, and typically care less

(than homeowners) about these values. We have found this to be true based on our own experiences as Rental Property owners in Cambridge.

As long as the City of Isanti remains in such close proximity to the City of Cambridge (undoubtedly an indefinite period of time), a publicly funded center of any kind will be disastrous for Cambridge. Cambridge's loss will be Isanti's gain. The likelihood of new business coming to Cambridge (vs. Isanti) is slim-to-none. The likelihood of existing businesses in Cambridge moving to Isanti is great. Accent Ornamental Iron Company relocated to Cambridge in 2004, and we have very much enjoyed our time here. It saddens us that we must begin exploring other options, and we are hopeful the City Council will make the fiscally responsible decision to, once-and-for-all, terminate all talk in regards to an Aquatics Center.

Thank you for your attention to this matter. If you would like to discuss this further, please do not hesitate to call.

Kindest regards,

A handwritten signature in black ink, appearing to read "Kelly A. Olene-Stylski". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Kelly A. Olene-Stylski, CFO
Michael A. Stylski, Sr., CEO

Cc: Mayor Marlys Palmer
Council Member Lisa Iverson
Council Member Tiffany Kafer
Council Member Joe Morin

Cambridge Fire Department General Meeting

September 28, 2015

Call to Order

1801 by Sean Okerlund

Members Present

C. Bustrom, C. Carlson, J. DeVries, R. Dale, S. Duong, C. Haley, N. Jennissen, S. Kirkeide, J. Kowalik, J. Lentz, C. Lindquist, D. Matchinsky, L. Milz, S. Minar, S. Okerlund, W. Pennings, E. Ratti, B. Reents, G. Schlichting, D. Schultz, T. Schwab, N. Shatek, T. Tomczik, D. Vellenga

Others present

Howie Lewis, Lynda Woulfe

Not present

C. Barnes, R. Bustrom, K. Becker, B. Dorsey, J. Henderson, A. Mix

Approval of August Minutes

Motion Carlson/Second Duong /Passed

New Business

Chief Position- The opening has been posted on the office door, position closes on 10/16. This will now be a 2 year position, off-set with the Asst Chief.

2 Captain Positions- There are 2 Captain positions open (Schwab and Milz) and they have been posted, positions close 10/30. These will now be 2 year positions, off-set with the other 2 Captains.

October- October is a busy month. There are a lot of school visits, our open house, festivals of other departments.

Apparatus Washing- Everything will be washed prior to the open house. Also, make sure vehicles are washed after calls.

Water/Tech Rescue- Deputy Chief Pennings took down names of those interested in participating.

Daytime/Make Up Training- We have been invited to participate in Stacy-Lent's make up drills, which are twice a month. Contact Will if you need this.

Old Business

Hats- They should be in on Wednesday.

Assign groups/tasks for Fire Prevention Open House- Tabled

Boat Replacement- A 2010 16.5' Alumacraft boat has been purchased from Hallberg Marine. Most of the money will come from grants and the remainder paid for by the Relief.

Officer Selection Committee: Drawing for members-

Chair: Corey Haley, Members: Chris Lindquist, Jim Lentz, Son Duong, and Jim Kowalik

Alternate: Dean Schultz

Hiring Committee- The DOC along with Cory Carlson will be on the hiring committee.

Joint City Event- Need help with run on 10/03.

Gun Raffle- The gun raffle is scheduled for 01/16/16. Cory Carlson will pick out the guns.

Previous Events- BTYR golf tournament, 9/11 football game, and Customer Appreciation Event.

St Croix Valley Mutual Aid Meeting- We are hosting the meeting on 10/08. We would like to see a good turnout from our department. We also need help in setting up and helping Chef Tony out.

Officer Reports

Training – Department clean up tonight, continue drivers training, and pre-plans.

Equipment – Need to repair Ranger trailer board.

Technical Rescue -- No Report

Safety -- No report

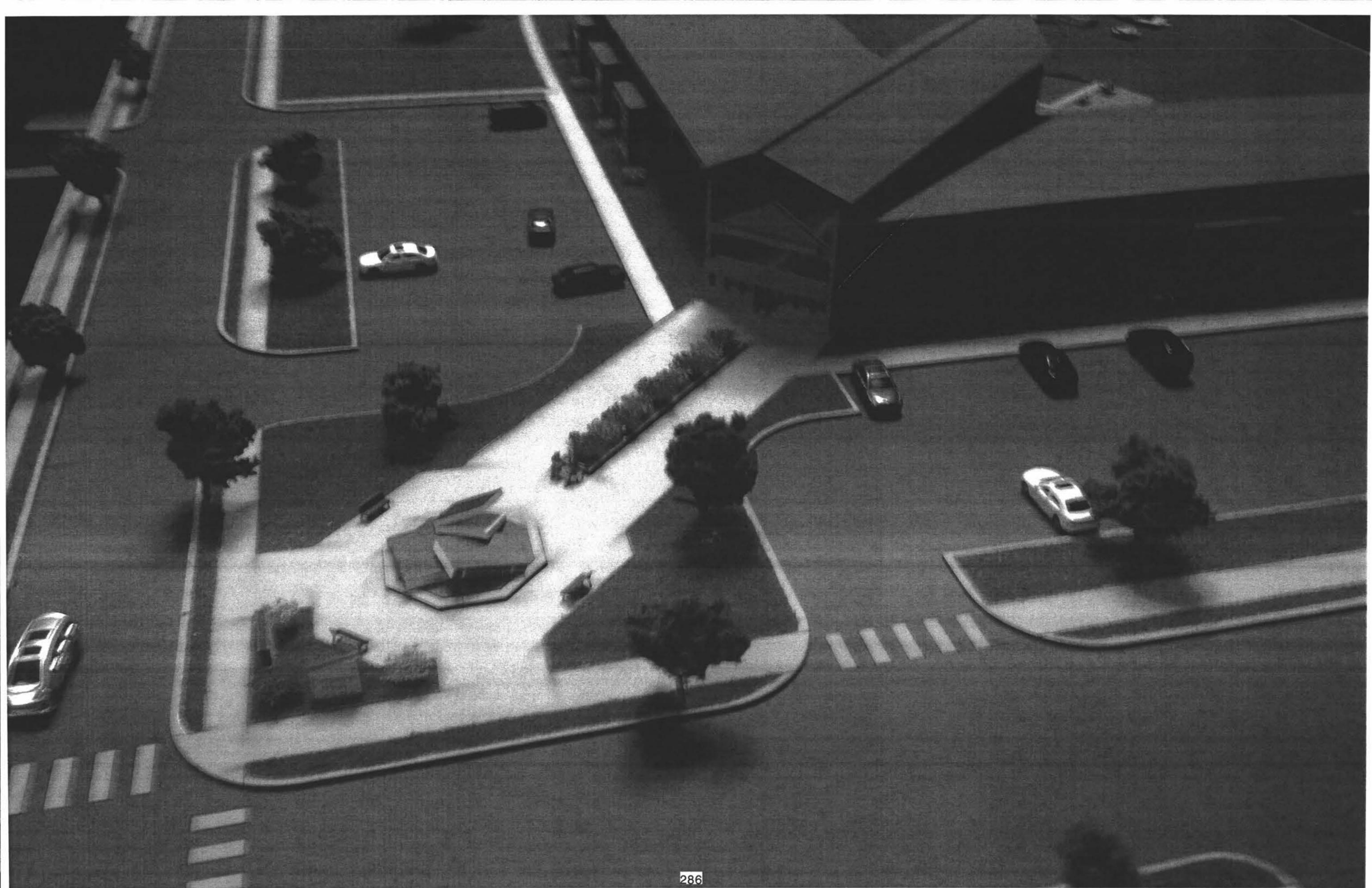
PIO – No Report

Other Business

Northstar Speedway- Lucas Milz thanked us for our assistance with the race track this summer.

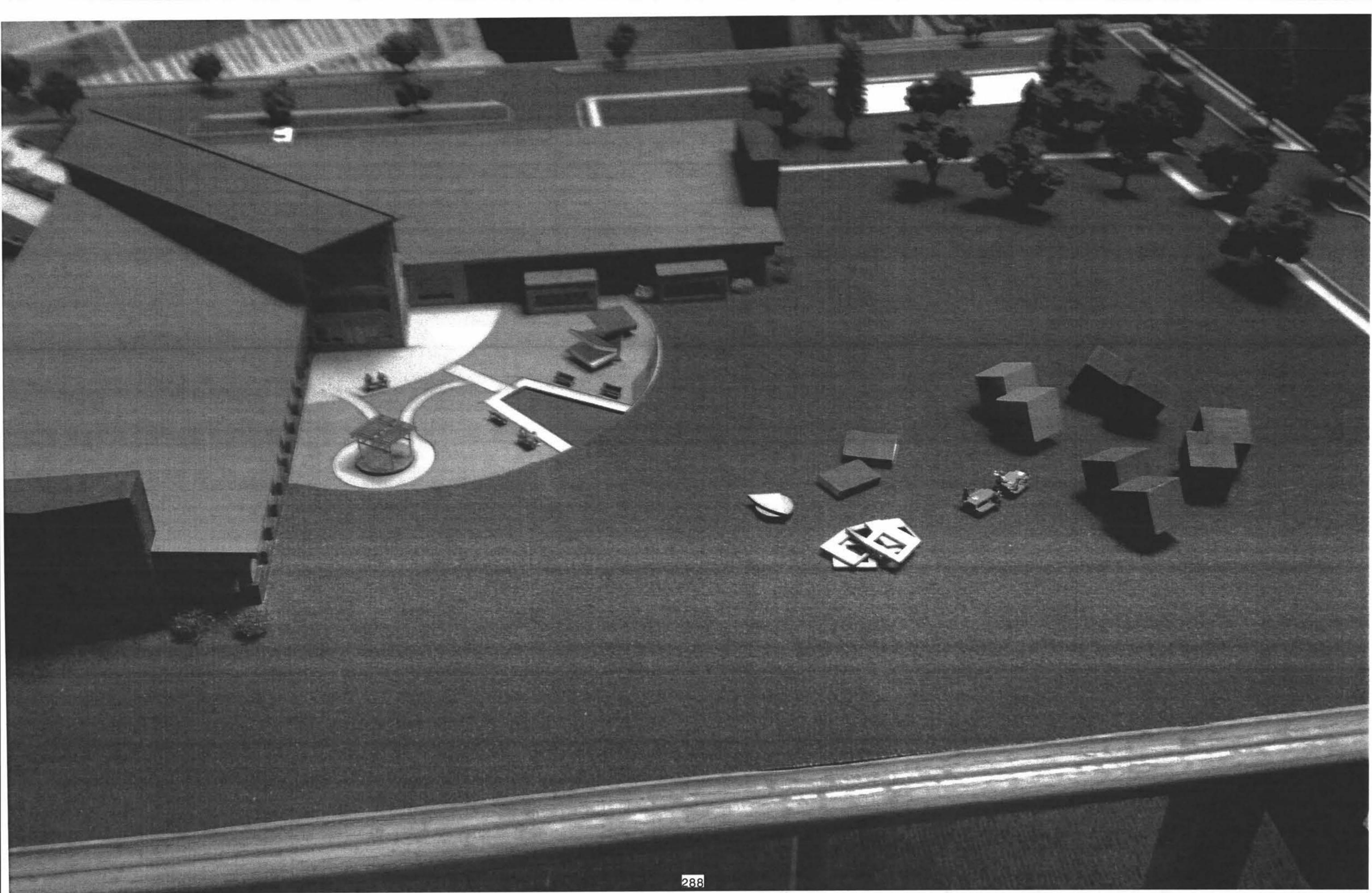
Motion to adjourn

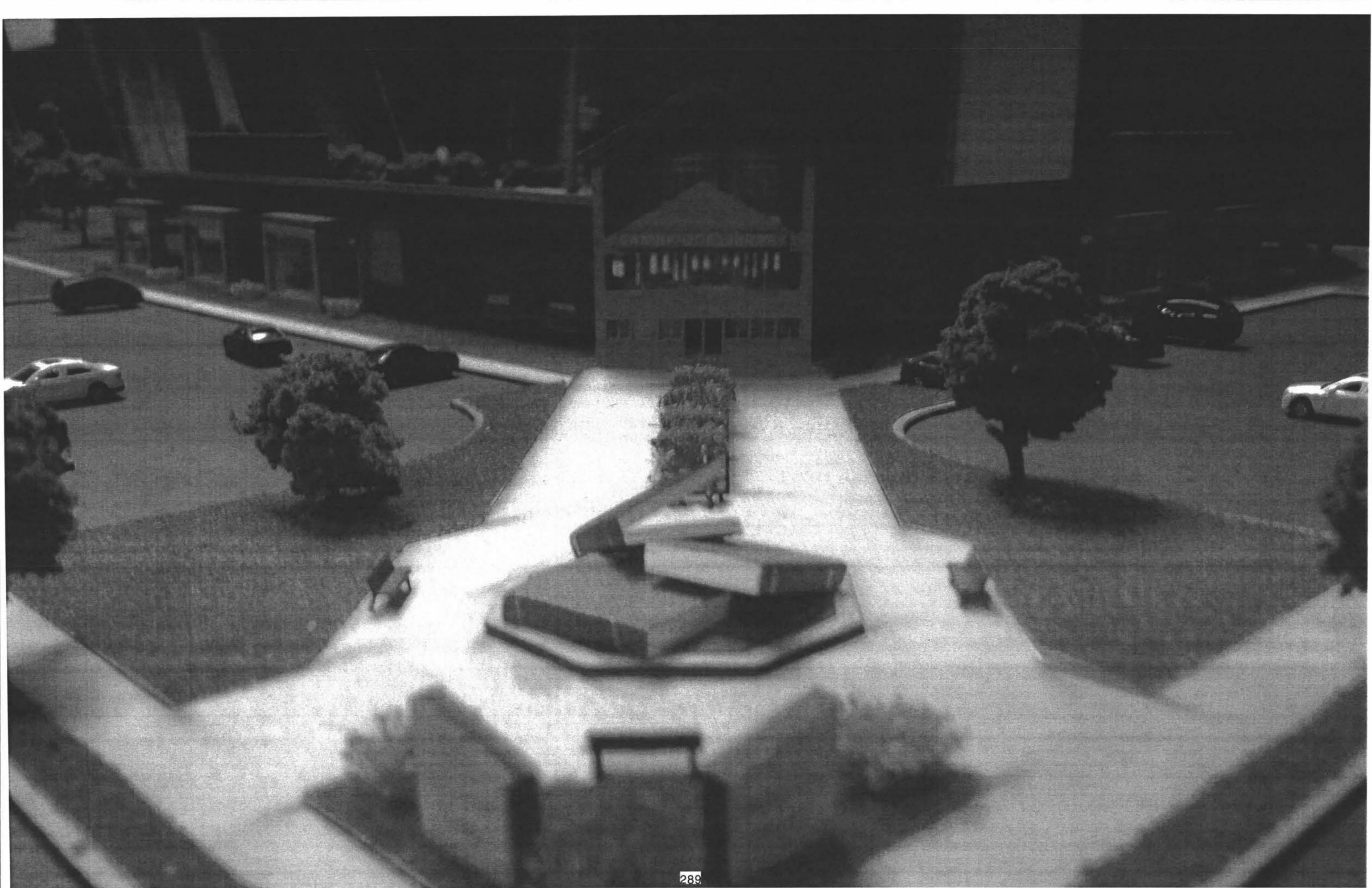
Motion Kowalik/Seconded Schlichting /Passed 1839

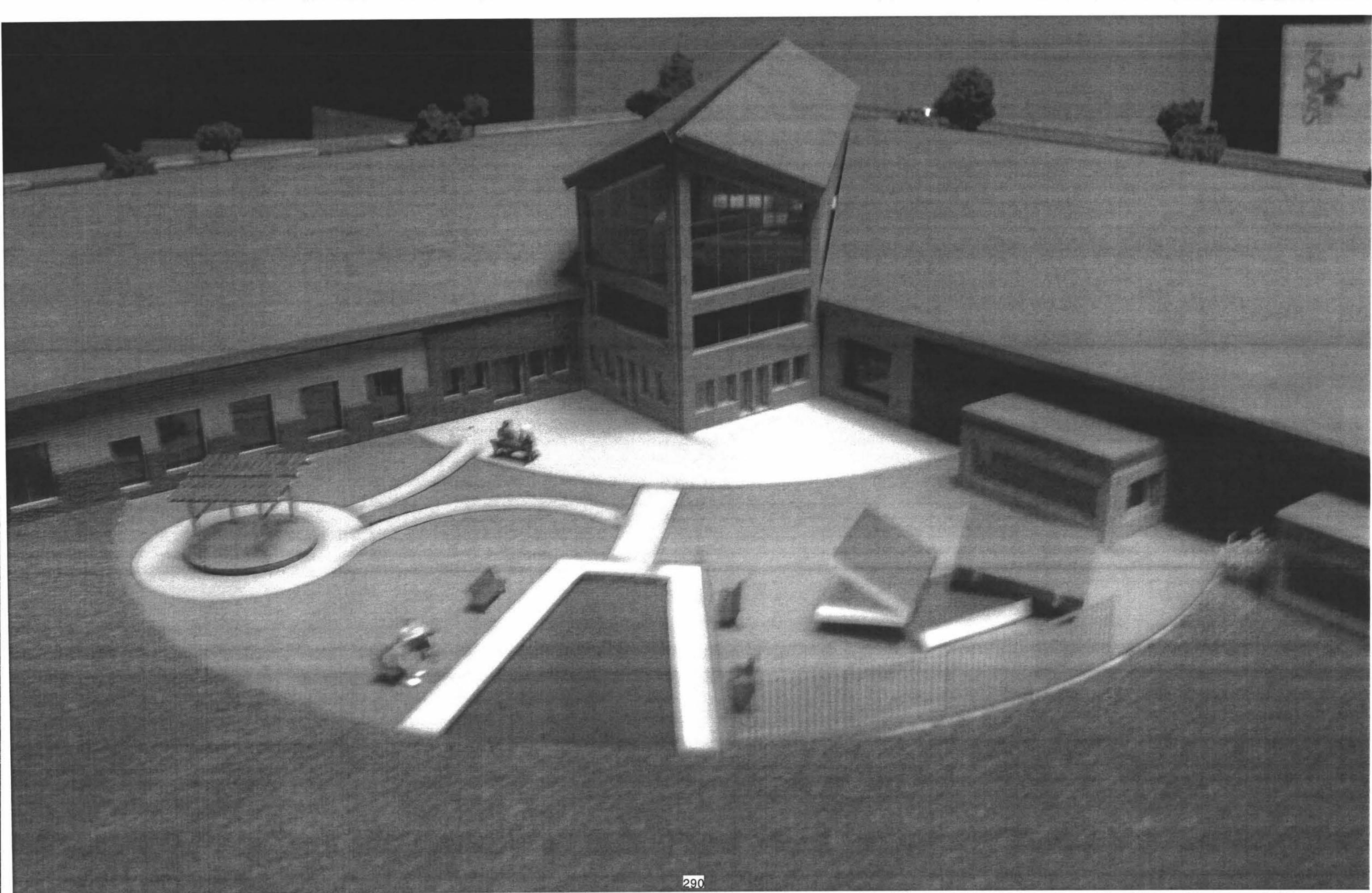




Thank you for supporting the
Cambridge Library Project
at cambridge.mh.us









**East
Central**
Regional
Development
Commission

100 Park Street South
Mora, MN 55051

(320) 679-4065
FAX: (320) 679-4120
e-mail: ecrdc@ecrdc.org
www.region7Erdc.org

Provider of
technical planning
assistance to units
of government in
East Central
Minnesota

AGENDA
EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION
OCTOBER 26, 2015
7:00 P.M.

1. Call to Order – Chairman Ben Montzka ✓
 2. Pledge of Allegiance, Introductions ✓
 3. Approve Agenda ✓
 4. Approve Minutes (8-24-15 Meeting) ✓
 5. *Dean* Presentation on FY 14-15 Year End ECRDC Audit – CliftonLarsonAllen LLP ✓
 6. Presentation on MnDOT's Statewide Plan – Katie Caskey, MnDOT Central Office ✓
 7. Executive Director's Report – Robert Voss
 - a. Caucus/Appoint Isanti and Chisago County Public Interest Seats ✓
 8. Treasurer's Report (including checks written 9-8 thru 10-22-15)–Kathi Ellis ✓
 9. Personnel & Budget Committee Report
 - ✓a. Approve Revolving Line of Credit Renewal – Neighborhood National Bank *Approve*
 - ✓b. Annual Review and Pay Adjustment for Tammie Bremer
 - ✓c. Annual Review and Pay Adjustment for Jennifer Russell
 - ✓d. Annual Review and Pay Adjustment for Michele Bollenbeck *Approve*
 10. Open Forum – Topics of Regional Interest; Discuss Potential Mille Lacs Area Scenic Byway Designation *Approve*
- Program Reports (11 thru 13)**
11. Transportation – Bob Bollenbeck
 - a. Update/Discussion on MnDOT District 3 Transportation Alternative Program (TAP) Equity Issue
 - b. Approve Additional Federal Funds for Isanti CSAH 9 - FY 2016 *Approve*
 12. Economic Development – Jennifer Russell
 - a. Presentation on Upcoming 5 Year CEDS Renewal ✓
 13. Community Development - Penny Simonsen
 - a. Update on Blandin Foundation Application for Broadband Community Planning ✓
 14. Other Business ✓
 15. Next Meeting – December 21, 2015 at ECRDC Offices ✓ *Cancelled*
 16. Adjournment ✓ *Feb 22 '16*

CEDES Committee 10-15

First Name	Last Name	Organization
Gordon	Gullixson	Quamba City Council
Dr. Robert	Musgrove	Pine Technical College
Marlys	Palmer	Cambridge Mayor
Rebecca	Perrotti	Central MN Jobs & Training Service
John	Schlagel	Schlagel Inc.
Bill	Schlumbohm, Sr.	Lindstrom City Council
Paul	Venhuizen	Henriette City Council
Thom	Walker	Princeton City Council

CEDES Strategy/Advisory Committee

First Name	Last Name	Represents
Ben	Montzka	Chisago Co. Commissioner
Bill	Schlumbohm, Sr.	Chisago Co. Municipalities
Steven	Kimmel	Chisago Co. Public Interest
Diane	Larkin	Chisago Co. Townships
Kirsten	Hagen Kennedy	City of North Branch
Greg	Anderson	Isanti Co. Commissioner
Marlys	Palmer	Isanti Co. Municipalities
VACANT	<i>Loren Davis</i>	Isanti Co. Public Interest
Richard	Hansen	Isanti Co. Townships
Kathi	Ellis	Kanabec Co. Commissioner
Gordon	Gullixson	Kanabec Co. Municipalities
Karen	Amundson	Kanabec Co. Public Interest
Dave	Patenaude	Kanabec Co. Townships
Genny	Reynolds	Mille Lacs Co. Commissioner
Thom	Walker	Mille Lacs Co. Municipalities
Linda	Evans	Mille Lacs Co. Public Interest
Barbara	Welty	Mille Lacs Co. Townships
Carla	Dunkley	Native American Rep
Steve	Odegard	Northern School Boards
Steve	Hallan	Pine Co. Commissioner
Paul	Venhuizen	Pine Co. Municipalities
VACANT		Pine Co. Public Interest
Glen	Williamson	Pine Co. Townships
Tom	Lawlor	Southern School Board Rep.

CEDS Committee 10-15

First Name	Last Name	Organization
Gordon	Gullixson	Quamba City Council
Dr. Robert	Musgrove	Pine Technical College
Marlys	Palmer	Cambridge Mayor
Rebecca	Perrotti	Central MN Jobs & Training Service
John	Schlagel	Schlagel Inc.
Bill	Schlumbohm, Sr.	Lindstrom City Council
Paul	Venhuizen	Henriette City Council
Thom	Walker	Princeton City Council

CEDS Strategy/Advisory Committee

First Name	Last Name	Represents
Ben	Montzka	Chisago Co. Commissioner
Bill	Schlumbohm, Sr.	Chisago Co. Municipalities
Steven	Kimmel	Chisago Co. Public Interest
Diane	Larkin	Chisago Co. Townships
Kirsten	Hagen Kennedy	City of North Branch
Greg	Anderson	Isanti Co. Commissioner
Marlys	Palmer	Isanti Co. Municipalities
VACANT		Isanti Co. Public Interest
Richard	Hansen	Isanti Co. Townships
Kathi	Ellis	Kanabec Co. Commissioner
Gordon	Gullixson	Kanabec Co. Municipalities
Karen	Amundson	Kanabec Co. Public Interest
Dave	Patenaude	Kanabec Co. Townships
Genny	Reynolds	Mille Lacs Co. Commissioner
Thom	Walker	Mille Lacs Co. Municipalities
Linda	Evans	Mille Lacs Co. Public Interest
Barbara	Welty	Mille Lacs Co. Townships
Carla	Dunkley	Native American Rep
Steve	Odegard	Northern School Boards
Steve	Hallan	Pine Co. Commissioner
Paul	Venhuizen	Pine Co. Municipalities
VACANT		Pine Co. Public Interest
Glen	Williamson	Pine Co. Townships
Tom	Lawlor	Southern School Board Rep.

 **Human Capital**

- Workforce training & educational resource networks
- Educational attainment (well-educated workforce)
- Competitive public school system that encourages post-secondary education

- Workforce turnover as population ages
- Workforce supply does not meet demand due to preparedness, participation, and competition
- Population outmigration
- Timely adaptation to changing needs
- Insufficient rural awareness of local training and employment opportunities
- Unmet demand for specialized workers

- Population and workforce expansion through immigration
- Investment in talent retention and attraction
- Utilizing retirees knowledge and experience
- Marketing quality of life and economic opportunity to millennials
- Entrepreneur training
- Develop and implement college and career awareness programs

- Competition for human capital on the local, regional, and global scale
- Aging population
- Highly competitive industries in neighboring states drawing many skilled workers out of the region
- Policy and regulation around customized training
- Shortage of specialized workers
- Employment for trailing spouse

S

STRENGTHS

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WEAKNESSES

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OPPORTUNITIES

T

THREATS

 **Economic Competitiveness**

- Well-developed economic and business development networks providing technical and financial assistance to businesses and communities, including gap financing
- Strong core industries include traditional resource based industries and emerging industries, such as health-care and retail

- Facing a severe workforce shortage
- Wage and career advancement opportunities are in competition with other regions
- Perception of high cost of doing business in MN
- Lack of a *culture of innovation*
- State and federal development programs are not oriented to the largest part of our economy
- Inconsistent, lacking funding model for Greater MN SBDCs
- Poor access to financing models
- Underdeveloped linkages between industries and businesses

- Support societally and environmentally aware entrepreneurs/businesses
- Challenge the business perception of MN by eliminating unnecessary delay regulations, taxes and providing assistance to offset business costs
- Increase awareness of the benefits of business in MN
- Broaden access to start-up capital to encourage innovation
- Increase trade and development opportunities with neighboring states and Canada
- Capitalize on bio-energy to expand and create businesses
- Utilize the knowledge and skills of retirees
- Utilize workforce centers and technology/business incubators

- Long-term labor force trends
- Lack of control over state and federal policies
- Natural disasters, including pandemic
- Resource based industries are susceptible to changes in the global commodity markets and energy prices
- Undiversified economies are susceptible to impacts from macroeconomic events

S

STRENGTHS

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THREATS

Community Resources

<ul style="list-style-type: none"> • Quality, diverse K-12 opportunities • Strong higher education institutions • Extensive, diverse tourism infrastructure, programs, and options • Diversity and abundance of natural amenities • Resource-rich in non-profit/service agencies • Art communities gaining strength • Public safety of rural communities 	<ul style="list-style-type: none"> • Perceptions of the health of rural communities • Shortage of new and emerging community leaders • Lack of inclusion from traditional leadership • Lack of growth defining community identities • Gaps in rural health care services • Decline of downtown economies and buildings 	<ul style="list-style-type: none"> • Empowering and encouraging new and emerging leadership • Place-making through arts and culture • Expand on tourism opportunities • Promote liveability, public spaces, and identity • Community preservation and enhancement • Healthy communities initiatives 	<ul style="list-style-type: none"> • Funding shortfall and lack of support for education • Arts are not a funding priority • Natural resource degradation by industry • Fears of racial diversification • Balancing economic, recreation, and aesthetic needs for natural resources • Growing economic divide-less social cohesion
<p>S STRENGTHS</p>	<p>W WEAKNESSES</p>	<p>O OPPORTUNITIES</p>	<p>T THREATS</p>

Foundational Assets

<ul style="list-style-type: none"> • Productive land • Accessible water • Existing road systems are safe, and serve their principal economic needs well • Multi-modal transportation systems • Broadband is recognized as a state-wide priority 	<ul style="list-style-type: none"> • Housing continuum (quality, affordability, availability) • Age of housing stock/value gaps • Broadband deployment and connectivity • Limited shovel ready sites • Failing ISTS and contaminated private wells, added costs of changing regulations/standards • Disinvestment and deferred maintenance in community facilities and infrastructure 	<ul style="list-style-type: none"> • Expand broadband/fiber footprint in greater MN • Identify partnerships and resources to maximize infrastructure investment • Develop public private partnerships to identify solutions for housing challenges • Shared services/resources and intergovernmental cooperation 	<ul style="list-style-type: none"> • Ability to meet ROI for broadband providers • Reductions in funding from public and private sources • Valuation disparity for housing • Tax forfeited properties and declining tax base • Cost of infrastructure replacement and maintenance • Rail condition, hazardous conditions, and competition for freight space • Macro economic trends influence on local spending decision making
<p>S STRENGTHS</p>	<p>W WEAKNESSES</p>	<p>O OPPORTUNITIES</p>	<p>T THREATS</p>



Help MnDOT invest state highway funding wisely!

Like you, MnDOT has a budget for expenses.

We all make responsible decisions on how to spend our money. Every four years, MnDOT puts an extra focus on how to prioritize its state highway budget. That process is called the Minnesota State Highway Investment Plan (MnSHIP).

We need to make tough decisions to keep our state highways working.

MnDOT has to make tough decisions on how to spend resources in the most efficient and effective ways. It takes a lot of resources to keep people and goods moving around our state. Given aging infrastructure and the overall demands on our state highway system, there aren't enough funds to address everything people want to see as transportation system priorities.

Planning helps guide these decisions.

That's what the **Minnesota State Highway Investment Plan** is for. It might sound crazy, but a \$20 billion highway transportation budget is tight. That's why, every four years, MnDOT writes a plan for how to invest its anticipated budget. We can only plan for dollars we can expect to have - and for the next 20 years, that's anticipated to be \$20 billion.



What do you think MnDOT should focus on?

You can help MnDOT plan the state highway budget.

Check the box next to the **three** items below that are most important to you.

Repair and maintain other **supporting highway and bridge infrastructure** like signs, drainage, and lighting

Repair and maintain existing **rest areas and truck weigh stations**

Ensure highways are **owned by the right level of government** (state, county, municipality)

Repair and maintain **existing state highways**

Repair and maintain **existing state bridges**

Reduce **unexpected travel delays** in the Twin Cities metro area

Reduce **unexpected travel delays** in Greater Minnesota

Invest in projects to **improve bicycling** connections, safety, and convenience

Invest in projects to ensure safe, accessible and convenient **walking options**

Invest in **new highway safety improvements**, like increased guard rail, turn lanes and roundabouts

Invest in regional and **locally-driven priorities**, like main streets and economic development projects

Key:

- Asset management
- Traveler safety
- Critical connections
- Transportation in context

Minnesota State Highway Investment Plan



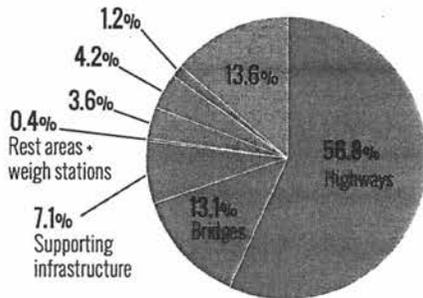
Which approach best addresses your priorities?

Of the 20-year \$20 billion budget, we know a certain portion of the investment must be used for basic transportation needs. Once we meet those needs, we can do more within each category. However, there are competing priorities which means we need to invest wisely.

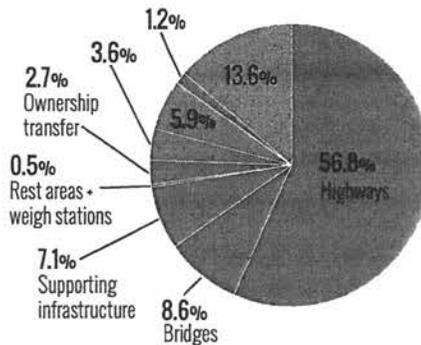
Take a look at the different scenarios and let us know which approach best aligns with your priorities for the state highway network.

Circle which scenario below best addresses your priorities:

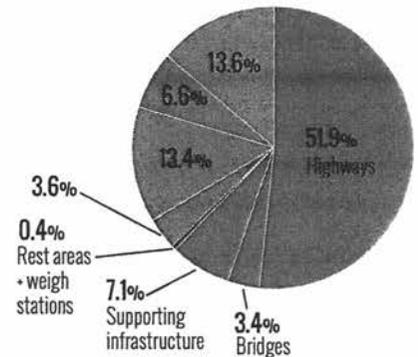
APPROACH A



APPROACH B



APPROACH C



Key:

- Asset management
- Critical connections
- Traveler safety
- Transportation in context
- Other
Includes project support and small programs and remains constant in each approach.



Long story short

Using four words or less, what do you think MnDOT should invest in on Minnesota's highway network?



Tell us about yourself

We'd like to learn a little more about you! The questions below are entirely optional and anonymous. They will help us make better plans that work for everyone.

Zipcode: _____

Gender: _____

Race/ethnicity: _____

Age: _____

Statewide Multimodal Transportation Plan



Tell us more about your transportation priorities

For each of the three trends you selected on the previous page, please tell us more!

Trend #1:

Write your selected trend from the previous page here

What do you think MnDOT and its transportation partners should do about this trend?

How do we know what success looks like?

Trend #2:

Write your selected trend from the previous page here

What do you think MnDOT and its transportation partners should do about this trend?

How do we know what success looks like?

Trend #3:

Write your selected trend from the previous page here

What do you think MnDOT and its transportation partners should do about this trend?

How do we know what success looks like?



Tell us more about yourself

We'd like to learn a little more about you! The questions below are entirely optional and anonymous. They will help us make better plans that work for everyone.

Zipcode: _____

Race/ethnicity: _____

Gender: _____

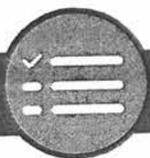
Age: _____



Help us plan for a changing Minnesota

Over the next twenty years, Minnesota is going to change in ways that affect how people and goods move throughout Minnesota. For each area of change, tell us how important it is for MnDOT to consider when planning for the future of transportation.

Economic Changes	<input type="checkbox"/> Very important	<input type="checkbox"/> Somewhat important	<input type="checkbox"/> Not at all important
Environmental Changes	<input type="checkbox"/> Very important	<input type="checkbox"/> Somewhat important	<input type="checkbox"/> Not at all important
Population Changes	<input type="checkbox"/> Very important	<input type="checkbox"/> Somewhat important	<input type="checkbox"/> Not at all important
Technology Changes	<input type="checkbox"/> Very important	<input type="checkbox"/> Somewhat important	<input type="checkbox"/> Not at all important
Transportation Behavior Changes	<input type="checkbox"/> Very important	<input type="checkbox"/> Somewhat important	<input type="checkbox"/> Not at all important



Tell us about your transportation priorities

How important is it that MnDOT plan for each of the following trends?

Check the boxes next to **ONLY THREE** of the trends that are most important for MnDOT to plan for

Population

- Aging Population
- Demographics
- Health
- Racial Disparities
- Urban & Rural Populations

Transportation Behavior

- Mobility as a Service
- Teleworking & e-Shopping
- Transportation Behavior Changes
- Urban & Rural Populations

Economy

- Aging Infrastructure
- Dynamic Road Pricing
- Economy & Employment
- Freight Rail
- New logistics
- Public-Private Partnerships

Environment

- Climate Change
- Environmental Quality

Technology

- Autonomous Vehicles
- Electrification & Alternative Fuels
- Mobile Technology
- Sensors, Monitors & Big Data
- Unmanned Aircraft Systems/Drones



Planning for a Changing Minnesota

Minnesota's Statewide Multimodal Transportation Plan

What is the Statewide Multimodal Transportation Plan?

The Statewide Multimodal Transportation Plan (SMTP) is a plan dedicated to the future of the Minnesota's multimodal transportation system. The plan looks at all types of transportation and what's changing. Ultimately, it provides a 20-year transportation policy framework for the state.

How often is the SMTP updated?

MnDOT updates the SMTP every four years. The update is so important to the success of the future system that it is required under both federal and state law.



MnDOT's SMTP Schedule



What changes does the SMTP consider?

POPULATION

- Aging Population
- Demographics
- Health
- Racial Disparities
- Urban & Rural Populations

ECONOMY

- Aging Infrastructure
- Dynamic Road Pricing
- Economy & Employment
- Freight Rail
- New Logistics
- Public-Private Partnerships

ENVIRONMENT

- Climate Change
- Environmental Quality

TRANSPORTATION BEHAVIOR

- Mobility as a Service
- Teleworking & e-Shopping
- Transportation Behavior
- Urban & Rural Populations

TECHNOLOGY

- Autonomous Vehicles
- Electrification & Alternative Fuels
- Mobile Technology
- Sensors, Monitors & Big Data
- Unmanned Aircraft Systems/ Drones

How can I be involved?

MnDOT wants to develop a SMTP truly reflective of the public's interests so we're engaging residents around the state throughout the planning process. Get involved by taking a survey, attending an event, or submitting a comment. We're interested in hearing your feedback!

Statewide Multimodal Transportation Plan Contact:

Katie Caskey, Project Manager
Statewide Multimodal Transportation Plan
651.366.3901
kathryn.caskey@state.mn.us

Minnesota
A Collaborative Vision
for Transportation



20-Year State Highway Investment Plan

Investing Wisely Minnesota's State Highway Investment Plan

What is the Minnesota State Highway Investment Plan?

Like you, MnDOT has a budget for its expenses. MnDOT budgets revenue available for capital highway improvements through the Minnesota State Highway Investment Plan (MnSHIP). Through this planning process, MnDOT establishes how much money will be spent on things like pavement, bridges, bicycling, and walking infrastructure on the state highway network.

Investment Considerations

MnDOT must balance competing priorities on our state highway system. To prioritize funding for these activities, MnDOT is guided by a number of factors including state and federal requirements, technical experts and public opinion.

MnSHIP: At a Glance

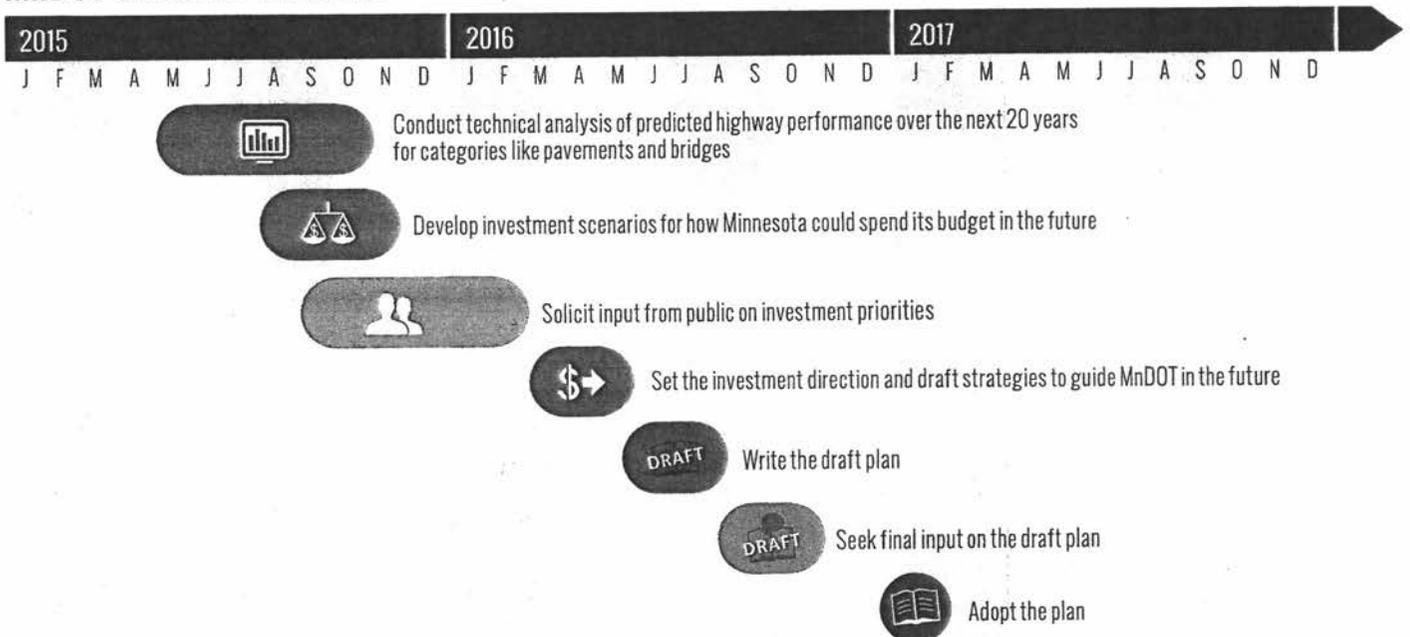

12,000 miles
of state highways


\$20
billion


20-Yr
PLAN

updated
every 4yrs


MnDOT's MnSHIP Schedule



How can I be involved?

MnDOT wants to develop a MnSHIP truly reflective of the public's interests so we're engaging residents around the state throughout the planning process. Get involved by taking a survey, attending an event, or submitting a comment. We're interested in hearing your feedback!

Minnesota State Highway Investment Plan Contact:

Josh Pearson, Project Manager
Minnesota State Highway Investment Plan
651.366.3773
joshua.pearson@state.mn.us

Visit www.minnesotago.org for more information

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EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION

100 Park Street South

Mora, MN 55051

August 24, 2015

7:00 P.M.

Commission Members Present:

Karen Amundson – Kanabec Co. Public Interest
Greg Anderson – Isanti Co. Commissioner
Linda Evans – Mille Lacs Co. Public Interest
Kirsten Kennedy – City of North Branch
Steve Hallan – Pine Co. Commissioner
Richard Hansen – Isanti Co. Townships
Steven Kimmel – Chisago Co. Public Interest
Sue Larson – Isanti Co. Public Interest
Tom Lawlor – Southern School Board
Ben Montzka – Chisago Co. Commissioner
Marlys Palmer – Isanti Co. Municipalities
Dave Patenaude – Kanabec Co. Townships
Genny Reynolds – Mille Lacs Co. Commissioner
Bill Schlumbohm, Sr. – Chisago Co. Municipal
Paul Venhuizen – Pine Co. Municipalities
Thom Walker – Mille Lacs Co. Municipalities
Barb Welty – Mille Lacs Co. Townships
Glen Williamson – Pine Co. Townships

Commission Members Absent:

Carla Dunkley – Tribal Representative
Kathi Ellis – Kanabec Co. Commissioner
Gordon Gullixson – Kanabec Co. Municipalities
Diane Larkin – Chisago Co. Townships
Steve Odegard – Northern School Board

Staff Present:

Bob Voss – Executive Director
Bob Bollenbeck – Transportation/TZD Program
Jennifer Russell – Economic Dev. Director
Trish Rydlund – Office Manager
Penny Simonsen – Community Development

1. **WELCOME:** Chairman Montzka called to order the meeting of the East Central Regional Development Commission at 7:00 p.m. The Pledge of Allegiance was recited. Sue Larson regretfully tendered her resignation due to moving out of Isanti County.
2. **AGENDA APPROVAL:** Moved by Larson to approve the agenda as presented. Hanson seconded – motion carried.
3. **MINUTES APPROVAL:** Welty moved to approve the minutes of the June 22, 2015 annual meeting. Kimmel seconded – motion carried. Correction made to June 22, 2015 minutes to include that Kathi Ellis had been nominated by mail for the Secretary/Treasurer under the Election of Officers.
4. **EXECUTIVE DIRECTOR'S REPORT:** Executive Director Voss reported on a number of items including:
 - a. **MILLE LACS LAKE BUSINESS ASSISTANCE:** A meeting was held on July 23rd where the Governor's staff along with the DNR, DEED, and Tourism Commissioner listened to concerns expressed by resort owners about the economic impact of the walleye fishing situation on Lake Mille Lacs. The MN Dept. of Employment and Economic Development (DEED) made preliminary contact with our office to assist them with administering a low interest loan program should one become available through a special legislative session. By

- consensus the ECRDC Board authorized staff to pursue the possibility to help with the low interest loan program.
- b. SANDSTONE MEDICAL CAMPUS: EDA notified us on August 3rd the City of Sandstone was selected for further consideration for \$2.3 million in grant funding to pay for half of the infrastructure expenses toward the proposed Regional Medical Campus and Business Park Project.
 - c. SAFE ROUTES TO SCHOOLS PROJECTS: Evans moved to approve the amendment to Mn/DOT Agreement No. 06100 for the Safe Routes to Schools project. Palmer seconded – motion carried
 - d. ECRDC ANNUAL AUDIT: The accounting firm CliftonAllenLarson auditing firm will conducted the field work for the fiscal year end 2015 agency-wide audit September 22nd – 24th. Larson moved to sign the engagement letter to have CliftonAllenLarson conduct the FY15 audit. Welty seconded – motion carried.
 - e. SAFE ROADS PROJECTS: The MN Dept. of Public Safety approved all three of our Safe Roads/Toward Zero Deaths grant applications, Isanti - \$19,615; Kanabec - \$15,656; Mille Lacs - \$18,933. This funding will make it possible for us to coordinate with local coalitions to develop and implement strategies to reduce fatal and serious injury crashes. The grants and associated work begin on October 1, 2015 and go through September 30, 2016.
 - f. MORA SMALL CITIES DEVELOPMENT GRANT: The City of Mora received a Small Cities Development Program (SCDP) grant of \$615,590 to be used toward income qualifying residential owner and commercial rehabilitation project. Approximately 15% (approximately \$75,000) of the project may be used for administration and the City invited us to submit a proposal to assist with administering the project through December 2017. Hansen moved to authorize the staff to continue pursuing a proposal for administering the SCDP Grant for the City of Mora. Kennedy seconded – motion carried.
 - g. REGIONAL TRAILS PLANNING: Our application for \$3,000 in State health Improvement Program (SHIP) funds (administered by Kanabec County) to gather data, maps, and conduct research on the existing trails systems in Region 7E was approved.
5. **TREASURERS REPORT**: Voss presented the June and July 2015 Treasurer's report. Amundson moved to approve the Treasurer's Report to include the checks written along with ACH payments from June 1 to July 31, 2015, check #8695 through #8753. Evans seconded – motion carried. General Journals were reviewed and approved for the time period June 1 through July 31, 2015.
6. **TRANSPORTATION**: Bollenbeck brought before the Commission a final draft of the Region 7E Functional Classification map. Welty moved to approve the final drafts of the Region 7E Functional Classification maps. Larson seconded – motion carried.
- Three Toward Zero Deaths/Safe Roads grants were approved and will allow 8 hours per week staff time. Bollenbeck stated to do an adequate job on these grants a minimum of 10 hours is necessary to fulfill the requirement of the grants. Evans moved to approve the additional 2 hours per week (10 hours total) contingent upon the budget and if funds are available. Kennedy seconded – motion carried. 10 ayes and 8 nays
7. **COMMUNITY DEVELOPMENT**: Simonsen reported on the following items:
- a. SAFE ROUTES TO SCHOOLS: A new Safe Routes to Schools funding cycle will be announced in October, with communities of Taylors Falls, Center City and Lindstrom applying jointly as Chisago Lake School District. Braham and Rush City have expressed an intention to apply also.

- b. **HAZARD MITIGATION PLANNING:** Work continues on the Kanabec County Hazard Mitigation Plan. Surveys were sent to townships and city officials for their input to the plan. We anticipate the plan to be complete by mid-Fall 2015. Work on the Mille Lacs County Hazard Mitigation Plan began this spring. The work will span 18 months, similar to Isanti and Kanabec counties plans.
 - c. **BROADBAND PLANNING:** The ECRDC applied to and received from Blandin a grant to conduct an inventory and offer an assessment of existing broadband services in the Central Woodlands area.
8. **ECONOMIC DEVELOPMENT:** Russell brought forth the resolution for the annual Revolving Loan Fund Plan Certification. Larson moved to approve the Revolving Loan Fund Plan Certification Resolution. Kennedy seconded – motion carried.

Other items discuss:

- a. The RLF committee approved a loan and closed on a loan to Cambridge Bar and Grill for \$50,000. They are located on Main Street in Cambridge.
 - b. We are on the final year of our five-year CEDS. Over the next year the CEDS strategy committee will be assisting with the development of the new plan.
 - c. The Mille Lacs County Economic Strategic Plan taskforce is finishing the revisions and edits of the Plan. It will be reviewed at the August 21st Milaca Economic Development Commission meeting.
9. **ADJOURNMENT:** Chairman Montzka announced the next meeting will be the on October 26, 2015 at the ECRDC office in Mora at 7:00 p.m. Palmer moved to adjourn the regular meeting of the ECRDC. Venhuizen seconded – motion carried.

Robert L. Voss, Executive Director

Ben Montzka, Chairman



Executive Director's Report
East Central Regional Development Commission
October 26, 2015

- 1. Mille Lacs Lake Area Assistance:** Received word from DEED that a loan program for Mille Lacs Area businesses will not likely happen since the legislature did not hold a special session. There may be further discussion on this during the 2016 session. Meanwhile the staff and I have been in contact with local units of government, business leaders, and other stakeholders around the lake to determine if there is any interest in establishing a Scenic Byway Route. Several innovative ideas have been suggested and a Scenic Byway designation project may help highlight and promote many of the amenities of the Mille Lacs Area. We are coordinating this effort with Governor Dayton's Office, MnDOT, the Office of Tourism, etc. An initial meeting was held at the Wahkon City Hall on October 5th to discuss this possibility. A next meeting has been scheduled for November 3rd at 2:00 p.m. at Wahkon City Hall to share further information.
- 2. Board Vacancies:** Three applications were received for the Isanti County Public Interest seat vacated by Susan Larson who stepped down in August due to relocating out of the region. Loren Davis, Stanchfield; Allan Larson, Braham; and Ann Norgaard, Cambridge. No applications were received for the Pine County Public Interest seat.
- 3. Annual Audit:** The accounting firm of Clifton Larson Allen conducted the field work for the FY 2015 year-end audit on September 21-23. We received very positive feedback on Tammie Bremer's preparedness for the visit. Preliminary results indicate that \$13,753 was added to the Commission's General Fund balance increasing the total amount to \$101,352. Doug Host of Clifton Larson Allen will present the report and its findings at our Commission meeting.
- 4. RLF Sequestered Account:** The number of RLF loan applications has increased in recent months. We are at the point where current requests could deplete our remaining RLF funds. We received permission from EDA to release the remaining funds from the RLF sequestered account (approximately \$20,000) to accommodate the new loan requests. Successful marketing and word-of-mouth efforts have helped bring more awareness to the RLF loan program.
- 5. Sandstone EDA Application:** The City of Sandstone was granted final approval for a \$2.3 million in grant funding to pay for half of the infrastructure expenses toward the proposed Regional Medical Campus and Business Park Project. You may recall the City had received preliminary approval on August 3rd but it was subject to addressing a number of punch list items including workforce training and technology. The grant will be used to help fund construction of a roadway, bridge and the extension of utilities approximately 4,900 feet south of Trunk Highway 123 on Lundorff Drive to a 181 acre Business Park and the proposed 40 acre medical campus. The total cost to construct the project is \$4,632,600. This EDA Public Works grant brings East Central Minnesota's total to \$8,842,112 since 2000. These were largely on Public Works projects that totaled \$24,952,924 where local investment often exceeds the 50% local match required by EDA.

ECRDC Treasurer's Report
Monday, October 26, 2015
Bank Account Summary

		<u>Beginning Balance</u>	<u>Deposits</u>	<u>Transfer to</u>	<u>Transfers</u>	<u>Withdrawals</u>	<u>Ending Balance</u>
Checking Account 08/01/15 thru 09/30/15	August	839.65	0.00		44,000.00	44,346.72	492.93
	September	492.93	0.00		31,400.00	31,129.71	763.22
Savings: General 08/01/15 thru 09/30/15	August	64,793.70	43,253.88	Checking	(44,000.00)	13,548.10	64,077.57
	September	64,077.57	11.68	Checking	13,578.09 (31,400.00) 4,731.43	13,938.87	23,481.81
Savings: Special Purpose 08/01/15 thru 09/30/15	August	22,020.76	1.87		0.00	0.00	22,022.63
	September	22,022.63	1.81		0.00	0.00	22,024.44
Savings: RLF 08/01/15 thru 09/30/15	August	57,092.76	4,699.29	General Svg	(13,578.09)	0.00	48,213.96
	September	48,213.96	4,490.39	General Svg	(4,731.43)	0.00	47,972.92
Savings: RLF Sequestered 08/01/15 thru 09/30/15	August	19,999.27	1.70		0.00	0.00	20,000.97
	September	20,000.97	1.64		0.00	0.00	20,002.61
Savings: Fiscal Agent 08/01/15 thru 09/30/15	August	14,720.14	1.24		0.00	1,042.15	13,679.23
	September	13,679.23	1.07		0.00	1,765.03	11,915.27
		<u>Beginning Balance</u>	<u>Advances</u>		<u>Interest</u>	<u>Payments</u>	<u>Ending Balance</u>
Line of Credit 08/01/15 thru 09/30/15	August	0.00	0.00		0.00	0.00	0.00
	September	0.00	0.00		0.00	0.00	0.00

ECRDC Treasurer's Report
Monday, October 26, 2015
Supplemental Items

Chase Credit Card charges over \$100		
Cambridge Bar & Grill - Russell	\$	120.14
Hotel 340 - Russell	\$	272.70
Coborns - Rydlund	\$	151.42
South Pier Inn - Bollenbeck	\$	179.32

Monthly ACH Withdrawals from Savings: General

Mora Municipal Utilities
Minnesota Energy
Delta Dental
Payroll items: withholdings, FICA, Medicare, PERA, H.S.A.

Detail of Receipts

MilleLacs Hazard Mitigation	\$	2,081.25
MNDOT Safe Routes to Schools	\$	19,779.82
MNDOT Mini-grants	\$	5,750.15
Kanabec County - other taxes	\$	141.81
Employee Reimbursements	\$	89.48
MilleLacs Economic Development	\$	4,784.50
Kanabec-Pine Community Health	\$	<u>10,626.87</u>
August Receipts	\$	<u>43,253.88</u>
Interest	\$	11.68
September Receipts	\$	<u>11.68</u>

ECRDC Treasurer's Report
Monday, October 26, 2015
Check Register

Check #	Check Date	Vendor Name	Check Amount	Description
	08/07/2015	Bollenbeck, Michele	269.09	Payroll ending 05/31/15
	08/07/2015	Bollenbeck, Robert	1,845.42	Payroll ending 05/31/15
	08/07/2015	Denholm-Bremer, Tammie R.	1,041.34	Payroll ending 05/31/15
	08/07/2015	Russell, Jennifer M	1,254.28	Payroll ending 05/31/15
	08/07/2015	Rydlund, Patricia L	1,135.60	Payroll ending 05/31/15
	08/07/2015	Simonsen, Penny S	1,470.32	Payroll ending 05/31/15
	08/07/2015	Voss, Robert L	2,192.32	Payroll ending 05/31/15
	08/21/2015	Bollenbeck, Michele	269.09	Payroll ending 06/15/15
	08/21/2015	Bollenbeck, Robert	1,845.40	Payroll ending 06/15/15
	08/21/2015	Denholm-Bremer, Tammie R.	741.22	Payroll ending 06/15/15
	08/21/2015	Russell, Jennifer M	1,315.24	Payroll ending 06/15/15
	08/21/2015	Rydlund, Patricia L	981.78	Payroll ending 06/15/15
	08/21/2015	Simonsen, Penny S	1,470.33	Payroll ending 06/15/15
	08/21/2015	Voss, Robert L	2,192.32	Payroll ending 06/15/15
	09/08/2015	Bollenbeck, Michele	357.38	Payroll ending 06/30/15
	09/08/2015	Bollenbeck, Robert	1,845.41	Payroll ending 06/30/15
	09/08/2015	Denholm-Bremer, Tammie R.	1,111.60	Payroll ending 06/30/15
	09/08/2015	Russell, Jennifer M	1,254.30	Payroll ending 06/30/15
	09/08/2015	Rydlund, Patricia L	1,156.51	Payroll ending 06/30/15
	09/08/2015	Simonsen, Penny S	1,470.31	Payroll ending 06/30/15
	09/08/2015	Voss, Robert L	2,192.34	Payroll ending 06/30/15
	09/22/2015	Bollenbeck, Michele	357.38	Payroll ending 07/15/15
	09/22/2015	Bollenbeck, Robert	1,845.43	Payroll ending 07/15/15
	09/22/2015	Denholm-Bremer, Tammie R.	931.48	Payroll ending 07/15/15
	09/22/2015	Russell, Jennifer M	1,406.67	Payroll ending 07/15/15
	09/22/2015	Rydlund, Patricia L	1,099.18	Payroll ending 07/15/15
	09/22/2015	Simonsen, Penny S	1,470.31	Payroll ending 07/15/15
	09/22/2015	Voss, Robert L	2,192.37	Payroll ending 07/15/15
8754	08/12/2015	BowDaddy Archery Company	10,000.00	Additional loan funds disbursed
8755	08/22/2015	Chase Card Services	238.50	Bread 'N Honey Pantry - Rydlund
			24.17	Coborns - Bollenbeck
			18.10	Coborns - Rydlund
			57.00	GHG user license for electronic timecards - Bremer
			120.14	Cambridge Bar & Grill - Russell
			272.70	Hotel 340 - Russell
			23.06	Coborns - Russell

ECRDC Treasurer's Report
Monday, October 26, 2015
Check Register

Check #	Check Date	Vendor Name	Check Amount	Description
			11.00	Perkins - Voss
			57.00	GHG user license for electronic timesheets - Bremer
			75.00	Shermer Computer - Rydlund
			13.27	Coborns - Rydlund
			151.42	Coborns - Rydlund
			6.61	Shopko - Russell
			13.88	Frontier Steak House - Russell
			12.27	Green Mill - Bollenbeck
			10.97	Cub - Bollenbeck
			179.32	South Pier Inn - Bollenbeck
			13.70	Little Angies Cantina - Bollenbeck
			15.16	Grandmas Saloon - Bollenbeck
			13.19	Gonks Grill - Bollenbeck
			13.27	Amazing Grace Bakery - Bollenbeck
8783	09/22/2015	Barbara Welty	107.50	Board Meeting 08.24.15 per diem and mileage reimbursement
8784	09/22/2015	Bennett J. Montzka	101.75	Board Meeting 08.24.15 per diem and mileage reimbursement
8785	09/22/2015	David J. Patenaude	58.05	Board Meeting 08.24.15 per diem and mileage reimbursement
8786	09/22/2015	Genny Reynolds	89.68	Board Meeting 08.24.15 per diem and mileage reimbursement
8787	09/22/2015	Glen Williamson	113.25	Board Meeting 08.24.15 per diem and mileage reimbursement
8788	09/22/2015	Gregory C. Anderson	89.10	Board Meeting 08.24.15 per diem and mileage reimbursement
8789	09/22/2015	Karen O. Amundson	50.00	Board Meeting 08.24.15 per diem
8790	09/22/2015	Kirsten Hagen Kennedy	100.72	Board Meeting 08.24.15 per diem and mileage reimbursement
8791	09/22/2015	Linda Evans	84.50	Board Meeting 08.24.15 per diem and mileage reimbursement
8792	09/22/2015	Marlys A. Palmer	50.00	Board Meeting 08.24.15 per diem
8793	09/22/2015	Paul Venhuizen	60.35	Board Meeting 08.24.15 per diem and mileage reimbursement
8794	09/22/2015	Richard Hansen	90.25	Board Meeting 08.24.15 per diem and mileage reimbursement
8795	09/22/2015	Stephen Hallan	126.45	Board Meeting 08.24.15 per diem and mileage reimbursement
8796	09/22/2015	Steven Kimmell	119.00	Board Meeting 08.24.15 per diem and mileage reimbursement
8797	09/22/2015	Susan L. Larson	95.43	Board Meeting 08.24.15 per diem and mileage reimbursement
8798	09/22/2015	Thom Walker	89.68	Board Meeting 08.24.15 per diem and mileage reimbursement
8799	09/22/2015	William Schlumbohm	107.50	Board Meeting 08.24.15 per diem and mileage reimbursement
8800	09/22/2015	Aflac	44.85	Premium Acct #RL020 Invoice #845531
8801	09/22/2015	Chisago County Press	49.50	Annual Subscription
8802	09/22/2015	ECM Publishers	43.00	MilleLacs County Times annual subscription
8803	09/22/2015	Federated Co-ops, Inc.	48.89	Gas purchases through 08.31.15 Acct #194706
8804	09/22/2015	GMS, Inc.	50.00	Webinar: Audit Prep Tools

**East Central Regional Development Commission
Transportation Program Report – October 2015**

Action Item: Approve recommendation of TAC to allocate additional FY 2016 federal funds of \$95,908 to Isanti County CSAH 16 reconstruction project in the State Transportation Improvement Program (STIP)

Federal Project Solicitation –

There are several project solicitations currently underway. First, the Transportation Alternatives Program (TAP) solicitation has begun statewide. Eligible projects in the areas of safe routes to schools, transportation enhancements, and scenic byways are sought. Potential applicants must submit a Letter of Intent to Mn/DOT by October 30. Then applicants will meet with RDC transportation planners in each region to determine if a full application should be submitted. Deadline for final applications is January 8, 2016. ECRDC Transportation Planner Bob Bollenbeck participated in the MN/DOT District 3 TAP Workshops held October 8 & 9.

Second, we are starting to solicit road, bridge and transit projects for FY 2020 and 2021. We anticipate that the region will receive approx. \$1.2 Million per year for District 3 counties. Chisago County projects are also solicited and reviewed by ECRDC while Pine County projects follow the Mn/DOT District 1 process.

Third, there is a separate Safe Routes to Schools Solicitation going on statewide for planning and infrastructure grants.

Mille Lacs Lake possible Scenic Byway designation-

On October 5, ECRDC staff (Bob Voss/Bob Bollenbeck/Penny Simonsen/Jennifer Russell) met with local and state representatives to begin discussions about developing a scenic byway around Mille Lacs Lake as one activity to spur tourism and economic development. We had a productive meeting and have scheduled another meeting to move this possible project forward.

TZD Programs-

The Isanti and Kanabec TZD/Safe Roads programs final reports have been submitted to DPS. The new grant year projects began October 1st for coalitions in Isanti, Kanabec, and Mille Lacs Counties. The Isanti County TZD program is providing table tents from Judge Dehn's slogan/poster contest to the Statewide TZD Conference. This statewide conference is being held October 29 and 30 in St. Cloud. Staff is planning on participating.

Upcoming meetings-

A Scenic Byways Conference is planned for November 17 and 18 in Detroit Lakes. Transportation Planner Bob Bollenbeck is anticipating going.

ATP-

Bob Bollenbeck and Region 7E representatives participated in the D3 ATP meeting held October 8 in Baxter. One of the significant actions was the approval of an equity measure relative to the TAP program and funding. Regions falling behind on equity will be given extra points so a project will receive funds.

- Drafted by Bob Bollenbeck , Planner

Isanti County Toward Zero Deaths Program
Summary of the September 2, 2015 Meeting

Present: Judge Brosnahan, Marlys Palmer, Emily Ann Joy, Ray Queener, Frank Scherf, Craig Rempp, Dan Owl, Chad Saelens, Tiffany Kafer, Lynda Woulfe,

Staff: Bob Bollenbeck

The meeting was Called to Order by Bob Bollenbeck, Coordinator. Introductions were made. The summary of the last meeting was reviewed. Bob noted a revised/corrected summary of the July 2015 meeting was emailed out. With no further corrections, the summary was deemed approved by consensus.

The next agenda item was discussion of crash data. Bob reported that there have been 250 fatal crashes statewide this year; compared to 223 fatalities the same time last year. Bob also distributed information from Tom Nixon, Regional Coordinator, pertaining to motorcycle fatalities this year. This report indicated 2015 rider deaths statistics, including number of fatalities, type of crash, age of riders, rural and urban deaths. This led to discussion of crashes in Isanti County and what the coalition can do to address this. Frank Scherf gave some insight from the perspective of a motorcycle driver. He indicated that motorcycles can be hard to see, even though his "bike" has a high-intensity light. Marlys and Craig also noted some close calls with cycles. Motorcycle endorsement and additional training for cyclists were also discussed. After further discussion, Lynda Woulfe volunteered to post electronic messages on several community signs. Start Seeing Motorcycles was the message suggested.

The Law Enforcement Mobilizations were discussed. First, a recap of the July 10 -26 Speed Enforcement Wave was given. There were 16,410 citations written this year; about 500 fewer than the last time. Excessive speed reports were identified. Discussion centered on the significance of fewer citations. The August Impaired Driving was noted as still going on thru Labor Day. A press release was sent to local papers, along with electronic sign messages to the public for awareness. The use of speed display boards was discussed. Dan indicated that the Sheriff's Dept had one and was using it. Perhaps this can be used in future mobilizations. Discussion followed.

The FY 2016 TZD Grant Work Plan summary was reviewed and discussed. Bob distributed a summary sheet indicating some of the tasks for the year. Bob noted the coalition will be involved in further discussion/direction as the year goes along. Next, the coalition reviewed the Isanti Co. TZD membership/ mailing list. Bob asked to be notified if there were others who should be on the coalition.

Under the Safe Cab report, Bob stated that Isanti TZD will likely provide the statewide TZD Conference "table tents" from the recent impaired driving poster contest through Judge Dehn. Safe Cab services were reported as going well in Isanti County.

Under other business, the TZD Conference was briefly discussed with a couple of members indicating they were going to go. The next meeting was announced for Wednesday, November 4th in Cambridge.

With no further business, the meeting was adjourned.

Respectfully submitted by Bob Bollenbeck, Coordinator

**East Central Regional Development Commission
Economic Development Report
October, 2015 Update**

RLF Loans:

Two RLF applicants are currently being reviewed. If both are approved, we have maximized our lending for the RLF account.

Comprehensive Economic Development Strategy

We are on the final year of our five year CEDS. Over the next year the CEDS strategy committee will be assisting with the development of the new plan. This process develops regional economic development strategies and highlights any regionally significant projects that may be eligible for federal EDA funding. Jennifer will be meeting with local officials to discuss community projects in hopes to achieve broad-based community participation.

GPS 45:93:

For the first time, the five counties partnered with DEED and invited a site selector to host a familiarization tour of the respective area on September 14-15. Site selectors measure the needs of the new business projects against the merits of potential locations. The site selector met with local business owners, toured the region and key industries and left with an abundance of local marketing materials of the region.

Minnesota Housing Partnership:

Lakes & Pines, Mora HRA, Seven County Senior Federation, A Place for You and ECRDC are continuing their efforts to develop a regional housing resource website. A website RFP has been submitted and there have been three proposals. The group is reviewing the proposals and will make a final decision by the end of October. The group also hosted a Housing & Community Dialogue with Lakes and Pines on October 6th. The Housing & Community Dialogue was designed to engage a broad network of stake-holders for tactical discussions about specific affordable housing needs in Aitkin, Carlton, Chisago, Isanti, Kanabec, Mille Lacs and Pine Counties. Due to our involvement with the CEDS, we are particularly interested in the workforce housing component.

Mille Lacs County Economic Strategic Plan:

The taskforce is finishing the revisions and edits of the Economic Development Strategic Plan. The broadband feasibility study and visitor profile study are being completed and will be added to the plan.

Sandstone Medical Campus

Sandstone Business and Medical Park, has been approved to receive funding from EDA through the Public Works Program. The proposed project is estimated to cost \$4,832,600 with \$2,316,300 in EDA funding.

Minnesota Association of Development Organizations (MADO)

ECRDC is working with Minnesota Association of Development Organizations (MADO) to develop a strong statewide development strategy called Develop MN. This document will highlight common development opportunities and identify strategies that will accelerate business growth and job creation in rural MN. The strategies and action items have been completed and are being reviewed by the Executive Directors. Jennifer is on the task force that is working on developing a template for the statewide CEDS update.

COMMUNITY DEVELOPMENT PROGRESS REPORT October 2015

SAFE ROUTES TO SCHOOL

- A new Safe Routes to School funding cycle was announced in October, with the communities of Taylors Falls, Center City and Lindstrom considering applying jointly as a Chisago Lakes School District. In addition to those three communities, Braham and Rush City has expressed an intention to apply. We anticipate proposals from these communities to move forward to MnDOT.

HAZARD MITIGATION

- Work continues Hazard Mitigation Plan process for Kanabec County with completion expected by the end of the year.
- Work with Mille Lacs County Hazard Mitigation Plan continues. This work will span 18 months, similar to Isanti and Kanabec counties projects. Simonsen attended the Mille Lacs County Township Association meeting last week, sharing the process and inviting feedback. Current work includes updating data, conducting surveys and meeting with the Hazard Mitigation Plan workgroup to review progress and bring new information to the project.
- As a planning agency, the ECRDC would like to have the opportunity to provide the planning services for the five Region 7E Hazard Mitigation Plan processes. We'll begin the reminder process for all five counties updates, as some plans will be expiring over the next 36-48 months with the hope we'll be invited to work with the counties to complete their plans.

BLANDIN BROADBAND COMMUNITIES

The ECRDC continues it's Blandin Broadband Communities project to conduct an inventory and offer an assessment of existing broadband services in the Central Woodlands area. Other applicants for funding include Depot Studios in Isle, Audubon Center of the Northwoods, Aitkin County and Isle Public Schools. A steering committee led by the ECRDC reviewed these project ideas and recommended them to Blandin Foundation for funding. Additional funding is being proposed to assist Northern Mille Lacs and Southern Aitkin counties for a future project through Blandin's last solitication for 2015.

TZD-SAFE ROADS

- October 1 marked the beginning of the Safe Roads Coalition coordination to Mille Lacs County. Bob Bollenbeck took the lead on developing the structure of this initiative, with Simonsen tapped to take the lead role in Mille Lacs County as a TZD project coordinator. We received funding for 8 hours a day/week through September 30, 2016. Simonsen will attend the state-wide conference next week in St. Cloud.

- With the addition of Mille Lacs County's TZD, the ECRDC now supports TZD efforts in Mille Lacs, Kanabec and Isanti Counties. We're hopeful to add Pine County to our efforts next year. Their public safety statistics support the development of a coalition, and the ECRDC is interested in working with them. Chisago County's safety statistics are not currently inline to develop a coalition supported by DPS funding.

SCENIC BYWAYS

Simonsen brought forward the idea of developing a scenic byways route encompassing Mille Lacs Lake. Full reporting of the progress is in Bob Voss' executive director report.

--Submitted by Penny Simonsen

EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION
Application for Isanti County Public Interest Representative

RECEIVED
SEP 16 2015
ECRDC

Name Ann Norgaard

Address (must be a resident of ISANTI COUNTY)

401 South Dellwood Apt 2 Cambridge Mn 55008

Phone 651.792.5733

E-mail skadi96@gmail.com

Occupation public health planner-registered sanitarian

Affiliations with Community Associations or Organizations:

1. Present Allina – North Region Community Engagement Council
Health Impact Assessment (HIA) coalition
Healthcare Alliance (www.healthcare-alliance.org)

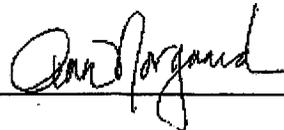
2. Past Minnesota Public Health Association
Minnesota Rural Water Association

Elective Offices Held: N/A

Other Interests: civic engagement & citizen leadership; promoting & sustaining local business; continuous quality improvement & performance management in the public sector.

I hereby submit my name for nomination to become a member of the East Central Regional Development Commission. I understand that the position is for a two-year term to represent the general public interest of the County of Isanti.

Signed: _____



Date: 16 Sept 2015

EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION
Application for Isanti County Public Interest Representative

RECEIVED
SEP 18 2015
ECRDC

Name LOREN W DAVIS

Address (must be a resident of ISANTI COUNTY)

37395 FULHAM RD NE
STANFORD MN 55080

Phone 763-689-5892 E-mail LORENDAVANS@AOL.COM

Occupation BUSINESS OWNER (PRIVATE)

Affiliations with Community Associations or Organizations:

- 1. Present GRANDY LIONS CLUB 21 YEARS
- MINNESOTA SALK MOSE - CHAIR
- BRAHAM MOSE LOOSE MEMBER - 20 YEARS
- ISANTI COUNTY SPORTSMAN CLUB - LIFE MEMBER
- ISANTI COUNTY AG SOCIETY
- KAYAK SCOUT 1978
- MINNESOTA ORAN HUNTERS ASSC

Elective Offices Held: MADD GENERAL MINNESOTA PUBLIC SAFETY MOUND
CHAMBER OF COMMERCE MEMBER 2011
↓ NONE

Other Interests: ECONOMIC DEVELOPMENT FOR THE AREA
+ HOUSING ISSUES

I hereby submit my name for nomination to become a member of the East Central Regional Development Commission. I understand that the position is for a two-year term to represent the general public interest of the County of Isanti.

Signed [Signature]

Date: 9/17/15

EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION
Application for Isanti County Public Interest Representative

RECEIVED
OCT 05 2015
ECRDC

Name ALLAN C. LARSON

Address (must be a resident of ISANTI COUNTY)

304 4th ST NE #5

BRAHAM, MN 55006

Phone 320-224-3929

E-mail al Larson 91244@gmail.com

Occupation RETIRED

Affiliations with Community Associations or Organizations:

1. Present K of Columbus - FINANCIAL SECRETARY

2. Past

BRAHAM PARK BOARD

HORIZONS Committee member

K of Columbus - GRAND KNIGHT

Elective Offices Held: NONE

Other Interests: SPORTS, CROSSWORD Puzzles, Reading

I hereby submit my name for nomination to become a member of the East Central Regional Development Commission. I understand that the position is for a two-year term to represent the general public interest of the County of Isanti.

Signed: Allan C. Larson

Date: September 30, 2015

Board of Directors
East Central Regional Development Commission
Mora, Minnesota

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of East Central Regional Development Commission (the Commission) as of and for the year ended June 30, 2015, and have issued our report thereon dated October 14, 2015. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America, as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Significant audit findings

Qualitative aspects of accounting practices

Accounting policies

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by East Central Regional Development Commission are described in Note 1 to the financial statements.

As described in Notes 4 and 7, during the fiscal year ended June 30, 2015, the Commission changed policies related to its accounting for pensions by adopting GASB Statement No. 68, *Accounting and Financial Reporting for Pensions* and the related GASB Statement No. 71 *Pension Transition for Contributions Made Subsequent to the Measurement Date* – and amendment of GASB Statement No. 68. Accordingly, this change in principle resulted in the restatement of beginning net position related to the recognition of the Commission's proportionate share of the Public Employees' Retirement Association of Minnesota General Employees' Retirement Fund's net pension liability.

We noted no transactions entered into by the Commission during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of the allowance for doubtful accounts relating to notes receivable is based on historical trends and analysis of the collectability of individual accounts. We evaluated the key factors and assumptions used to develop the allowance for doubtful accounts in determining that it is reasonable in relation to the financial statements taken as a whole.

Qualitative aspects of accounting practices (continued)

Accounting estimates (continued)

- Management's estimate of the net pension liability and related deferred outflows of resources and deferred inflows of resources are based on an actuarial study performed by an independent third party and the County's contributions to the state pension plan. We evaluated the key factors and actuarial assumptions used to develop the net pension liability and related deferred outflows and inflows of resources in determining that it is reasonable in relation to the financial statements taken as a whole.

Financial statement disclosures

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties encountered in performing the audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Uncorrected misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management did not identify and we did not notify them of any uncorrected financial statement misstatements.

Corrected misstatements

There were some material and immaterial misstatements detected as a result of audit procedures were corrected by management. These corrected misstatements included entries to record reclassifications and audit adjustments for recording of copier capital lease and an adjustment to the amount owed from the revolving loan fund to the general fund.

Disagreements with management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

Management representations

We have requested certain representations from management that are included in the management representation letter dated October 14, 2015.

Management consultations with other independent accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the commission's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant issues discussed with management prior to engagement

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the commission's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

Other audit findings or issues

We have provided a separate letter to you dated October 14, 2015, communicating internal control related matters identified during the audit.

Other information in documents containing audited financial statements

With respect to the required supplementary information (RSI) accompanying the financial statements, we made certain inquiries of management about the methods of preparing the RSI, including whether the RSI has been measured and presented in accordance with prescribed guidelines, whether the methods of measurement and preparation have been changed from the prior period and the reasons for any such changes, and whether there were any significant assumptions or interpretations underlying the measurement or presentation of the RSI. We compared the RSI for consistency with management's responses to the foregoing inquiries, the basic financial statements, and other knowledge obtained during the audit of the basic financial statements. Because these limited procedures do not provide sufficient evidence, we did not express an opinion or provide any assurance on the RSI.

The Schedule of Indirect Costs accompanying the financial statements, which is the responsibility of management, was prepared for purposes of additional analysis and is not a required part of the financial statements. Such information was not subjected to the auditing procedures applied in the audit of the financial statements, and, accordingly, we did not express an opinion or provide any assurance on it.

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document you prepare, such as an annual report, should be done only with our prior approval and review of the document.

* * *

This communication is intended solely for the information and use of the Board of Directors and management of East Central Regional Development Commission and is not intended to be, and should not be, used by anyone other than these specified parties.



CliftonLarsonAllen LLP

Brainerd, Minnesota
October 14, 2015

Transportation Advisory Committee (TAC)
Chisago County – Isanti County Heartland Express

New Heartland Express Building
Training Room

39840 Grand Avenue

North Branch

September 17, 2015 2:00pm

Agenda

I. Call to Order and Introductions

II. Approval of Minutes from 8/20/15

Old Business

III. Extension of Bus route to Pine City
a. Survey from Expo
b. Further discussion

IV. Moving the day of TAC meeting from 3rd Thursday of the Month

New Business

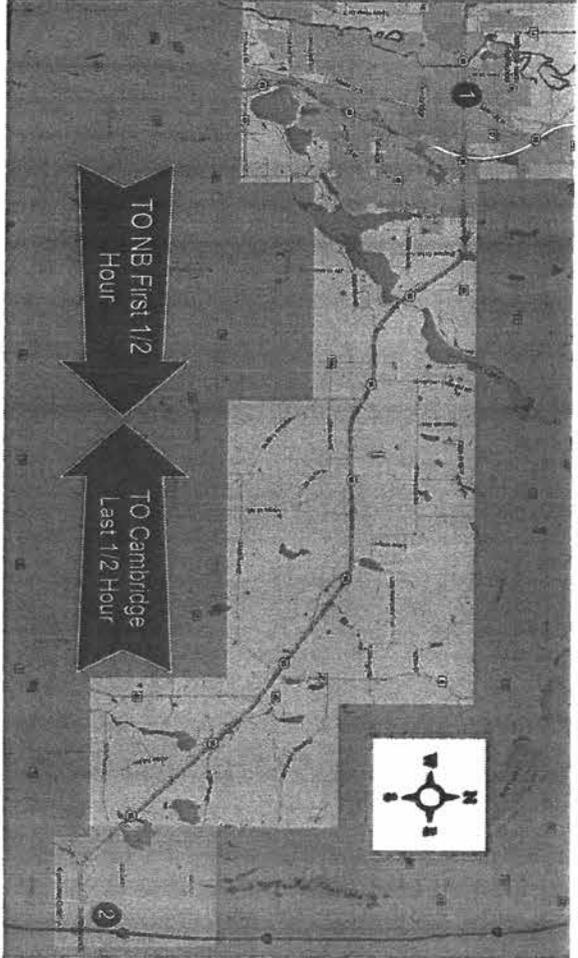
V. Ideas for New Brochure for Chisago County

VI. Open Forum for Discussion of Transit Needs

VII. Other Business

Next Meeting: October 15, 2015?

Cambridge/North Branch Route



TONB First 1/2 Hour

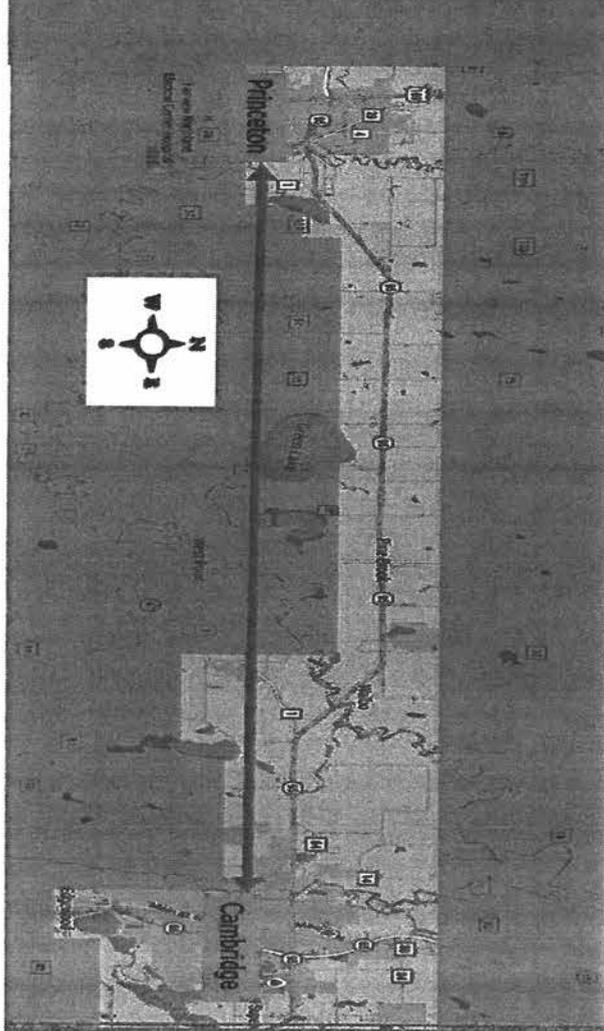
TO Cambridge Last 1/2 Hour

#1-Top of Hour-
Cambridge

#2-Bottom of Hour-
North Branch

Bus Hours:
Starting in Cambridge - 6am
Ending in Cambridge - 6pm
Fare \$2.00

Princeton Route



Princeton Route Runs 2 times a day.

7:20 am - Leaves Cambridge Transit Center

8:00 am - Elim Oasis Day Center

9:00 am - Back at Cambridge Transit Center

3:00 pm - Cambridge Transit Center

4:00 pm - Elim Oasis Day Center

4:30 pm - Back at Cambridge Transit Center

Fare \$3.50

TRANSFERS BETWEEN ROUTES ARE AVAILABLE

CALL HEARTLAND EXPRESS FOR MORE INFO

763-689-8131

- Service Options:**
- Curb to Curb Service
 - Bike Racks Available
 - Lift Equipped and Handicapped Accessible
 - Trained and Professional Drivers
 - Covering Both Isanti & Chisago Counties

Chisago-Isanti County Heartland Express operates its programs without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes he or she has been aggrieved by an unlawful discriminatory practice under Title VI may file a complaint with Chisago-Isanti County Heartland Express.

For more information on Chisago-Isanti County Heartland Express's civil rights program, obligations, and complaint procedures, please contact:
Craig Rempp at 763-689-8131

TTY 1-800-627-3529

E-mail: craig.rempp@co.isanti.mn.us or visit our administrative office at 245 2nd Ave SE, Cambridge, MN 55008.

Persons with limited English proficiency may contact:
1-800-367-9559.

A Title VI complaint may also be made by contacting with Title VI Specialist at the Minnesota Department of Transportation, Office of Civil Rights:
651-366-3071

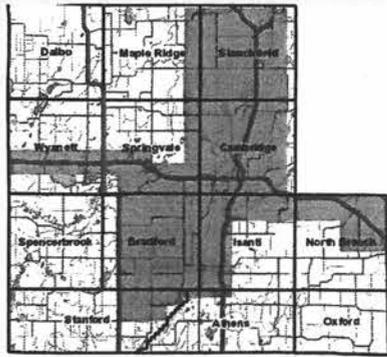
Public Transit

763-689-8131



Heartland Express



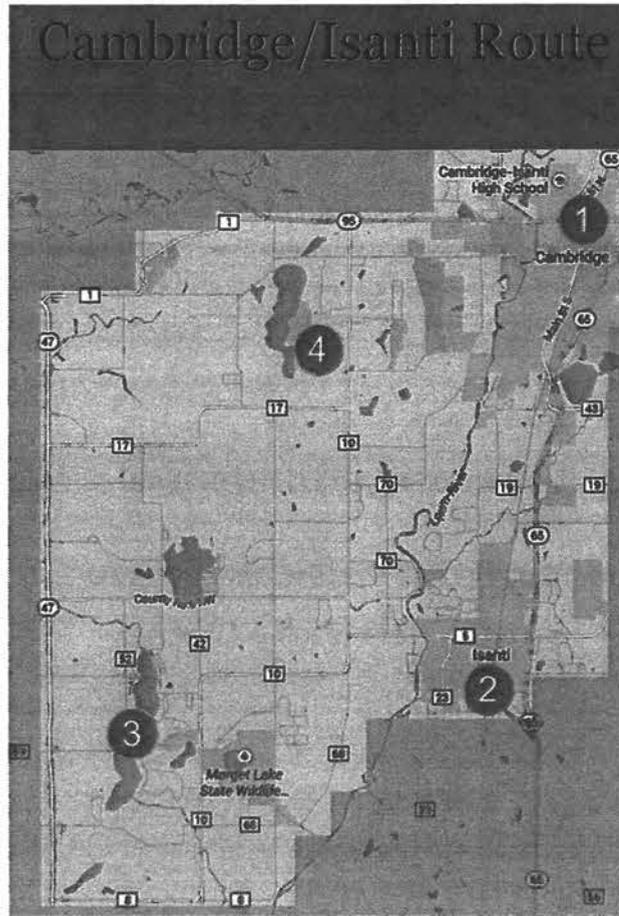


OUTSIDE ROUTE AREA

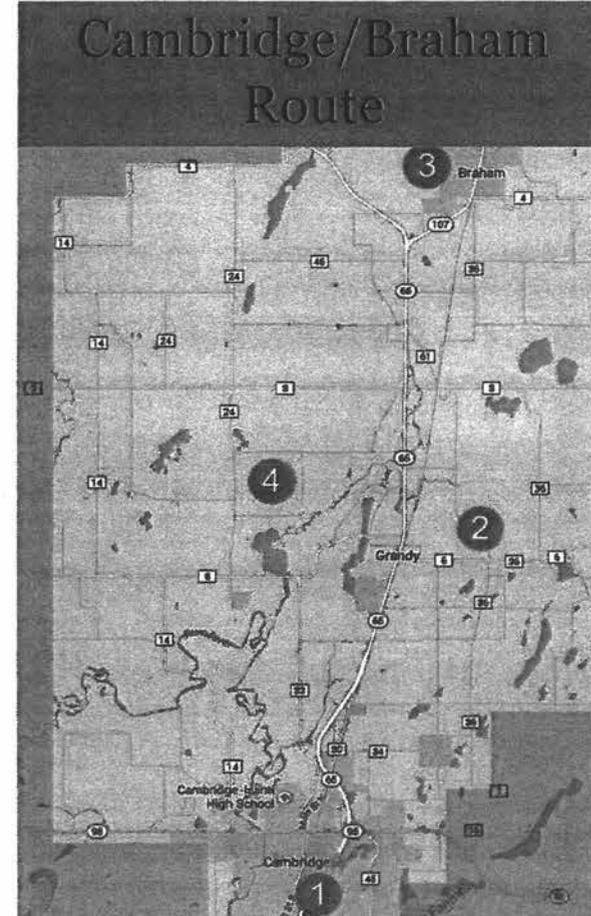
- ◆ Call by 12:00 PM the Working Day Before the ride you want. (weekends and holidays excluded).
- ◆ Outside Route Fare is \$3.50

To Schedule A Ride On Regular Routes

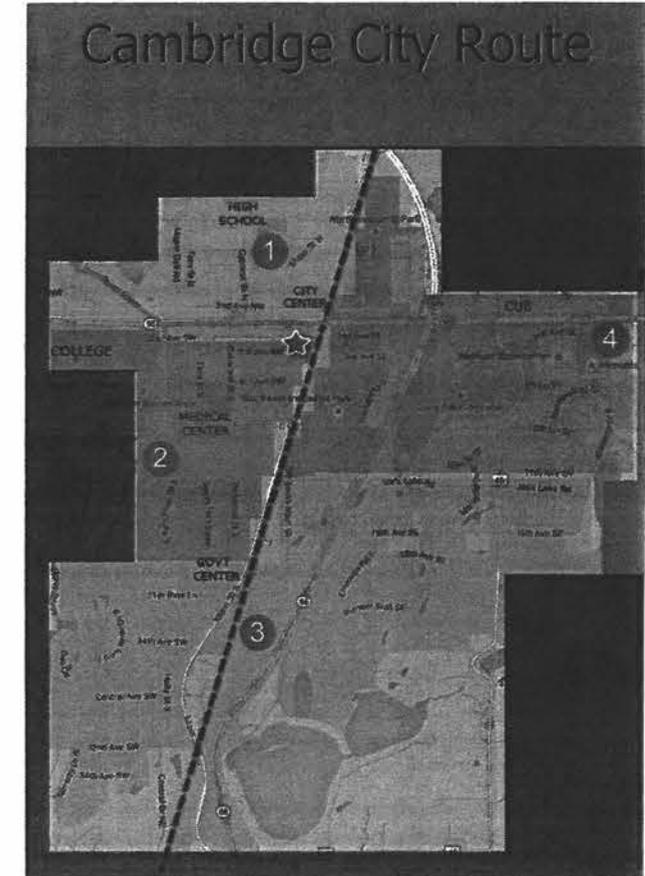
- ◆ Scheduled Rides - Call in Before 3pm the Working Day before your ride.
- ◆ Same Day Rides - Subject to Availability
- ◆ Exact Fare Amount Or Token is Due at the Time of Boarding-Drivers Can NOT Make Change.
- ◆ Be Ready 10 Minutes Prior to Your Scheduled Pick-Up Time.
- ◆ Have Your Address Clearly Visible from the Road.
- ◆ If service in no longer needed, CALL IN YOUR CANCELLATION AS SOON AS POSSIBLE. (If less than One Hour's notice, you may be charged for that ride.)



#1-Top of Hour-Cambridge
#2-1/4 of Hour-Isanti
#3-Bottom of Hour-Long Lake
 (East or West every other hour)
#4-3/4 of Hour-Bradford
Isanti Bus Runs Clockwise on the Route
 Bus Hours: Starting in Cambridge—6:00am
 Ending in Cambridge—6:00pm
 Fare: \$2.00
City of Isanti Fare: \$1.50 Seniors: \$.75



#1-Top of Hour-Cambridge
#2-1/4 of Hour- East Side of Hwy 65
 Grandy/Stanchfield Area
#3-Bottom of Hour- Braham
#4-3/4 of Hour- West Side of Hwy 65
 Springvale Area
 Bus Hours: Starting in Cambridge-6:00am
 Ending in Cambridge-6:00pm
 Fare: \$2.00
City of Braham Fare: \$1.50 Seniors: \$.75



CITY BUS RUNS HOURLY
#1-Top of Hour-Green Area
#2-1/4 of Hour-Blue Area
#3-Bottom of Hour-Yellow Area
#4-3/4 of Hour-Pink Area
 Be ready 10 Minutes Prior your area pick-up time.
 Bus Hours are 8:00am - 4:00pm
 Fare \$1.50
 Senior Fare \$0.75

9-17-2015

#3 Rush city → Pine city (Walmart + Calloffe) this would NOT require an additional Bus.

- 1.5 hr for current time
- 2.0 would allow cost to cost source.
- Rush city → Pine city 10 miles
- Rush city → North Branch 11 miles

* Major Draw for Bus is NB → Cambridge for Shopping.

#4 TAC meeting now moved to 2nd ~~thurs~~ Wednesday. This is so the TAC meeting is before the Joint Power's Board meeting.

**Transportation Advisory Committee (TAC)
Chisago/Isanti County Heartland Express
Heartland Transit Center North Branch
August 20, 2015 2:00PM**

Present: Lonnie Anderson Heartland Express; Craig Rempp Heartland Express; Mary Melby Isanti County Family Services; Chris Fourness Industries Inc; Joyce Borchardt City of North Branch; Mike Harper Rise Inc; Ami Helmbrecht Chisago County Human Services

Call to Order and Introductions

This meeting was called to order at 2:10PM by Joyce Borchardt. Introductions were made of all those present.

Approval of Minutes from 7/16/15

The minutes from the last meeting on 7/16/15 were discussed. There was a motion made by Ami Helmbrecht to approve the minutes from 7/16/15. Mary Melby seconded this motion. Motion was passed.

Old Business

Newer Version of Brochure

Craig Rempp distributed a newer revised copy of the brochure that we have been working on. This brochure is for Isanti County is 90% completed. We will have another one for Chisago County with lettering in red. The consensus of the committee is that that the Isanti County Brochure looks good.

New Business

Olmstead Act

Craig gave an update on the Olmstead Act as it affects Transit. The main concerns will be added accessibility and the times of the day. We are looking at having bus service for 15 hours a day and 7 days a week. That would amount to a 50% increase in service hours. This will need to be done by 2025. MnDOT is looking at increasing our funding to accomplish this. Mike Harper distributed a handout explaining how to integrate the Olmstead principles into the state's transportation system with yearly goals.

Discussion of Extention of Bus Route To Pine City

Lonnie distributed information received from Lauren Williams of Pine College. They showed the locations of their students and her recommendation for the hours of service based on the students class schedules. We are looking to extending our service to the college and the Wal-Mart in Pine City. We would like to get to Pine City 3 times during the day, morning before classes begin, sometime during the noon hour and then when classes are over in the late afternoon. We are only in the beginning planning stages of this expansion of services. There is an Expo at the Pine Tech and Community College on September 8th and 9th that we would like to attend. We would have those visiting fill out a survey and we could answer questions about our service. Craig mentioned that we are looking at our North Branch to Cambridge, Bus 3 route to see if that route could drive up to Rush City on part of the day when they are not busy so we can get to Rush City more often. Mike Harper from Rise said that he has a need to get people up to Rush City and also that there is a Provide Care facility in Rush City.

Other Business

In other business, Craig mentioned that we are putting the East Bethel Commuter run back in our grant application for 2016. This run will drive twice a day to bring commuters from Cambridge to East Bethel in the A.M. and bring Industries' clients up to Cambridge on the way back. Then at the end of the day, drop off the Industries' clients and pick up the commuters. Because this is for 2016, the TAC committee needs to approve this run again even though it was approved for 2015. Mike Harper made a motion to approve adding this route to our system. Ami Helmbrecht seconded the motion. The motion was voted on and passed.

A Forest Lake connection is still on the table but we have not had any interest from the Forest Lake government officials after our meeting last year.

The Cambridge City route is still one that we will look at for revising perhaps to a deviated route.

Craig asked for the members to think about any additional groups that could use our service like day cares or charter schools.

Tour of Building

Craig gave a tour of the building explaining how the remodeling will be done.

Change of meeting to one week earlier?

Because of the conflict with the Joint Powers Board meeting being before the TAC meeting now, an earlier time is needed to have the TAC meeting before the Joint Powers Meeting. It was suggested to have the TAC meeting on the 2nd Thursday of the month at 2:00pm instead of the 3rd Thursday. Lonnie will send out a survey to the members to get everyone's input.

A motion was made by Chris Fourness to adjourn and seconded by Mike Harper at 3:30 pm. Motion was approved.

Next TAC meeting will be September 17th, 2015 at 2:00pm. Location will be at the North Branch Transit Center in North Branch.

9-11-2015

Pine City Run

	AR	LV	Via
NB County Mkt	14:15	14:15	I35
Harris Exit	14:28	14:32	I35
Rush City Food	14:40	14:43	I35
Hit Pine City Exit @ 14:52 Exit #169			
Pine Tech	14:55	14:58	
Walmart	15:01	15:03	
Rush City Food	15:21	15:23	old 61
Harris Exit	15:30	15:32	I35
NB County Mkt.	15:45	end	I35

Milage start 50790
 End 50838
 48 miles

1 hr 30 minutes for
the round trip

Call with questions

306 and Robbie (306 1/2)

Cambridge

1-1-2014 to 5-31-2014

Sum of Persons	Column Labels					Grand Total	
Row Labels	ADULT (18 - 61)	CHILD (0 - 7)	DISABLED	SENIOR (62 +)	YOUTH (8 - 17)	(blank)	Grand Total
B1	1007	14	62	721	1125		2929
B1 Am	114	1	3	30	110		258
B1 Pm	96	3	6	29	108		242
B2	1622	105	286	197	520		2730
B2 Am	124	12	6	24	40		206
B2 Pm	146	11	13	10	54		234
B3	2015		474	189	111		2789
B3 Am	166		42	23	7		238
B3 Pm	130		57	22	6		215
B4	2211	3	152	773	99		3238
B4 Am	14			10			24
B4 Pm	25		3	3	1		32
B5	2240	8	318	1267	116		3949
C1	1562		54	517	210		2343
C1 Am	15			1			16
C1 Pm	25	2	2	5	9		43
C2	1143	15	92	338	205		1793
C2 Am	148		6	65	32		251
C2 Pm	129		17	61	14		221
C3	1305	15	113	594	141		2168
C4	1576		191	1173	9		2949
DAN LARSON	127		2	142			271
DAVID ANDERSON	26			91			117
DEANNA OLSON	180			13	2		195
JIM OMAN	118			10	4		132
JOHN PLOETZ	119	4		22			145
JOHN WHEELLOCK	6			4			10
LORAL MYERS	149			30			179
ROBERT ASLESON	119	4		130			253
Unassigned				2			2
(blank)							
Grand Total	16657	197	1899	6496	2923		28172

	child	student	adult	elderly	disabled	total
B1	18	1343	1217	780	71	3429
B2	128	614	1892	231	305	3170
B3	0	124	2311	234	573	3242
B4	3	100	2250	786	155	3294
B5	8	116	2240	1267	318	3949
total	157	2297	9910	3298	1422	17084
C1	2	219	1602	523	56	2402
C2	15	251	1420	464	115	2265
C3	15	141	1305	594	113	2168
C4	0	9	1576	1175	191	2951
total	32	620	5903	2756	475	9786
TOTAL	189	2917	15813	6054	1897	26870
bus		26870				
vol.		1302				

328

Cambridge

1-1-2015 to 5-31-2015

Sum of Persons Row Labels	Column Labels ADULT (18 - 61)	CHILD (0 - 7)	DISABLED	SENIOR (62 +)	YOUTH (8 - 17)	(blank)	Grand Total
B1	1344		68	308	1491		3211
B1 Am	149			32	141		322
B1 Pm	111		1	25	123		260
B2	1414		112	641	222		2389
B2 Am	194		19	46	20		279
B2 Pm	147		5	18	27		197
B3	2083	2	566	215	285		3151
B3 Am	107		38	13	9		167
B3 Pm	149		45	8	16		218
B4	2431	1	180	652	123		3387
B4 Am	6			3			9
B4 Pm	24		1	5	1		31
B5	1558	5	342	1150	307		3362
C1	958	207	33	294	127		1619
C1 Am	198	21	9	84	3		315
C1 Pm	145		1	18	35		199
C2	1120	5	81	561	200		1967
C3	944	225	76	459	112		1816
C3 Pm	1			2	1		4
C4	1511	160	119	1130	178		3098
Chisago	2						2
DAN LARSON	105			47	115		267
DAVID ANDERSON	31			79			110
DEANNA OLSON	94			8	142		244
JIM OMAN	128			11			139
JOHN PLOETZ	173			6			179
JOHN WHEELOCK				4			4
LORAL MYERS	127			18	78		223
ROBERT ASLESON	53			12	155		220
Unassigned	1						1
(blank)							
Grand Total	15308	626	1696	5849	3911		27390

	child	student	adult	elderly	disabled	total
B1	0	1755	1604	365	69	3793
B2	0	269	1755	705	136	2865
B3	2	310	2339	236	649	3536
B4	1	124	2461	660	181	3427
B5	5	307	1558	1150	342	3362
total	8	2765	9717	3116	1377	16983
C1	228	165	1301	396	43	2133
C2	5	200	1120	561	81	1967
C3	225	113	945	461	76	1820
C4	160	178	1514	1130	119	3101
total	618	656	4880	2548	319	9021
TOTAL	626	3421	14597	5664	1696	26004
Bus		26004				
Vol.		1386				

↓ 866 from 2014

Summary of USDOT's Reasonable Modification Final Rule

- Effective Date: July 13, 2015
- Reasonable Modification applies to fixed route and paratransit
- Reasonable Modification does not require universal door to door transportation – Systems can remain curb to curb by policy as long as they consider and grant (as deemed appropriate) individual requests for door to door service
- In fixed route, reasonable modifications do not require route deviations, but could include special passenger notifications or the driver positioning the fixed route vehicle to avoid an obstacle in order to obtain accessibility
- Reasonable Modification does not require the assignment of a particular type or model of vehicle to service as long as the vehicle is ADA compliant
- Requires development of process (plan) and complaint process prior to implementation date
- Requires designation of an individual as a Reasonable Modification Coordinator
- Encourages determinations of reasonable modifications during eligibility process

- Presumes most reasonable modification requests will be made in advance at eligibility or through reservations process
- Does not require individuals to make reasonable modification requests in writing, in advance of use or use the term “reasonable modification”
- Does require transit agencies to document any reason to deny modification request
- Requires that real time reasonable modification requests to be evaluated and accommodated (if deemed appropriate) by vehicle operators. Transit operators can require the operator to contact a supervisor prior to granting or denying a request as long as the operator has two way communications.
- The rule only allow a denial of reasonable modification request for the following three reasons:
 - Modification would be a fundamental alteration of the service provided
 - Granting the modification would expose the requestor or the operator or other riders to a “Direct Threat”.
 - The modification is not necessary for the individual to actually use the service
- If a modification is denied, the operator has a responsibility to provide an alternative “work around” if feasible to ensure accessibility
- Requires public notification of the plan and the contact information for the Reasonable Modification Coordinator
 - Phone number, email, physical address
 - Such information must be available in printed materials and on web site.

- Materials should describe process for requesting reasonable modifications and process for filing a complaint
 - Requires prompt response to requests or complaints
- USDOT has provided Appendix E to provide illustrative examples of both appropriate and unacceptable “reasonable modifications”

Isanti County EDA

Agenda

October 27, 2015

9 am

Isanti County Government Center
Board Room

1. Call to Order ✓
2. Welcome/introductions ✓
3. Review and approval: Meeting Minutes – April 28, 2015, & August 31, 2015 ✓
4. Tools for Business Success – metrics and promotion ✓
5. GREATER MSP talent attraction; business retention; videos
Jana
Jana
6. Interest in reviewing and possibly updating tax abatement policy; establishing a task force
7. Updates:
 - ✓ Joint tax abatement with the City of Cambridge for on-site septic system
 - ✓ Minnesota Marketing Partnership Site Selector Fam Tour (Sept 13-16)
 - ✓ Economic Gardening
 - ✓ Highway 65 ✓
8. Economic development updates from cities and Robert Voss, ECRDC ✓
9. Update: Passenger and commuter rail ✓ ** Jennifer's Research*
10. Verify next meeting: January 26, 2016 ✓
11. Clarify meeting follow-up and next steps ✓

**Isanti County EDA
Meeting Minutes
August 31, 2015**

Commissioner Susan Morris, Chairperson, called the Isanti County EDA meeting to order at 8:30 a.m. Morris welcomed everyone and introductions were made.

In attendance: Commissioner Greg Anderson, Commissioner Susan Morris, Commissioner Mike Warring, Commissioner Dave Oslund, Commissioner Terry Turnquist, Loren Nelson, Paul Nordberg, Randy Polzin and Marlys Palmer. Lynda Woulfe, Stan Gustafson, Janna King and Kevin VanHooser were also in attendance.

Voting members absent: Becky Moritz.

The meeting minutes from the July 28, 2015, were reviewed and approved.

The committee nominated Loren Nelson to represent Isanti County on the Greater MSP Partner Advisory Council. The nomination will be recommended to the Isanti County Board of Commissioners on September 2, 2015. (It was subsequently approved)

A joint tax abatement request was presented to the committee by Stan Gustafson, Cambridge Economic Development Director, and Lynda Woulfe, Cambridge City Administrator. A comprehensive report written by Gustafson is in the file. In short, the request is for \$40,000 or nine years, whichever happens earlier. An identical request was made of Cambridge to assist with the cost of installing an onsite sewage treatment system on the property located at 4000 Main St. S., Cambridge, MN. Isanti County's Tax Abatement policy requires EDA approval before it is presented to the Board of Commissioners. The EDA Board granted this approval and it will be presented to the County Board on September 2, 2015, and a public hearing will likely be called. (It was subsequently called for September 23, 2015)

The next meeting will be at 9:00 a.m. on October 27, 2015.

The EDA meeting was adjourned at 9:10 am.

Respectfully Submitted,
Kevin VanHooser
Isanti County Administrator

Isanti County EDA
Meeting Minutes
April 28, 2015

Commissioner Susan Morris, Chairperson, called the Isanti County EDA meeting to order at 9:00 a.m. Morris welcomed everyone and introductions were made.

In attendance: Commissioner Greg Anderson, Commissioner Susan Morris, Commissioner Mike Warring, Commissioner Dave Oslund, Commissioner Terry Turnquist, Becky Moritz, Loren Nelson, Paul Nordberg and Randy Polzin. Stan Gustafson, Janna King, Sean Sullivan, Sally Hoy, Tom Willet, Judy Johnson and David Griggs of GreaterMSP, Dave Maurer and Kevin VanHooser were also in attendance.

Voting members absent: Marlys Palmer.

The meeting minutes from the January 27, 2015, were reviewed and approved.

Judy Johnson and David Griggs of GreaterMSP gave a power point presentation. The presentation described their region, partnerships, vision, mission, strategy, marketing, branding and various statistics. They spoke of how Business Retention and Expansion is at the heart of what they do. The power point presentation is on file.

Tom Willet, GPS 45:93, made a second request for funding (up to \$5000) for the Economic Gardening program. It will likely be a \$2500 match with \$2500 being requested of John Schlagel. Willet expects the program to begin late summer/early fall. This was referred to the next Committee of the Whole work session which is May 18, 2015.

There was a discussion regarding the North Highway 65 Corridor Coalition. Janna King and members from Isanti County want to meet to discuss the congestion issue on highway 65. The City of Blaine is very interested in getting involved in any plans for highway 65. But holding a meeting of the North Highway 65 Corridor Coalition and having a quorum has been quite difficult. Kevin was asked to contact the County Attorney to see how we can possibly dissolve the Coalition and create a different group to accomplish things. The Coalition was once working on a survey to manufacturers regarding highway congestion. This survey cannot get finalized if the Coalition no longer meets. Polzin moved and Moritz seconded to request the County Board to pursue getting out of the Highway 65 Corridor Coalition. King received authorization from the committee to form a smaller group to work on the "congestion survey".

Stan Gustafson and Dave Maurer reviewed the results of the Makerspace survey. Their charge from the ICICLE committee was to present this idea and the results of the survey to the County EDA and bring its recommendation back to the ICICLE committee. The EDA did not give a recommendation for them to take back to the ICICLE committee.

It was decided to again invite local commercial lenders to the next EDA meeting to promote the Advanced Manufacturing Education Alliance, Tools for Business Success website and other items. This will be at the July 28, 2015, meeting.

Sally Hoy, Braham City Administrator, reported that Randy Polzin expanded his business to Braham and will add 10 employees.

Sean Sullivan reported that the commercial inquiries have increased in the City of Isanti. The Family Dollar Store will open soon. He also reported that there are 13 pending housing permits which is more than a year ago.

Stan Gustafson reported that single family homes have increased this year. Phase two of an apartment complex will begin this fall.

Commissioner Turnquist gave a brief report on the previous NLX meeting.

Commissioner appointees to the EDA board were told that the County Board, at their May 6th Board meeting, will likely approve per diems and mileage reimbursement to those who wish to receive it.

Isanti County has participated in the Minnesota Marketing Partners Site Selector Familiarization Tour for the last 2-3 years and was invited to do so again. The estimated cost is \$750. Tom Willet, with GPS 45:93, indicated that Heather Rand with DEED is working to organize the GPS 45:93 group to participate in the Familiarization Tour. Kevin will be notified with additional information.

The next meeting will be at 9:00 a.m. on July 28, 2015.

The EDA meeting was adjourned at 11:30 am.

Respectfully Submitted,
Kevin VanHooser
Isanti County Administrator

**Isanti County Tools for Business Success – Number of Hits on Key Topic Pages
June 2015 to September 2015**

After bots, hits from other countries, obvious spam, and Tools staff are deleted	Unique IP Addresses	June 2015	July 2015	August 2015	September 2015
864	382	278	245	152	189

TOP PAGES

June -September 2015	
Home page	305
Funding	76
Formation	66
Local	62
Government Compliance info	38
Government	31
Tourism	26
Employer	25
Business Protection	22
Business plan	17
Retail	17
Manufacturing	15
Marketing and selling	14
Sustainable	13
Training	13
Veteran	13
Minority/women	11
Agriculture	10
Incentives	10
Plastics	10
Biotech	9
Construction	9
Food	9
Networking	9

**Isanti County Tools for Business Success – Number of Hits on Key Topic Pages
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Agriculture	10
Incentives	10
Plastics	10
Biotech	9
Construction	9
Food	9
Networking	9

GREATER » MSP™
Minneapolis Saint Paul Regional Economic Development Partnership

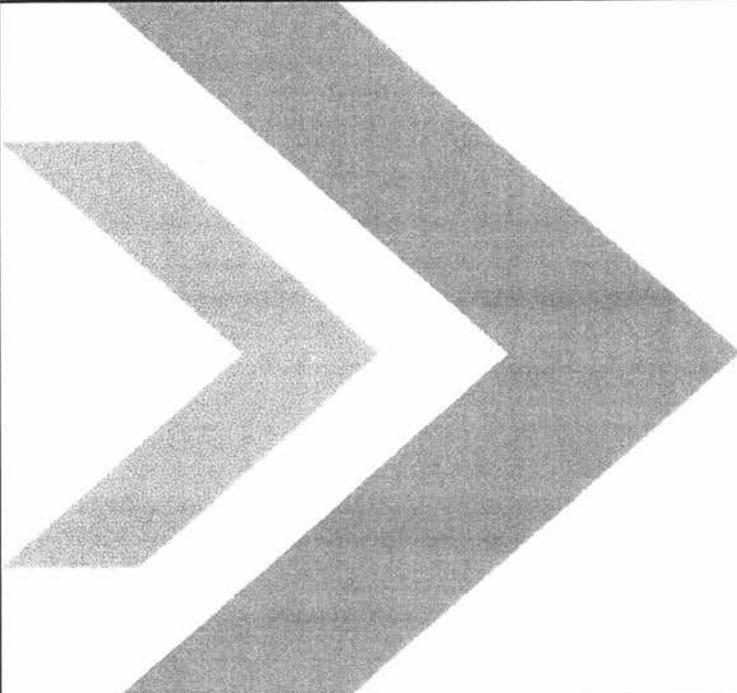
PARTNER ADVISORY COUNCIL
September 9, 2015

GREATER » MSP™
Minneapolis Saint Paul Regional Economic Development Partnership

REGIONAL STRATEGY
May 2015

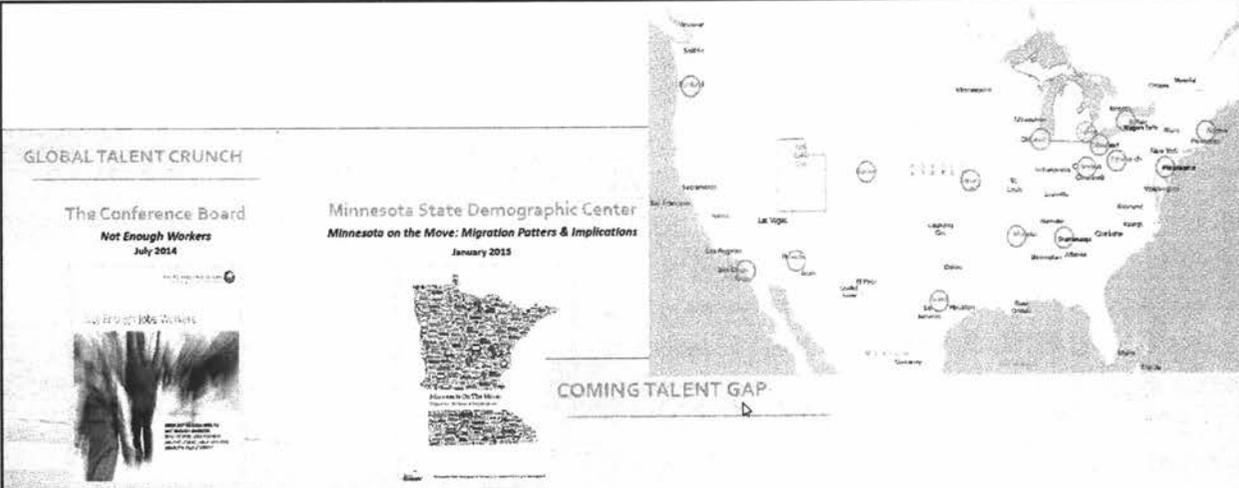
PLANNED & ACTIVE PROJECTS

		TODAY
TELL OUR STORY	Equip leaders to tell the regional story	
	Build regional competitive intelligence unit	
	Create a shared regional dashboard	
PRIORITIZE TALENT	Create talent retention & attraction initiative	MAKE IT MSP™ Minneapolis Saint Paul Regional Talent Initiative
	Connect & integrate human capital pipeline	Real-Time Talent
BUILD GLOBAL SECTORS	Create Food Sector Team	
	Localize Economic Development Strategy	
	Connect strategy analysis & policy priorities	



Make It. MSP. Preview

Peter Frosch
Mike Brown
Pam Lampert
Jesse Ross



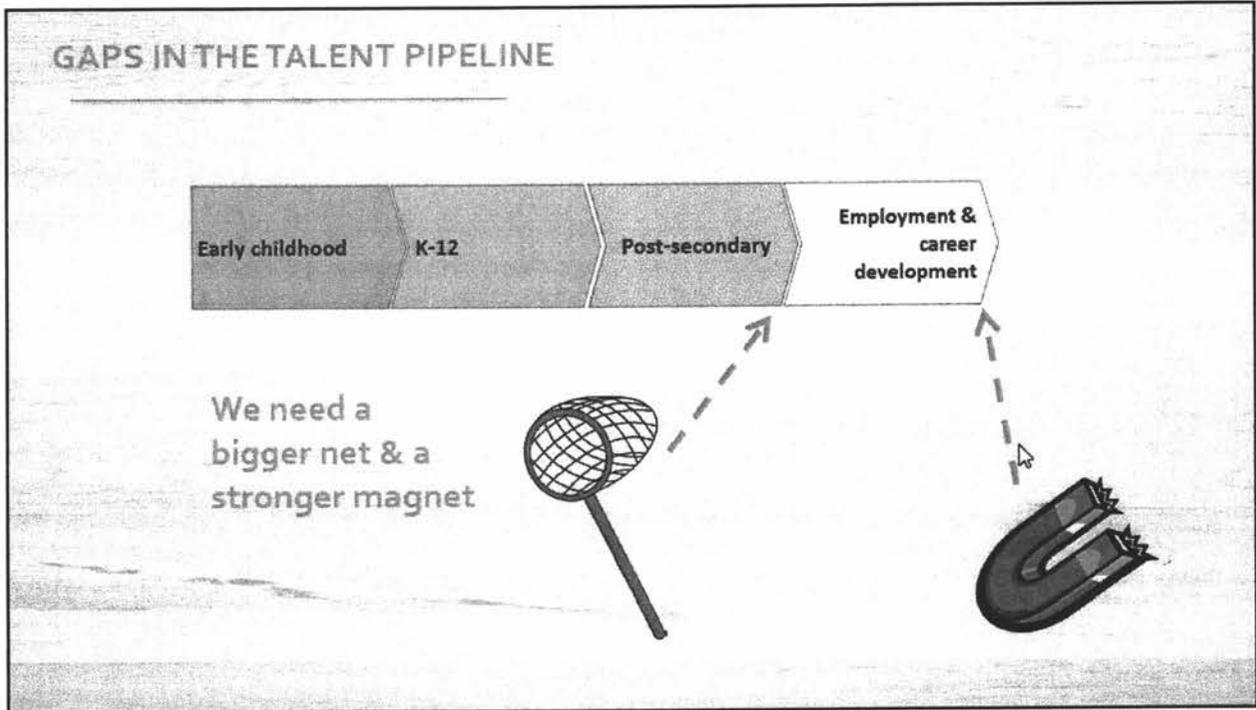
GLOBAL TALENT CRUNCH

The Conference Board
Not Enough Workers
July 2014

Minnesota State Demographic Center
Minnesota on the Move: Migration Patterns & Implications
January 2015

COMING TALENT GAP

The MSP region could be short
100,000
skilled workers by 2020



TASK FORCE INSIGHTS

<p>Professional Talent Multiply Opportunity</p>	<p>MSP Performance*</p>	<p>Net Migration 25-34 in 2013</p>	<p>Ready to Collaborate?</p>
<p>1 = 3.5 vs. 1 = .75</p>	<p>Retention = #1 Attraction = #19</p>	<p>MSP +2,150 PDX +14,458</p>	<p>87% MSP employers want to work together on talent retention & attraction</p>

Source: *Myles Shaver (University of MN) analysis; IPUMS-USA data (University of MN)

THE FIVE GOALS

- Improve Social Inclusion
- Support Innovative Talent
- Connect Talent to Community
- Connect Talent to Employers
- Close Near-Term Talent Gaps

MAKE IT. MSP.TM

Minneapolis Saint Paul Regional Talent Initiative

Innovative

We owe our progress to our love of learning and craftsmanship

Lively

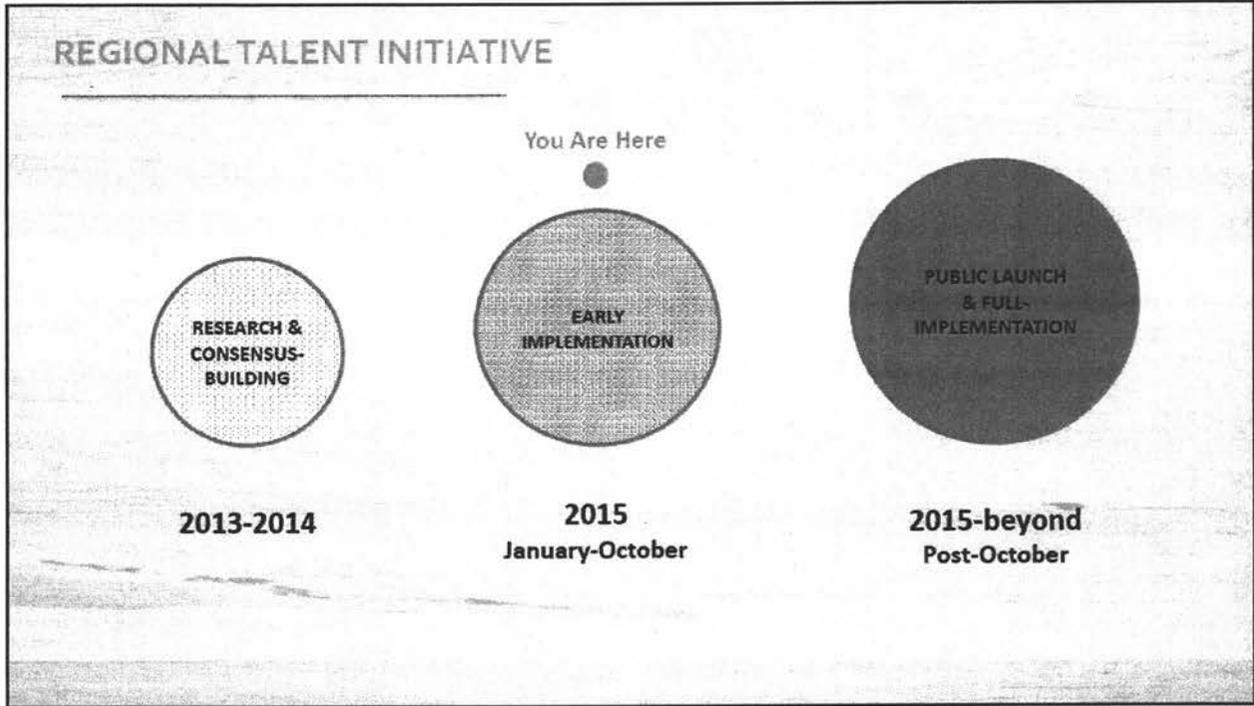
We have as much enthusiasm for our work as we do our play. We're always doing something

Adventurous

We seek out new experiences as often as we can, and we aren't afraid of leaving our comfort zone

Optimistic

We're always excited about what's next. We don't look back



DELIVERING RESULTS

MAKE IT MSP™
Minnesota Saint Paul Regional Talent Initiative

Anticipated deliverables by Jan. 1

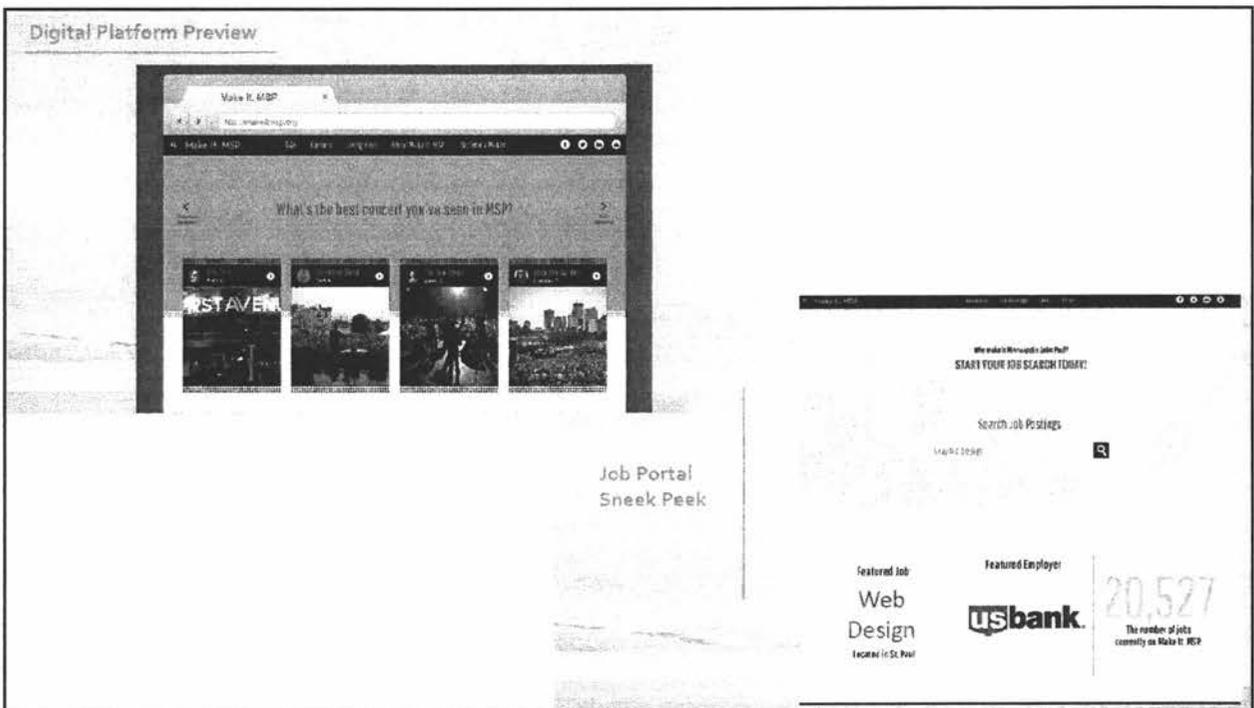
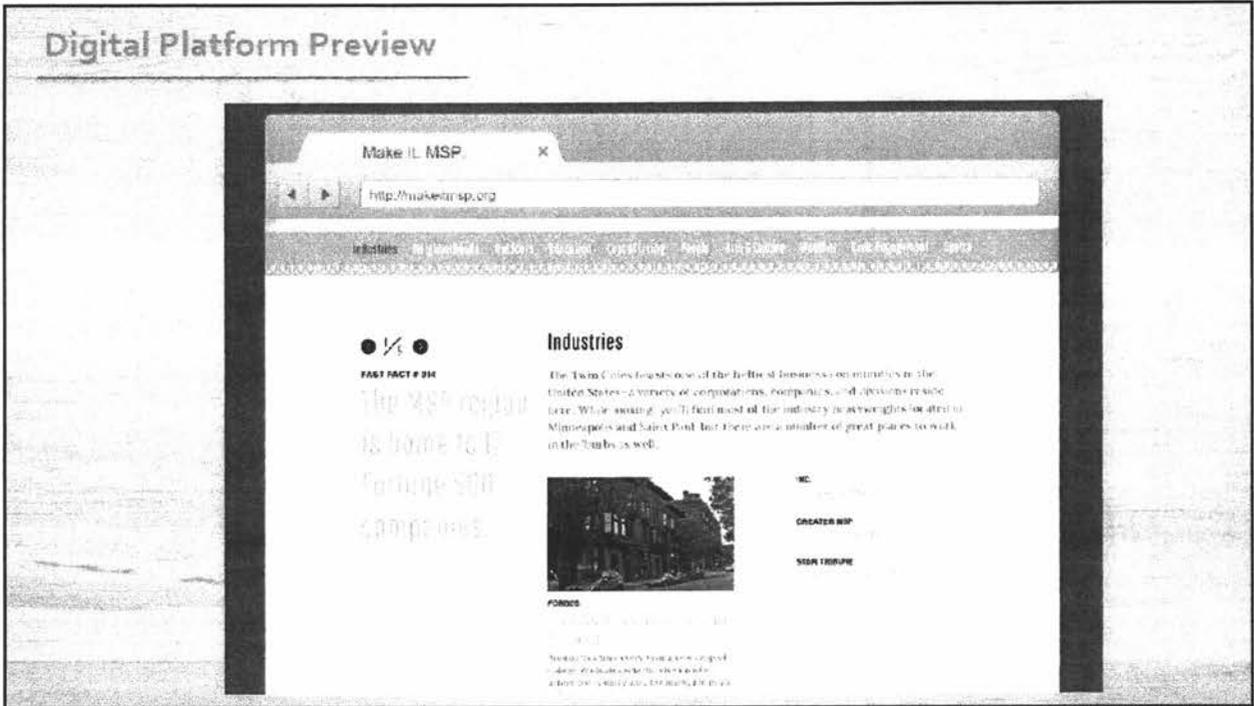
- New digital platform
- Talent Exchange
- MSP recruiter toolkit
- Social strategy + Team of brand ambassadors
- 2016 out-of-region events
- Community Offer Letter
- Regional Affinity Network Program
- New insights on key talent groups
- Tools to welcome newcomers to MSP

POTENTIAL 2016 ACTION

MAKE IT MSP™
Minnesota Saint Paul Regional Talent Initiative

- Tell our region's story to talent
- Support MSP recruiters
- Retention strategy for Professionals of color
- Tech talent recruiting strategy
- Boomerang attraction strategy
- Solve space issue for innovators
- Welcome & on-board newcomers
- Insight on MSP talent

*Preliminary:
in process*



Discussion

- Do employers in Isanti County need help with recruitment?
- What is being done locally? Who is doing it?
- Would any of the MSP tools be helpful?
- How do we connect them with these resources when they are fully available next spring?

Economic Development Services, Inc.

REGIONAL BR|E PROGRAM

BACKGROUND

- **Goal:** To insure that all key businesses in the Greater MSP region receive timely business retention visits/revisits and effective follow up on any issue raised during these visits. "Key businesses" include private sector businesses that are now or have the potential to become major regional employers.
- **Tasks:**
 1. Create a single business retention software system and by doing so, a single data base
 2. Identify key accounts
 3. Update the Grow Minnesota! reporting form and begin using it
 4. Agree on basic procedures for retention visits going forward

PROGRAM OVERVIEW

- Coordination of local partners
- Single source CRM system (Salesforce)
- Common Questions Survey
- Identify priority visits
- Regional communication
- Business assistance

ACOMPLISHMENTS

- Salesforce Community Portal
- Annual Regional BR|E report
- Quarterly BR|E Newsletter
- County Collaboration meetings
- Coordinated assistance provided to businesses
- Commissioned Blaine Canada

GREATER > MSP

Minneapolis Saint Paul Regional Economic Development Partnership

PROSPER: MOMENTUM IS BUILDING

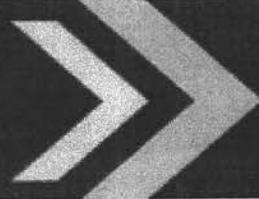
BEST PRACTICES: EXISTING BUSINESS STRATEGY				
Existing Industry Strategy Evaluation by Category for GMSP				
El Segment	Existing Industry Focus Area	Status	Action	Priority
Engagement	Awards, Recognition (Nashville Area Chamber)	Opportunity	N	
	CEO Letter (Columbus 2020, OH, email news)	Opportunity	Y	2
	Ambassador Program for Investors (Columbus 2020)	Opportunity	N	
	Business Opportunity Exchange (Toronto, ON)	Opportunity	Y	3
	Industry Group(s)	Opportunity	N	
	Direct Service Assistance (Greater Dubuque, IA; Business Resource Network, OH)	Opportunity	Y	2
Interview	Target Interview Research	Best Practice (GMSP)	--	
	Predictive Conversation/Interview (Best of Iowa)	Opportunity	Y	1
	Scheduling Interviews (GMSP, Arizona Public Service)	Best Practice (GMSP)	--	
	Cluster Interview Focus (Columbus 2020, OH)	Opportunity	Y	1
	Analysis of Findings (BEST of Iowa)	Opportunity	Y	2
	Online and/or electronic survey	Opportunity	N	
	Telephone Interviews (Entergy)	Best Practice (GMSP)	--	

NEXT STEPS

Recommendations	Priority Strategies	Next Meeting
<ul style="list-style-type: none"> ▪ Identify and brand Program Name ▪ Engagement ▪ Extended Reach ▪ Executive Interview Model: <ul style="list-style-type: none"> ○ Predictive Survey ○ Specific clusters 	<ol style="list-style-type: none"> 1. Update the "Common Questions Survey" to be more predictive 2. Create a branded program name, "family based" 3. Identify collaboration strategy with utility companies 4. Identify clusters of strength 5. Determine appropriate cluster questions 	<p>January 11, 2016 10am - Location TBD</p>

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Minneapolis Saint Paul Regional Economic Development Partnership

PROSPER: MOMENTUM IS BUILDING



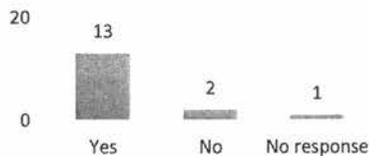
Report based on 16 BRE Surveys completed during 2014

Business Details

Primary Business Sector

Accommodation/Food Services	0%
Administration/Support/Waste...	0%
Agriculture/Forestry/Fishing/Hunting	0%
Arts/Entertainment/Recreation	0%
Construction	0%
Educational Services	0%
Finance/Insurance	0%
Health Care/Social Assistance	0%
Information	0%
Management of Companies & Enterprises	0%
Manufacturing	100%
Manufacturing - Food/Candy	0%
Non Profit	0%
Professional/Scientific/Technical Services	0%
Real Estate/Rental and Leasing	0%
Retail Trade	0%
Transportation/Warehousing	0%
Utilities	0%
Wholesale Trade	0%
Other	0%
No response	0%

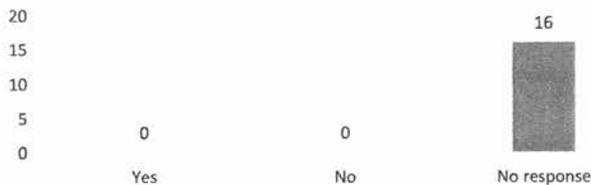
Has this company introduced new products?



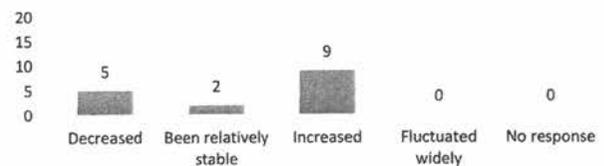
Is this facility owned or leased?



Does this company have a succession plan?

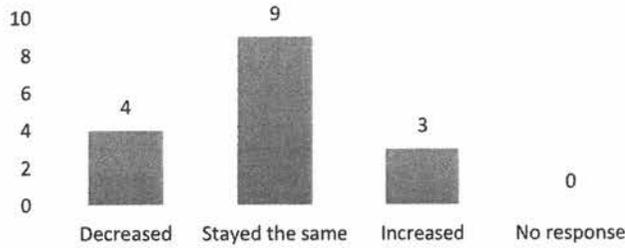


Status of Company Sales Over Past Year

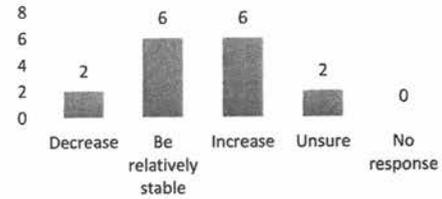


Local Employment and Workforce

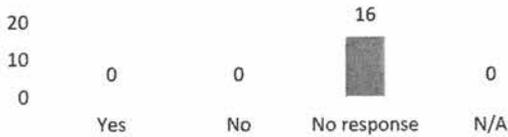
Status of Jobs Over Past Year



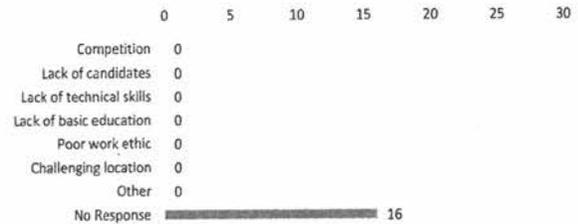
Expectations for Change in Number of Jobs



If jobs increased, was it hard to fill jobs?

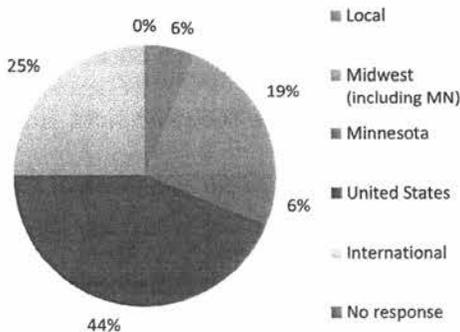


Why are openings hard to fill?



Market Information

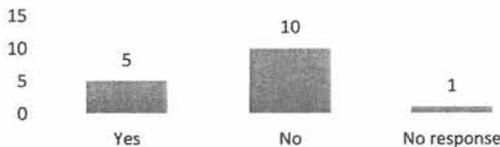
Primary Market



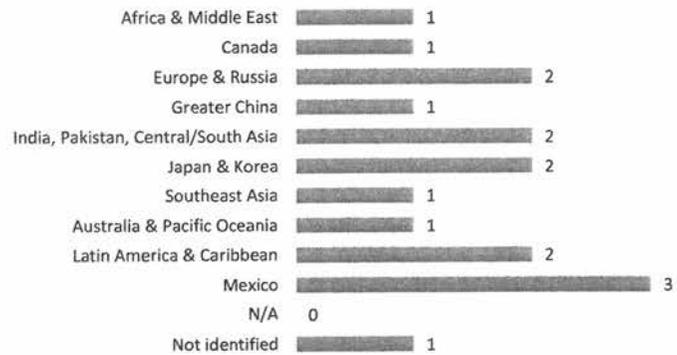
Company's Fastest Growing Geo Market



Does this company export?



Export Locations

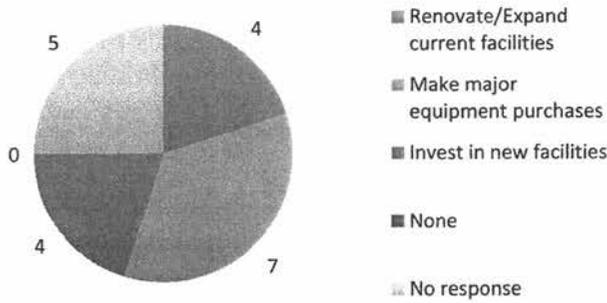


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Investment Plan

Investment Plans



Apx date of investment



If investing at new location, why?



Additional Information

Rankings

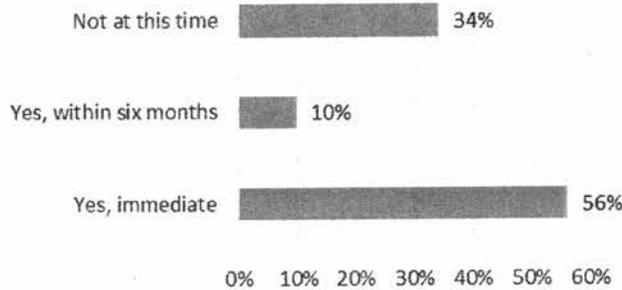


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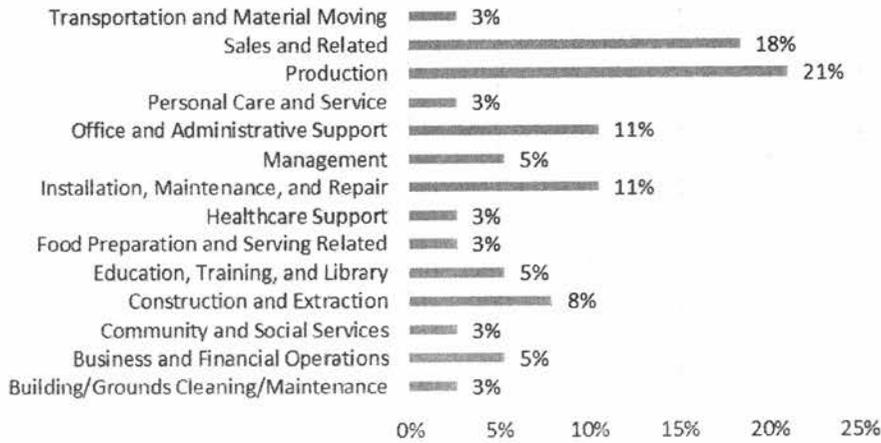
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DEED Workforce Consultations (Jan 1 to Oct 1, 2015)

Current Hiring



Types of Job Openings



Questions? Contact Megan Barnett-Livgard at megan.livgard@greatersp.org, 651.287.5812 or Peter Baum at pbaum@mnchamber.com or 651.292.4674

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Highway 65 Corridor Coalition, October 14, 2015

Paul Bergly (Isanti), chair
18 people present

2005, established the group

Past Projects: north end of the corridor, accomplishments
County Rd 5, Anoka county frontage road, key leaders died or resigned,

Purpose and vision: improve safety and mobility on highway 65, connecting roads

Isanti Co report from Isanti Co. EDA (Janna)
concerns about moving goods along highway 65
stoplights on 65 are timed for cars and not trucks,
congestion along the highway near Blaine

The purpose of this group is to advocate for improving highway 65 so manufacturers can efficiently move goods in addition to commuters. A survey can be done with manufacturers to quantify the problems (Janna).

Blaine spoke in favor of joining. Their concern is the intersection of 109 and highway 65.

The discussion involved most people and consensus was to continue with the Highway 65 Corridor Coalition.

Report from Department of Transportation:

**Will white top the Cambridge bypass for 2019 but will try to do it sooner.

Questions for reorganization:

Quorum? Board of Directors? approve new members? Mr. Clint will revise old Joint Powers Agreement, email it out, to be brought to members for approval.

Next meeting, November 18, 7:00, Isanti Co. Court House

PLANNING COMMISSION MEETING MINUTES

Tuesday, October 6, 2015

Pursuant to due call and notice thereof, a regular meeting of the Cambridge Planning Commission was held at Cambridge City Hall, 300 – 3rd Avenue NE, Cambridge, Minnesota.

Members Present: Jim Godfrey, John Klossner, Joe Morin, Chad Struss, and Bob Erickson

Members Absent: Robert Nelson and Shirley Basta

Staff Present: Marcia Westover, City Planner

CALL TO ORDER and PLEDGE OF ALLEGIANCE

Godfrey called the meeting to order at 7:00 pm and led the Commission in the Pledge of Allegiance.

APPROVAL OF AGENDA

Morin moved, seconded by Klossner to approve the agenda as presented. The motion carried 5/0.

APPROVAL OF MINUTES

September 1, 2015 Regular Meeting Minutes

Struss moved, seconded by Erickson to approve the September 1, 2015 meeting minutes as presented. Motion carried 5/0.

PUBLIC COMMENT

Godfrey opened the public comment period at 7:02 pm and without comments, closed the public comment period at 7:03 pm.

NEW BUSINESS

Driveway Width Discussion – Bob & Mary Sarault

Westover stated Bob and Mary Sarault of 695 Elin's Lake Road SE have requested to be on the agenda to discuss their driveway issue as they recently built a home and were required to remove part of their driveway in order to meet the City's requirements.

Westover went on to explain the City requires driveways to be no more than 22' wide in the right-of-way and the curb cut all the way to the property line needs to be no more

than 22' wide. Westover stated once the driveway hits the property line, then it can angle off to accommodate a 3rd stall garage or an additional parking pad on the side. Westover said in the Sarault's case, the driveway angled off prior to the property line and was wider than 22' in the right-of-way.

Westover stated the Saraults have a recreational vehicle (RV) they want to keep on their property and the original driveway that was poured was able to accommodate their RV. Westover stated, now that the driveway has been cut to accommodate the 22' width requirement, they are unable to park their RV without tearing up their sod.

Westover explained when staff reviews the survey prior to issuing a building permit, a note is attached to the survey in red writing stating the requirements for driveways. Westover said it is up to the builder to assure the requirements of the City are met; however, in this case, the builder/asphalt company did not build the driveway to meet the City's requirements. Westover stated we assume there was a miscommunication during the process because had the driveway been built to the 22' requirement, the RV would likely still have trouble gaining access to its parking space.

Westover stated the reason the City established a curb cut and driveway width requirement is for snow stacking purposes and for off street parking establishment. Westover explained a clear defined driveway with space in the boulevard is less confusing for motorists and if property owners were allowed extra wide driveways, there would be no room for snowplows to push and store snow and it would create confusion for visitors parking on the street. Westover stated limitations in right-of-ways are standard practice for all cities.

Westover stated last November, staff researched other cities for their escrow process for landscaping, grading, and driveways. Westover stated the information shows driveway width requirements and referred to the attachment to the report. Westover explained several cities allow a 24' wide driveway and staff finds that a 24' driveway width is acceptable. Westover stated if the Commission chooses, the following amendment can be made to Ordinance 621, Title XV: Land Usage, Chapter 156 Zoning:

(5) Driveway required. All garages that are attached to the principal structure shall have an impervious surface driveway in front of the garage leading to the street. The maximum width of the driveway shall be 22' 24' feet and shall be maintained for its full width from the curb through the boulevard (right of way) to the property line. The driveway width shall be measured perpendicular to the property line that is parallel to the street. See appendix C for details.

Westover stated no formal action was needed for this discussion item. Westover stated the Commission can discuss driveway widths and can approve a driveway width amendment with the public hearing for Item 5B on the agenda. Westover said staff has prepared the ordinance amendment with the 24' driveway width language, but that can be changed according to the recommendation of the Commission.

Godfrey asked the Commission for any discussion or questions. Godfrey stated he had visited the Sarault's property and suggested the width of the driveway is not the primary concern but the ability to angle earlier than 14' away from the curb and asked if there is some way this can be addressed or if staff could look at what other cities have done.

Westover stated she believes approximately 14' (which is the approximate setback from curb to property line) is standard for driveways and noted she looked at a couple of different examples from cities on their driveway details and these showed all the way to the property line. Westover stated her research did not include addressing the possibility of angling the driveway sooner than the standard approximate 14'.

Godfrey was wondering if there is another solution by perhaps changing the setback; however, he questioned whether this would pose interesting zoning dilemmas in other places in the City. Westover stated it would be on a case by case basis, based on the situation. Klossner stated if we start changing the setback without knowing what is beneath the ground, this might cause other issues to surface. Westover stated that driveways are usually just flattening out the surface and do not require digging down deep where underground utilities are located.

Godfrey moved, seconded by Klossner for staff to bring back a recommendation on the ordinance change for an easing of the distance for the setback and the 24' wide driveway at the November meeting. Motion carried 4/1 with Morin voting nay.

Public Hearing – Zoning Amendment, Driveways and Parking Areas

Westover stated staff has recently had a request for a second driveway on a corner lot. Westover pointed out that currently there is not any language in the code that addresses second driveways so we are requesting to add the language as follows:

A second driveway may only be allowed on corner lots. The location of the 2nd driveway should be located the maximum distance from street intersections and is subject to the City Engineer's review and approval. A 2nd driveway may only be allowed where needed for access to an accessory structure; a 2nd driveway is not allowed for parking purposes only. All driveways shall have an impervious surface and are limited to the 22' 24' width requirement in accordance with this chapter.

Westover stated staff finds it reasonable to require the standards proposed above as driveways are required to be impervious and should lead to a structure. Westover added if a driveway is constructed with no accessory structure, it would be considered a parking lot and parking lots are not typical of single family residential homes. Westover

stated while parking pads are allowed, they typically do not have access to the street. Westover stated it is staff's recommendation to only allow driveways that lead to a structure.

Westover stated the person currently requesting the second driveway would like it to be a temporary class 5 driveway with no accessory structure at this time. Westover said they are requesting this temporary situation in order to clean out some trees and tree debris in the wooded area of the lot because they cannot access the wooded area of their property due to septic system and principal structure placement. Westover said they would eventually pave the driveway and install an accessory structure (possibly in three years) so they would like to request a variance. Westover stated she had them hold off on the variance request until Council and the Planning Commission made a determination on the parking surface issue. Westover stated Council has since revisited that issue and the parking surface remains impervious at this time. Westover said she is asking the Commission if it would be reasonable to have the property owner request a variance for this request if the above language is adopted and stated a time limit for the temporary gravel driveway with no accessory structure could be established at the time of variance approval.

Westover reviewed the amendments that were included in the staff report.

Godfrey asked the Commissioners for any discussion before opening this up to the public. Godfrey stated he believed this discussion should be tabled to the November meeting since there are other changes being made and all of these changes could be made at one time.

Klossner inquired whether the City Council advised staff to table the other driveway issue, until the Comprehensive Plan is done. Westover stated Council voted to not change anything at this time because the Comprehensive Plan will be done in 2016. Westover stated this is at least a year-long process if not longer.

Klossner expressed his concern with constantly changing things and questioned how City staff can be asked to enforce codes that are constantly changing, to respond to the citizens who have followed the direction given and, once the code has changed, they don't need to meet those requirements. Klossner pointed out City codes are supposed to be uniform, fairly regular, so the City can enforce it. Klossner suggested tabling this issue and not acting on it until at least November 2015, if not longer, until the Commission can get an idea of what the driveway widths are going to be going forward.

Erickson stated it seems odd the Commission is thinking about allowing a temporary gravel driveway that is very visible and not allowing a gravel pad next to a house that maybe no one sees; it seems like a contradiction.

Westover added this homeowner with the request has talked to an attorney who advised them to apply to the City for a variance and that it is every person's right to apply for a variance. Westover advised the Commission this homeowner may appear

before them if they decide to apply for and pay for the variance. Westover asked Commission for their direction and suggested if she talks to the homeowner prior to them coming in and going through the process for obtaining a variance, this may save time in not having them appear before the Commission.

Westover confirmed variances are not common and only a couple have been applied for throughout her tenure.

Godfrey opened the public hearing period at 7:26 pm.

Bob Sarault of 695 Elin's Lake Road SE stated he has a 30' 5th row camper (RV) but pointed out that a neighbor down the street has a 35' camper (RV). Mr. Sarault stated that vehicles are getting bigger and will continue to get bigger. Mr. Sarault expressed his frustration with having to cut out a piece of his driveway due to the present driveway width requirements.

Mary Sarault of 695 Elin's Lake Road SE stated she understands the Commission waiting to make any changes now until the City Council reviews the rules and codes and make changes all at the same time next year; however, this leaves new home builders like them in limbo. Mrs. Sarault stated it may be advantageous to look at reviewing the codes that were approved when most people had only a one car garage stall years ago. Mrs. Sarault said many people park on the grass in their neighborhood. Mrs. Sarault stated they thought they were following the rules by proactively putting a blacktop pad to park their RV on for half of the year but instead they feel like they are just being written off. Mrs. Sarault shared her frustration with having a part of their driveway removed which does not allow them to angle their RV into the parking space they had planned on parking on.

Godfrey closed the public hearing period at 7:31 pm.

Morin stated he believes this ordinance is a good effort to make the codes easier to understand and easier for staff to enforce rather than a policy shift. Morin stated this is a nice cleanup of language. Morin also stated that on behalf of Council a variance for a temporary gravel driveway would not be favorable.

Erickson asked for clarification in the timeframe for dealing with the driveway angling issue, as to whether this will be reviewed at the November 2015 meeting and not waiting a whole year to address this issue.

Godfrey stated the motion from the last item was to table it until the November meeting. Godfrey added since we have directed staff to come back with a draft ordinance in November, his recommendation is that we also table this discussion until the November meeting so we can do all of this at one time. Erickson agreed with that recommendation.

Erickson moved, seconded by Morin for staff to bring back a recommendation on the ordinance change for zoning amendment, driveways and parking areas and table this until the November meeting.

Struss stated, he agrees with Klossner and has concerns with relaxing the rules and tightening them back up when the Comprehensive Plan is reviewed next year. Struss continued saying the back and forth is concerning, especially when you talk to people around town, there is no clear majority or clear direction as to what people want. Struss stated he doesn't have a problem discussing this again in November but he does have the same long-term concerns.

Motion carried 5/0 to table this until the November meeting.

Scenic River Text Amendment

Westover stated the City of Cambridge is requesting an amendment to the Scenic Rum River ordinance to allow higher buildings, change the density tier allowances, amend the definitions, and clean up some inconsistencies throughout the chapter. Westover stated at the Public Hearing held on July 7, 2015, the Planning Commission tabled the Scenic Rum River text amendment item to October 6, 2015. Westover stated the developer has not yet submitted information and is still working on the project. Westover said staff is recommending this item is tabled to February 2, 2016; the Commission should first make a motion to remove this item from the table and vote; and then make another motion to table it to February 2, 2016 and vote.

Klossner moved, seconded by Struss to remove the Scenic River Text Amendment off the table from July 7, 2015. Motion carried 5/0.

Klossner moved, seconded by Morin to table the Scenic River Text Amendment until February 2, 2016. Motion carried 5/0.

OTHER BUSINESS / MISCELLANEOUS

City Council Update

Westover updated the Commission on the previous City Council meetings.

Parks, Trails, and Recreation Commission Update

Westover updated the Commission on the last Parks, Trails, and Recreation Commission meeting.

ADJOURNMENT

Erickson moved, seconded by Klossner, to adjourn the meeting at 7:40 pm. The motion carried 5/0.

Jim Godfrey
Cambridge Planning Commission Chair

ATTEST:

Marcia Westover
City Planner

