



CITY COUNCIL AGENDA

City of Brainerd, Minnesota

Brainerd Public Library, 416 S 5th St, Large Meeting Room

Monday, March 10, 2025 @ 8:00 AM

The public is invited to attend this meeting in person

1. **Call To Order 8:00 a.m.**
2. **Welcome**
3. **City Administrator Comments**
4. **City Council President Comments**
5. **Survey Discussion**
6. **Department Discussions**
7. **Facilities**
8. **Mission, Vision, Values**
9. **City Council's Strategic Priorities**
10. **Closing Comments**
11. **Adjourn 3:00 p.m. (tentative)**

Visit the City's Website at www.ci.brainerd.mn.us

MISSION

"Provide high quality, cost effective public services and leadership in creating a sustainable city"



BRAINERD STRATEGIC OFFSITE 2025

BRAINERD CITY COUNCIL, STAFF, AND PUBLIC
PUBLIC LIBRARY
10 MARCH 2025

WELCOME!

- City of Brainerd's Inaugural Strategic Offsite
- Stephen Covey (1932-2012)
- Educator, Author, Businessman, and Speaker
- "*The 7 Habits of Highly Effective People*"

- *Begin with the End in Mind* – central to today's events
- Forward looking – Brainerd 2035
- How do we get there?

AGENDA & LOGISTICS

- Approximately 6 hours with breaks and lunch
- Department discussions / organizational structure
- Facility utilization
- Mission, vision, and values
- Strategic priorities from City Council

- Thank library staff
- Location of restrooms

JEOPARDY!

The image features the word "JEOPARDY!" in a large, bold, 3D yellow font with a dark blue outline. The letters are set against a background of a glowing blue and purple gradient with a grid of small, bright yellow dots. A large, glowing yellow globe is positioned behind the text, centered behind the word "JEOPARDY!". The globe has a grid of small, bright yellow dots on its surface, similar to the background. The overall effect is a vibrant, high-energy title card.

A BETTER BRAINERD FOR ALL

- Immanuel Kant (1724-1804)
- German Philosopher
- "Categorical Imperative"

- **CULTURE**
- **IDENTITY**
- **BRAND**

CATEGORICAL IMPERATIVE

A universal moral law that applies to all agents regardless of their desires or ends. It defines obligations and duties based on the principle of doing what is right simply because it is right, without regard to personal gain or consequence.

CITY ADMINISTRATOR

- Contributions of elected officials and staff
- Acknowledge service/legacy of our predecessors
- People change – culture, identity, and brand endure
- One team – unified in organizational outcomes
- Momentum and inertia
- Perception is often reality

CITY ADMINISTRATOR

- Public servants have a master – our citizens
- City council represents our citizens
- Staff exists to execute the will of city council
- If ethical and legal, staff is compelled to carry out council's will
- If not, we have disqualified ourselves from public service
- Personal gain/consequence, or agreement/disagreement is moot

CITY COUNCIL PRESIDENT

PUBLIC SURVEY

- Feedback from the public is vital
- Robust community engagement
- Assists in establishing priorities
- Basic demographics
- What will cause people to take a second look at Brainerd?
- How do we attract outside investment?
- Culture, identity, brand

GENERAL INFORMATION

Demographics

Number of responses: 475

Number of questions: 16

Average Age: 35-54

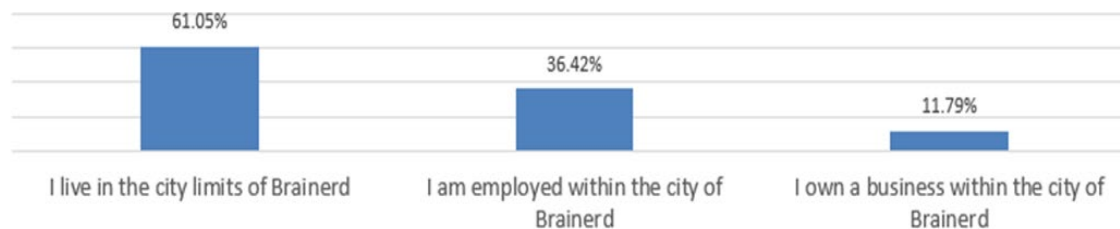
Average Income: \$50,000 to \$100,000

61% live in Brainerd

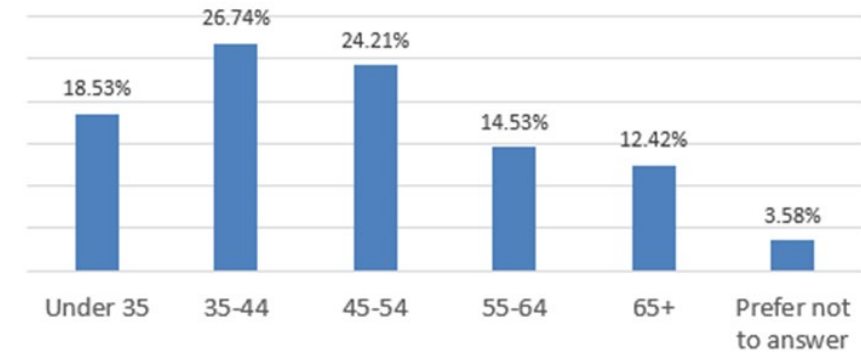
36% work in Brainerd

12% own a business in Brainerd

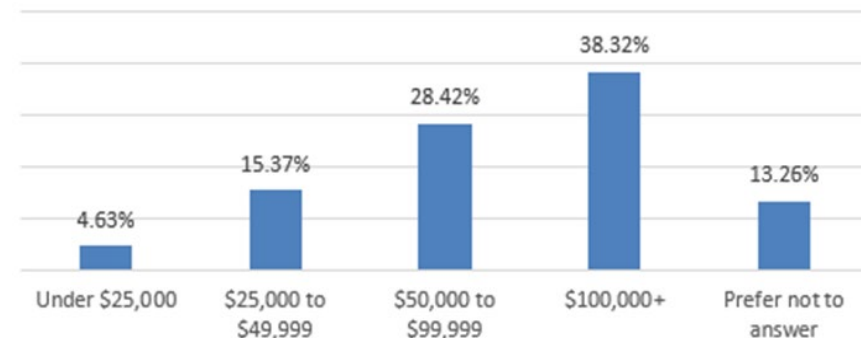
Please select all the associations you have with the city of
Brainerd



Age of respondent



Total annual household income



CITY SERVICE PRIORITIES

1. Street maintenance
2. Economic development
3. Park maintenance
4. Quality of city utilities
5. Enforcement of city codes
6. Transit
7. Downtown beautification / events
8. Residential housing (HRA)
9. Quality of customer service

PUBLIC SAFETY PRIORITIES

1. Quality of local police protection
2. Efforts to prevent crime
3. Police Department response to emergencies
4. Enforcement of local traffic laws
5. Firefighting services
6. Fire Department response to emergencies
7. Enforcement of parking regulations
8. Fire prevention inspections

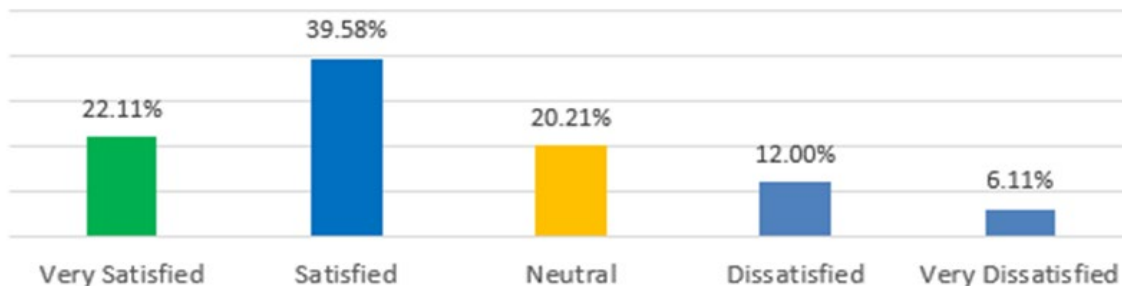
COMMUNITY DEVELOPMENT PRIORITIES

1. Enforcement and cleanup/removal of junk from residential properties
2. Quality of rental houses and inspections
3. Enforcement and cleanup/removal of junk from commercial properties
4. Downtown parking access and information
5. Enforcing property maintenance
6. Building permits and inspections
7. Zoning services
8. Business licensing

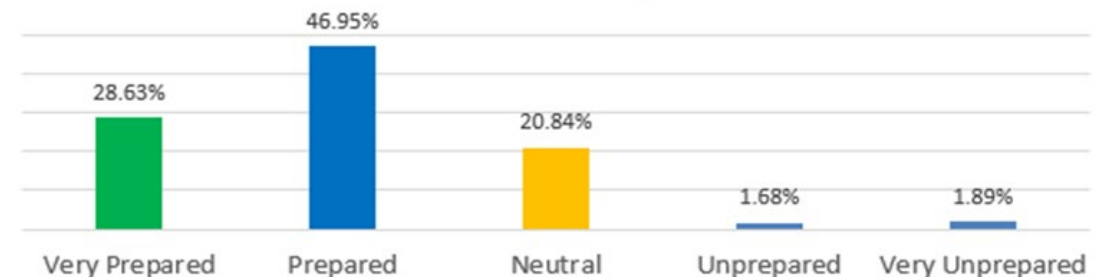
PUBLIC SAFETY

- 40% feel safe in public places
- The majority have a high level of trust and confidence in the Police Department
- The majority feel the Fire Department is well prepared to handle emergencies in the community and are effective at engaging with the community through events, safety programs, or educational events.

What is your level of trust and confidence in the Brainerd Police Department?



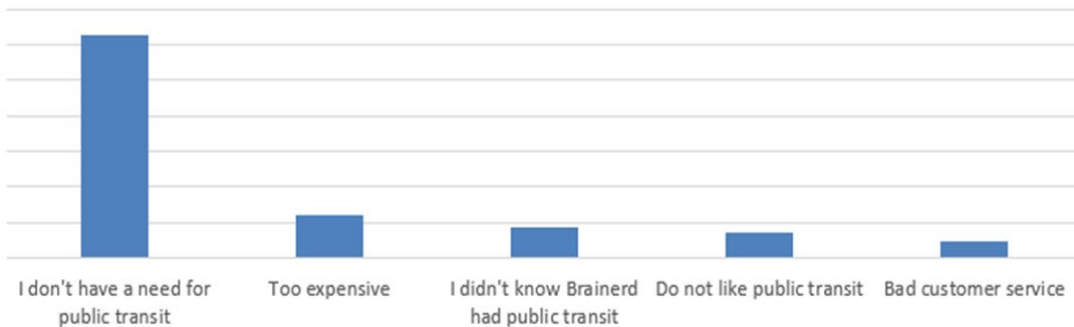
Do you feel the Fire Department is well prepared to handle emergencies in the community?



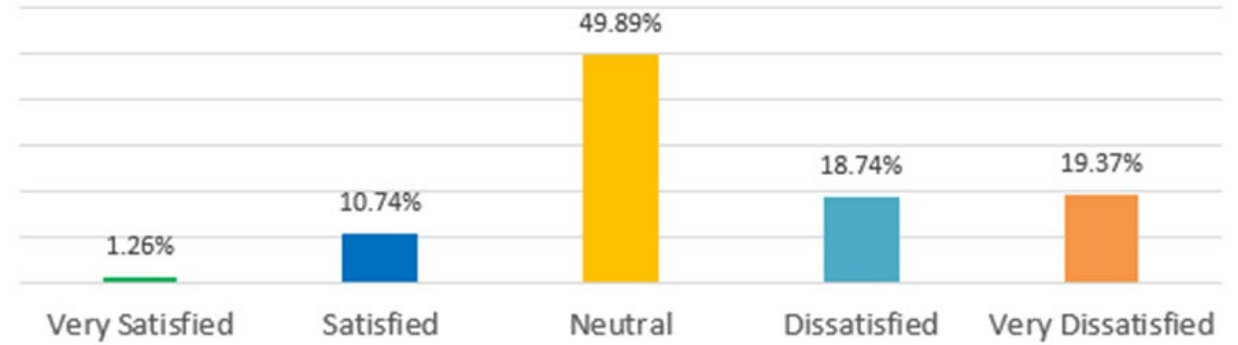
PUBLIC TRANSIT

Most respondents had a neutral opinion about our transit system

If you do not use our transit system, what are the reasons you don't?



How would you rate our transit system as it is today?



Most respondents don't have a need for public transit

ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE

- How does each department organize to support...
 - A healthy organizational culture – maximize effective service delivery
 - A vibrant identity that is outwardly evident
 - A robust brand that engages the public and attracts outside investment
- Begin with foundations and work out from there;
 - Structure
 - Staff
 - Processes
 - Service delivery
- Very intentional and responsive public engagement element

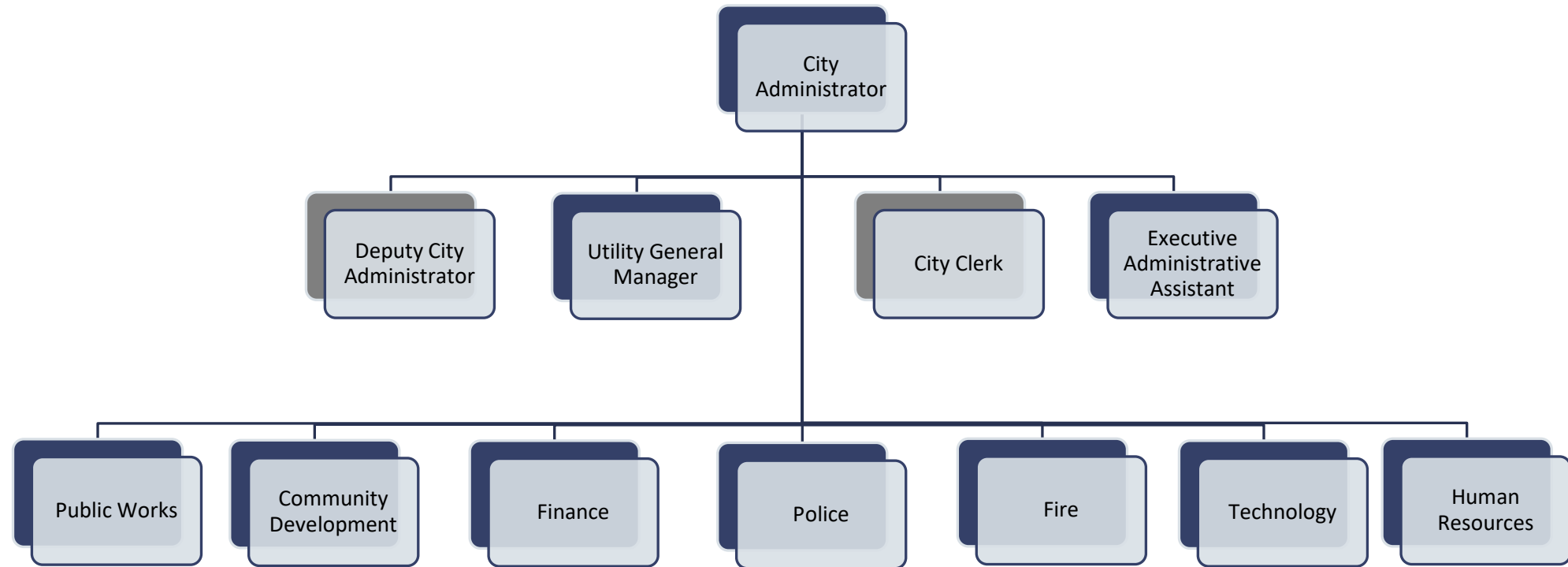
ORGANIZATIONAL STRUCTURE

- High level strategies
 - Integrate traditional infrastructure functions under public works
 - Rescope public utilities (electric, hydro, solar, and PUC)
 - Create deputy city administrator and city clerk positions
 - Fully integrate finance
 - Integrate street & park maintenance
 - Provide active management of neglected functions

DEPARTMENTS

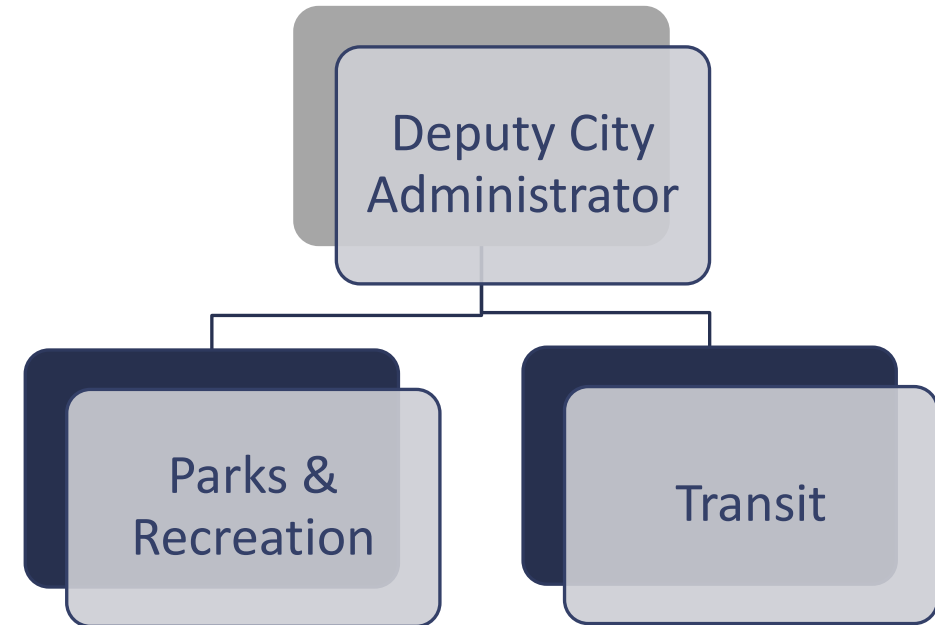
- Senior Staff
- Finance
- Human Resources
- Police
- Fire
- Public Works
- Community Development
- Technology
- Electric Utility

SENIOR STAFF

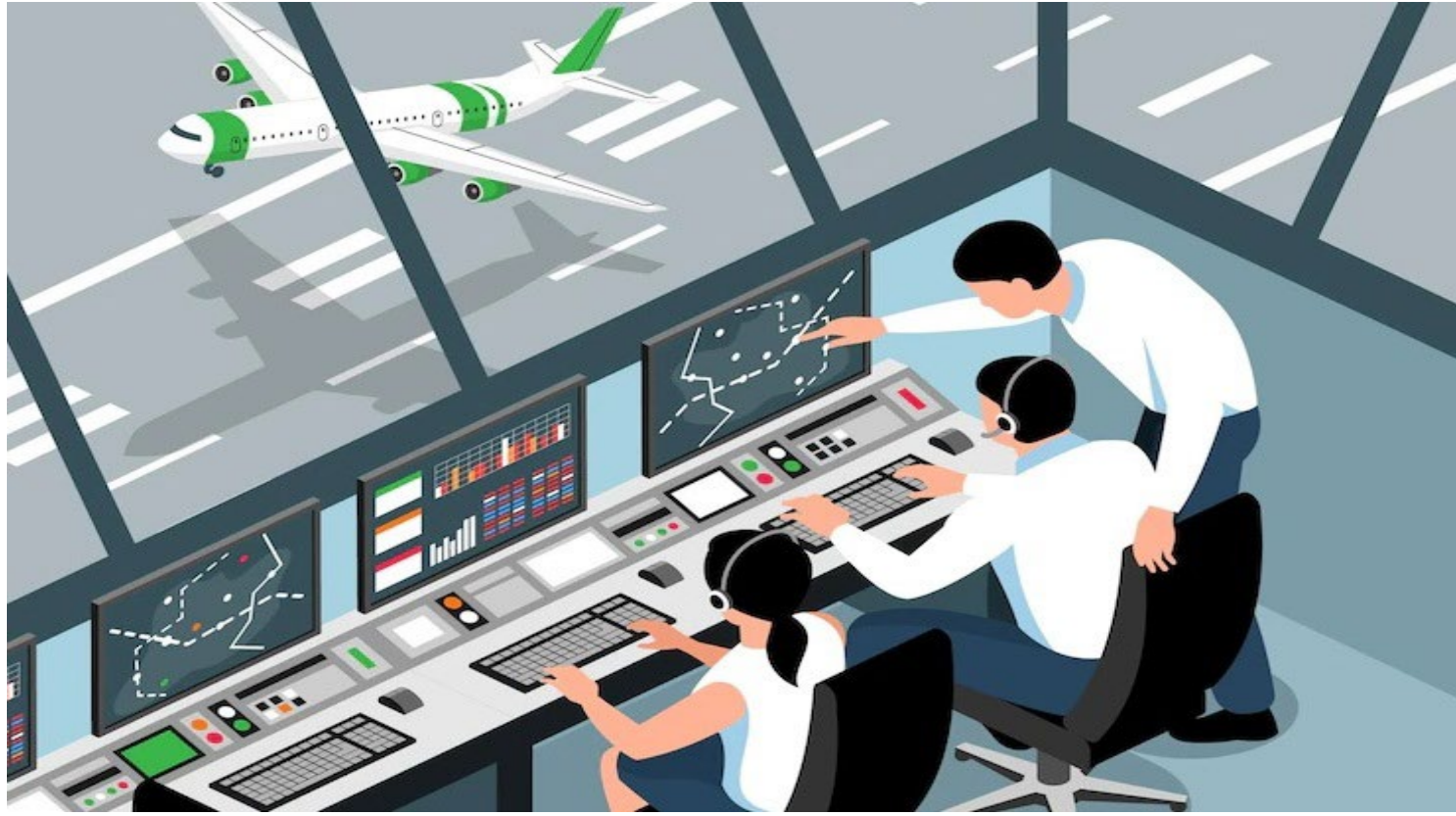


DEPUTY CITY ADMINISTRATOR

- Parks/recreation programming
- Transit
- Fleet management
- Safety
- Special projects
- Public information officer



FINANCE



FINANCE

- Critical roles
 - Manage public funds
 - Ensures financial transparency
 - Accountable to the public

FINANCE

- How does it happen?



**Internal
Controls**

- Collaboration and teamwork

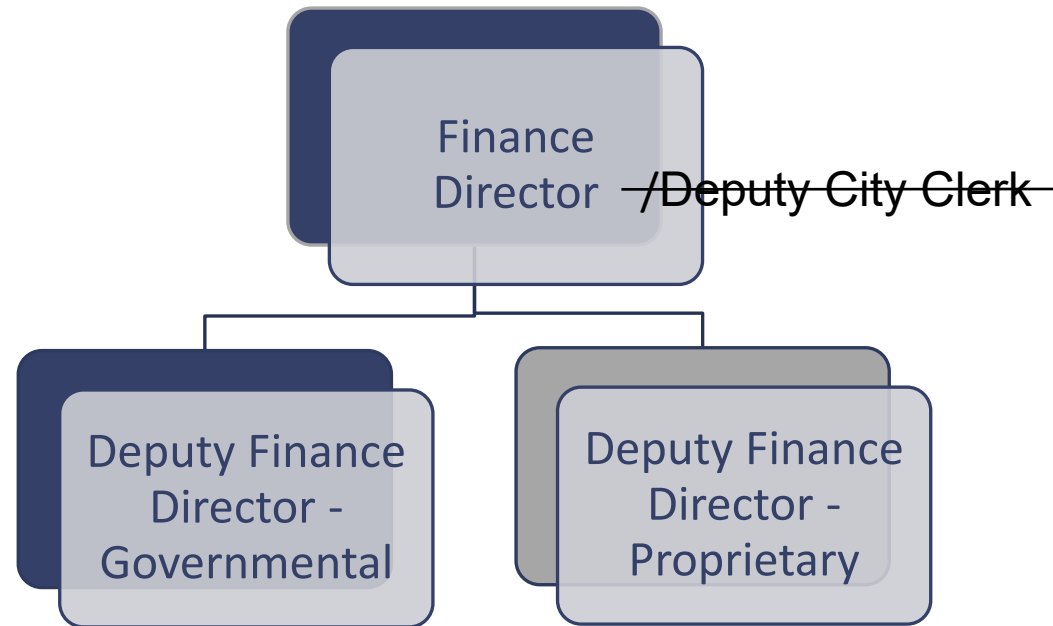


SIGNIFICANT ACCOMPLISHMENTS

- Annual financial report, annual audit, budget and...
 - Agendas, meeting packets and minutes for the council and others
 - Licenses for liquor, tobacco, second-hand goods, dogs, etc.
 - 3 city elections
 - All payments to vendors
 - Payroll – administration of benefits
 - \$2.9M bond issue for infrastructure projects

POTENTIAL INTEGRATION

- How could Finance be integrated?



FINANCE TAKEAWAYS

- Record all transactions of the city & prepare budget
- Ensure compliance with laws/regulations
- Transactions recording accordance with GAAP
- Financial transparency & public trust
- All strengthen Brainerd's culture, identity, and brand

HUMAN RESOURCES



What is HR?

HR juggles a wide range of responsibilities, but it's a role that plays a crucial part in the success and well-being of an organization.

HUMAN RESOURCES

Critical Functions

- Talent acquisition
- Employee development
- Performance management
- Employee engagement
- Compliance
- Conflict resolution
- Compensation and benefits
- Strategic planning



HUMAN RESOURCES

2025 budgeted city personnel

- 127 FTEs
 - 40 paid on-call firefighters
 - 5 PTEs
 - 40 temporary/seasonal annually
-
- Supports HRA & BLRA commission (~25 employees)

HUMAN RESOURCES

In 2024

- 30 new hires
- 2 promotions
- 6 retirements
- 18 resignations

(Above represents full-time and part-time staff)

HUMAN RESOURCES

**How does HR impact Brainerd's brand and culture?
It's a team effort!**

- **Hiring:** Hire employees with a can-do, positive attitude
- **Welcome Experience:** Create a memorable onboarding experience for new hires in Brainerd's culture, identity, and brand
- **Leadership Development:** Develop leaders who embody Brainerd's values and can inspire others
- **Recognition Programs:** Highlight and reward employees who exemplify the city's culture, identity, and brand

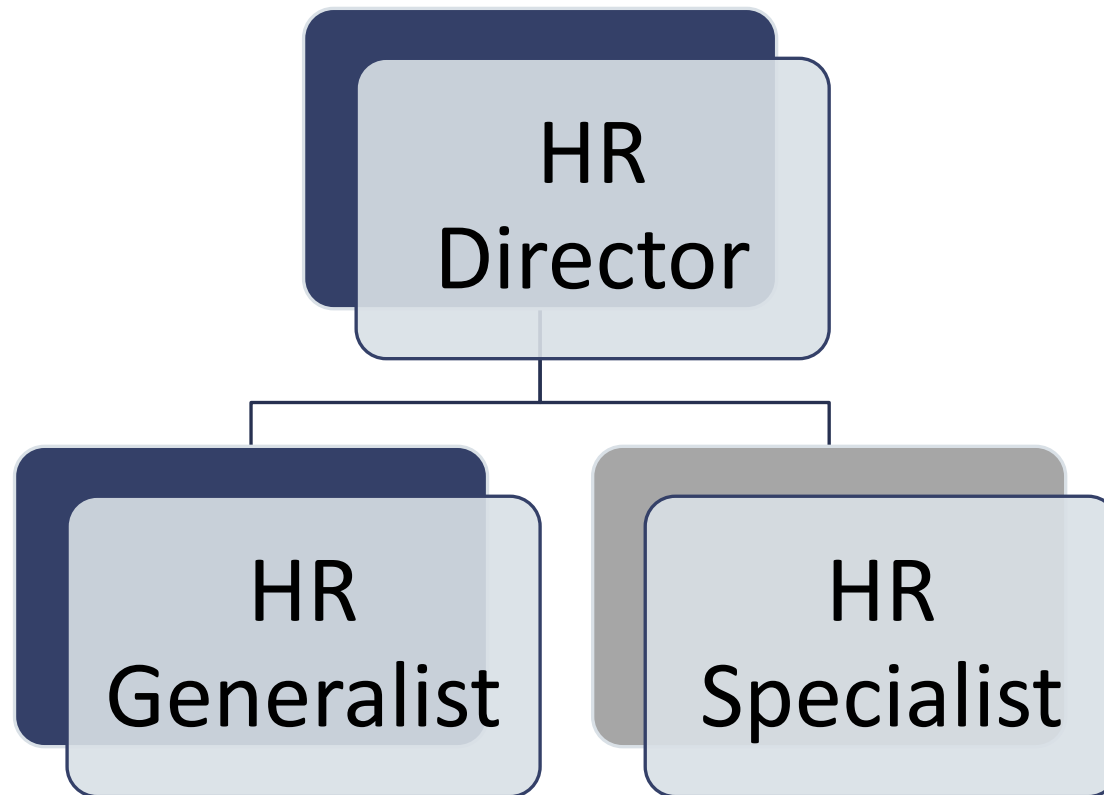


HUMAN RESOURCES

Motivation-based Interviewing (MBI)

- Assess motivation, attitude, and passion, rather than just skills and experience
- Differentiates candidates who are intrinsically motivated and best-suited for public service
- Reveals demonstrated motivation, resilience, and problem-solving in real-life situations
- Helps predict future performance by assessing a past behaviors and attitudes toward overcoming obstacles
- Assess more than skills – individual attitude and fit within Brainerd's culture, identity, and brand
- Goal is to identify candidates who are qualified and genuinely driven to serve, succeed, and thrive

FUTURE HR DEPARTMENT



HUMAN RESOURCES

New MN Paid Leave Program – What is it?

- The Minnesota Paid Leave law, enacted in May 2023 and updated in May 2024, makes paid family and medical leave coverage available to Minnesota workers **beginning Jan. 1, 2026**.
- The law provides **job protections and partial wage replacement**, paid by the state, to individuals who take leave for a qualifying condition, such as to bond with a new child or for medical care for themselves and their loved ones.
- The Paid Leave program will be **funded by premiums** made up of contributions from employees and employers.

HUMAN RESOURCES

Medical Leave

Up to 12 weeks

Medical



Leave to care for an individual's own serious medical condition.

Family Leave

Up to 12 weeks

Bonding



Leave to bond with an individual's child during the first 12 months after the child's birth or after the placement of the child through adoption or foster care.

Caring



Leave to care for a family member with a serious health condition.

Safety



Leave because of domestic abuse, sexual assault, or stalking of the individual or individual's family member.

Active Duty



Leave because a family member is on active duty or has been notified of an impending call or order to active duty in the Armed Forces.

Maximum of 20 weeks total leave in a benefit year.

Qualifying conditions must last more than seven days and be certified by a health care provider or designated professional.

HUMAN RESOURCES

Paid Leave Wage Payments



Partial Wage Replacement

- Wage replacement means workers can take the time they need to focus on care and bonding and return to work with improved morale and productivity.
- To support Minnesota workers who need it most, the program is designed to replace wages at a higher percentage for lower income claimants. Eligible individuals can receive up to 90% wage replacement while taking leave up to a maximum value of \$1,337 per week (equal to the statewide average weekly wage).
- To be eligible, employees must have earned at least 5.3% of the statewide average annual wage (\$3,684 in 2023) in the past year.

HUMAN RESOURCES

Paid Leave Job Protection

Job Protections



- Job protected leave improves employee retention, as workers can take the time they need to bond and care without having to choose between their job and their family.
- An employee who has taken family or medical leave must be restored to the same position or an equivalent position with the same pay, status, benefits, length of service, and seniority as prior to the date of leave.
- Job protections for employees begin after 90 calendar days from the date of hire.

HUMAN RESOURCES

Funding the Program

Starting January 2026, Paid Leave premiums will be financed through payroll deductions on employee wages and contributions from employers. The first premium is due April 30, 2026.

- Employers can deduct up to 50% of premiums from employee paychecks, starting January 1, 2026.
- Employers with fewer than 30 employees with an average employee wage of less than 150% of the statewide average annual wage are entitled to a reduced premium.

mn.gov/deed

HUMAN RESOURCES

Paid Leave Law Preparations



HUMAN RESOURCES

HR Director Succession Planning
Will Kris ever Retire?



THREE HR TAKEAWAYS

HR Programs and Services

- Position Brainerd to attract/retain capable, high-performing talent
- Oversees performance management – ensuring operational and service excellence
- Compliance with labor laws and regulations



POLICE

Staff

- 27 sworn peace officers
- Six support/records staff
- Three to four Community Service Officers

Multiagency Task Forces

- CWC Tactical Response Team
- CWC Drone Team
- Lakes Area Drug Investigation Division

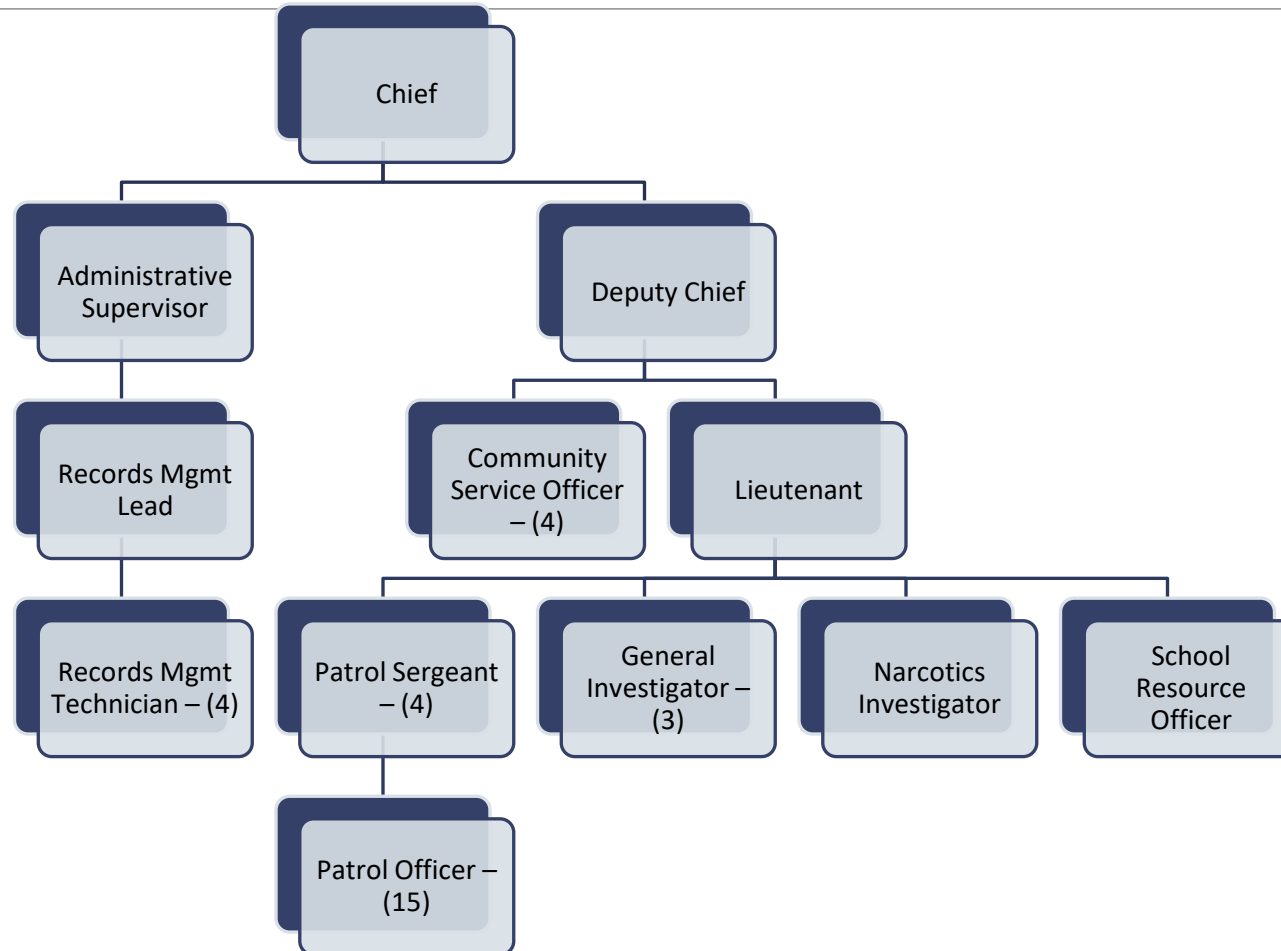
Calls for Service

- 2024 – 18,489
- 2023 – 17,253



POLICE

ORGANIZATIONAL CHART



POLICE

Where should we go? What should we be doing?



- President's Task Force on 21st Century Policing
- League of MN Cities
- Community Needs



POLICE

Where should we go? What should we be doing?



President's Task Force on 21st Century Policing (six pillars)

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

POLICE

PILLAR 1 - BUILDING TRUST AND LEGITIMACY



Building trust and legitimacy is a fundamental aspect of policing.

Trust is built through positive interactions between the police and the community, transparency, and accountability.

- “it’s often times the little things”
 - Officer Introductions
 - Explanations
 - Patience (active listening)

POLICE

PILLAR 2 - POLICY AND OVERSIGHT



Policing policies and procedures must be in place to guide officers in their actions and to ensure that they are acting in a consistent and fair manner.

- Accountability
- Formalized after action reviews
 - What went well? What could have been done different?
 - Sound practices and procedures?
 - Restricting vehicle pursuits?

POLICE

PILLAR 3 - TECHNOLOGY



The use of technology in policing is rapidly increasing.

- FLIR night vision spotlights
- Records Management System
 - Handheld devices
 - Automatic sealing and expungement of records
 - Redaction
 - Prosecution integration
 - Citizen portal
 - Analytics

POLICE

PILLAR 3 - TECHNOLOGY



The use of technology in policing is rapidly increasing.

- Flock Safety Camera System
 - Instant detection notifications of vehicles associated with a crime or missing person.
 - Law enforcement can use the system to quickly search for vehicles matching specific descriptions or license plates.
 - Allows for secure data sharing between law enforcement agencies, improving regional crime-fighting efforts.
 - The cameras can foster a sense of security and cooperation between law enforcement and the community.

POLICE

PILLAR 4 - COMMUNITY POLICING



Community policing is a crucial element of policing and involves officers working closely with communities to identify and address public safety concerns.

- Bag toss and kickball
- Police vs. Fire softball (police won)
- The Center doughnut distribution
- Children's reading at the Women's Center
- BPD Community Engagement Committee

POLICE

PILLAR 5 - OFFICER TRAINING AND EDUCATION



- Effective policing requires that officers have the training and education necessary to perform their duties
- FBI-LEEDA
- Crisis Intervention Training (CIT) certifications
- Defensive Tactics Curriculum
 - Transition department to soft empty hand and movement redirection
- Drug Recognition Experts (DRE)

POLICE

PILLAR 6 – OFFICER WELLNESS



To ensure officers can perform their duties effectively, they must be provided with the necessary resources and support to address the physical and mental health needs.

- Physical fitness
 - Fitness equipment
 - Fitness incentive
- Mandatory Wellness Visits (check up from the neck up)
 - Optional subsequent visits

POLICE

PILLAR 6 – OFFICER WELLNESS



To ensure officers can perform their duties effectively, they must be provided with the necessary resources and support to address the physical and mental health needs.

- Peer Support Team – State certified staff to support department by:
 - Critical incident debriefing
 - Listening ear
 - Knowing personnel

POLICE

Where are we going? What should we be doing?



League of MN Cities

- Safety and Loss Control Workshops
- iMPACT Program
 - Analyzing, Predicting, and Mitigating Law Enforcement Risks to Improve Outcomes
- After Action Reviews
- Advanced Leadership Training
- Restrictive Pursuit Policies
- Wellness Programs
- Crisis Intervention Team Certifications
- Training Safety Officer Program

POLICE



Where are we going? What should we be doing?

Community Needs

- Crimes significantly impacting the city
- Quality of life concerns impacting the city
 - Through the lens of City staff and/or the community and/or city council
- Building relationships where needed

POLICE

LOCAL NEEDS



- Graffiti
 - Remote cellular cameras
 - Community Service Officer / Evening Park Patrol
- Impaired Driving – Cannabis
 - Grant funded traffic team (DREs)
- Encampments
 - Stop before starting
 - Build relations



POLICE

PERSONNEL-FUTURE POSITIONS (1-3 YEARS)

Crime Analyst - A professional within law enforcement agencies who specializes in collecting, analyzing, and interpreting data related to criminal activities.



POLICE

CRIME ANALYST



- **Data-Driven Policing:** Modern law enforcement relies heavily on data to make informed decisions. Crime analysts can identify trends, patterns, and hotspots, allowing police to allocate resources more effectively.
- **Investigative Support:** Analysts provide crucial support to ongoing investigations by finding connections between crimes, suspects, and locations, thus speeding up the process of solving cases.
- **Technology Integration:** As technology advances, crime analysts are essential in integrating new tools and software into law enforcement practices, ensuring that departments stay ahead of criminals who use technology to their advantage.

POLICE

CRIME ANALYST

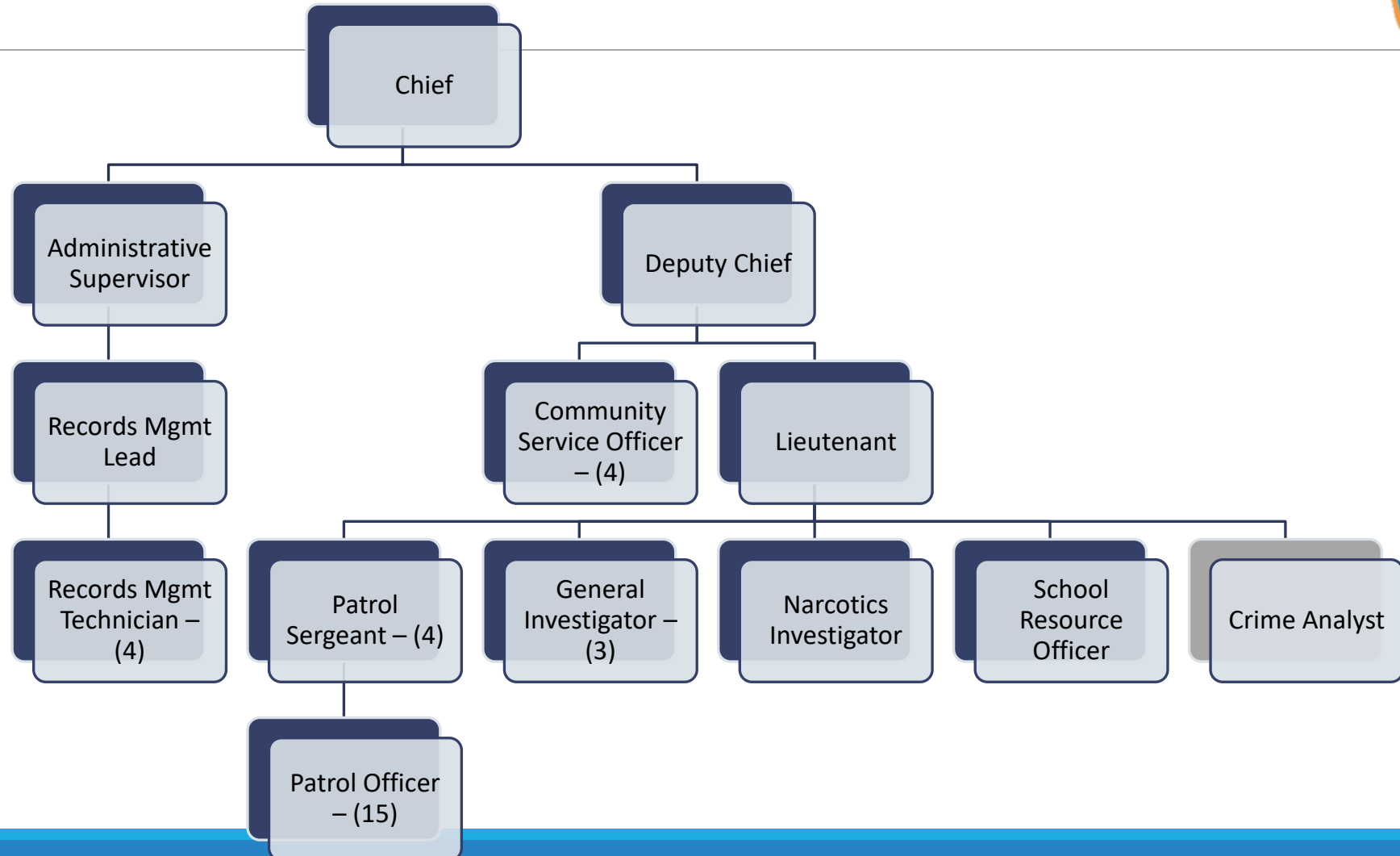


Changes in the last two years

- Increase in Internet Crimes Against Children (ICAC) cases with diminishing support from the BCA.
- Increase in fraud crimes involving complicated technology
 - Bitcoin
 - Voice over internet protocols hidden with VPNs
- Expansion of social media platforms and use by criminals

POLICE

ORGANIZATIONAL CHART



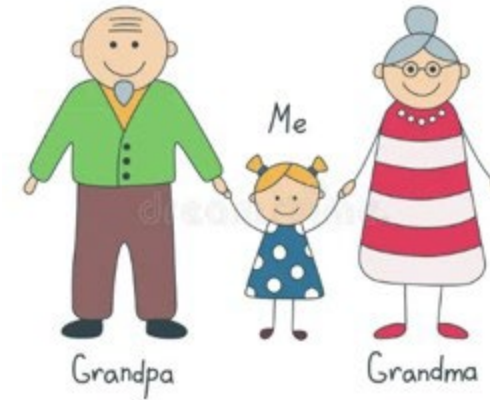
POLICE

POLICE CHIEF



Preparation for Chief Davis' retirement

- Retirement- March 2027
- Six month notice to council



POLICE

POLICE CHIEF SUCCESSION



My recommendation is for the council to continue with their past practice of internal succession for the Police Chief

- **Known entity:** The candidate's strengths, weaknesses, and work ethic are already known, reducing the risk of a poor fit.
- **Continuity and stability:** Promoting someone familiar with the department's culture, policies, and personnel ensures a smoother transition and minimizes disruption.
- **Incentivizes performance:** Knowing that internal promotion is possible can motivate employees to perform well and strive for advancement.
- **Boosts morale:** Internal promotions can increase employee morale and loyalty, as it demonstrates a commitment to career development within the organization.
- **Faster and more cost-effective:** Promoting from within eliminates the time and expense of external recruitment, such as advertising, interviewing, and background checks.

POLICE

POLICE CHIEF SUCCESSION



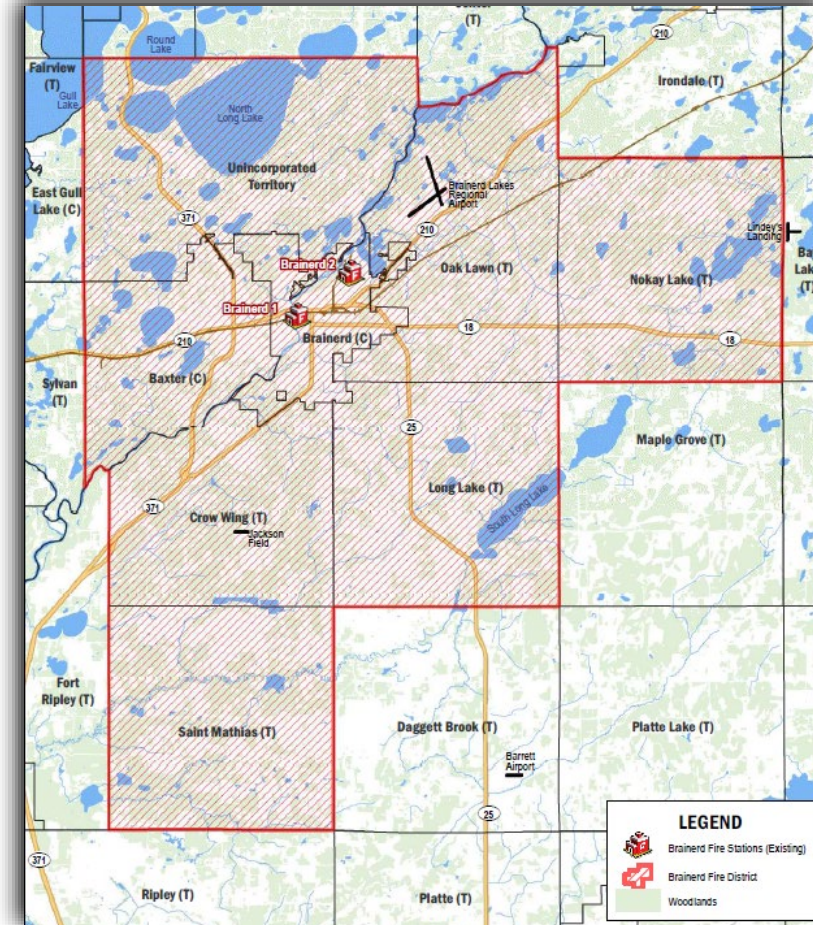
- Deputy Chief Tony Runde was selected for Deputy Chief
 - Best candidate for Deputy Chief
 - Highly capable to succeed Chief Davis
- Next two years I will incrementally bring Tony in on more responsibilities.
- FBI-LEEDA Coursework and Chief's of Police Conferences
- Six-month retirement notice will give department time for internal promotion(s) and smooth transition.
- Tony Runde will be in an excellent position to be the next Police Chief or in a better position to support the next Police Chief

FIRE

All-Hazard department providing quality, timely and professional services

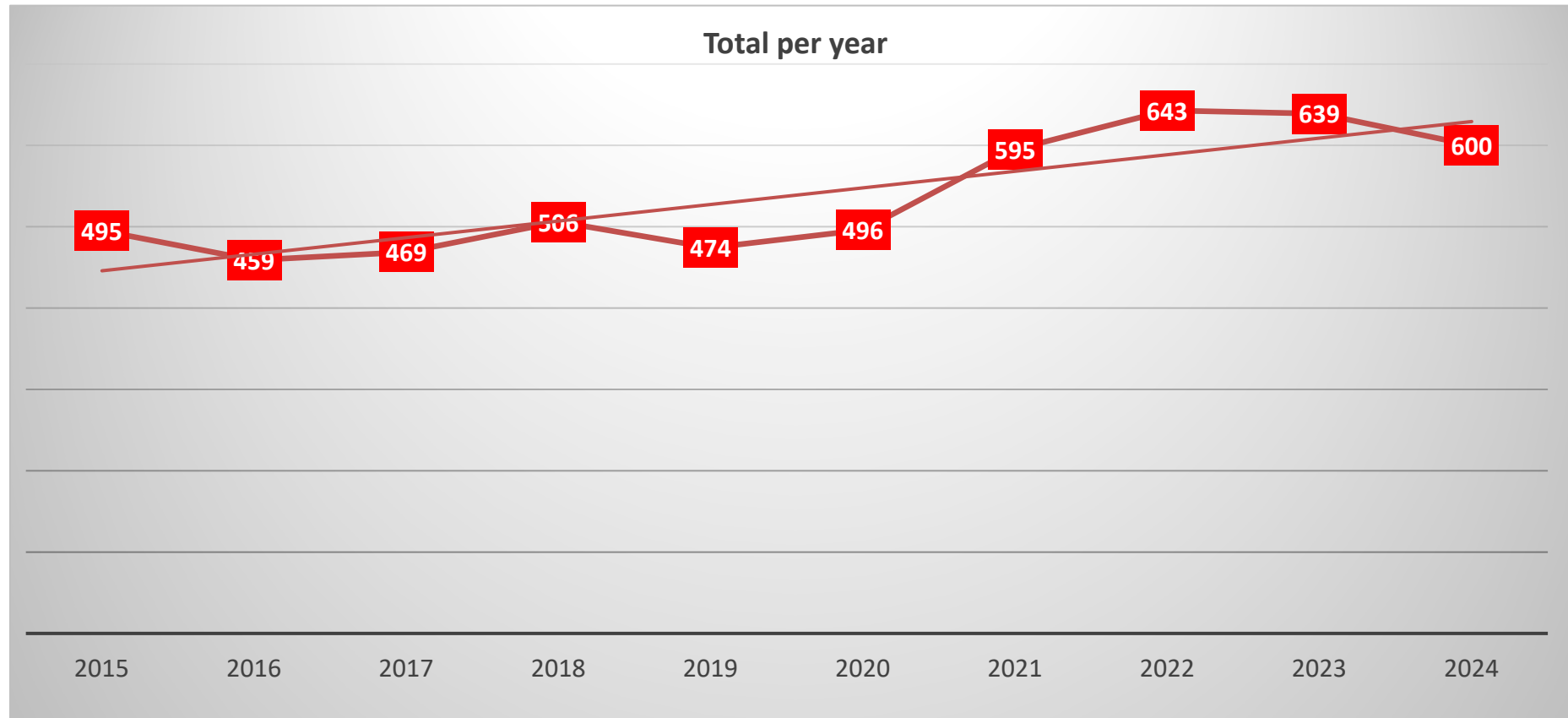


- Coverage area - 260 square miles
- 2 fire stations - Laurel Street & Mill Ave
- 41 firefighters - full-time Fire Chief and Deputy Chief / Fire Marshal, and 39 paid on-call firefighters - 1 full-time Fire Administrative Specialist
- Responded to 600 incidents in 2024



FIRE

All-Hazard department providing quality, timely and professional services

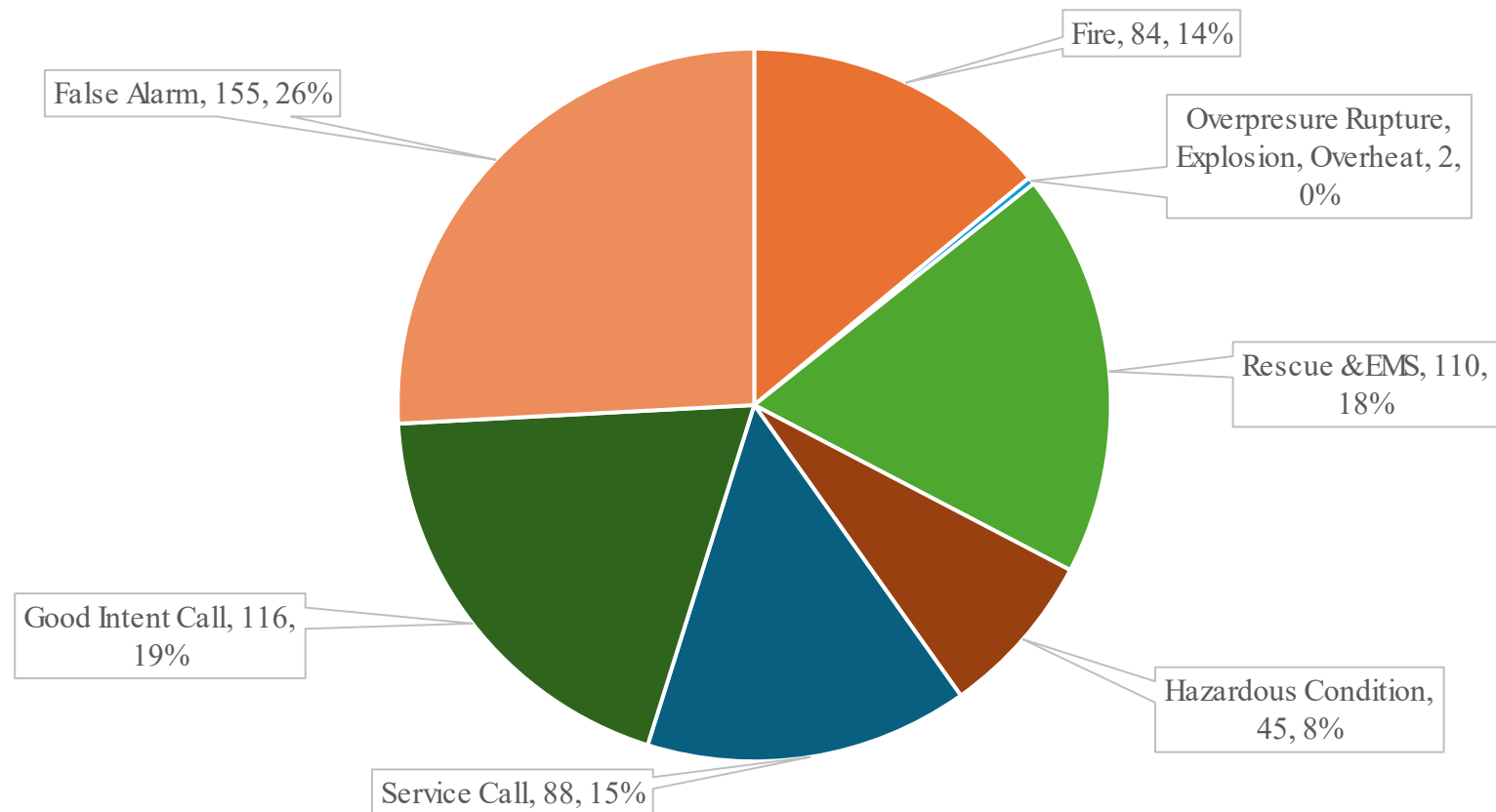


FIRE

All-Hazard department providing quality, timely and professional services



2024 Incidents by Type

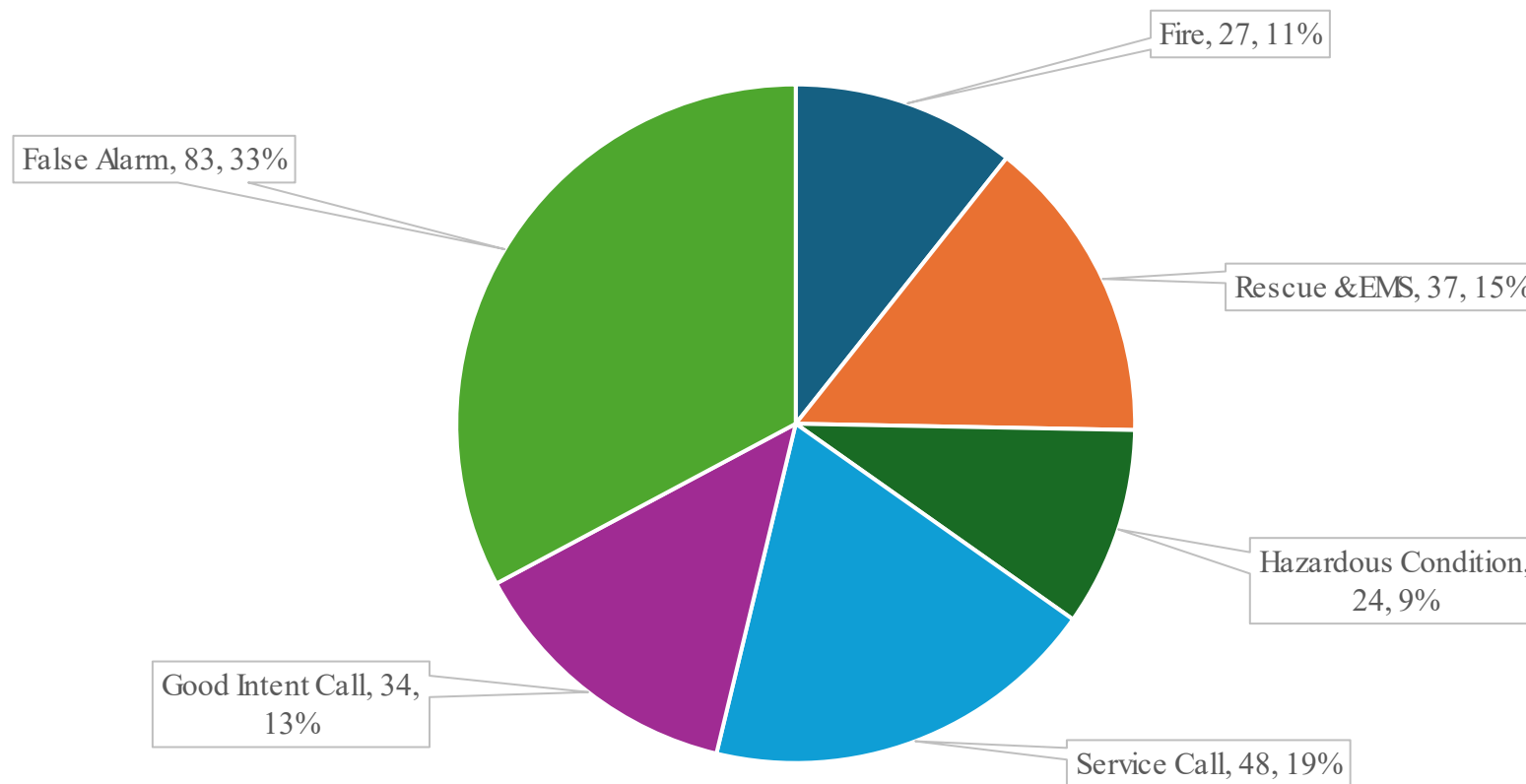


FIRE

All-Hazard department providing quality, timely and professional services



2024 Incidents by Type
City of Brainerd



FIRE

Organization Structure w/ future expansion



Fire Chief

Fire Administrative
Specialist

Inspection Division

Deputy Chief/ Fire Marshal

Training Division

Deputy Chief

Operations
Division

Deputy Chief

Future Full-time Positions:

2027-2028 Deputy Chief of Training
Division

2030-2032 Deputy Chief of Operations
Division

FIRE

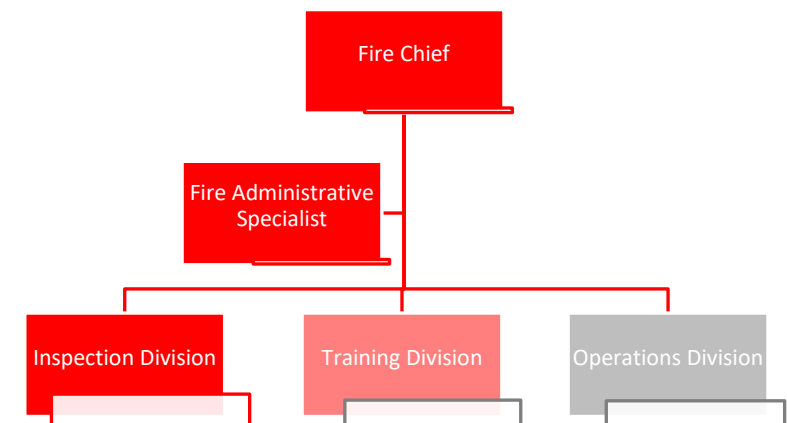
Organization Structure w/ future expansion, Training Div.



Future Full-time Positions:

2027-2028 Deputy Chief - Training Division

- Public Education and Firefighter Training
 - Delivering fire safety presentations and workshops to community groups, schools, and businesses to raise awareness about fire prevention practices.
 - Create and maintain comprehensive training programs for all levels of firefighters.
 - Deliver training sessions both in the classroom and on live fire training grounds, utilizing effective teaching methods to ensure understanding and skill acquisition.



FIRE

Organization Structure w/ future expansion, Operations Div.



Future Full-time Positions:

2030-2032 Deputy Chief - Operations Division

- Function as a Division Supervisor or Incident Commander on scene.
- Oversee and manage personal protective clothing, uniform apparel, and equipment for firefighters.
- Oversee and manage maintenance of department apparatus, facilities, and equipment.
- Responsible for the general operations and logistics of the Fire Department.



FIRE

Questions/ Comments?



Conclusions:

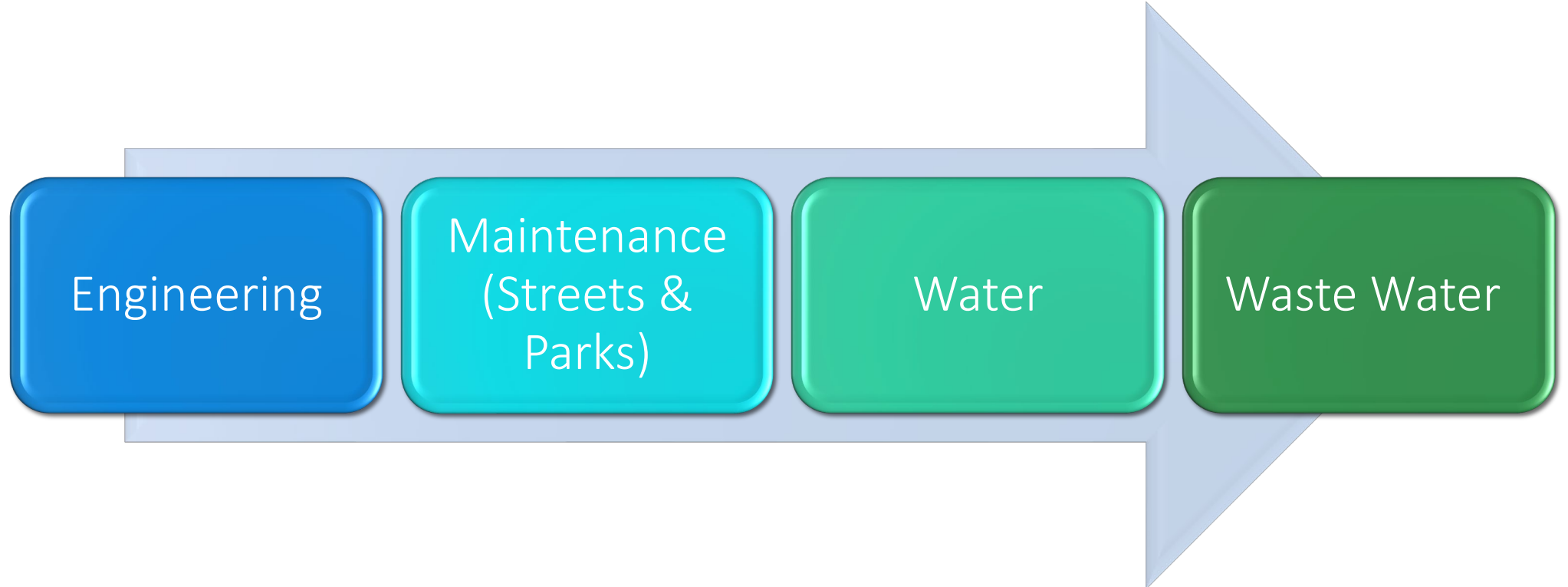
30% increase in Call Volume since 2016

Future addition of Staff

- 2027-2028 Deputy Chief of Training Division
- 2030-2032 Deputy Chief of Operations Division

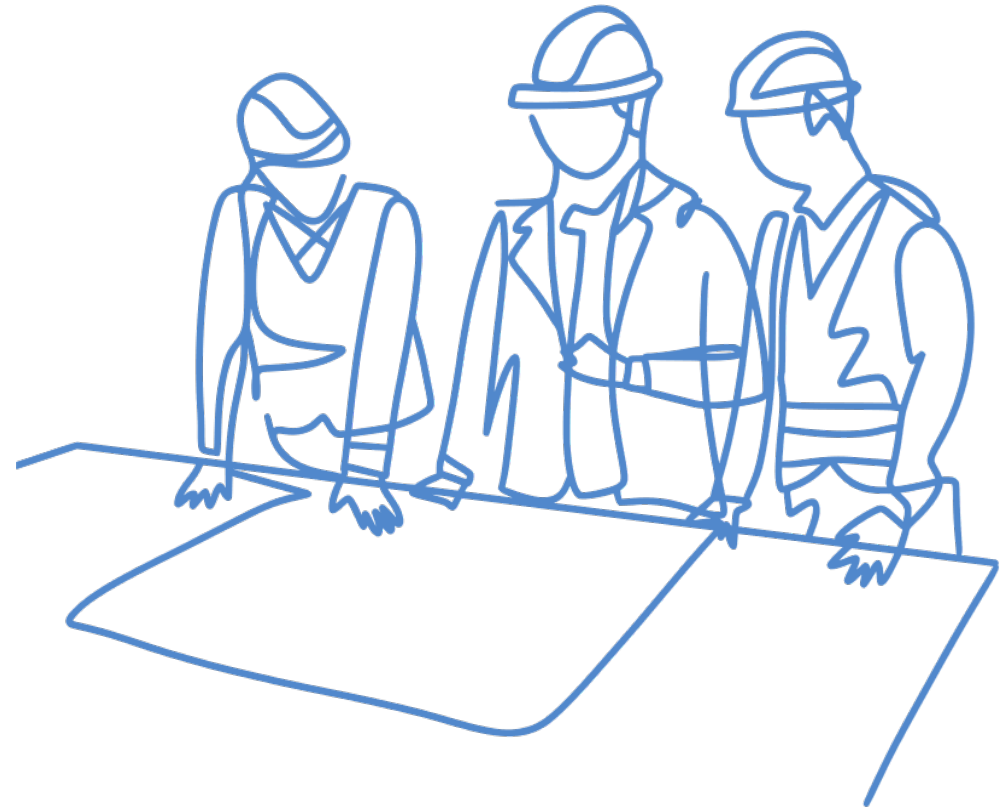
PUBLIC WORKS

4 Divisions



ENGINEERING

- 4 Staff
- 80 miles of Roads
- 10 Year Plan
 - 66 Projects
 - \$60 million
 - Ave. 7 Projects/Yr
 - Ave. \$6M Funds/Yr



ENGINEERING

CITY ENGINEER

- Manages Engineering Division
- Project Administrator
- Development of the Capital Improvement Plan and implementation
- MS4 permit administrator and SWPPP plan implementation
- Reviews engineering permits
- Manages contracts, proposals and bids for engineering services

2 SR. ENGINEER TECHS

- Prepares designs of City's capital street construction projects – Typically 1-2 per year
- Performs construction inspection on City street construction projects including verifying construction meets specifications, measuring quantities, construction staking, coordinating with property owners, and ensure compliance with laws and permits.
- Performs surveying for design needs on future construction projects

ENVIRONMENTAL RESOURCES TECH

- Implementation of the SWPPP program and MS4 permit requirements.
- Performs erosion control inspections on construction sites
- Assists with public participation and education programs for stormwater/environmental related items
- Inspects City's permanent stormwater BMP's according to the required schedule
- Assists with internal and external compliance with the City's MS4 permit and City Code

STREET MAINTENANCE

➤ 8 staff

➤ \$3.5M equipment worth



➤ Fleet MGT for Streets & Park

➤ Safety Committee Co-Lead

➤ Main Function

- ❖ Snow removal
- ❖ Street Sweeping
- ❖ Brushing of ROW's
- ❖ Tree removal
- ❖ Crack sealing
- ❖ Jetting of sanitary sewer
- ❖ Storm drain maintenance
- ❖ Camera sanitary sewer lines
- ❖ GPS locating of sanitary and storm points and lines
- ❖ Crosswalk and striping painting
- ❖ Safety Committee to keep employees safe and to reduce our Risk Modifier.

PARK MAINTENANCE

- 6 staff
- 15 Parks
- 303 Acres
- 6.5 Miles of Trails

➤ Main Function

- ❖ Maintain Parks, Trails and Downtown.
- ❖ Maintaining athletic fields, courts, and rinks.
- ❖ Maintaining buildings and structures.
- ❖ Trails and sidewalks.
- ❖ Memorial Benches
- ❖ Trimming tree and turf maintenance.
- ❖ Downtown maintenance.



- Tree Nursey
- Safety Committee Co-Lead

TRANSIT

- 3 staff
- 11 Buses
- 3rd Party Contract
 - ❖ Bus MGT
 - ❖ 10 staff



- Assist Special Event
- Added Communities

• Main Function

- Manage day to day functions of Transit bus system.
- Monthly reporting to State and Feds
- Sponsorship for buses
- Manage 3rd party contract of services provided.
- Work with local municipal agencies to provide transportation.
- Updating operation contract and ensuring operation is functioning.
- Managing and overseeing maintenance to ensure a safe, clean, and maintained fleet of public transit system.

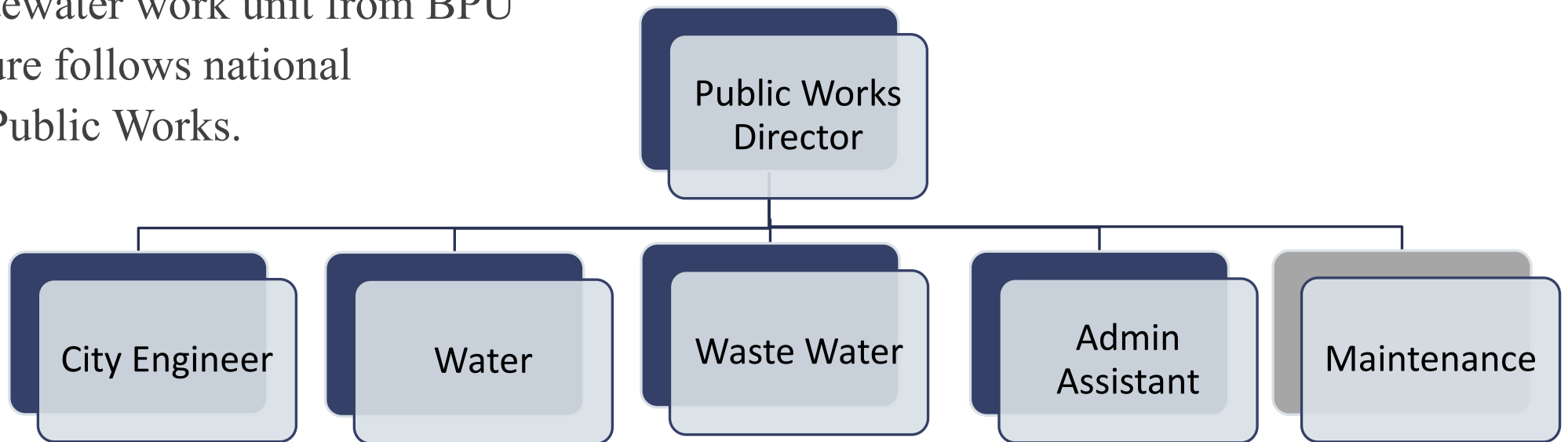
RECREATION

- 1 Staff
- 12 seasonal hourly staff
- # of Events & Programs
- Provide recreational activities to the Brainerd Lakes Area
- Pricing Data Plan
- Special Tournaments



PUBLIC WORKS STAFF

- 24 FTEs
- Field Supervisor-Unfunded
- Water & Wastewater work unit from BPU but this structure follows national standards for Public Works.



CLOSING THOUGHTS

Vision Statement

To grow the city of Brainerd, not only in numbers but also in value and opinion.

Values

- What is in the best interest of the City of Brainerd.
- Transparent in operation
- We will champion projects

COMMUNITY DEVELOPMENT ORGANIZATION

- Community Development Director
- Building Official
- Building Inspector
- Planning and Zoning Specialist/ Permit Tech

New FTE Note: City Planner/ Economic Development Facilitator only necessary if EDA and City Council would like City Staff to devote more time to Economic Development or if private development significantly increases.



COMMUNITY DEVELOPMENT

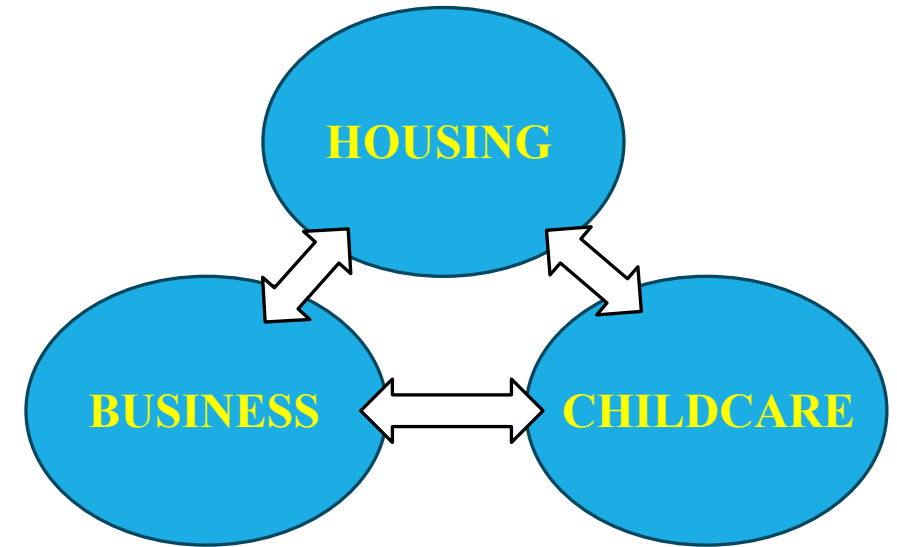
Critical Functions

- Reviews land use permits
- Oversees the City's Comprehensive Plan, Zoning Code, Subdivision Ordinance, and Shoreland Ordinance
- Works with the EDA to further the City's economic development goals
- Issues building permits and performs inspections
- Enforces City Codes
- Inspects and licenses rentals
- Issues contractor registrations

ECONOMIC DEVELOPMENT

Three important pillars of economic development in Brainerd include:

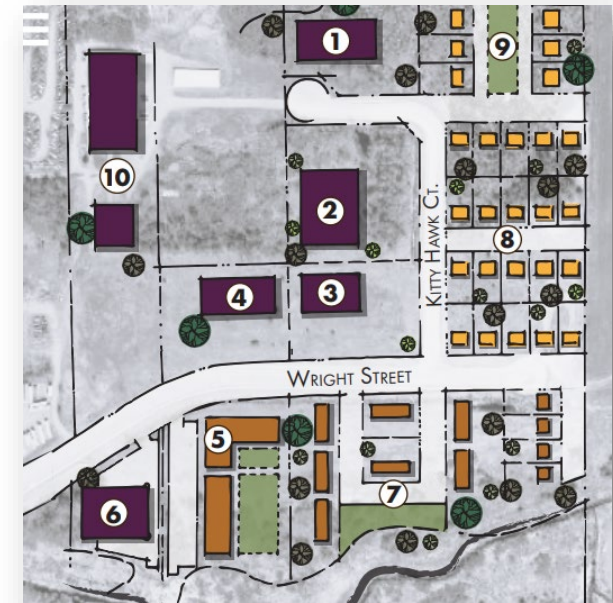
- Creation and retention of **housing** units,
- Creation and retention of **childcare** slots
- **Business** creation, retention, and expansion



HOUSING GOALS

GOAL: Drive infill development and redevelopment towards areas where current infrastructure is present, or places where high levels of blight or disinvestment exists.

- Maintain list of vacant properties
- Analyze rental properties that are underdeveloped for:
 - Additional Housing Units
 - Accessory Dwellings
 - Lot Divisions
- Inform property owners of zoning opportunities
- Increase rental inspections



CHILDCARE GOALS

GOAL: Support childcare facilities within the community and work to expand childcare availability.

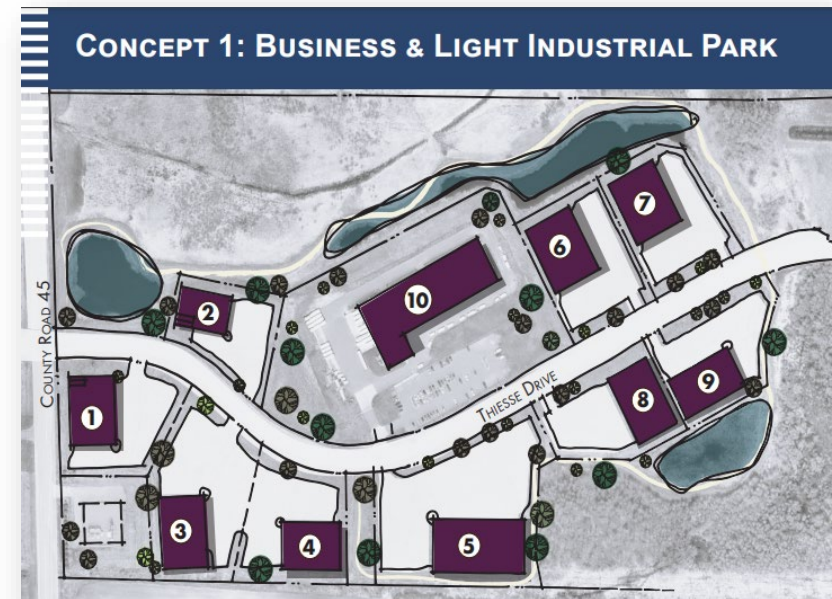


- Tour Brainerd childcare facilities
- Maintain a list of childcare slots
- Create an EDA summary report
- Recommend programs/ grants to assist with childcare expansion

BUSINESS GOALS

GOAL: Market and sell City owned industrial property to increase local employment options and build the city's tax base.

- EDA Consultants
- Concept Planning
- EDA website
- EDA Marketing Strategy and Advertising
- EDA Business Tours



PLANNING/ BUSINESS GOALS

GOAL: Support new and existing businesses by streamlining the review processes.

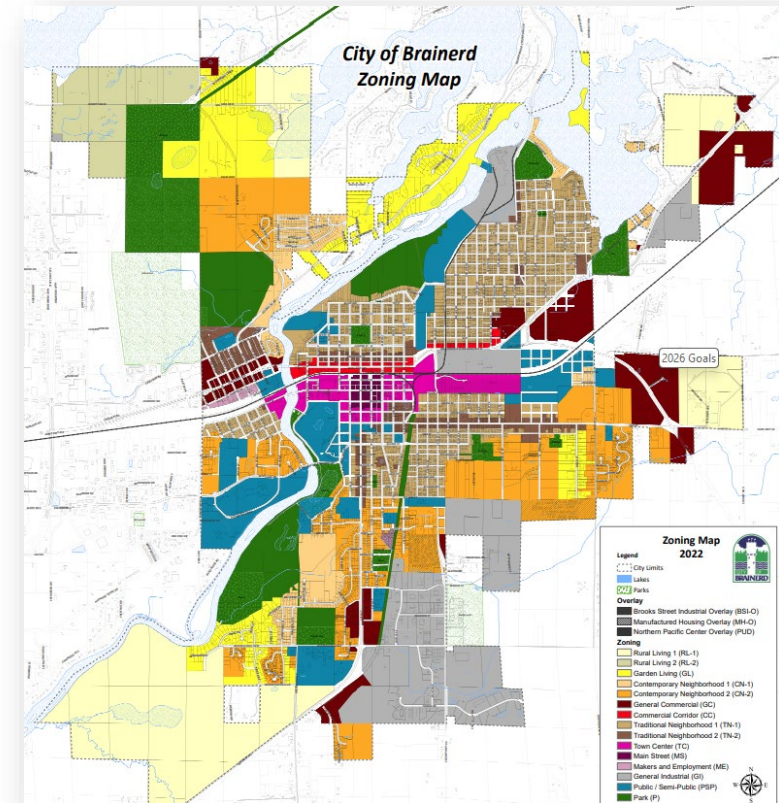
ZONING DISTRICT	Section Reference	RL-1	RL-2	GL	CN-1	CN-2	TN-1	TN-2
COMMERCIAL/GENERAL BUSINESS USES								
Adult Establishments and/or Uses	515-3-4							
Animal hospital, veterinary clinic, or kennels	515-3-5							C
Armories								
Auto dealership	515-3-6							
Bed and breakfasts	515-3-9	C	C	C	C	C	C	C
Boarding houses						C		C
Brew Pub/Brewery (off-sale, on-sale, taproom, tasting room, etc.), cidery, microdistillery, cocktail room	515-3-10							C
Cannabis Retail Dispensary	515-3-12							
Car wash accessory to motor vehicle sales	515-3-15							
Commercial animal kennels	515-3-5	C	C					
Commercial car washes (drive-up, mechanical and self service)	515-3-15							
Commercial day care facilities	515-3-16	C	C	C	C	C	C	C
Commercial greenhouses supporting the operations of a restaurant or floral shop	515-3-17							I
Commercial riding stables	515-3-18	C						
Commercial/Retail establishments								P
Commercial laundry facilities								C
Contractor offices								
Cultural facilities such as museums, art centers, or art institute								P
Drive-through Businesses	515-3-19							C
Financial Institutions such as banks and credit unions								

- Review existing Allowed Use Table
- Focus on Permitted, Conditional, and Interim Uses in Business and Industrial Zoning Districts
- Provide recommendation to streamline review process

UTILITY AND ANNEXATION PLAN

GOAL: Ensure utilities and infrastructure can support new development in areas where infrastructure currently exists.

- Create workgroup
 - Community Development
 - Public Works
 - Public Utilities
 - Emergency Services
 - Finance
- Develop interdepartmental annexation and utility plan
- Present to City Council



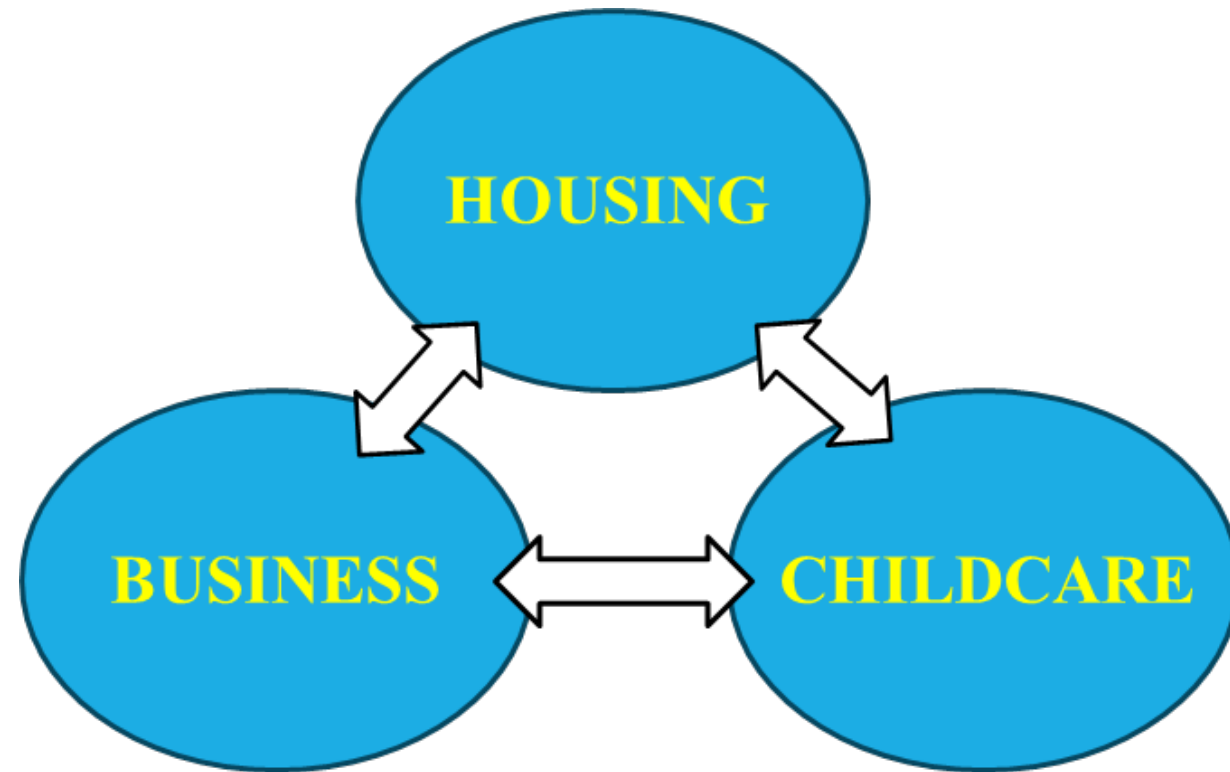
DOWNTOWN ATTRACTION

GOAL: Transform downtown as the social hub of the community and the region.

- Convert Laurel Street parking lot into a downtown gathering space
- Provide cultural events, experiences, public art, and music
- Provide flexible spaces for programming and events.



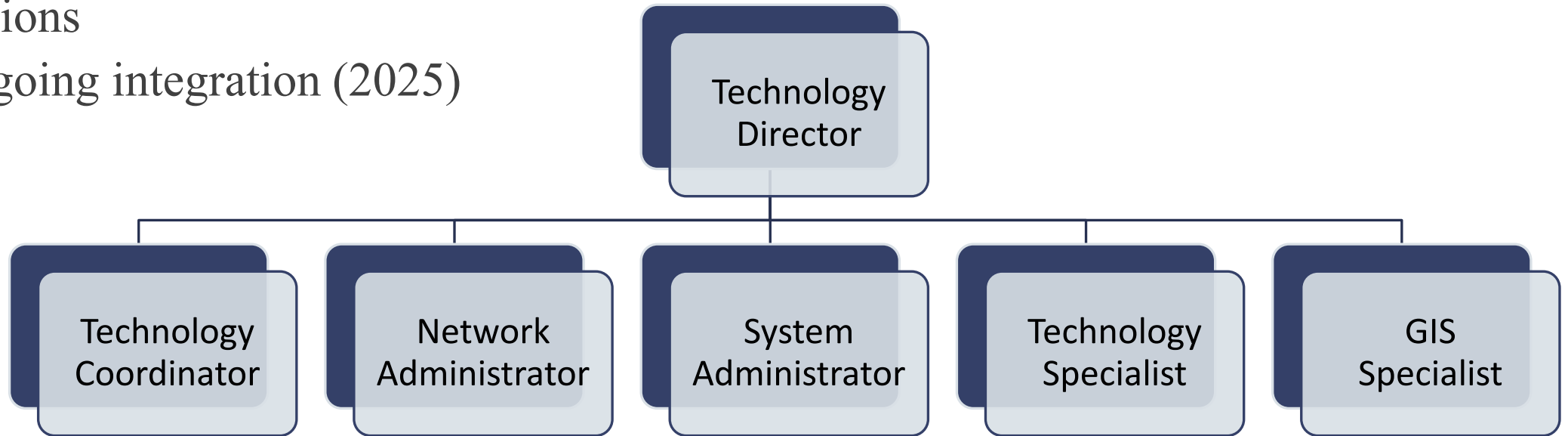
QUESTIONS / COMMENTS



TECHNOLOGY

Department Structure

- 6 positions
- Undergoing integration (2025)



TECHNOLOGY

Technology Director

Manage department, staffing, planning, budgeting, purchasing, project management

Technology Coordinator

Coordinates IT and OT functions at Public Utilities, project management

Network Administrator

Configure networks and manage connectivity, network security, cybersecurity

System Administrator

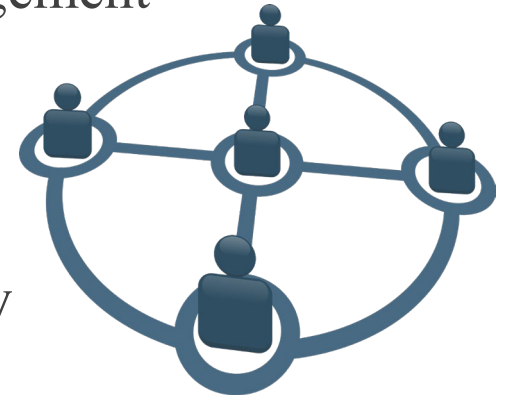
Oversee enterprise software and service implementations, Microsoft365, identity

Technology Specialist

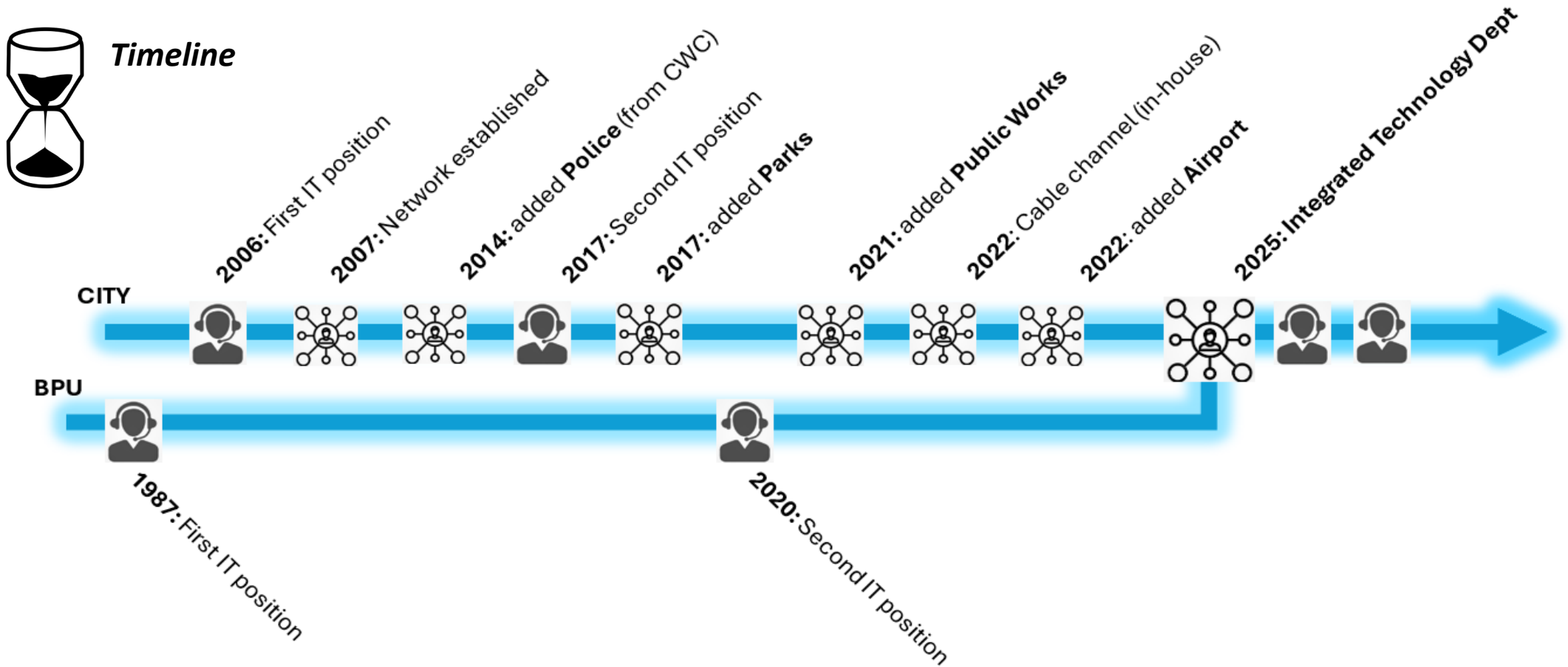
End user support, helpdesk, inventory, patch and update, printing, device management

GIS Specialist

GIS and geospatial implementations, field mapping, map production, end user support



TECHNOLOGY



TECHNOLOGY



Integration – General Overview

- Single initial contact for support - organization wide
- Shared support request and knowledge base platform
- Empower mid-level Technology staff to focus on their technological niche
- Cross-train appropriate Technology staff to minimize knowledge gap during absences
- Standardize hardware purchasing and software licensing when possible
- Standardize hardware and software configurations, policies, and best practices
- Consider combining M365 tenants when/if it makes sense (additional integrations?)
- Coordinate GIS efforts along with resource and data sharing

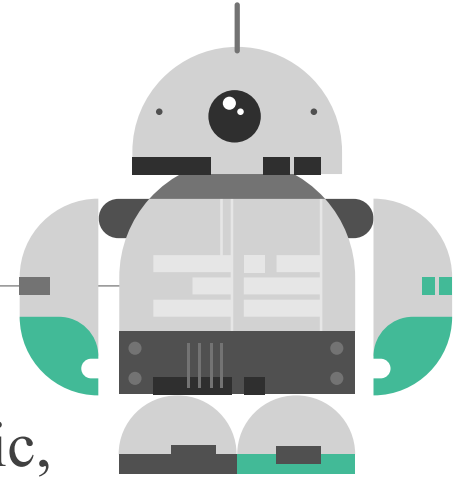
TECHNOLOGY

Integration – 2025 Initiatives

- On boarding and ramping up of multiple new positions
- Establish support request processes
- Allocate time/labor to projects as needed, pivot where/when appropriate
- Establish priorities and plans for technology projects in future years
- Synchronize and coordinate operating budgets and capital plans
- Discovery and inventory of all public utility technology resources
- Focus heavily on learning intricacies of public utilities and facilitating their network infrastructure build out as much as possible



TECHNOLOGY

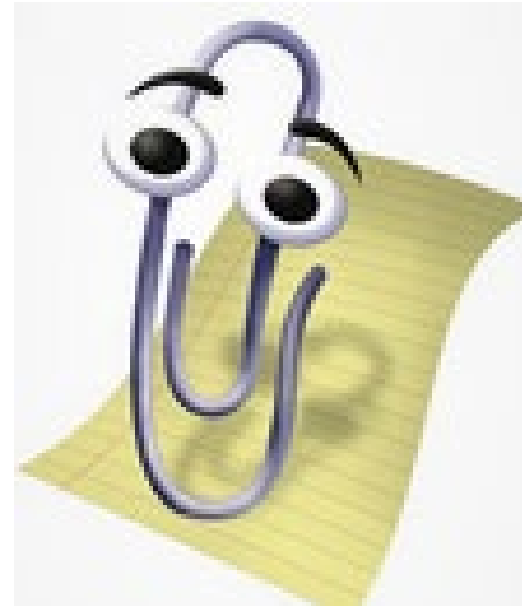


Other Relevant Initiatives

- *Web / Social Media* – continue to improve communications with the public, increase opportunities to receive input or feedback from citizenry
- *Cybersecurity* – enormous risks for disruptive event, can not be too careful
- *Artificial Intelligence (AI)* – adapt and adopt as technologies are proven
- *Cloud* – continue to migrate appropriate resources to the cloud, reduces infrastructure footprint, reduces staff maintenance time, improves access for mobile workforce.
- *Field Work* – increasing demand to complete complex work processes on the go
- Encourage all staff to become more technologically capable and therefore productive
- Compliance/redundancy/business continuity – strive to make City as resilient as possible

TECHNOLOGY

Questions or Comments?



UTILITY (ELECTRIC)



Overview:

- Operations, Maintenance, Support, and Engineering

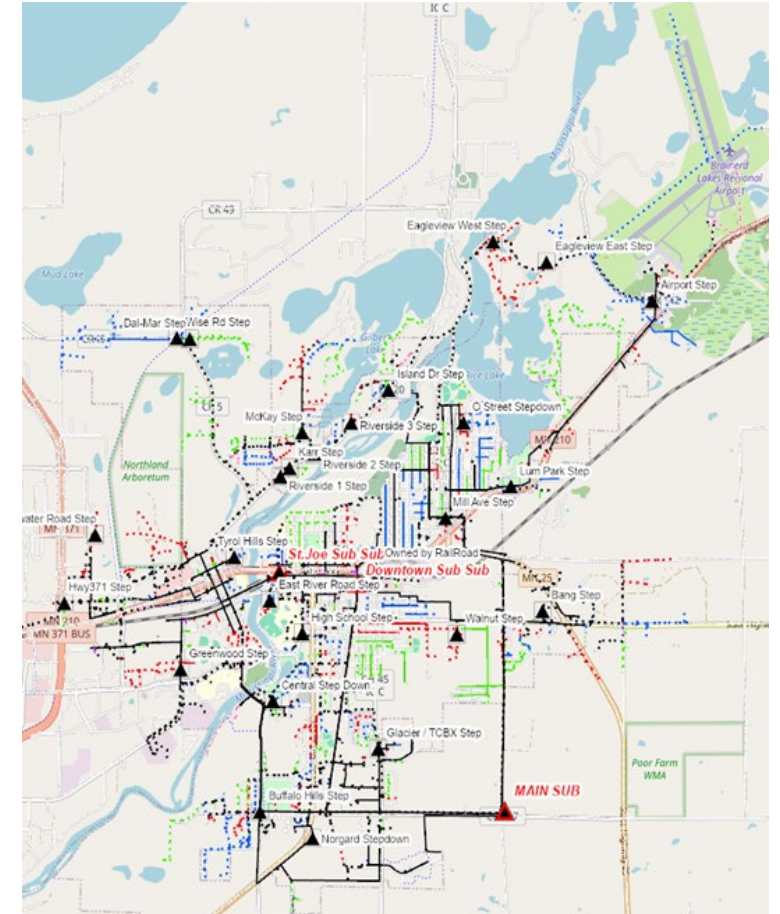


UTILITY (ELECTRIC)



By the numbers:

- Distribution
 - 6,875 residential customers
 - 1,361 commercial customers
 - \$780,000 PILOT (payment in lieu of tax) to City to offset levy
 - 99.98% reliability (world –class)
 - 3215 poles
 - 1864 transformers
 - 1605 lights
 - 245.68 miles of overhead primary and secondary wires
 - 323.80 miles of underground primary and secondary wires
 - 218,085,401 kWh sold (2023)
- Generation (Hydro)
 - 3.2 MW Capacity
 - 9,336,000 kWh produced at Hydro (2024)



CULTURE



Public power communities with local control affords five distinct advantages:

- Accountability and transparency in governance
- Financial support for the local government
- More efficient municipal operations
- Tailor utility policies/programs/practices to reflect local priorities
- Value of ownership

IDENTITY



Public power utilities are highly responsive in key areas:

- Reliability
- Customer service
- Affordable rates
- Education, training, and information
- Local economic development

BRAND

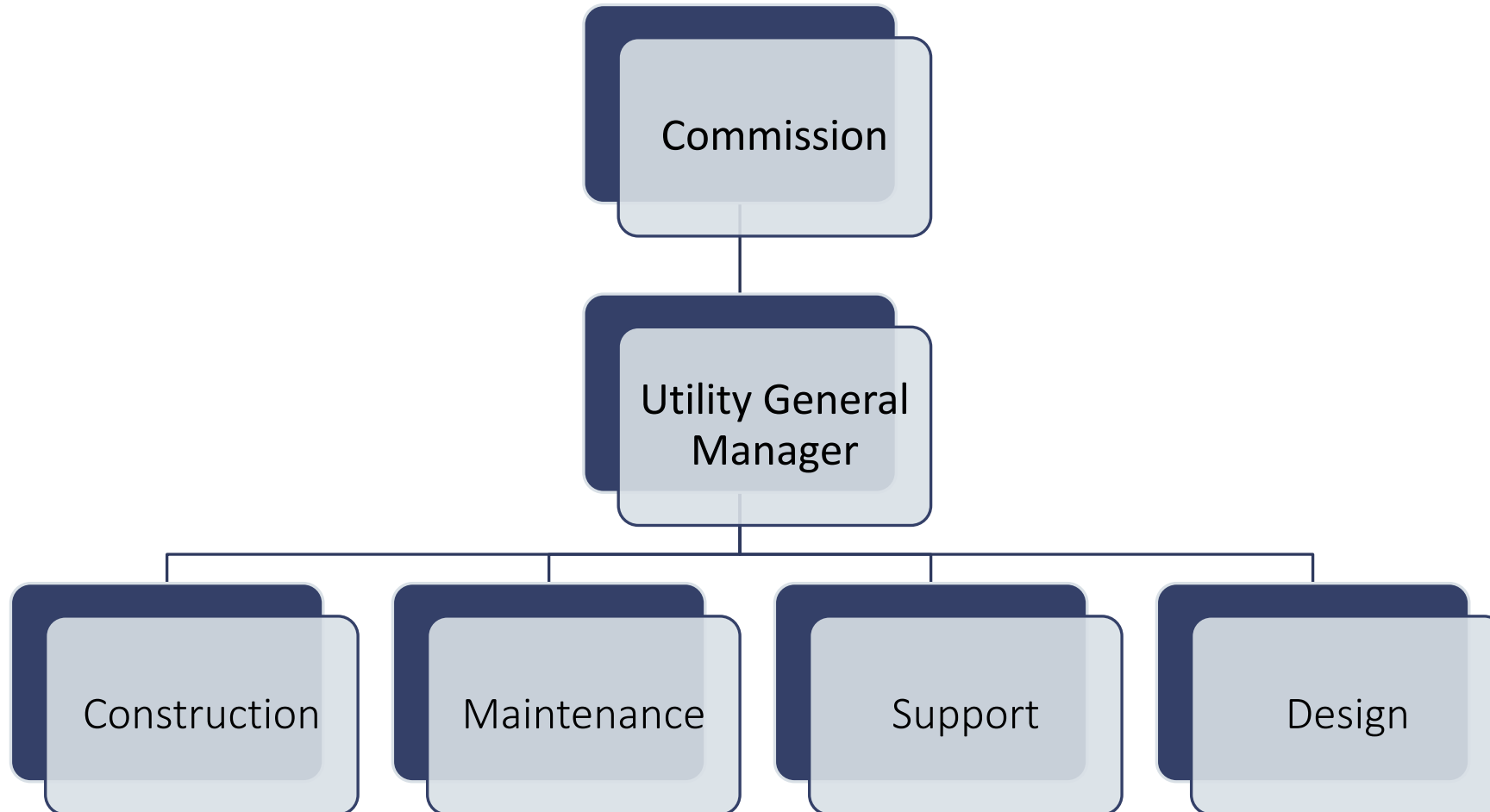


The Brainerd Electric Department has distinctions within the public power sector:

- APPA RP3 gold level
- World-class response time and other metrics
- Lowest rates regionally and nationally
- MMUA and other industry partnerships



UTILITY (ELECTRIC)



FACILITY UTILIZATION

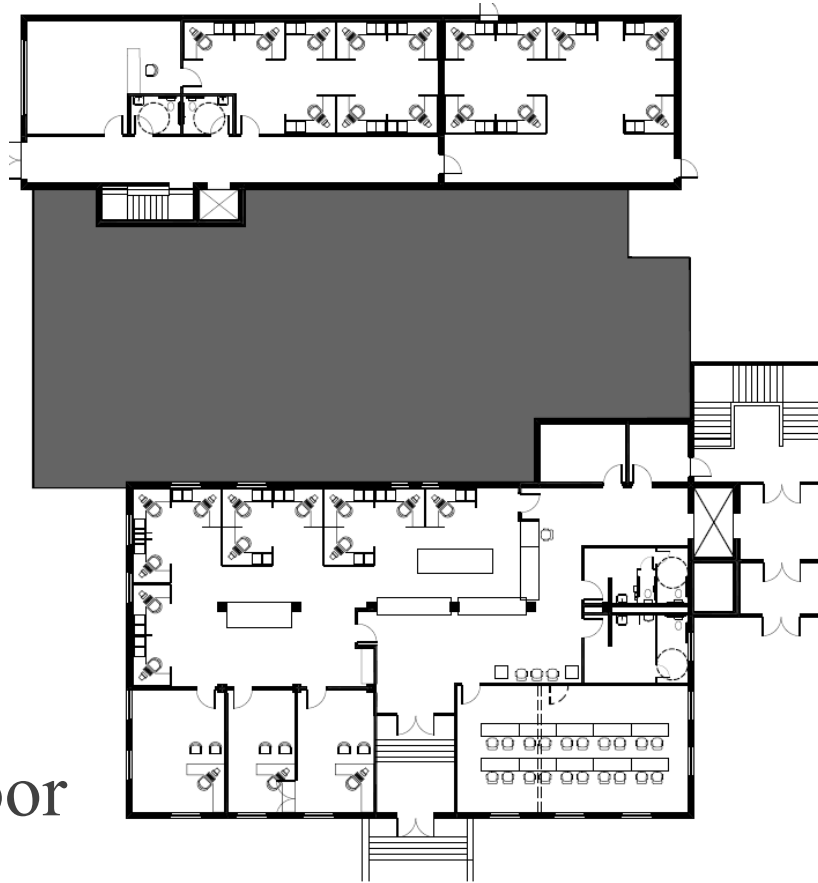
ANNEX FACILITIES STUDY

2019 Presentation to Council (Widseth)

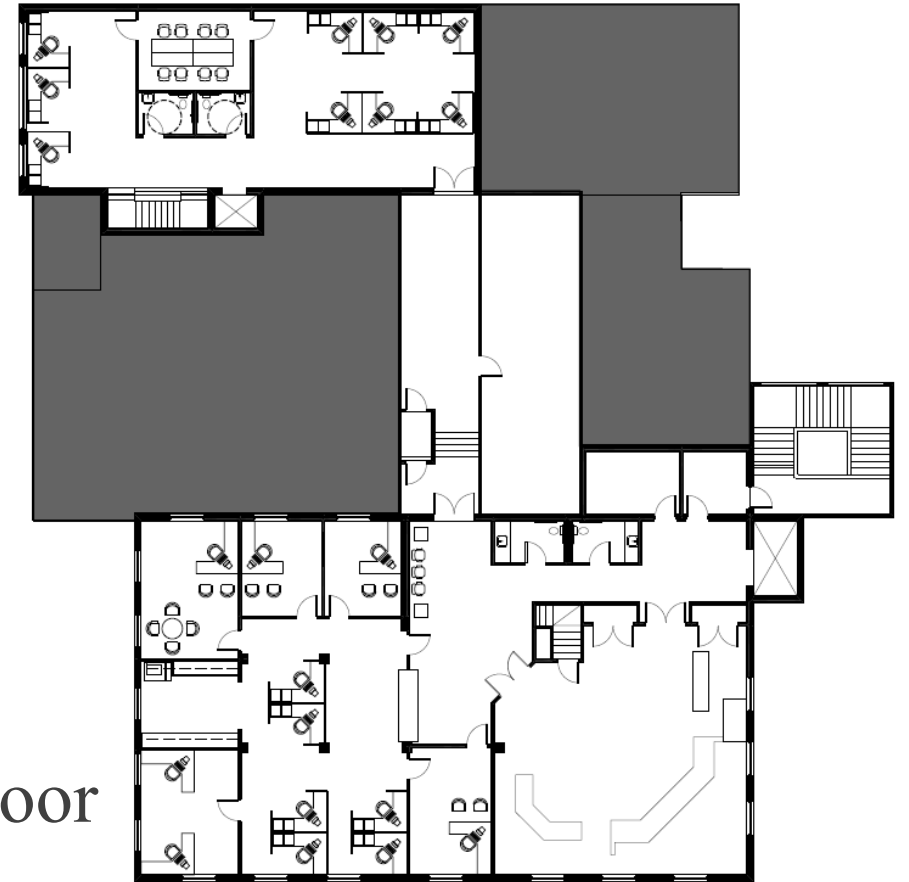
- Created potential floorplans for the Annex
- Estimated budgetary costs for improvements
- Promoted and planed for growth
- City Council allocated \$160,000 in the capital plan that has been rolling over in the budget



ANNEX FLOOR PLANS



First Floor



Second Floor

ANNEX ESTIMATED COSTS

Estimate for Improvements

- New roof in 2020 removed \$106,000 from the estimated repair budget
- Estimated budget from study - \$415,000
 - Includes inflationary value
- 2025 immediate repairs
 - Elevator - \$5,000 to \$10,000
 - HVAC - \$18,000



FIRE

Facilities



Station #1 was constructed in 1982 with an addition of training room in 2004



Station #2 was constructed in 2004

FIRE

2018 City Facility Study



Exterior Doors and Aluminum Windows

Solar Wall

North Addition EIFS

Ballasted Roof

Overhead Garage Doors/Limited Fire Station Space

West CMU Wall Cracks

Install Energy Recovery Unit to provide Ventilation Air

Replace Domestic water supply piping to restrooms

Brick Efflorescence

Exterior Soffit

Steel Lintels

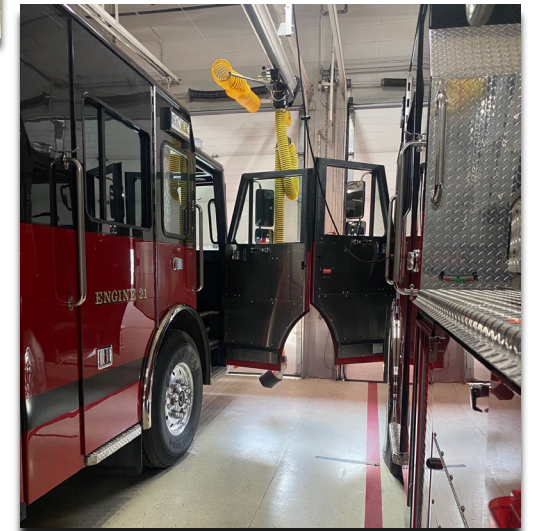
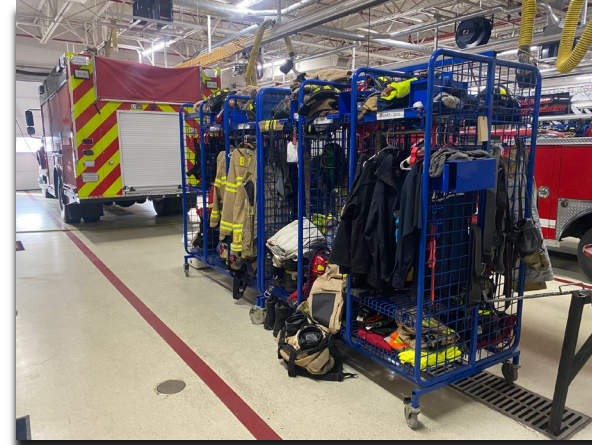
Interior Ceiling Finish

Interior Floor Finish

New 100 kW Natural Gas Back-up Generator

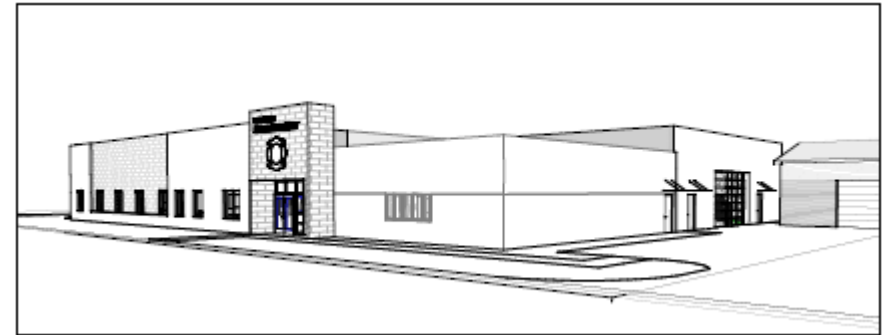
Install Hot Water Recirculation Pump

Interior Epoxy Floor Finish



FIRE

Proposed Renovation for Station #1

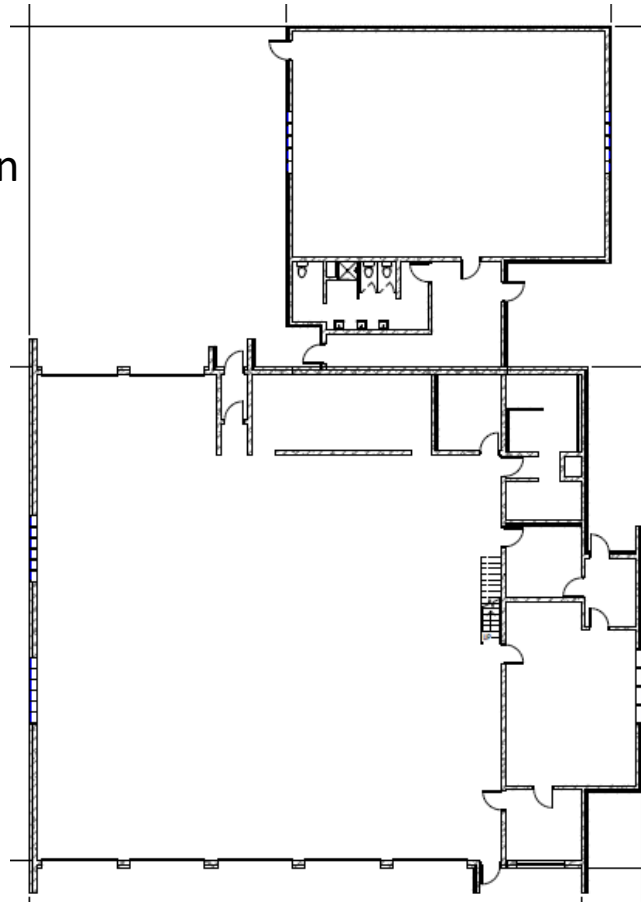


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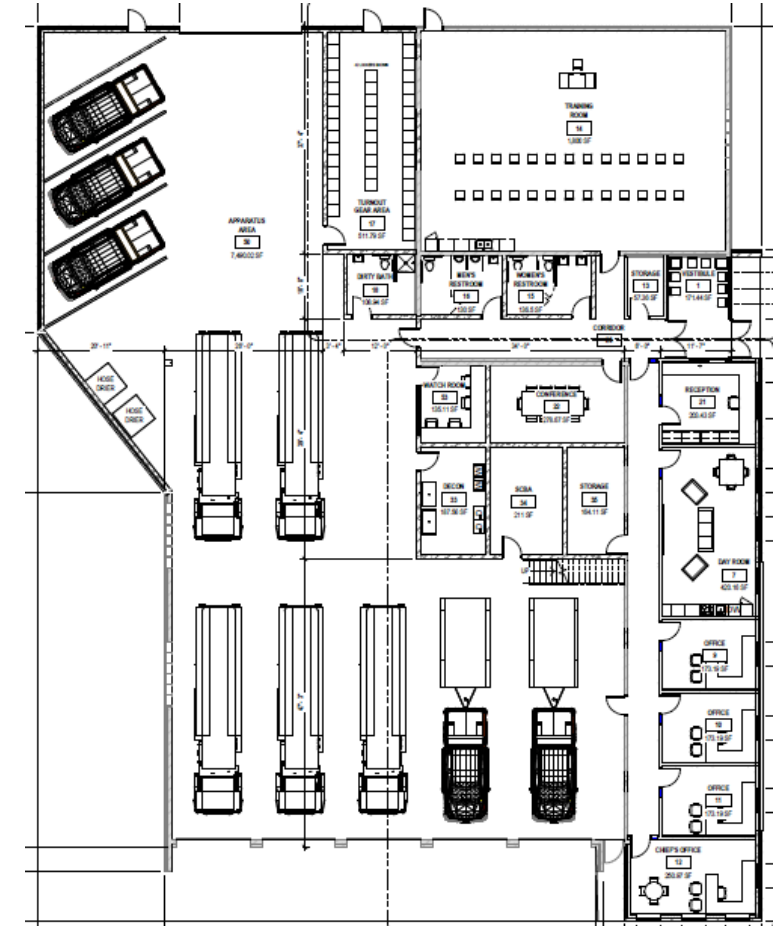
Proposed Renovation for Station #1



Existing Floorplan



Proposed Renovation



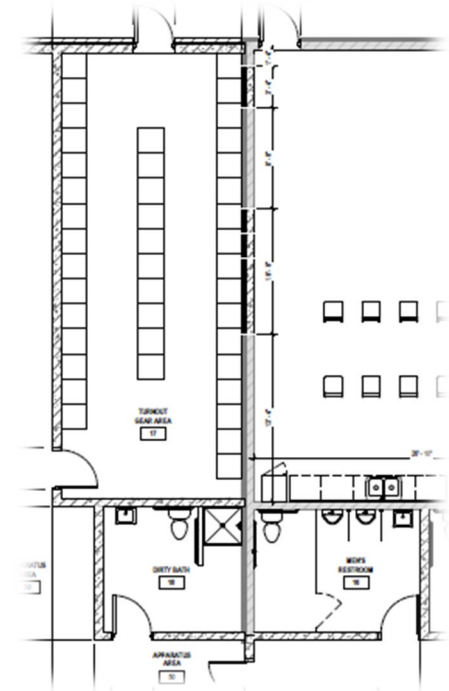
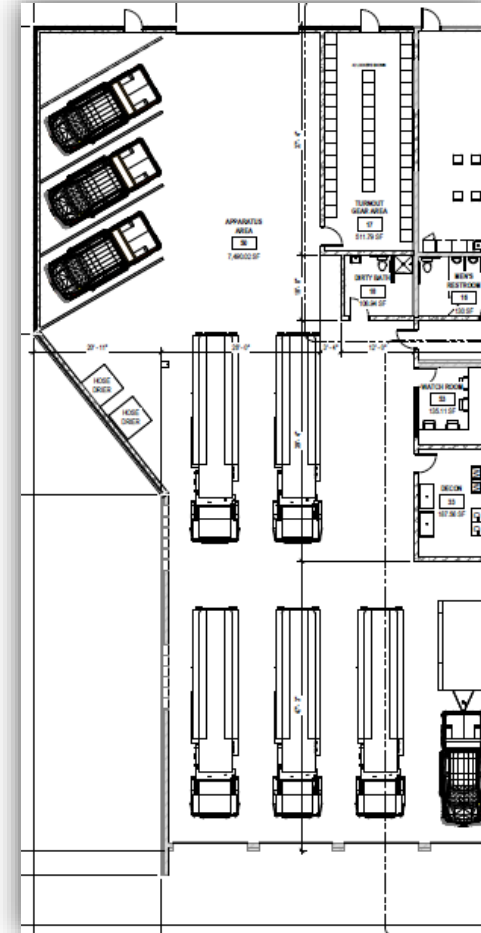
FIRE

Proposed Renovation for Station #1



Renovation addresses at least 90% of concerns with existing station

- Added Apparatus Floor space
- Turnout Gear off the apparatus floor in a controlled room
- Space for decontamination and cleaning of gear and equipment
- Decontamination area for firefighters accessible from apparatus floor
- Improve electrical and install new generator
- Overall improved workflow and considerations of firefighter health

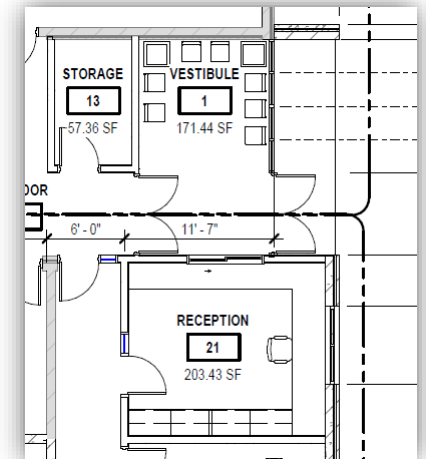
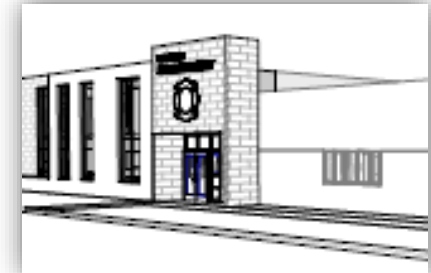
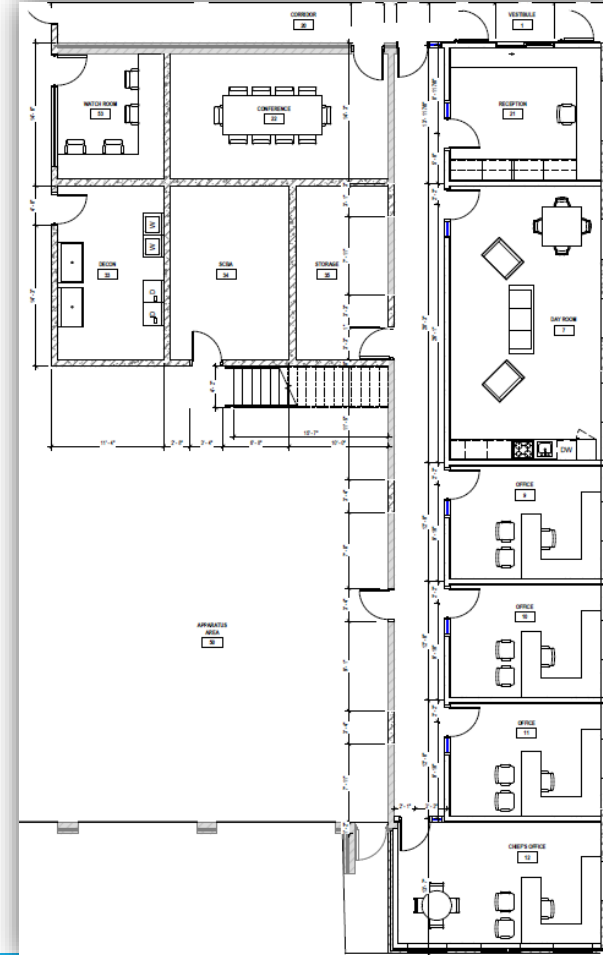


FIRE

Proposed Renovation for Station #1



- New single-entry point with a lobby for added facility security
- Offices for Fire Administration
- Workspace for Fire Command Staff
- Additional storage for office and training room
- Overall improved workflow and facility security



FIRE

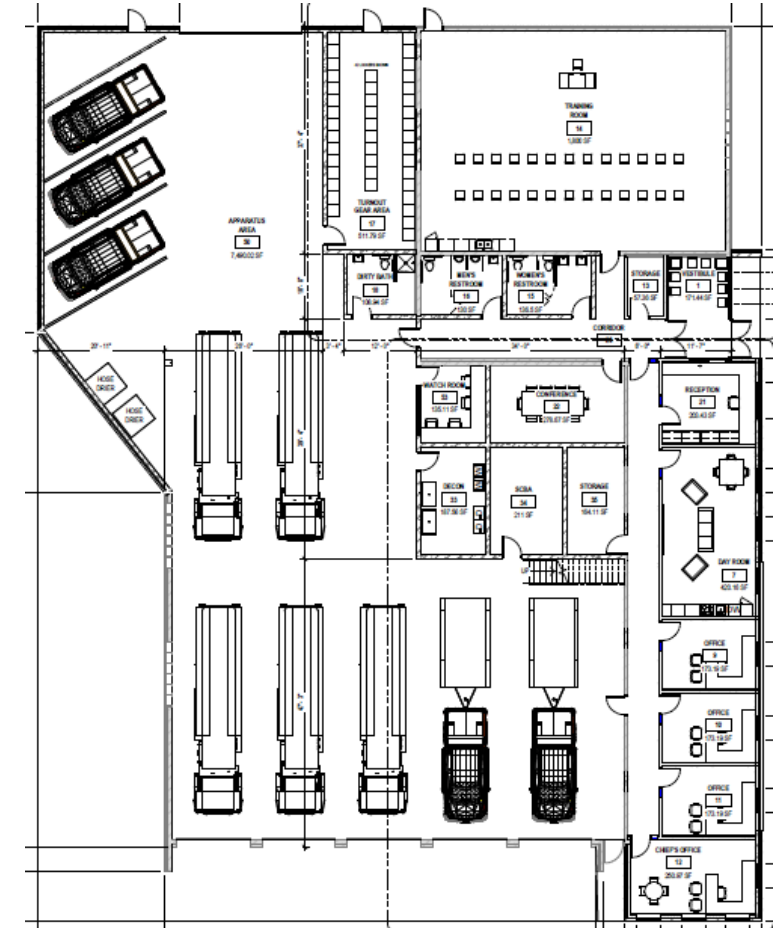
Timeline for Proposed Renovation for Station #1



2025 – Approval to continue with project - initial design work

2026 – Have funding secure to start project - initial estimate is
5 – 5.25M

Early 2026 start work at the site with completion by end of 2027



FIRE

2024 Response and Station Location Study



An important factor to consider is the makeup of the Paid-On-Call (POC) fire service For Brainerd Fire Department

An equal number of firefighters live in Brainerd as live in Baxter or the surrounding townships

The total response time for a fire call consists of two primary components;

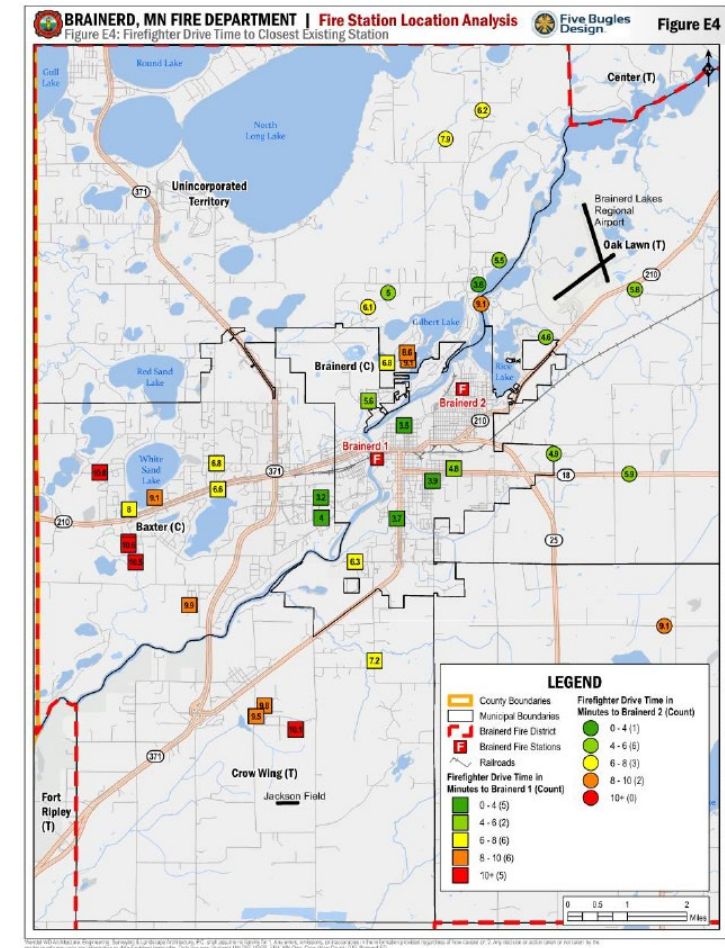
Turnout time to the station

Time to respond from the station to the call

Note: Firefighters are required to live within 10 minutes of either station and the requirement is verified by the department

An analysis of call data for the past three years shows the following:

Call Type	Total Calls 2020- 2023	# of Calls Arrived at Scene within 14-minutes from alarm to arrival at scene	Average time from alarm received to arrival at scene
Fire	2,373	2,088 (88%)	8.35-minutes



FIRE

2024 Response and Station Location Study



Response Time Analysis Conclusions

Constructing a new sub-station on a site near Woida Road water tower will improve response times for several reasons:

1. Will more appropriately balance response to all areas of BFD's response area, including the City of Baxter, without negatively affecting response to the City of Brainerd
2. Closer to firefighters living in Baxter area resulting in decreased turnout times
3. Response is improved, with most improvement seen in the Unorganized Territory where growth and calls are expected to grow
4. Expands the area for recruiting POC firefighters

Overall, constructing a sub-station would appear to have a positive impact for all areas serviced by the Brainerd Fire Department

FIRE

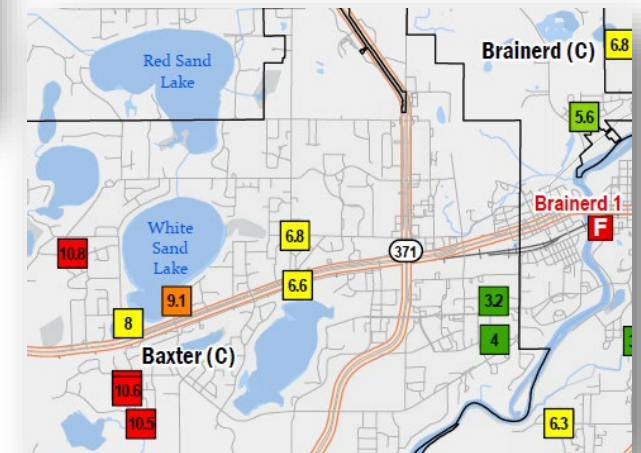
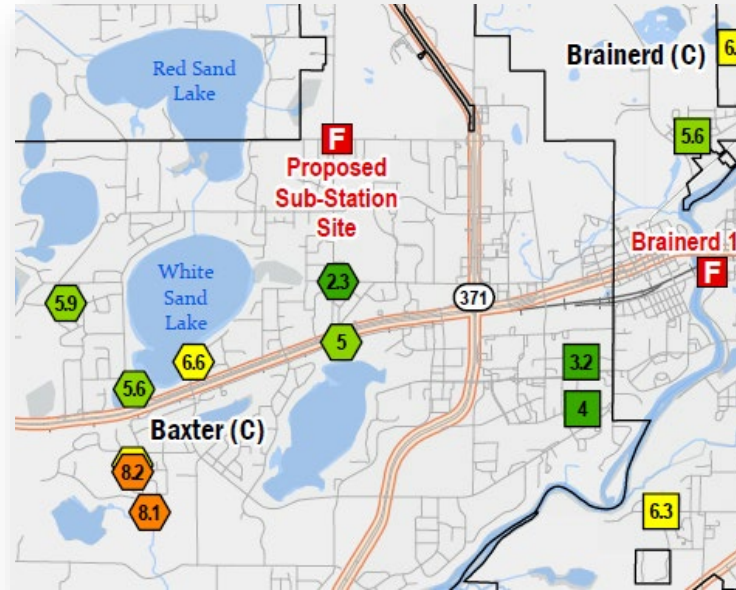
Proposed Station #3



2024 – Response Time and Station Location Study

3rd station would have a positive impact for all areas serviced by the Brainerd Fire Department

- Improved response times in Brainerd, and the rest of the response area, by locating the station closer to the firefighter's residences
- Provide a more balance response to the entire coverage area

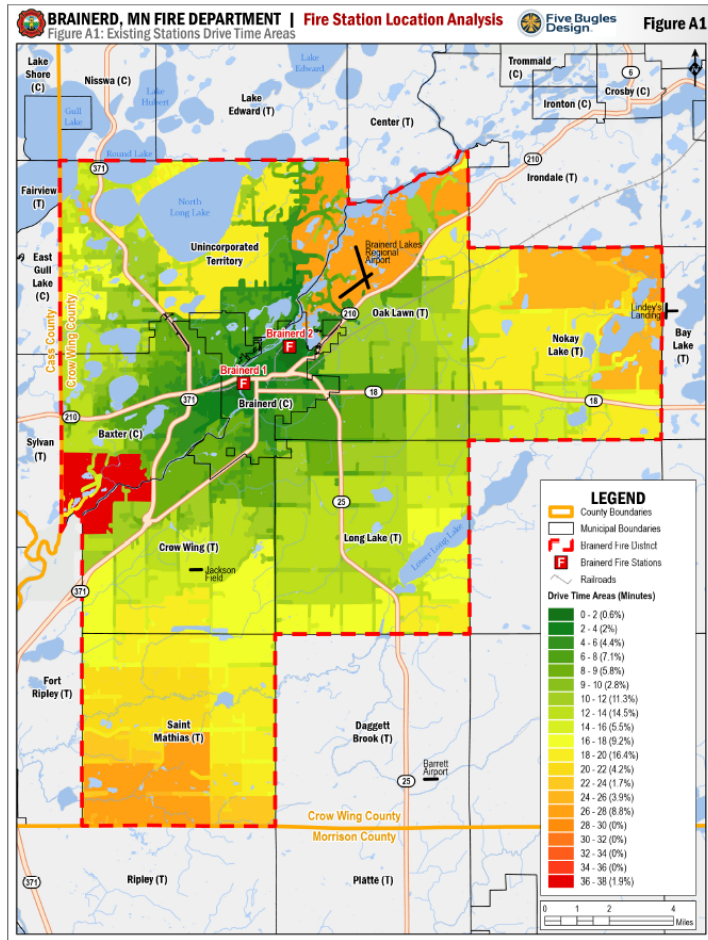


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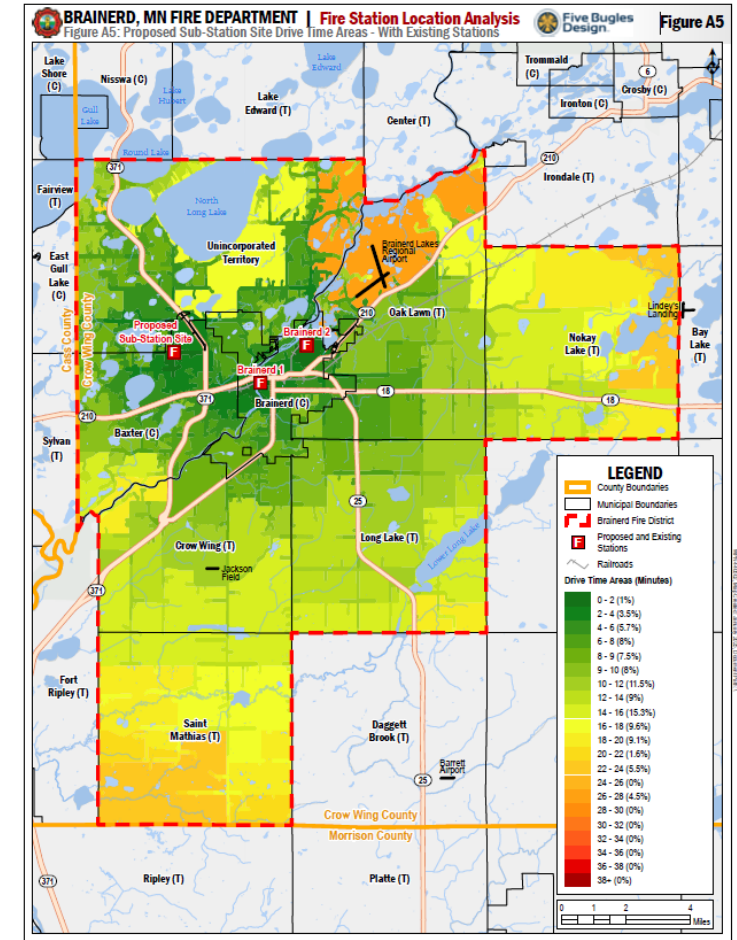
Proposed Station #3 Drive Times



Existing Stations

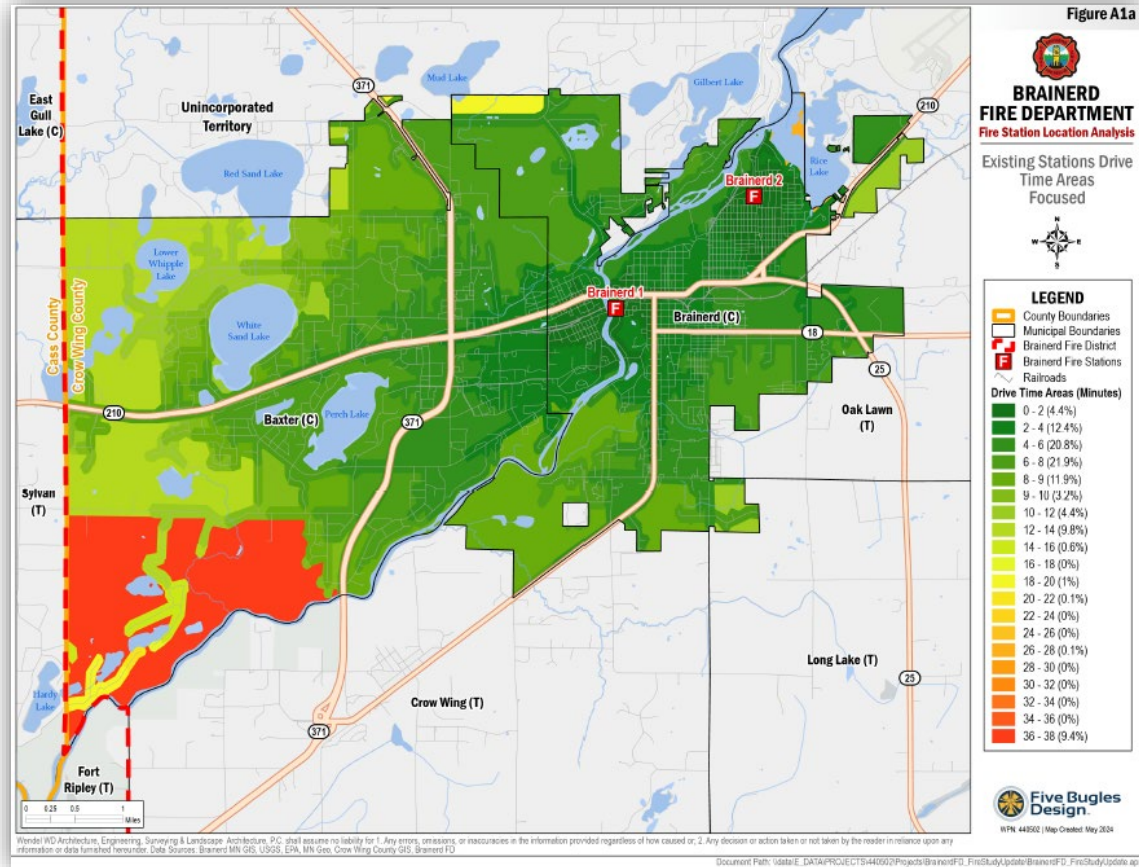


Existing Stations
with Proposed
Station #3

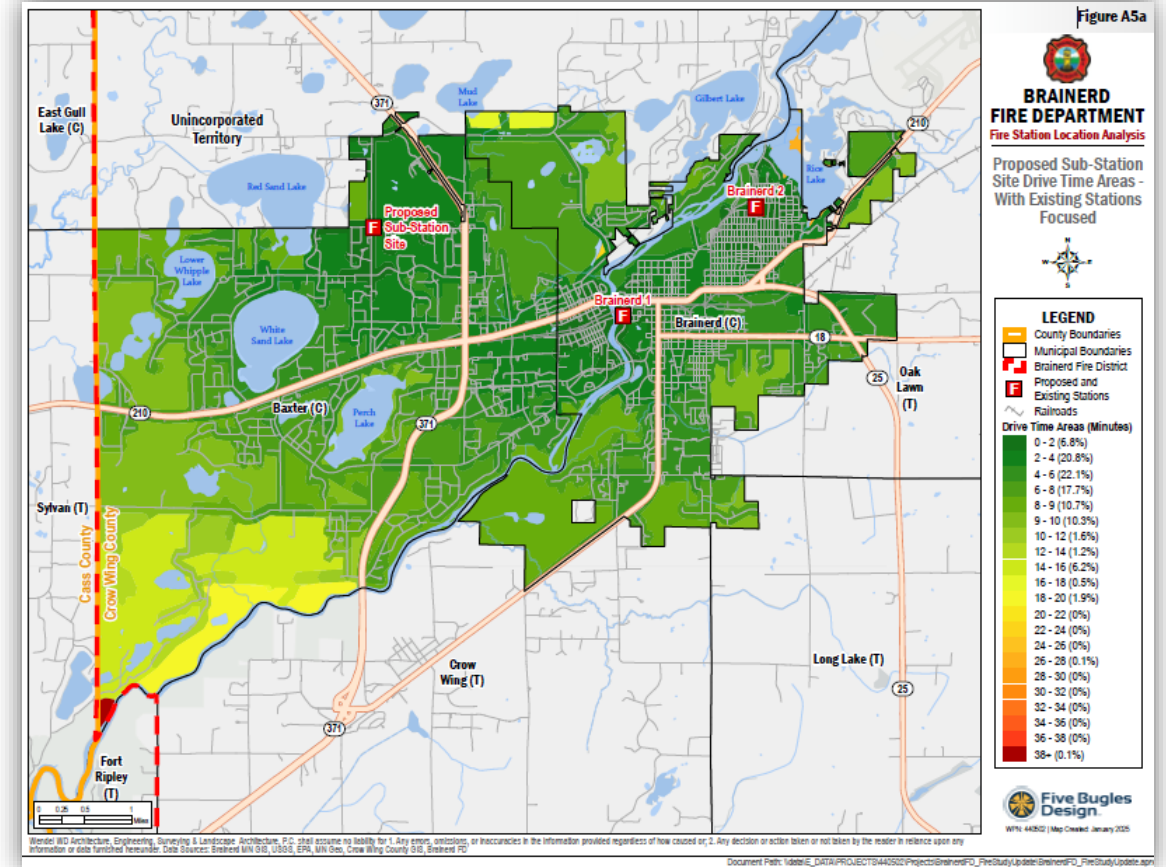


FIRE

Proposed Station #3 Drive Times (Zoomed in)



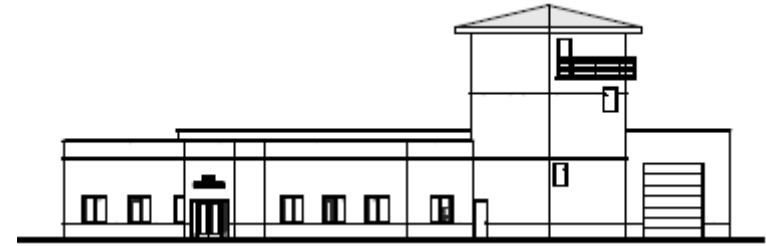
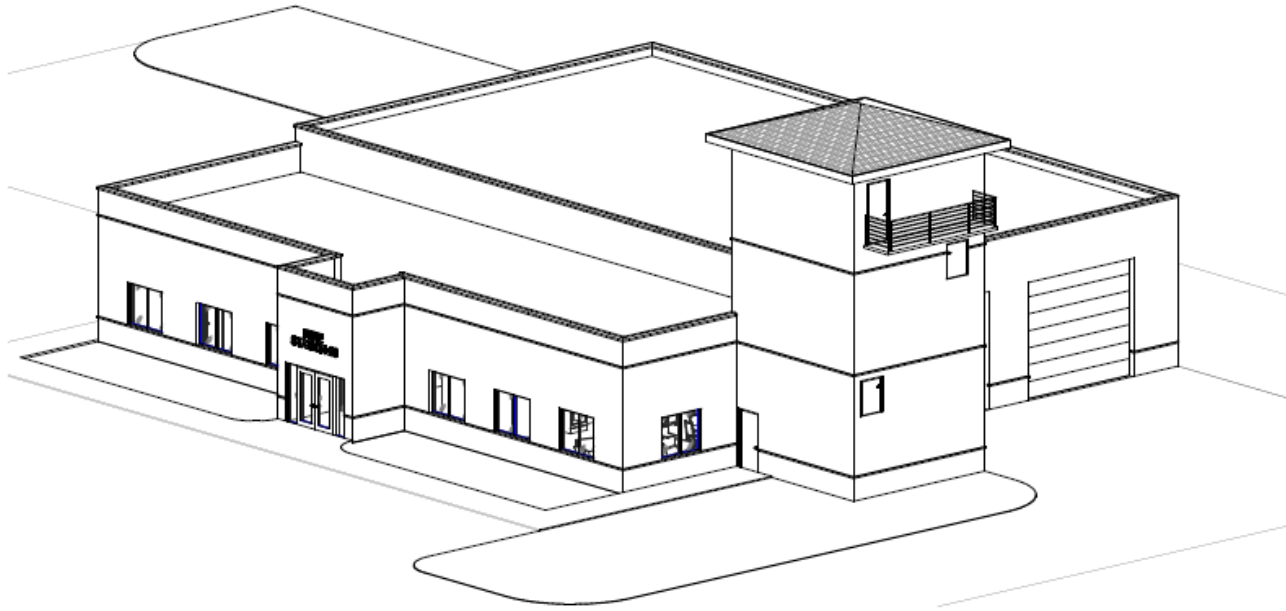
Existing Stations



Existing Stations with Proposed Station #3

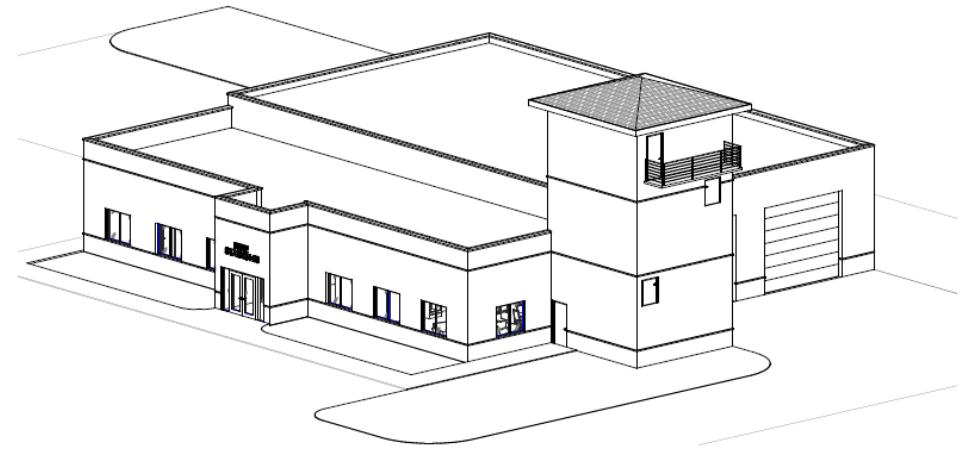
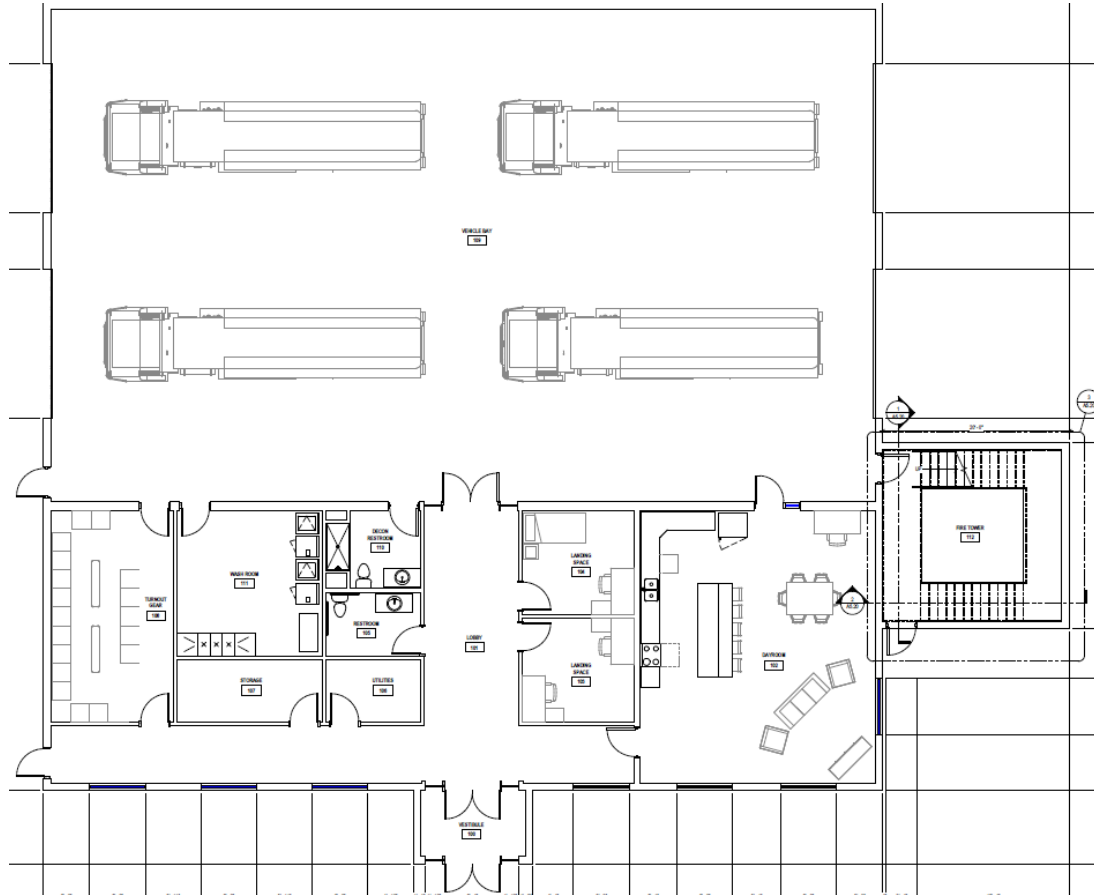
FIRE

Proposed Station #3



FIRE

Proposed Station #3



FIRE

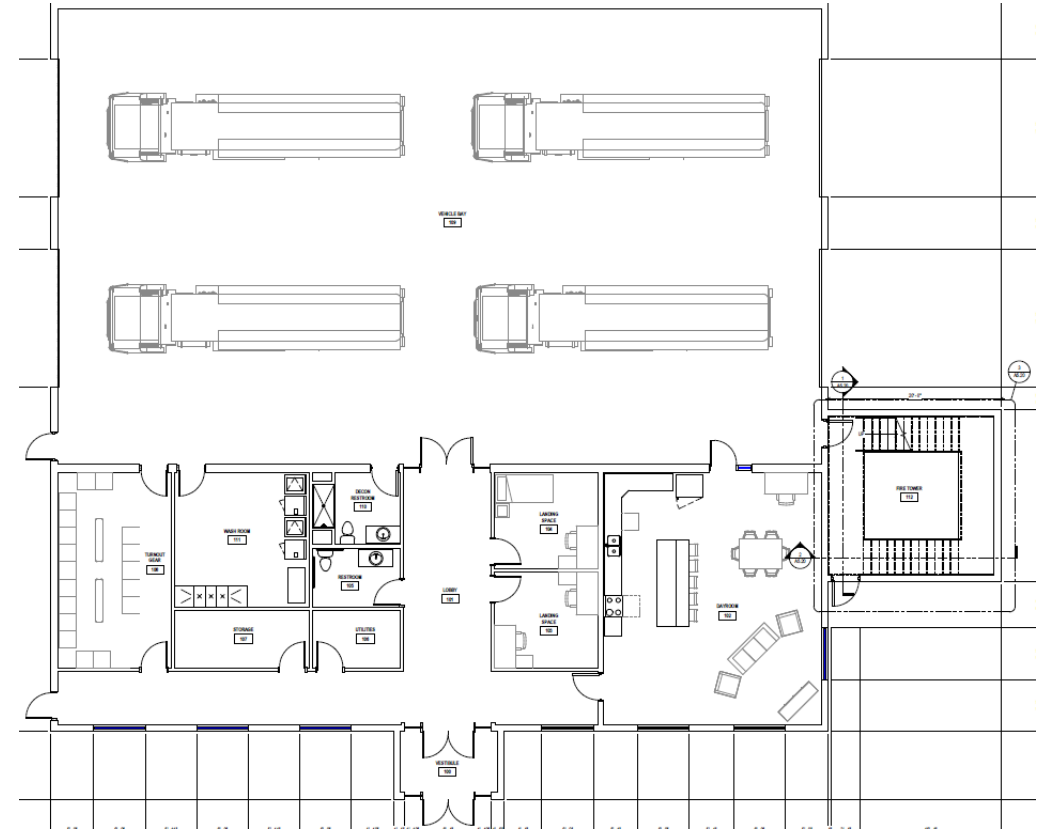
Timeline for Station #3



2025 – Approval to continue pursuing options for the project.
Meetings with City of Baxter
Initial Design work

2026 – Secure funding
Initial estimate is \$3,100,000 to \$3,300,000

Mid 2026 start work at the site with completion middle of 2027



FIRE

Questions/ Comments?



Conclusions:

30% increase in Call Volume since 2016

Renovation of Station #1, 2025 to 2027

Explore options for a 3rd Sub-Station, 2025 to 2027

MISSION, VISION, AND VALUES

MISSION VISION VALUES



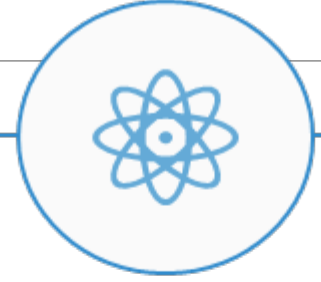
Mission

Why we exist



Vision

What we want to be



Values

What we believe

MISSION

Purpose of the mission statement:

The mission statement explains what we do, who we serve, and the impact we strive to have on the community. It focuses on the present and captures the core purpose and daily activities of the City of Brainerd.

A balanced mission statement:

Should reflect a balance between community, staff and elected officials

- **Community needs and expectations:** Providing high-quality, reliable services that enhance safety, infrastructure, and quality of life
- **Internal team:** Supporting a collaborative, innovative, and efficient work environment for staff
- **Elected officials:** Aligning with the vision and policy direction set by city leadership



VISION

The vision is our future destination

Purpose of the vision statement

Picture of our ultimate goal

North star guiding Brainerd's long-term growth and success

Creating the vision – 3 step process

1. Create your vision for the next 10 years
2. Share your vision
3. Combine for the best vision



VALUES

Purpose of core value statements

Our values define what we believe in and shape how we behave. They guide our daily actions, decisions, and interactions, ensuring we serve Brainerd with integrity and purpose.

How we live our values:

- **In the community:** Listening to residents, addressing their needs, and building trust through consistent, high-quality service
- **Within our team:** Supporting each other, sharing knowledge, and fostering a positive work environment
- **With elected officials:** Collaborating with transparency and providing informed recommendations to guide decision-making

Building a values-driven culture:

- Lead by example, demonstrating our values in every interaction
- Hold ourselves and each other accountable to these principles
- Recognize and celebrate behaviors that reflect our shared values



EXAMPLES



EXAMPLES



Vision

Leading the way as a vibrant, diverse, regional community.

Leadership Philosophy

We belong to an organization that cares about making a positive difference in the lives of others. Our work is challenging and has purpose. We listen and engage with each other and our community.

We are empowered and trusted to make good decisions that align with Public Service Principles and Core Values. Our organization is committed to investing in and developing each other. We will recognize and celebrate our collective achievements and individual accomplishments.

Public Service Principles

Responsive

Prompt to respond and serve.

Efficient

Highest performance at greatest economy.

Greater Good

Serve for the good of the community and region.

Innovation

Embracing new ideas and methods to improve service delivery.

Open

Spirit of accessibility in policy making and operation.

Neighborhoodly

Concern and compassion for others.

Core Values

Positive attitude

We take a positive approach, show initiative and a willingness to improve. We take pride in the work we do.

Accountability

We take responsibility for our actions and the completion of our work.

Respect

We treat everyone with courtesy and dignity and value their perspectives, acknowledging our differences.

Teamwork

Together, we collaborate on ideas and share information, resources and responsibility for the best possible outcomes.

Integrity

We lead by example by being honest, doing the right thing and following through. Our actions reflect our words.

Employee motto:
**Work hard.
Have fun.**

EXAMPLES

CITY OF BLOOMINGTON STRATEGIC PLAN

2022 - 2027

OUR MISSION

OUR MISSION IS TO CULTIVATE AN ENDURING AND REMARKABLE COMMUNITY WHERE PEOPLE WANT TO BE.

OUR CORE VALUES – WE BELIEVE THAT...

- The community thrives when its members share responsibility for its well-being.
- Transformation will come through collective courage and the willingness to take risks.
- When diversity is embraced, the community is strengthened.
- Everyone benefits when there is equitable access to opportunity.
- Safety and security are critical components of a resilient and healthy community.

WE WILL NOT:

- Add any program, project, policy, or service that is not consistent with our core values and aligned to our mission.
- Allow past practices to interfere with the consideration of new ideas.

BLOOMINGTON.

tomorrow. together.



EXAMPLES



EXAMPLES

Vision, Mission, Core Values

MISSION

Belgrade is your community of choice to live, work and thrive.

VISION

Belgrade - the intersection of all great things in Montana.



CORE VALUES



STRATEGIC PRIORITIES

COUNCIL STRATEGIC GOALS

- Council identify 5-10 strategic priorities for staff
- Next 2 years
- Another strategic retreat in 2 years?
- We are all Brainerd ambassadors – doing the little things right
- Benchmark for a well run, professional, and responsive staff
- Serve in a dignified and outcome-oriented manner

COUNCIL PRESIDENT COMMENTS

QUESTIONS / COMMENTS
