

City of Tower
City Council
Regular Meeting
April 13, 2020
Monday @ 5:30 PM
Electronic Meeting: GotoMeeting

1. Call to Order
2. Roll Call
3. Accept Agenda
4. Accept minutes of March 9, 2020 (Regular Meeting), March 16, 2020 (Special Meeting), March 30, 2020 (Special Meeting)
5. Public Input
6. Correspondence
 - 6.1 Tower-Soudan Historic Society, RE Online Cemetery Record Bill
7. Consent Agenda
 - 7.1 Airport, State Grant Funding for obstruction removal, Resolution 2020-021
 - 7.2 Fire Department: MN DNR Volunteer Fire Assistance Grant \$5,000 Structural Turnout Gear
 - 7.3 Reports
8. Unfinished Business
 - 8.1 Hoodoo Point Campground Sewer Issue
9. New Business
 - 9.1 Initiative: "Tidy up Tower/Soudan"
 - 9.2 Hoodoo Point Campground: Seasonal Leases under COVID-19
 - 9.3 Ambulance Commission: Transfer Mileage Contribution
 - 9.4 Ambulance: Business Plan
 - 9.5 Ambulance: Posting of Ambulance positions
10. Pay the Bills
11. Adjourn

Electronic Meeting Instructions

City of Tower: Regular Council Meeting
Mon, Apr 13, 2020 5:30 PM

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CITY OF TOWER
Regular City Council Meeting Minutes
Tower City Hall

March 09, 2020

1. Call to Order

Orlyn Kringstad called the Tower City Council meeting to order at 5:30 pm.

2. Roll Call

Present (in order of seating): Councilor Sheldon Majerle, Councilor Rachel Beldo, Mayor Orlyn Kringstad, Councilor Mary Shedd

Staff present: Fire Chief and Ambulance Director Steve Altenburg, Clerk/Treasurer Victoria Ranua, Airport Manager John Burgess, City Attorney Mitch Brunfelt, City Engineer Jason Chopp, Police Chief Dan Nyland

Media present: Tony Sikora (Tower News), Marshall Helmberger (Timberjay)

Others: Lee Peterson, John Bassing, Steve Wilson, Dan Broten, Karel Winkelaar, Paige Olson, Robert Pratt, Michael Raj, Jesse Gornick, Ron Potter, Ron Abrahamson Sr., Linda Dicasmirro, Robert Dicasmirro, Dean Dowden, Tammie Dowden, Joe Morin, and unknown individual.

3. Approval of Agenda

Beldo made a motion to accept the agenda. Motion second by Kringstad. Motion passed unanimously.

4. Public Input

Richard Hanson gave a report on the pending feasibility study for the Broadband Initiative.

5. Correspondence

5.1 Dave Rose, Conditional Use Permit

Dave Rose submitted a letter inquiring about on the status of his conditional use permit.

A motion by Beldo to have the City Attorney review Dave Rose's conditional use permit file. Second by Majerle. Motion carried unanimously.

5.2 COVID-19 Website

Beldo gave an update on the latest developments with the COVID-19 virus.

6. Approval of Minutes of February 10, 2020

A motion by Majerle to approve the minutes of February 10, 2020. Second by Shedd. Motion carried unanimously.

7. Reports

A motion by Majerle to accept the Reports as presented. Second by Shedd. Motion carried unanimously.

8. Unfinished Business

8.1. Council Priorities

A motion by Majerle to table this item. Second by Beldo. Motion carried unanimously.

8.2 Ambulance Vehicle Replacement Agreement: Business Plan approval

Clerk/Treasurer Ranua presented that the current draft Ambulance Replacement Agreement has the request business plan in it and obtained two proposals for plans from professional emergency management consultants (Ethical Leaders in Action (Minneapolis, MN) and SafePlace Solutions (Isanti, MN)).

A motion by Beldo in support of developing a business plan as a component of the Ambulance Vehicle Replacement Agreement. Second by Shedd. Motion carried unanimously.

Council tabled consideration of the two proposals until they have review them.

8.3 Ambulance Vehicle Replacement Agreement: Resolution 2020-01X – Bank Account

A motion by Beldo to approve Resolution 2020-013 Clarifying the Accounting and Use of the Ambulance Replacement Fund. Second by Shedd. Motion carried unanimously.

8.4 Ambulance Paid On-Call Overtime Review

A motion by Kringstad to have the Clerk/Treasurer, Mayor, Ambulance Director, and City appointee to the Ambulance Commission to review the Paid-On-Call staffing model. Second by Majerle. Motion carried unanimously.

8.5 Investigation of Fire Chief, Ambulance Director, Planning/Zoning Commissioner

The City Council, City Attorney, Clerk/Treasurer, and Fire Chief, Ambulance Director, Planning/Zoning Commissioner Steve Altenburg had several days to review a copy of the Investigative Report dated March 4, 2020 by Attorney Nancy Roe.

The Mayor started off by offering the Fire Chief, Ambulance Director, Planning/Zoning Commissioner Altenburg to speak to the content of the report. Altenburg declined to comment.

The City Attorney Mitch Brunfelt spoke in generalities about the investigative report.

A motion by Beldo was made to move to terminate Steve Altenburg's employment effective immediately and direct the Clerk-Treasurer to send the appropriate letter to Mr. Altenburg confirming the termination of his employment. Second by Majerle. Motion carried unanimously.

8.6 Ambulance Paid-on-Call staff hiring decision

A motion by Majerle to hire Christopher Gianlorenzi. Second by Shedd. Motion carried unanimously.

9. New Business

9.1 City to TEDA, Quit Claim Deed, Resolution 2020-01X

A motion by Beldo to pass Resolution 2020-014 Authorizing the Conveyance of City of Tower Real Estate to The Tower Economic Development Authority.

9.2. ATV Trails Use Request – Dan Broten (Prospector's Loop)

Dan Broten presented information on the Prospector's Loop funding and real estate needs of the project. No action taken at this time. Propsector Loop team will come back with a legal document concerning a use-license or easement.

9.3 Hoodoo Point Bank Accounts, Resolution 2020-0XX and Resolution 2020-0XX

A motion by Shedd to pass Resolution 2020-015 to establish a separate bank account for the Hoodoo Campground fund and a money market account for the Hoodoo Campground Capital Reserve Fund. Second by Beldo. Motion carried unanimously.

9.4. Storefront Loan Account, Transfer to TEDA, Resolution 2020-0XX

A motion by Beldo to pass Resolution 2020-016 to transfer the money market bank account for the Commercial Rehabilitation Fund (303) to the Tower Economic Development Authority. Second by Majerle. Motion carried unanimously.

9.5 Money Market Accounts (Sick Leave, Fire, Streets, Police Car), Resolution 2020-0XX

A motion by Majerle to establish a defined purpose for the several existing money market accounts. Second by Shedd. Motion carried unanimously.

9.7 Airport Bank Account (Operating and Fuel Sales), Resolution 2020-0XX

A motion by Beldo to establish a joint separate bank account for Airport Capital Projects (104), Airport Operation (110) and Airport Fuel (111) Funds. Second by Majerle. Motion carried unanimously.

9.8 Airport Fuel Software Upgrade

A motion by Majerle to upgrade the airport fueling system software from Syntech Fuelmaster at the cost of \$550. Second by Shedd. Motion carried unanimously.

9.10 Residential Demolition Program Guidelines

A motion by Shedd to accept the Residential Demolition Program Guidelines established by Community Coaching's Nancy Larson. Second by Beldo. Motion carried unanimously.

10. Pay the Bills

A motion was made by Majerle to pay the bill. Second by Shedd. The motion carried unanimously.

11. Adjourn

Motion to adjourn by Majerle.

Respectfully submitted,

Victoria Ranua
Clerk/Treasurer

Approved by Council on:



CITY OF TOWER
Special City Council Meeting Minutes
Tower Civic Center

March 16, 2020

1. Call to Order

Orlyn Kringstad called the Tower City Council meeting to order at 5:25 pm.

2. Roll Call

Present (in order of seating): Councilor Sheldon Majerle, Councilor Rachel Beldo, Mayor Orlyn Kringstad, Councilor Mary Shedd

Absent: Councilor David Setterberg

Staff present: interim co-Ambulance Director Josh Villebrun, interim co-Ambulance Director Dena Suihkonen, and Clerk/Treasurer Victoria Ranua, EMT Tammie Dowden, EMT/Firefighter Dean Dowden

3. Unfinished Business

3.1 Infrastructure, Resolution 2020-0XX Bonding Bill

A motion by Beldo to approve Resolution 2020-019 authorizing the application for Minnesota Public Facilities for the City of Tower Water Main and Tower Breitung Wasterwater Board Water Treatment Facility Upgrades. Second by Majerle. Motion passed unanimously.

3.2 Covid-19 Response: EMS workers, City Buildings

Information verbally presented on actions taken internally since the Governor declared a peacetime state of emergency on March 13, 2020. Inventory of existing PPE following EMSRB recommendation and efforts to obtain additional PPE. Civic Center renters are self-canceling events.

3.3 Fire Department

3.3.1 Resignations

A motion by Shedd to accept the resignation of Stephanie Carlson (Britt, MN), Josh Carlson, Lance Dougherty, Brad Matich, Bobby Anderson, Jesse Gornick from the Fire Department and send them a letter of thanks for their service. Second by Beldo. Motion passed unanimously.

3.3.2 Interim Officers

A motion by Beldo to delegate the appointment of interim officers to Mayor Kringstad and Clerk/Treasurer Ranua. Second by Shedd. Motion passed unanimously.

3.3.3 Applicants

Clerk/Treasurer Ranua shared that there have been five applicants but that the application on file with the Clerk's office contained problematic questions and should be updated. There are no interim officers available to review the applicants and determine if they are viable candidates for the Fire Department.

3.3.4 Posting of Positions

A motion by Beldo to work on new job description [of vacant positions] and amend a necessary. Second by Shedd. Motion passed unanimously.

3.3.5 Emergent issues, if any

A motion by Beldo to approve getting bids for a Fire Hall electronic entry keypad. Second by Majerle. Motion passed unanimously.

3.3 Ambulance Service

1.1.1 Resignations

A motion by Beldo to accept resignation of Robert Dicastmirro from the Ambulance Department and send him a letter of thanks for his service. Second by Shedd. Motion passed unanimously.

1.1.2 Interim Officers

A motion by Shedd to accept both Josh Villebrun and Dena Suihkonen as co-interim Ambulance Director. Pay will be an equal split of the combined Ambulance Director and 1st Assistant Ambulance Director salaries. Second by Beldo. Motion passed unanimously.

1.1.3 Posting of Positions

A motion to establish a sub-committee of the co-interim directors (Villebrun and Suihkonen), the City ambulance commission member (Beldo), and the Clerk/Treasurer (Ranua) to review job descriptions of Ambulance Personal [for future posting]. Second by Beldo. Motion passed unanimously.

1.1.4 Emergent issues, if any

A motion by Beldo to X. Second by Shedd. Motion passed unanimously.

4. Adjourn

Motion to adjourn by Shedd.

Respectfully submitted,

Victoria Ranua
Clerk/Treasurer

Approved by Council on:



CITY OF TOWER
Special City Council Meeting Minutes
Tower Civic Center /e-GoToMeeting

April 2, 2020

1. Call to Order

Orlyn Kringstad called the Tower City Council meeting to order at 5:30 pm.

2. Roll Call

Present (in order of seating): Councilor Sheldon Majerle, Councilor David Setterberg, Mayor Orlyn Kringstad, Councilor Mary Shedd*

Absent: Councilor Rachel Beldo

Staff present: interim co-Ambulance Director Josh Villebrun, interim co-Ambulance Director Dena Suihkonen, interim-Assistant Fire Chief Paige Olson, and Clerk/Treasurer Victoria Ranua

Media present: Marshall Helmberger (Timberjay)*

Others: Lee Peterson*, John Bassing*, Tim Lillquist* and two individuals unknown to the Clerk*.

*e-attendees

3. New Business

3.1 Job Postings / Application / Hiring for Ambulance / Fire Staff

Ambulance

A motion by Majerle to post for a new temporary position of Ambulance Driver under this emergency declaration along with on-going EMT/EMR postings adding confidential to the job description. Second by Setterberg. Motion passed unanimously.

A motion by Shedd to temporary allow staff, Ambulance Commission Representative, Mayor to hire front-line emergency staff (EMT, EMR, Ambulance Drivers) during this state of emergency. Second by Setterberg. Motion passed unanimously.

A motion by Majerle to hire Danielle Boettcher as an emergency responder. Second by Setterberg. Motion passed unanimously.

Fire

A motion by Setterberg to appoint Paige Olson as Fire Chief. Second by Shedd. Motion passed unanimously.

A motion Majerle to appoint Shawna Gawboy, Marshall Helmberger, Jessie Hinkel, Victoria Ranua, and Jordan Purkat as firefighters. Second by Setterberg. Motion passed unanimously.

3.2. City Communications

A motion by Shedd to approve the posting of City Communications by the Mayor on online platforms with elevated content approved a Councilor and City Attorney. Second by Setterberg. Supported by Kringstad, Setterberg, and Shedd. Majerle Dissented. Motion passed.

3.3. Emergency Declaration, Resolution 2020-020

A motion by Setterberg to approve Resolution 2020-020 Declaring a Local Emergency. Second by Shedd. Motion passed unanimously.

3.4. MN Department of Revenue COVID-19 Local Board of Appeal and Equalization Meetings

Clerk/Treasurer Ranua presented information that this year's Local Board of Appeal and Equalization will be held telephonically through the County.

4. Adjourn

Motion to adjourn by Setterberg at 6:15pm.

Respectfully submitted,

Victoria Ranua
Clerk/Treasurer

Approved by Council on:



Tower~Soudan Historical Society
404 Pine St.
P.O. Box 465, Tower, MN 55790

Phone 218-753-5021

towersoudanhs.org

email: tshistory@accessmn.com

March 14, 2020

TO: Victoria Ranua
Clerk Treasurer
City of Tower
PO Box 576
Tower MN 55790

RE: Tower Cemetery Association Cemetery Online Payment

I am writing this at the request of Jayne Sundeen on behalf of the Tower-Soudan Historical Society. Jayne recently became aware that TSHS had paid the 2019 annual support subscription for Pontem software in the amount of \$753. This was done in error. In the past this subscription was paid in full by the Tower Cemetery Association, with the City of Tower and the Township of Breitung each reimbursing the Tower Cemetery Association 1/3 of the cost. (See minutes of Tower City Council Special Meeting April 27, 2015, for approval of motion to allocate \$250 per year to the Tower Cemetery Association for Pontem Cemetery Management Software.)

Tower Cemetery Association repaid TSHS \$753 on March 10, 2020. We are asking that the City of Tower pay their 1/3 share (\$251) directly to the Tower Cemetery Association, PO Box 874, Tower MN 55790. This will cover the 2019 annual support subscription. Please note that the 2020 annual support subscription fee due in June will increase to \$820; it is hoped that the City of Tower will pay 1/3 of the increased amount.

FYI, the Cemetery Online project was started in 2008, with TSHS volunteers entering historical and current data. Our volunteers continue to do this work. The Tower Cemetery Association paid the annual support subscription until 2015, when it was agreed to split the subscription cost three ways with the Cemetery Association, City of Tower, and Township of Breitung. A link for Cemetery Online is on the City of Tower Website.

Please reimburse Tower Cemetery Association \$251 for 2019 and continue to share the annual support subscription cost being raised to \$820 for this year.

Thank you for your support

Sandra Fohstool
TSHS Secretary
218 750-0193

Customer Name: **Invoice Date** Terms

Lower-Southern Historical Society 06/01/19 Met 30

Qty Description

1 Annual Support-Maintenance Subscription: CM Integrated Standard Mapping

1 CM Online Burial Search SaaS

1 Annual Support-Maintenance Subscription: CM Data Manager with integrated Imaging - 1 User

Subscription Cost: **\$753.00**

This is an invoice to renew your Annual Support and Maintenance Subscription for the products listed above.
Subscription Term: 07/01/19 to 06/30/20

Thank you for choosing PointNet.

If you have questions about this invoice, please contact:

Patrick Siddens
patrick.siddens@pointnet.com
Toll-free 888.337.8531
<http://www.pointnet.com>

Please update your contact information with our new address:

180 West Michigan Avenue 21st floor
Jackson, MI 49201

We have moved!

You can make the check out too
You can just give it to me
never is a meeting on the March 11, 2020

During the Agreement term, PointNet Software (PointNet) shall provide the following services in support of the Software for the annual support fee stated herein.

PointNet shall maintain a toll-free call center, an internet support ticket and a web based support request center allowing Customer to report problems and seek assistance in their practice use of the supported Software. PointNet shall maintain

GRANT AGREEMENT FOR AIRPORT IMPROVEMENT EXCLUDING LAND ACQUISITION

This Agreement is by and between the State of Minnesota acting through its Commissioner of Transportation (“State”), and the **City of Tower** (“Recipient”).

WHEREAS, the Recipient desires the financial assistance of the State for an airport improvement project (“Project”) as described in Article 2 below; and

WHEREAS, the State is authorized by Minnesota Statutes Sections 360.015 (subdivisions 13 & 14) and 360.305 to provide financial assistance to eligible airport sponsors for the acquisition, construction, improvement, or maintenance of airports and other air navigation facilities; and

WHEREAS, the Recipient has provided the State with the plans, specifications, and a detailed description of the airport improvement Project.

NOW, THEREFORE, it is agreed as follows:

1. This Agreement is effective upon execution by the Recipient and the State, and will remain in effect until **June 30, 2023**.
2. The following table provides a description of the Project and shows a cost participation breakdown for each item of work:

<u>Item Description</u>	<u>Federal Share</u>	<u>State Share</u>	<u>Local Share</u>
Obstruction Removal	0%	75%	25%

3. The Project costs will not exceed **\$3,000.00**. The proportionate shares of the Project costs are: Federal: **\$0.00**, State: **\$2,250.00**, and Recipient: **\$750.00**. Federal funds for the Project will be received and disbursed by the State. In the event federal reimbursement becomes available or is increased for this Project, the State will be entitled to recover from such federal funds an amount not to exceed the state funds advanced for this Project. No funds are committed under this Agreement until they are encumbered by the State. No more than 95% of the amount due under this Agreement will be paid by the State until the State determines that the Recipient has complied with all terms of this Agreement, and furnished all necessary records.
4. The Recipient will designate a registered engineer (the “Project Engineer”) to oversee the Project work. If, with the State’s approval, the Recipient elects not to have such services performed by a registered engineer, then the Recipient will designate another responsible person to oversee such work, and any references herein to the “Project Engineer” will apply to such responsible person.
5. The Recipient will complete the Project in accordance with the plans, specifications, and detailed description of the Project, which are on file with the State’s Office of Aeronautics and are incorporated into this Agreement by reference. Any changes in the plans or specifications of the Project after the date of this Agreement will be valid only if made by written change order signed by the Recipient, the Project Engineer, and the contractor. Change orders must be submitted to the State. Subject to the availability of funds the State may prepare an amendment to this Agreement to reimburse the Recipient for the allowable costs of qualifying change orders.
6. The Recipient will make payments to its contractor on a work-progress basis. The Recipient will submit requests for reimbursement of certified costs to the State on state-approved forms. The State will reimburse the Recipient for the state and federal shares of the approved Project costs.
 - a. At regular intervals, the Recipient or the Project Engineer will prepare a partial estimate in accordance with the terms of the contract, special provisions, and standard specifications for the Project(s). Partial estimates must be completed no later than one month after the work covered by the estimate is completed. The Project Engineer and the contractor must certify that each partial estimate is true and correct, and that the costs have not been included on a previous estimate.
 - b. Following certification of the partial estimate, the Recipient will make partial payments to the contractor in accordance with the terms of the contract, special provisions, and standard specifications for the Project(s).

- c. Following certification of the partial estimate, the Recipient may request reimbursement from the State for costs eligible for federal and state participation. A copy of the partial estimate must be included with the Recipient's request for payment. Reimbursement requests and partial estimates should not be submitted if they cover a period in which there was no progress on the Project.
 - d. Upon completion of the Project(s), the Recipient will prepare a final estimate in accordance with the terms of the contract, special provisions, and standard specifications for the Project(s). The final estimate must be certified by the Recipient, Project Engineer and the contractor.
 - e. Following certification of the final estimate, the Recipient will make final payment to the contractor in accordance with the terms of the contract, special provisions, and standard specifications for the Project(s).
 - f. Following certification of the final estimate, the Recipient may request reimbursement from the State for costs eligible for federal and state participation. A request for final payment must be submitted to the State along with those project records required by the State.
7. For a Project which involves the purchase of equipment, the Recipient will be reimbursed by the State in one lump sum after the Recipient: (1) has acquired both possession and unencumbered title to the equipment; and (2) has presented proof of payment to the State, and (3) a certificate that the equipment is not defective and is in good working order. The Recipient will keep such equipment, properly stored, in good repair, and will not use the equipment for any purpose other than airport operations.
 8. If the Project involves force-account work or project donations, the Recipient must obtain the written approval of the State and Federal Aviation Administration (FAA). Force-account work performed or project donations received without written approval by the State will not be reimbursed under this Agreement. Force-account work must be done in accordance with the schedule of prices and terms established by the Recipient and approved by the State.
 9. Pursuant to Minnesota Statutes Section 360.305, subdivision 4 (g) (1), the Recipient will operate its airport as a licensed, municipally-owned public airport at all times of the year for a period of 20 years from the date the Recipient receives final reimbursement under this Agreement. The Airport must be maintained in a safe, serviceable manner for public aeronautical purposes only. The Recipient will not transfer, convey, encumber, assign, or abandon its interest in the airport or in any real or personal property, which is purchased or improved with State aid funds without prior written approval from the State. If the State approves such transfer or change in use, the Recipient must comply with such conditions and restrictions as the State may place on such approval. The obligations imposed by this clause survive the expiration or termination of this Agreement.
 10. This Agreement may be terminated by the Recipient or State at any time, with or without cause, upon ninety (90) days written notice to the other party. Such termination will not remove any unfulfilled financial obligations of the Recipient as set forth in this Agreement. In the event of such a termination, the Recipient will be entitled to reimbursement for eligible expenses incurred for work satisfactorily performed on the Project up to the date of termination. The State may immediately terminate this Agreement if it does not receive sufficient funding from the Minnesota Legislature or other funding source, or such funding is not provided at a level sufficient to allow for the continuation of the work covered by this Agreement. In the event of such termination, the Recipient will be reimbursed for work satisfactorily performed up to the effective date of such termination to the extent that funds are available. In the event of any complete or partial state government shutdown due to a failure to have a budget approved at the required time, the State may suspend this Agreement, upon notice to the Recipient, until such government shutdown ends, and the Recipient assumes the risk of non-payment for work performed during such shutdown.
 11. Pursuant to Minnesota Rules 8800.2500, the Recipient certifies that (1) it presently has available sufficient unencumbered funds to pay its share of the Project; (2) the Project will be completed without undue delay; and (3) the Recipient has the legal authority to engage in the Project as proposed.
 12. Pursuant to Minnesota Statutes Section 16C.05, subdivision 5, the Recipient will maintain such records and provide such information, at the request of the State, so as to permit the Department of Transportation, the Legislative Auditor, or the State Auditor to examine those books, records, and accounting procedures and practices of the Recipient relevant to this Agreement for a minimum of six years after the expiration of this Agreement.
 13. The Recipient will save, defend, and hold the State harmless from any claims, liabilities, or damages including, but not limited to, its costs and attorneys' fees arising out of the Project which is the subject of this Agreement.

14. The Recipient will not utilize any state or federal financial assistance received pursuant to this Agreement to compensate, either directly or indirectly, any contractor, corporation, partnership, or business, however organized, which is disqualified or debarred from entering into or receiving a State contract. This restriction applies regardless of whether the disqualified or debarred party acts in the capacity of a general contractor, a subcontractor, or as an equipment or material supplier. This restriction does not prevent the Recipient from utilizing these funds to pay any party who might be disqualified or debarred after the Recipient's contract award on this Project.
15. All contracts for materials, supplies, or construction performed under this Agreement will comply with the equal employment opportunity requirements of Minnesota Statutes Section 181.59.
16. The amount of this Agreement is limited to the dollar amounts as defined in Article 3 above. Any cost incurred above the amount obligated by the State is done without any guarantee that these costs will be reimbursed in any way. A change to this Agreement will be effective only if it is reduced to writing and is executed by the same parties who executed this Agreement, or their successors in office.
17. For projects that include consultant services, the Recipient and its consultant will conduct the services in accordance with the work plan indicated in the Recipient's contract for consultant services, which shall be on file with the State's Office of Aeronautics. The work plan is incorporated into this Agreement by reference. The Recipient will confer on a regular basis with the State to coordinate the design and development of the services.
18. The parties must comply with the Minnesota Government Data Practices Act, as it relates to all data provided to or by a party pursuant to this Agreement.
19. Minnesota law, without regard to its choice-of-law provisions, governs this Agreement. Venue for all legal proceedings arising out of this Agreement, or its breach, must be in the appropriate state or federal court with competent jurisdiction in Ramsey County, Minnesota.
20. For projects including federal funding, the Recipient must comply with applicable regulations, including, but not limited to, Title 14 Code of Federal Regulations, subchapter I, part 151; and Minnesota Rules Chapter 8800.
21. For all projects, the Recipient must comply, and require its contractors and consultants to comply, with all federal and state laws, rules, and regulations applicable to the work. The Recipient must advertise, let, and award any contracts for the project in accordance with applicable laws. The State may withhold payment for services performed in violation of applicable laws.
22. Under this Agreement, the State is only responsible for receiving and disbursing federal and state funds. Nothing in this Agreement will be construed to make the State a principal, co-principal, partner, or joint venture with respect to the Project(s) covered herein. The State may provide technical advice and assistance as requested by the Recipient, however, the Recipient will remain responsible for providing direction to its contractors and consultants and for administering its contracts with such entities. The Recipient's consultants and contractors are not intended to be third party beneficiaries of this Agreement.

State Encumbrance Verification

Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05.

By: _____

Date: _____

MAPS Order No: _____

Recipient

Recipient certifies that the appropriate person(s) have executed the Agreement on behalf of the Recipient as required by applicable resolutions, charter provisions or ordinances.

By: _____

Title: _____

Date: _____

By: _____

Title: _____

Date: _____

Commissioner, Minnesota Department of Transportation

By: _____

Director, Office of Aeronautics

Date: _____

Mn/DOT Contract Management

as to form & execution

By: _____

Date: _____

**Office of Financial Management-Grant Unit
Agency Grant Supervisor**

By: _____

Date: _____

RURAL FIRE DEPARTMENT VOLUNTEER FIRE ASSISTANCE (VFA) MATCHING GRANT PROJECT PROPOSAL

Complete Mail or email to: Rural Fire Grant Project Proposal
 MN Interagency Fire Center
 402 SE 11th Street
 Grand Rapids, Minnesota 55744
 Shelly.serich@state.mn.us

➔ POSTMARKED NO LATER THAN..... JUNE 1, 2020

Fire Department: <u>Tower Fire Dept</u>	Name & Title of person filling out form: <u>Paige Olson, Chief</u>
Official FD Mailing Address: <u>PO BOX 576</u>	Telephone: Day: _____ Night: <u>↘</u> Cell: <u>218-780-7217</u> Fire Hall: <u>218-53-5212</u>
City, State, Zip: <u>Tower, MN 55790</u>	FD e-mail: <u>fire@cityoftower.com</u>

1. Population directly benefiting from the project: Tower 491 Kugler 173 = 664
2. Fire Department's protection area (square miles): 21.2
 (Excluding Mutual Aid Area)
3. Number of fire incidents for the previous year: wildland 3 structural 10 other 29
4. Fill in the estimated total cost of the project(s) and the Grand total the dollar amount requested.

\$	Wildland Personal Protective Equipment	\$ 24,000	Structural Turnout Gear
\$	Excess Property Equipment Conversion	\$	Radios/Pagers
\$	Wildland Equipment	\$	Breathing Apparatus
\$	Water Movement Items	\$	Safety Equipment
\$	Other Miscellaneous Projects (Describe)	\$	Water Storage System
<u>8 sets need to purchased due to expiration</u>			
Grand Total Dollars Requested \$ 5,000.00			

Fire Department Chief's Signature: Paige Olson **Date:** 4-8-20

OFFICE USE ONLY:

GRANT APPROVED UP TO \$ _____ PRIORITY IS FOR _____

APPROVAL/DATE: _____ CONTRACT NUMBER _____

Modified Project: _____ Approval/date: _____

AIRPORT MANAGER REPORT TO THE CITY COUNCIL

March 2020

The Airport Commission cancelled its March meeting due to the Corona Virus issue. We had nothing significant to discuss.

Hopefully snow plowing at the airport has finished for the winter. The city maintenance crew cleaned in front of the first row of hangers per the owners' requests. In the past, with the snow melting, a considerable amount of water would leak into the hangers causing flooding.

The maintenance crew also plowed to open the B taxiway and removed the Notam indicating it was closed for the winter.

The maintenance crew cleaned and checked over the airport courtesy car and delivered it from winter storage to the AD building. It is now ready for seasonal use.

The new holding tank was full at the end of the month and was subsequently pumped out. This is curious as the hangars and AD building attached to this holding tank have minimal use in the winter. The tank is being closely watched for leaks with the spring thaw.

I contacted the State of MN as to whether our anticipated brush cutting project for the spring on runway 8/26 will proceed so we can meet our FAA and state requirements pursuant to the 5010 inspection. I will let the City Clerk know when I receive word.

On April 7, 2020 I received an email from Sean McMahon of SEH that the FAA was given \$10 billion in Covid 19 stimulus money. Specifically for Tower this means the FAA will be offering 100% grants – rather than 90% FAA money, 5% State of MN money and 5% local funding. We were in the process of granting for a storage building for the airport snow removal and lawn mowing equipment. This potential savings to the City of Tower will be \$17,500 if we take advantage of this grant. I did a polling of the Airport Commission members and they were in agreement of pursuing this opportunity. By the next City Council meeting in May, the Airport Commission will need approval by the council to proceed.

After all the publicity regarding my right to vote in the City of Tower elections, I received an email from Phil Chapman, Clerk of County Board/Election Supervisor of St. Louis County, that indeed I am cleared to vote in Tower using my airport address.



CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: April 13, 2020

AGENDA ITEM: 7.3

PREPARED BY: Paige Olson, Fire Chief

AGENDA ITEM: Reports: Fire Department

DISCUSSION:

Personnel: Five new applicants on board.

OSHA: Based on a cursory review of fire equipment and procedures there was an immediate concern about OSHA requirements not being met. On Monday, April 6, we reached out to OSHA and will be having an initial consultation on fire equipment on Tuesday, April 14, 2020. During this this time, we are exempt for OSHA inspections and may be eligible for funding to aid in becoming compliant.

Training: Fire training was held on Saturday April 4, 2020 on pump operations. Arranged for Central Lakes College to conduct Fire Fighter 1 and 2 training starting Wednesday April 22, 2020 for our new staff. Regular training will be held weekly or biweekly, using social distancing during the pandemic to get our staff the experience they need.

Standard Operating Procedure: Continuing to use the 1993 Standard Operating Procedures until versed in this well-written nearly 30-year-old document.

Equipment:

-Implementing Vehicle Inspections

Brush Truck: getting ready for wildfire season

Ladder Truck: Boom inspection is 6 years overdue, inspection scheduled.

Pump Tender: getting water pump leak repaired

Hose Inspection: scheduled for the crew.

Personal Protective Equipment (PPE): Most turn-out gear expired in 2018. OSHA recommends getting the qualified staff new gear immediately. The new individuals will get new gear at a later date, hopefully after additional funding sources are located.

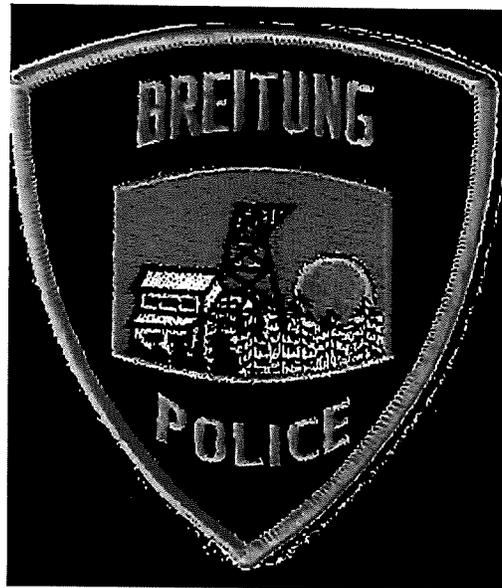
FINANCIAL IMPACT: Training, none cost of training borne by Minnesota Board of Firefighter Training and Education (MBFTE) basic fire training reimbursement program (St. Paul, MN). PPE, \$3,000/person (Budget \$11,000 101-42200-300 Uniforms/Turnout Gear)

RECOMMENDED MOTION: Approve the purchase of new PPE for two individuals.

Breitung Police Department

2019 Annual Report

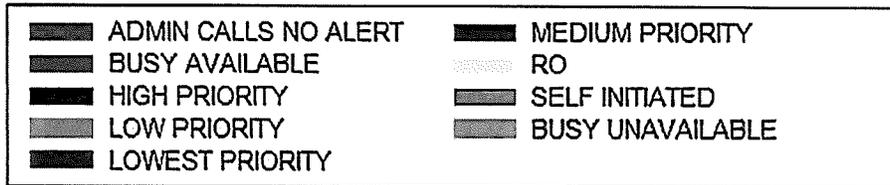
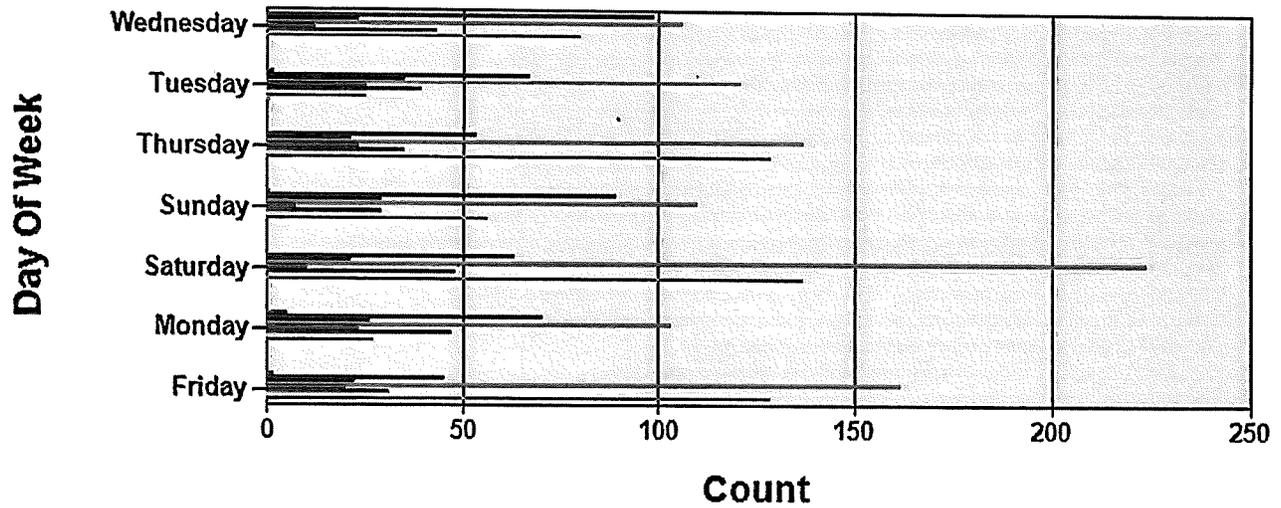
Prepared by: Chief Dan Nylund



Breitung Police Department staff:

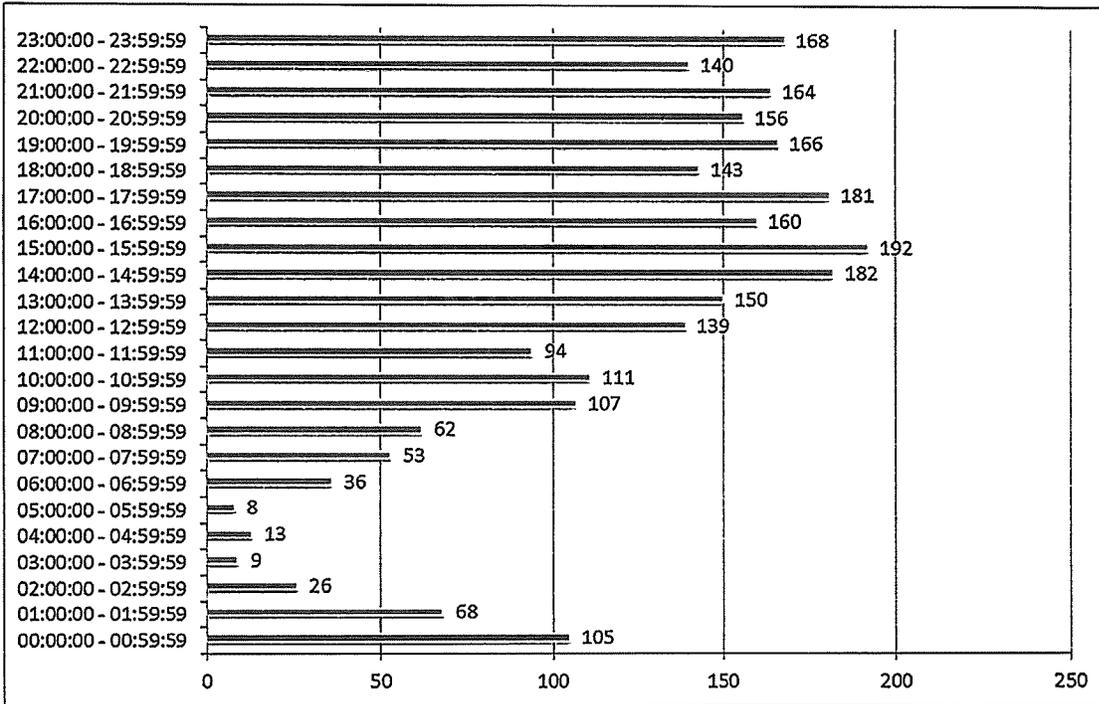
- ▶ Chief Dan Nylund {FT}
- ▶ Lieutenant Jason Sanderson {FT}
- ▶ Officer James Battin {PT}
- ▶ Officer Keith Nyman {PT}
- ▶ Officer George Burger {PT}
- ▶ Officer Bradley Roy {PT}

2019 calls for service by days of week:



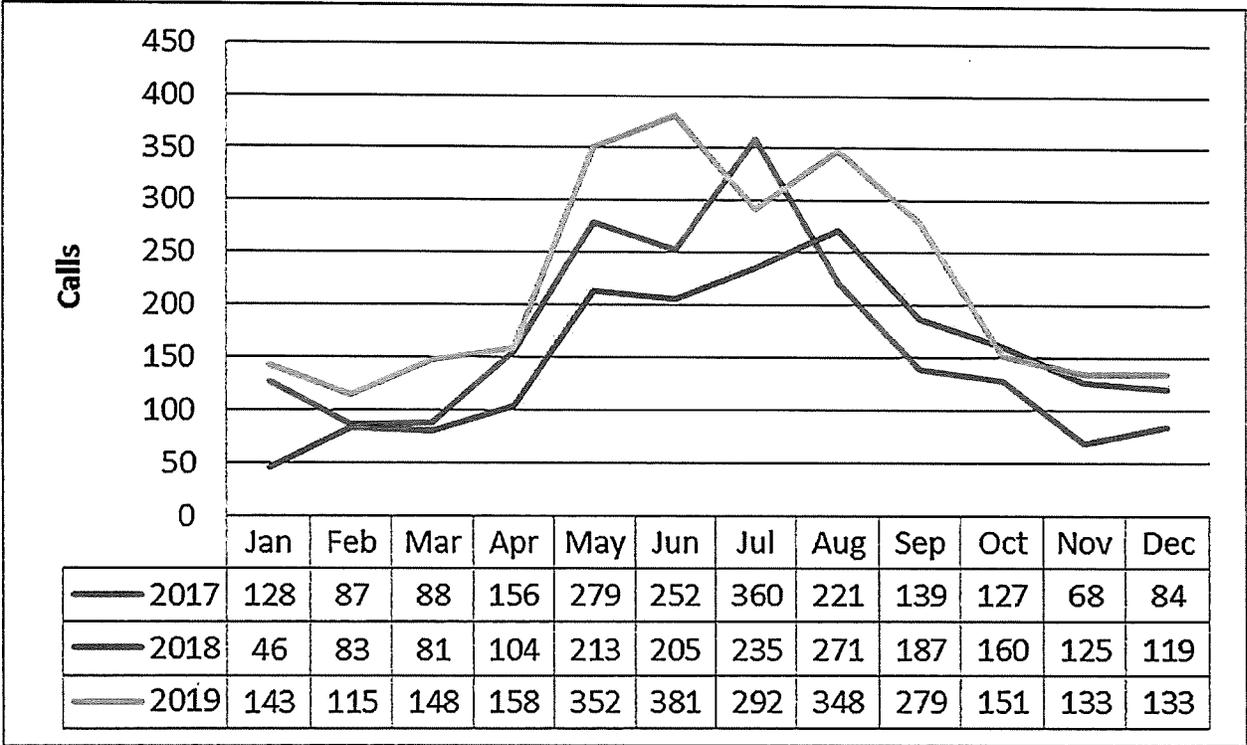
Day of Week	Priority										Total
	EMERGENCY	HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY	LOWEST PRIORITY	SELF INITIATED	BUSY AVAILABLE	BUSY UNAVAILABLE	RO	ADMIN CALLS NO ALERT	
Sunday	0	29	29	110	7	56	89	0	5	1	326
Monday	0	26	47	103	23	27	70	0	4	5	305
Tuesday	0	35	39	121	25	25	67	1	2	2	317
Wednesday	0	23	43	106	12	80	99	0	0	0	363
Thursday	0	21	35	137	23	129	53	0	6	0	404
Friday	0	22	31	162	20	129	45	0	4	2	415
Saturday	0	21	48	224	10	137	63	0	0	0	503
Total	0	177	272	963	120	583	486	1	21	10	2633

2019 calls for service by hour:



Time Of Day	Priority										Total
	0	1	2	3	4	6	7	8	10	11	
00:00:00 - 00:59:59	0	3	10	16	0	7	69	0	0	0	105
01:00:00 - 01:59:59	0	7	8	8	0	4	41	0	0	0	68
02:00:00 - 02:59:59	0	1	6	0	0	3	15	0	1	0	26
03:00:00 - 03:59:59	0	2	1	2	0	0	4	0	0	0	9
04:00:00 - 04:59:59	0	5	2	0	0	1	4	0	1	0	13
05:00:00 - 05:59:59	0	3	3	0	0	2	0	0	0	0	8
06:00:00 - 06:59:59	0	1	2	16	0	14	3	0	0	0	36
07:00:00 - 07:59:59	0	9	4	20	0	12	7	0	1	0	53
08:00:00 - 08:59:59	0	10	4	26	4	9	9	0	0	0	62
09:00:00 - 09:59:59	0	13	8	44	1	4	37	0	0	0	107
10:00:00 - 10:59:59	0	10	10	40	6	15	28	1	0	1	111
11:00:00 - 11:59:59	0	8	20	35	6	16	6	0	0	3	94
12:00:00 - 12:59:59	0	10	18	50	15	31	11	0	2	2	139
13:00:00 - 13:59:59	0	12	26	43	16	41	8	0	2	2	150
14:00:00 - 14:59:59	0	11	28	68	19	49	4	0	3	0	182
15:00:00 - 15:59:59	0	13	19	87	11	58	1	0	3	0	192
16:00:00 - 16:59:59	0	13	19	65	12	48	0	0	1	2	160
17:00:00 - 17:59:59	0	7	17	87	4	56	10	0	0	0	181
18:00:00 - 18:59:59	0	6	9	80	4	36	7	0	1	0	143
19:00:00 - 19:59:59	0	8	11	73	3	38	29	0	4	0	166
20:00:00 - 20:59:59	0	7	16	54	4	46	29	0	0	0	156
21:00:00 - 21:59:59	0	5	13	66	4	43	33	0	0	0	164
22:00:00 - 22:59:59	0	7	10	43	4	28	46	0	2	0	140
23:00:00 - 23:59:59	0	6	8	40	7	22	85	0	0	0	168
Total	0	177	272	963	120	583	486	1	21	10	2633

2017 – 2019 calls for service by month:



2016 – 2019 total calls by year:

2016	2017	2018	2019
2214	1989	1829	2633

2019 Community Involvement

- ▶ Breitung 4th of July Picnic
- ▶ Big Truck Night at Breitung Rec Area
- ▶ Halloween on Main Street (Tower)
- ▶ Stuff the Ambulance at McDonald's in Virginia
- ▶ Shop with a Cop
- ▶ I Got Caught (Ice cream certificates for wearing bicycle helmets)
- ▶ Social Media (Facebook and Twitter)
- ▶ Free ice cream cones (Hoodoo PT Campground)

2019 Community Involvement



Tower-Soudan ECFE



and
Breitung Township

invite you to

BIG TRUCK NIGHT!

September 10th

4:00 to 6:00pm

At the Soudan Park and Recreation Area

Come check out big rigs like fire engines, ambulance, dump trucks, dozers and more!

Free Hot dogs and refreshments available

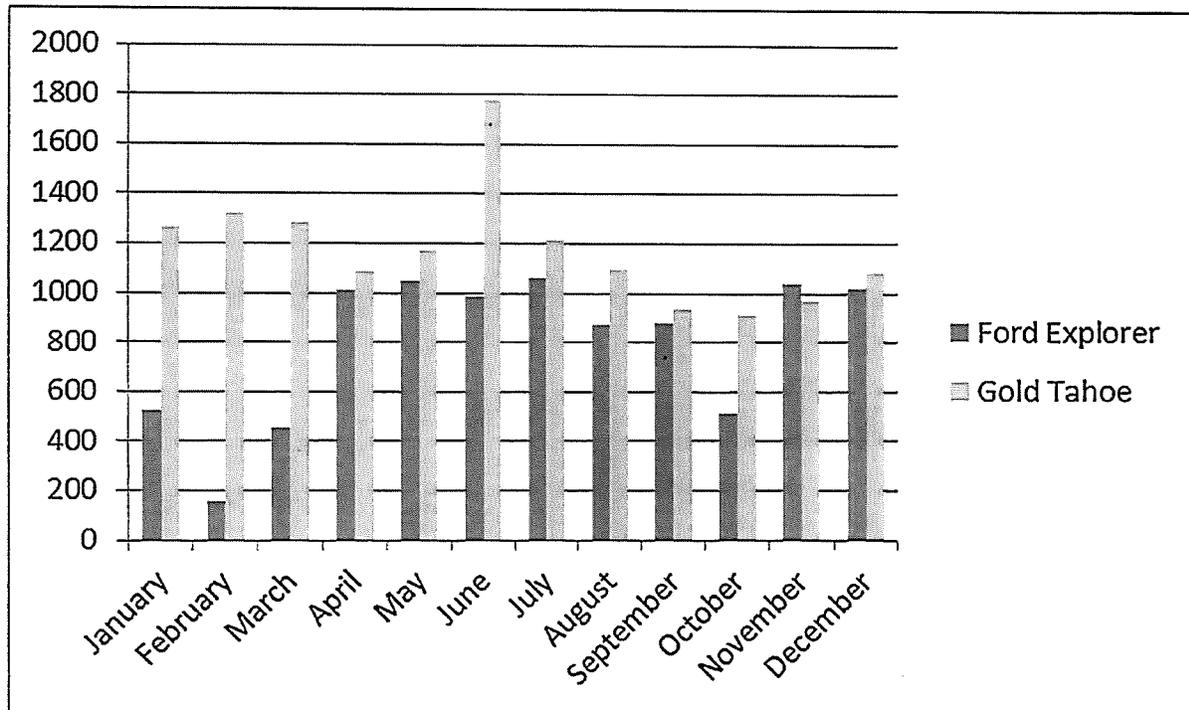


Contact ECFE at 218-753-4040 ext 6113 for more information

Listen to WELY for event cancellation due to inclement weather



2019 Squad mileage:



Black Ford Explorer

Ending Mileage: 25,987 (Breitung)

Gold 2012 4x4 Chevy Tahoe

Ending Mileage: 91,842 (Tower)

Squads Equipped With:

Watchguard Camera (Tahoe & Explorer)

CF-31 Panasonic Toughbook Squad

Computer w/ docking station

Pentax Pocketjet Printer

Stalker DUAL DSR Radar

Alco-Sensor IV PBT

Laser Labs Tint Meter

M16 Patrol Rifle

Mossberg 870 Shotgun

Zoll AED

Motorola 800 mhz squad radio

Additional Equipment:

Taser X26P

Stalker XLR LIDAR

Motorola 800 mhz portable radio



BREITUNG POLICE DEPARTMENT

SERVING BREITUNG TOWNSHIP, THE TOWN OF SOUDAN, AND THE CITY OF TOWER

PHONE: (218) 753-6660
FAX: (218) 753-2407

41 1ST AVE • P.O. BOX 6
SOUDAN MN 55782

DAN NYLUND
CHIEF OF POLICE

March 2020

CALLS: 98

CITATIONS/FORMAL CHARGES: 0

MONTHLY MILEAGE: 851 (TAHOE: 450 EXPLORER: 401)

SQUADS: Current end of the month mileage for the Gold 2012 Chevy Tahoe (Tower) is **93,831**. Current end of the month mileage for the 2017 Ford Explorer is **27,127**. **Recirculation air inlet changed in the Breitung squad. Tower squad had a battery replaced.**

ADDITIONAL SHIFTS: During the month of March the Breitung Police Department worked 0 extra TZD shifts.

TRAINING: None.

MISC: Check with the CDC for Covid 19 updates.

CALL SUMMARY

CITATIONS/FORMAL CHARGES/ARRESTS:

EMT	
Altenburg, S	40
Battin, J	0
Dowden, D	35
Dowden, T	22
Gilbert, H	19
Hannan, M	0
Heglin, A	3
Jacobson, K	0
Nelson, P	5
Schmidt, J	25
Schmidt, S	14
Suihkonen, D	22
Tuchel, M	14
Villebrun, J	1
.	0

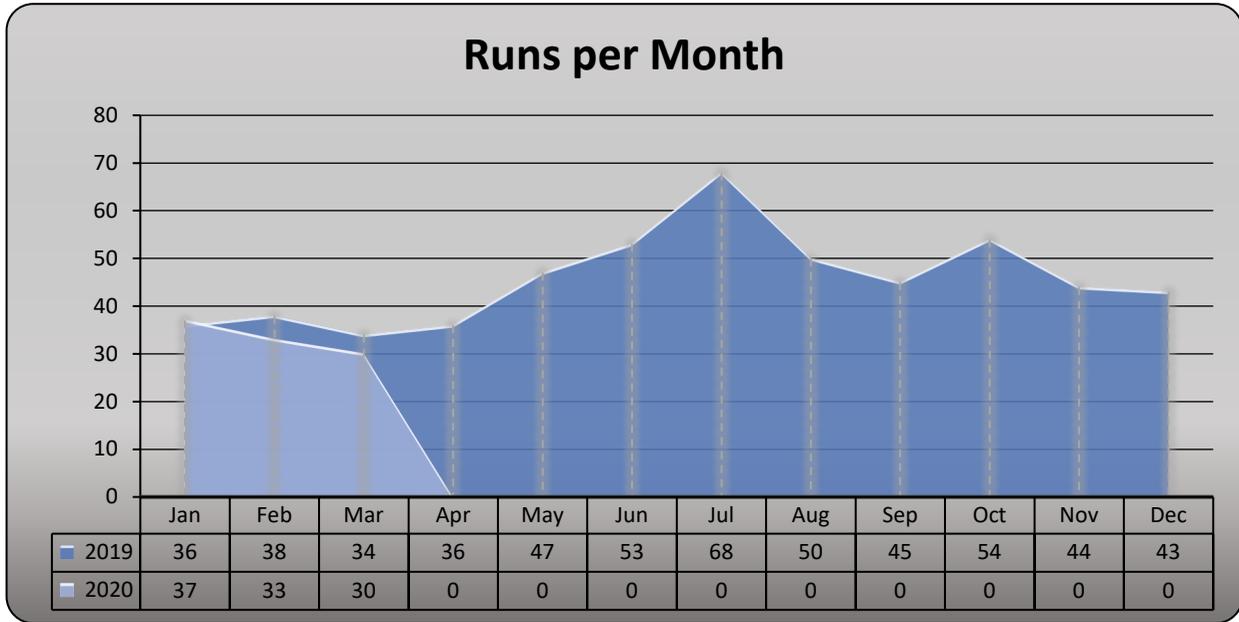
Origin	
Tower	15
Breitung	9
Greenwood	8
Fortune Bay	15
B.F. Reservation	16
Embarrass	2
Eagles Nest	3
Kugler	0
Vermilion Lk	8
Other	0
Ely Hos.	10
ESS Virginia	4
Cook Hos.	2
Hibbing Hos.	1
ESS N. Pines	0
Local Clinics	7
Grand Total	100

Asst. Agencies	
Breitung PD	10
Tower/Breitung	7
Fortune Bay	15
Eagles Nest	3
Ely	1
Embarrass	2
Greenwood	38
Pike/Sandy	1
Nett Lake/BIA	4
Sheriff Dept	15
State Patrol	3
Vermilion Lake	3
Virginia	10
Air Medical	2
Other	4

Destination	
Ely Hospital	4
Ess Virginia	34
Cook Hospital	8
N. Pines Aurora	0
UMCM Hibbing	0
Ess Duluth	12
Millier Dwan	1
St Lukes	4
Metro	0
Intercept	2
Air Medical	1
Other	2
No Transport	31
Tower	1
Grand Total	100

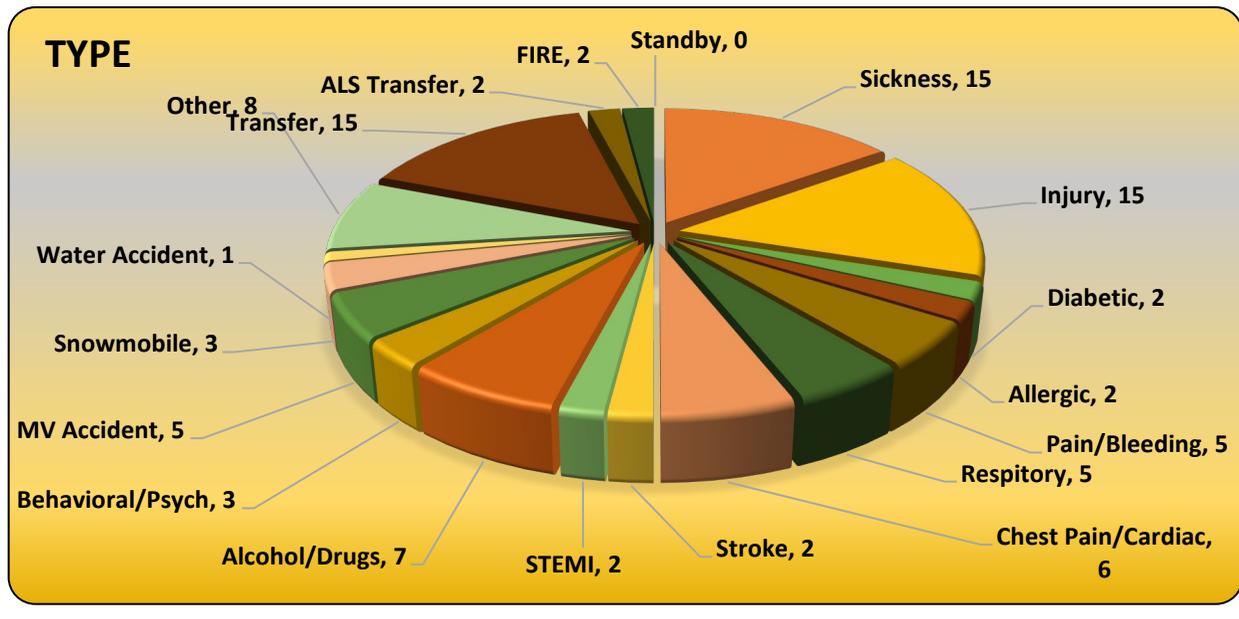
Tower Ambulance Monthly Run Report

100 Total runs in 2020



Emr Staff	
Burgess, S	4
Dicasmirro, R	9
Freshour, S	39
Larsen, M	5
Martin-Joki, T	5
Matich, B	0
Northrup, M	0
Nylund, D	1
Peterson, S	3
Strong, Kristal	24
Suihkonen, O	4
.	0

Time of Day	
12 AM - 1 AM	3
1 AM - 2 AM	4
2 AM - 3 AM	2
3 AM - 4 AM	0
4 AM - 5 AM	1
5 AM - 6 AM	1
6 AM - 7 AM	3
7 AM - 8 AM	5
8 AM - 9 AM	4
9 AM - 10 AM	4
10 AM - 11 AM	6
11 AM - 12 PM	5
12 PM - 1 PM	3
1 PM - 2 PM	6
2 PM - 3 PM	7
3 PM - 4 PM	9
4 PM - 5 PM	5
5 PM - 6 PM	6
6 PM - 7 PM	5
7 PM - 8 PM	5
8 PM - 9 PM	5
9 PM - 10 PM	4
10 PM - 11 PM	5
11 PM - 12 AM	1





CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: April 13, 2020

AGENDA ITEM: 8.1

PREPARED BY: Victoria Ranua, Clerk/Treasurer

PRESENTED BY: Mitch Brunfelt, City Attorney

AGENDA ITEM: Hoodoo Point Campground Sewer

DISCUSSION:

Introduction: Tentative Agreement on USA/SEH/City Hoodoo Point Sewer Issue.

History: On March 10, 2020, Mayor Orlyn Kringstad, City Attorney Mitch Brunfelt, City Engineer Matt Bolf (SEH) and Jason Chopp (SEH), and City Contractor Jim Pucel (USA) and Dan Lamppa (USA) met to discuss a resolution to the outstanding Hoodoo Point Campground Sewer issue relating to project deficiencies including three sagging lines and a manhole issue. The entities came to an agreement, contingent on Council approval:

- City agrees to accept sagging lines, as is, and to accept additional maintenance potentially associated with this deficiency
- SEH agrees to not charge the City for the services rendered during the resolution of this issue
- USA agrees to the repair manhole
- USA agrees to not charge the City for the services rendered during the resolution of this issue
- USA agrees to only be paid \$30,000 of their \$36,134 retainage payment in two installment \$25,000 now and \$5,000 after completing work on a manhole

FINANCIAL IMPACT: \$30,000 (\$36,134 was budgeted for in 109-49992-551 Hoodoo Capital Project CD).

RECOMMENDED MOTION: Sign an agreement closing out the outstanding Hoodoo Point Sewer issue of project deficiencies.

ATTACHMENTS:

SEH Letter dated April 6, 2020.

Agreement



Building a Better World
for All of Us®

April 6, 2020

RE: HooDoo Point Campground Infrastructure
Request for Maintenance Fund & Closeout
Tower, MN
SEH No. TOWER 142886

Mayor Orlyn Kringstad
City of Tower
PO Box 576
Tower, MN 55790

Dear Mayor Kringstad:

On March 10, 2020, we attended a meeting with you, Mitch Brunfelt (City Attorney), and USA Contractors to discuss the closeout of the HooDoo Point campground infrastructure project. As you are aware, SEH designed the sewer improvements and performed construction administration on behalf of the City.

There were workmanship deficiencies during the infrastructure installation by USA that SEH had made the City aware of in the past. The purpose of the meeting on March 10th was to discuss how the deficiencies would be corrected or how a financial resolution would be agreed to.

During the meeting, the City reached a tentative agreement (pending Council approval) with USA that included a combination of correcting installation issues and providing a financial contribution to the City for ongoing maintenance.

The City also requested that SEH provide a \$5,000 donation to the City for ongoing maintenance costs the City may be incurring at the campground. This request was denied at the meeting which is consistent with our letter dated November 22, 2019 to the City.

At the March 10th meeting, we made the City aware that our contract work for this project was completed in April of 2018. Our last invoice for this project was dated May 8, 2018 and was paid in full on July 16, 2018. Since May of 2018, SEH has been working on the City's behalf to help reach a resolution and close the project out. We have not billed nor been reimbursed for any of this effort for the past two years.

During the meeting the City requested that SEH not request a contract amendment for the time spent on this project the past 2 years with the understanding the City will not request future donations from SEH for this project. The City is aware that per our contract SEH neither guarantees the performance of any Contractor nor assumes responsibility for the Contractor.

This letter will serve as documentation that we will not pursue a contract amendment as long as there is an approved Council action that states the above understanding.

SEH remains committed to serving the City of Tower and we look forward to successful completion of future projects.

Sincerely,

Bob Ellis
Principal

Matt Bolf, PE
Client Service Manager
(Lic. MN & WI)

mh

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CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: April 13, 2020

AGENDA ITEM: 9.4

PREPARED BY: Victoria Ranua, Clerk/Treasurer

AGENDA ITEM: Ambulance: Business Plan

DISCUSSION:

The Ambulance Commission comments from the various entities spoke about a need for a business plan and this was incorporated into a draft 2020 Ambulance Vehicle Replacement Agreement. On March 9, 2020, the Council vote to support this provision of the agreement:

5. BUSINESS PLAN. By the 3rd Quarterly meeting of the Ambulance Commission, the City shall present a draft business plan for the ambulance service. Ambulance Commission comments on the plan will be reviewed at the next regular meeting of the City Council and incorporated into a final business plan and the following year's Ambulance Service Fund Budget.

This means we are to have a draft business plan to the Ambulance Commission by Monday, July 6, 2020. I reached out to two firms who specialized in emergency management consultation. They provided the following quote for strategic plans:

- Ethical Leaders in Action's proposal is for \$23,000.
- SafePlace Solutions is for \$30,000.

A third option is doing something on our own would require the time of a group of people with business acumen, professional writing skills, ability to talk to various stakeholders (staff, community, Commission, surrounding services), and a neutral outlook.

FINANCIAL IMPACT: Up to \$30,000. Unbudgeted for.

RECOMMENDED MOTION: A motion to have X perform a business plan, with a draft completed by Tuesday, June 30, 2020.

ATTACHMENTS:

Proposal, Ethical Leaders in Action
Propsoal, SafePlace Solutions



City of Tower City Council
APRIL 13, 2020

FROM: Citizen's Group in Tower

TO: Mayor and Council members

SUBJECT: "Tidy up Tower-Soudan"

DEPARTMENT(S) AFFECTED: POSSIBLY CITY MAINTAINANCE

BACKGROUND: As has often been noted, blight can be found throughout the City of Tower - in private yards, public vacant lots, and seen from the streets and alleys of Tower. Blight is always more visible in the spring when snow-cover melts, both from debris that has always been there to debris (junk) thrown-out over the winter. Items of concern are normal yard cleanup, but also old cars and other junk vehicles, appliances, building debris, and junk-in-general.

OPPORTUNITY: At least until May 4, 2020 there is a state-wide "*Shelter-in-Place*" order by Governor Tim Waltz. The City of Tower has also issued an Emergency Declaration directing Citizens to stay at home, but encourages outside exercise. This is an ideal opportunity, while Tower Citizens are at home and have extra time on their hands, to work in their yards. Secondly, practically every other resident in Tower owns a truck, pickup or otherwise, and/or a trailer. All, for the good of the community, could be motivated to volunteer their time and their vehicles to transport waste and junk to the recycling center. This proposal puts all to good use - time, talent, & trucks!

PRECEDENTS: This is an annual practice in Tower's "Sister-Township, Breitung" to collect yard waste and debris, There have also been such cleanup actions in Tower in the past. Township Supervisor Tim Tomsich will bring a proposal to their Township meeting on April 15, proposing that Soudan this year work together with Tower in the "Tidy-up Tower-Soudan" activity.

RECOMMENDATION: Between April 15 and May 6 the City of Tower will encourage citizens to use their "down time" during the *Shelter in Place* timeframe to gather debris on their properties and put in piles by their driveway (preferably alleys). On May 6 (two days after the lifting of *Shelter in Place*) and on May 10th, volunteers with trucks and trailers, who sign up beforehand, will pick up trash and debris on their assigned street/section in Tower and transport to the Soudan Recycling Center. Each are encouraged to begin with their own property. Multiple trips may be necessary.

Additionally, since this will (hopefully) mark the end of *Shelter in Place*, a city-wide late-afternoon/evening picnic could be hosted on Main street or at the City Harbor celebrating both the end of *Shelter in Place* and the community clean-up action. This could celebrate the reopening of the city restaurants. This of course is highly dependent of the course of the Covid-19 pandemic at the time.

BUDGET IMPACT: At the City Council's discretion, City trucks could be used, especially on properties owned and used by the City. As an added incentive the City could negotiate with the County to subsidize the cost of drop offs. Otherwise a calculation could be made to estimate the cost of purchasing "Dump Tickets" for use at the Recycling Center. An estimated cost could come to approximately \$500. Maintenance is NOT currently picking up trash in city-provided street containers. This reduced task could compensate.

MOTION:



CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: April 13, 2020

AGENDA ITEM: 9.2

PREPARED BY: Victoria Ranua, Clerk/Treasurer

PRESENTED BY: Randy Pratt, Hoodoo Point Campground Manager (electronically)

AGENDA ITEM: Hoodoo Point Campground operations under COVID-19

GOAL AREA & OBJECTIVE: Public Health and Safety

DISCUSSION:

The seasonal portion of Hoodoo Point are under a contractual obligation to its seasonal leasee's

"Emergency. If Lessor determines that all or any portion of Hoodoo Point must be vacated to health or safety reasons, Lessor shall provide notice of such determination and the reason therefore to Lessee. Lessee agrees to vacate to the extent requested, within 24 hours of such request, unless such earlier or later time is specified. Lessor shall refund on a pro-rata basis any amounts already paid as rent for any subsequent period."

Campground space are located a seeming appropriate distance from one another. To help control COVID-19 from spreading within the seasonal community, signage would be placed around the campground forbidding congregations of people. The park and bathroom/shower facilities would be closed. No porta-potties would be provided.

A letter could be sent to seasonal leasees regarding the limited health facilities in the area to address COVID-19 should the seasonal residents become infection and inform them of a public responsibility to the Lake Vermilion area that they should not be travelling if they have a suspected contact with COVID-19 as the community itself is at risk for due the same limited health facilities.

Cleaning supplies are difficult to access.

Campground manager keeping pulse on how the campground industry is handling this situation and will notify the Clerk/Treasurer and Council of any change. Breitung Township is also keeping their campground open to seasonals.

FINANCIAL IMPACT:

RECOMMENDED MOTION: A motion to keep the seasonal campground open, , close the showers, parks, and not have porta-potties under the COVID-19 pandemic as long as we are a shelter in place orders.

ATTACHMENTS: Campground manager letter

April 9, 2020

Hi Victoria,

As expected, we are receiving numerous phone calls and emails on a daily basis on the status of the campground for this summer. I do realize that this is a very fluid situation but I would like to hopefully set some guidelines for us to follow in answering these inquiries.

Julie and I did listen to Gov. Walz's latest press conference and read the new executive order and it does leave quite a few unanswered questions regarding camping and campgrounds. In it, he does not specifically mention the operation of campgrounds or the upcoming fishing season. I agree it may be too early to address those particular matters at this time. However, with that being said, with the Shelter and Place order being extended to May 4th, we feel several matters can still be addressed.

The first matter is regarding Seasonal Campers. According to the lease, they are able to occupy the site starting May 1. As all seasonal sites have water, electric and sewer hookups, they are 100% self contained. They would not be in need of any additional campground services. The current make up of seasonal's include 3 from out of state, 5 from the Twin Cities area, and the remaining 30 from the Duluth area and closer. The three seasons from out of state do make Hoodoo Point their summer home. The original seasonal sites are also very private and spacious which makes isolation very easy. The 7 new sites are a little closer together but we feel they are still adequately spaced as to not present a problem with the social distancing requirement. We also will close the public restroom and showers and make the existing porta-potties unusable. With that being said, we feel that the seasonal section of the campground does not and would not violate any social distancing mandates issued by an executive order.

If it is agreed to keep the seasonal section of the campground open, we would contact each seasonal via phone with any changes that we deem necessary to meet government mandates.

The issue of nightly camping is still very questionable and we feel can be addressed as we get closer to fishing opener. But a few highlights still could be mentioned. The campground has 53 overnight sites. Of those 53 sites, 48 have water and electric available. There is also a dump station on the premise. So far, we have 41 monthly reservations for the upcoming season. All of these reservations are for fifth wheel campers and are also self contained. The campers either move the unit or blue tank the waste to the dump station when necessary or contract with a honey wagon to empty the wastewater tanks on a regular basis. They would not be in need of the public facilities located in the campground. And once again, they are spaced quite a distance apart. We would use the same rationale as used for allowing seasonals as reason for allowing monthly campers.

To take this one step further, we could justify allowing other nightly campers in as long as they understand the lack of available public facilities and the prohibiting of social gathering. We could not accept campers that are not self contained or would need the use of the public facilities.

We do realize that things are changing very rapidly and maybe these ideas are too optimistic, but with communication with our guests and some additional precautions, we feel that we can still maintain a healthy and safe environment without increasing the risk of spreading COVID-19.

I think if the City can make a decision on how we want to proceed with the Seasonal Campers now under the current situation, we can revisit the nightly campers in the near future. As you can see, we agree with the very well written Agenda Item Report except for the nightly camping aspect of it. Julie and I feel we can still have nightly camping on a limited basis and still be safe. Other issues still need to be addressed like the playground area, the beach and the picnic shelter. But that can be discussed at a later date. Sorry this got a little lengthy. We look forward to your thoughts and comments.

Randy and Julie
HooDoo Point Campground Hosts



CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: January 13, 2020

AGENDA ITEM: 9.3

PREPARED BY: David Setterberg

PRESENTED BY: David Setterberg

AGENDA ITEM: Ambulance Commission Transfer Mileage

GOAL AREA & OBJECTIVE: Make decision on the transfer per mile rate of \$1.66 recommended by the Ambulance Commission to be paid into the Ambulance Replacement Aid Fund.

DISCUSSION:

Calculations presented on the April 6th 2020.

Calculations were based on criteria known at the time which are different than voiced in the meeting. The calculations that I provided are standard cost over the life of an object and an industry standard for calculation and validated by the Business Economics website.

<https://businessecon.org/2014/03/17/cost-per-mile-the-basic-formula/>

Using these practices and based on the current fleet of ambulances and using information presented in Attachment A the cost per mile would be \$0.52. Note the numbers used in the calculation were open for changes but the process was rejected.

See Attachment 1.

Formula from commission is:

Aid Contribution Amount divided by the 911 miles = Rate to Charge Per Mile

Transfer miles in 2020- 4338.3 miles

Total cost at \$1.66 per mile = \$7,201.58

There is validity in this formula with this formula driving certain assumptions.

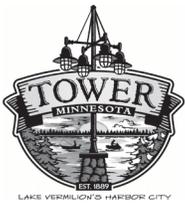
This formula implies the Aid Contribution from the townships:

- The townships/entities are responsible for 100% of ambulance purchases since the calculation is using full total of 911 calls.
- The base service only responds to 911 calls.
- Transfer miles are based on future purchases of new ambulances.

It makes sense looking at it from a high level. As we did for the original calculation let's put some numbers to it to test the hypothesis and see how it works.

See attachment 2

Because the Transfer rate charges are going into the Ambulance Replacement Aid Fund and to keep things moving forward with the townships/entities in good faith I have made the recommendation below.



CITY COUNCIL AGENDA ITEM REPORT

ISSUES:

- Current staffing is dependent on Transfers being part of the revenue. (Not saying this is the commissions issue.)
- Need a tactical plan for transfers between now and when the business plan is complete.
- Difficult to budget/long term planning with a value that only works for one year and in time for the budget planning.

FINANCIAL IMPACT:

TBD, recovering cost on staffing will have an impact.

ALTERNATIVES:

Business plan is due in June and recommend they provide any alternative information and direction.

RECOMMENDED MOTION: Recommend to pay the \$1.66 transfer rate for 2020.

ATTACHMENTS:

Attachment 1 History

Attachment 2 Ambulance Commission numbers

Attachment 2 Ambulance Commission Recommendation

Using 36,000 transfer miles as the example, I have seen number ranging for 34,000 to 36,000 transfer miles. This uses a plus or minus 5,000 transfer miles deviation and not sure of what the actual deviation might be.

Using the transfer miles from 2019 of 36,000

$$\$44,870 / 27,070 = 1.66$$

$$36,000 * \$1.66 = \$59,760 \text{ Needed to fund.}$$

$$\text{Fund total for the year } \$104,630$$

Using 22,070 911 miles

$$\$44,870 / 22,070 = \$2.03$$

$$36,000 * \$2.03 = \$73,080 \text{ Needed to fund.}$$

$$\text{Fund total for the year } \$117,950$$

Using 32,070 911 miles

$$\$44,870 / 32,070 = \$1.40$$

$$36,000 * \$1.40 = \$50,400 \text{ Needed to fund.}$$

$$\text{Fund total for the year } \$95,270$$

This process is easy to understand and is repeatable. Difficult to budget or plan for future with a potential \$.63 deviation per mile.

These numbers and deviation in dollars will be less if we do not make the longer transfer runs.

Example if we only do 16,000 transfer miles

$$\$44,870 / 27,070 = 1.66$$

$$16,000 * \$1.66 = \$26,560 \text{ Needed to fund.}$$

The revenue on shorter runs may be enough to make them worthwhile for now. I defer to the Interim Ambulance Directors.

Attachment 1 History

Presented to Commission April 6, 2020

When thinking about how this should look and meet the criteria of a process for an agreement:

- Fair and equitable to everyone
- Provide a consistent repeatable process with no ambiguity
- Provide a process that is easy to understand
- A process that will predict future financial information to aid in Staffing, budgeting and forecasting.
- Will endear itself to the agreement life.

When asked to help with coming up with numbers there was much discussion about cost per mile and depreciation. Used industry known standards for calculating cost. This lends itself to a pay for use process. I also interpreted the feedback from the ambulance commission from January.

January 13 agenda item 8.2 Pre agreement comments from the townships:

2e. RATE, TRANSFERS. Since mileage is a key driver of ambulance replacement, transfers contribution to fund should be based on per transfer mile rate not a flat rate. Per mile rate should be commiserate with usage.

Per the Agreement Definitions taken into consideration.

1 D. Ambulance Vehicle Replacement Fund. The restricted municipal enterprise capital fund which accounts for the aid receipts and expenditures for the purchase of ambulance vehicles and the equipment permanently attached to an ambulance vehicle.

Calculations based on Transfer Miles with assumptions on life expectancy of ambulance.

Current ambulance fleet

Life cycle years	Current Fleet	Status	Type	Cost	Life Miles	Cost per Mile
2023-2027	2005 Ford	Rebuilt	Diesel	\$18,000	75,000	\$0.24
2017-2022	2013 GMC	New	Diesel	\$145,000	250,000	\$0.58
2011-2016 Retire	2011 GMC	New	Diesel	\$135,000	250,000	\$0.54
			Total	\$298,000	575,000	\$0.52

To summarize, with the current fleet, it would be \$0.52 until the new ambulance is in service which would then trigger a rate change.



**ETHICAL
LEADERS
IN ACTION**

March 8, 2020

Victoria Ranua, Clerk/Treasurer
City of Tower
PO Box 576
Tower, MN 55790

VIA EMAIL

Dear Ms. Ranua,

Thank you for inviting Ethical Leaders in Action (ELA) to propose an engagement to assist the City of Tower in developing a business plan for the Tower Area Ambulance Service. This letter is offered as a concise proposal to do that work. It includes a brief overview of the project objectives and approach, and a more detailed, proposed statement of work with timeline and fees. In the interest of brevity, we have omitted background information about Ethical Leaders in Action. Our firm is described by our Website, www.ethinact.com, and we would be pleased to provide further information upon request.

Background and Project Objectives

The Tower Area Ambulance Service (TAAS) provides emergency medical response to calls arising from within TAAS's state-designated Primary Service Area (PSA), which includes the City of Tower, the Bois Forte Band of Chippewa, and the Townships of Breitung, Eagle's Nest, Embarrass, Greenwood, Kugler, and Vermillion Lake. TAAS also provides scheduled transfer ambulance services. The above-noted entities entered into an agreement to contribute to the cost of replacing TAAS ambulances. That agreement was up for renewal at the beginning of 2020; it has not yet been renewed due to concerns that have been raised about markedly increased costs. At the same time, Tower City Council members have raised questions about TAAS operations and plans for the future. We understand that there are multifaceted conflicts among the parties involved in funding and in delivering TAAS services.

As Tower City Clerk/Treasurer, you have asked ELA to propose an approach to work with the City of Tower ("The City") and TAAS to prepare a data-driven business plan that projects future net costs of operating TAAS in the future. To do this planning, we will need to work closely with City and TAAS personnel to understand the agency's operations and finances, and to identify issues that impact the operational effectiveness and fiscal health of the organization. Our sole purpose in doing so will be to help the City and TAAS to engage in continuous improvement and sound fiscal planning.

A primary purpose of this plan is to establish a realistic basis for funding operations, including fleet replacement and maintenance as well as staffing, training, equipment, and other expenses (as well as earned income), in the future. An important secondary benefit will likely be a set of recommendations for process improvements based on our analysis of the current situation. We can achieve these benefits by listening carefully to and working cooperatively with TAAS personnel, and by understanding the perspectives and experiences of leaders of the

municipal and tribal entities served by TAAS. Our approach to this engagement is outlined below, followed by a more detailed proposed scope of work.

Approach Overview

Our approach to this project will be iterative and collaborative to the greatest extent possible. By iterative, we mean that we will develop the plan in steps, testing and refining our understanding of the situation by working with City and TAAS members. ELA comes to the project without preconceived outcomes; our aim is to work with stakeholders to develop a plan that reflects their perspectives, serves the public optimally, and is sensitive to the unique circumstances of TAAS.

More specifically:

- We will conduct initial research and analysis of existing documents and data in order to frame questions for interviews and further investigation.
- We will visit and interview TAAS leaders and members in person, and interview representatives of the covered entities by telephone or in person.
- We will produce a simple online survey to gather input from those who are reluctant or unable to participate in interviews.
- From those interviews and other input, we will create a draft plan (likely with some remaining questions).
- We will review this draft and address the remaining questions in person during a second visit.
- We will produce and present our final report to the City.

We seek to balance thoroughness with cost containment. This project plan includes three on-site visits, including the final presentation. The rest of the work will be done remotely, including telephone interviews.

While a primary focus of conflict among participating entities has been on ambulance fleet replacement and maintenance, the scope of this business plan must include operations as well: Maintaining acceptable response times to 9-11 calls, the cost to provide emergency response and scheduled transfers, and the revenue generated by those services. The final deliverable will be a business plan for TAAS that considers three scenarios:

- The TAAS continues to provide emergency (9-11) response and scheduled transports as it does today.
- The TAAS provides emergency (9-11) response and establishes parameters that limit scheduled transports. We would define those parameters as assumptions in the plan.
- The TAAS provides only emergency (9-11) response.

For each of these scenarios, we will use existing data and make assumptions as appropriate. To the greatest extent possible, we will make those assumptions explicit. (Examples of explicit operating assumptions will include ambulance replacement costs, run reimbursement rates, labor costs, etc.) We will use the draft report and revision process to refine our assumptions and to articulate them as clearly as possible.

Statement of Work

Proposed steps and parameters for doing this work are as follows:

1. Project Planning and Initial Research
 - 1.1. The City and ELA conduct a kickoff teleconference to answer any lingering questions, confirm details, and establish dates for on-site interviews and working sessions. This should also include engagement of TAAS leadership from the outset of the project.
 - 1.2. ELA provides sample language for communication with TAAS staff and other stakeholders, and requests/invitations for interviews.

(Statement of Work, Project Planning and Initial Research, continued)

- 1.3. TAAS shares employee handbooks, policy manuals, run records and billing records, and other written materials and data with ELA.
 - 1.4. City, TAAS, and ELA agree on project timeline, logistics, and interview plans
2. Interviews and Working Sessions.
 - 2.1. ELA drafts interview guides and submits them for the City's advice and approval.
 - 2.2. City and TAAS assist in scheduling interviews.
 - 2.3. Site Visit 1 (up to 2 days and evenings)
 - 2.3.1. ELA conducts individual interviews and group working sessions, pursuant to Task 1.4, above.
 - 2.4. Telephone Interviews
 - 2.4.1. ELA conducts telephone interviews with individuals not interviewed in person.
 - 2.5. Using on-site and telephone interviews, we expect to speak with:
 - TAAS Leadership and Staff (up to 25 interviews)
 - Tower Council Members and other city leaders (up to 8 interviews).
 - Representatives of the other entities covered (up to 10 interviews).
3. TAAS Staff Survey
 - 3.1. ELA will submit a draft survey for City approval.
 - Goal is open-ended input for those not participating in interviews.
 - 3.2. ELA will launch and maintain a dedicated SurveyMonkey survey.
 - 3.3. TAAS will solicit input for the survey via email.
 - 3.4. ELA will present complete survey results to the City as an appendix to our final report.
4. Report Draft and Refinement
 - 4.1. ELA will preliminary draft a report based on all input; this version will also include additional questions for consideration.
 - 4.2. ELA will meet onsite with City and TAAS leaders to review and improve the report, including answering remaining questions.
 - 4.3. ELA will conduct additional interviews and investigations to refine the report. (up to 5 interviews or working sessions)
5. Final Plan Development
 - 5.1. ELA will prepare and submit a final project report to include financial models based on 3 sets of assumptions regarding scheduled transfers. The models will include projected annual:
 - Vehicle replacement and maintenance costs
 - Labor Costs for Emergency Response
 - Labor Costs for Scheduled Transfers
 - Training Costs
 - Equipment Costs
 - Revenue from Emergency Response
 - Revenue from Scheduled Transfers
 - Proposed Contributions from Agreement Signatory Entities

(Statement of Work, continued)

6. Final Presentation

- 6.1. ELA will visit Tower for one day and evening to present our plan to Council in person, and to present it to other groups (e.g., TAAS staff) at the discretion of the City.

Project Staff

This project will be delivered primarily by George Esbensen and Chad Weinstein of Ethical Leaders in Action. We will also engage Martin Scheerer for additional subject matter expertise and Tom Laughlin of Ethical Leaders in Action to develop and implement the survey. Profiles for each of these team members are provided in an appendix to this report.

Schedule

We anticipate a project kickoff prior to April 1, and submission of a final deliverable by the end of June 2020. We are open to other scheduling parameters to meet the needs of the City or the TAAS.

Fees

We propose a fixed fee of \$23,000 for this engagement, which includes all professional services and labor based on the above Statement of Work.

Fees do not include travel or facilities costs. We will provide for our own lodging at no cost to the City; we seek reimbursement for road travel at IRS rates. We expect that TAAS or the City will provide meeting space for interviews and working sessions.

We propose to invoice the City based on the following project milestones:

1. \$10,000 upon project kickoff.
2. \$13,000 upon your acceptance of our final report.

We propose that invoices be due 15 days after receipt.

Conclusion and Next Steps

We regard all proposals as works-in-progress, and are entirely willing to modify our proposed approach to best meet your needs. We are prepared to begin work upon your written acceptance of this proposal (email will suffice). We are also willing to consider any additional contract terms required by the City of Tower.

Thank you for your consideration, and for the opportunity to do this important work together.

Very truly yours,



Charles A. Weinstein, Ph.D.
President
Ethical Leaders in Action, LLC

Appendix: Project Team Member Profiles

The following profiles provide a bit more background on the personnel we propose to assign to this engagement. We believe that this team brings the right mix of skills and experience to this work.

Chad Weinstein

Chad Weinstein provides leadership development and strategic consulting to public safety and municipal organizations, as well as in the health care, for profit, and nonprofit sectors. Prior to establishing Ethical Leaders in Action, he co-founded the Hill Center for Ethical Business Leadership, a division of the James J Hill library. He has also been an adjunct faculty member of the Carlson School of Management at the University of Minnesota and a community faculty member of the School of Criminal Justice and Law Enforcement at Metropolitan State University.

Chad has been an educator, manager and consultant for more than 25 years serving industries ranging from consumer products, medical devices, and pharmaceuticals to mining and petroleum extraction. He has led teams and organizations in market and technology consulting, most recently as vice president of client services for Guideline, Inc. Weinstein holds a Ph.D. and M.A. in ethics (philosophy) from the University of Minnesota, and a B.A. in philosophy from the University of Wisconsin - Madison.

George Esbensen

George Esbensen began his fire service career as a volunteer firefighter with the Eden Prairie Fire Department in 1986 and culminated as fire chief and director of emergency management, a position he held 2002-2018. George also served as president of the Minnesota State Fire Chiefs Association and president of the Minnesota Fire Service Foundation. George has been affiliated with Ethical Leaders in Action since its inception as a client, partner, and adjunct contributor.

Esbensen's career has spanned more than three decades in the private and public sectors, as a sales manager and executive, as a company executive, and as a recognized leader in the Minnesota Fire Service. He has served as a sales manager, director of sales, and vice president of sales in the printing and graphics industry. He also served as vice president of sales for Zomax Digital Media, a business he helped grow from five to 400 employees, and was founder and president of Cycle Software Services. George holds a BA in organizational leadership from Bethel University and AA degrees in fire science and emergency management from Hennepin Technical College.

Martin Scheerer

Martin Scheerer provides strategic consulting and leadership development services as a member of Ethical Leaders in Action. He also serves as director of emergency medical services (EMS) at Hennepin Health. Prior to joining ELA, Martin was an executive and leader in the fire service and in the private sector, and a contributor to fire and emergency medical services professions, regionally and nationally. Throughout his career, Scheerer has worked with EMS leaders and professionals to drive excellent patient care and customer service through training and continuous improvement of processes, practices, and skills.

(Project team, Martin Scheerer, Continued)

Scheerer retired in 2014 as Fire Chief and Director of Emergency Management, Medical Services, and Building Inspections for the City of Edina (Minnesota). He also served as a firefighter/paramedic and company officer in the Edina Fire Department. Martin is a past president of the Minnesota State Fire Chiefs Association and of the Metropolitan Fire Chiefs Association. Scheerer holds a Master of Public Administration degree from Minnesota State University, a Bachelor of Science degree in Business Administration from Southwest Minnesota State University, an Associate of Arts degree in Fire Science from the University of Minnesota, and Paramedic training in Advance Life Support and Critical Care from Century College.

Tom Laughlin

Tom Laughlin has been with Ethical Leaders in Action since its inception in 2010. He is currently the Director of Operations and Publishing as well as a Senior Leadership Trainer and Consultant. His role on this project will be to develop and administer the online stakeholder survey.

Laughlin has worked in the field of leadership and organizational development since 1997. In addition, Tom has over 20 years of management experience in both small private and Fortune 500 companies, including marketing and executive leadership at General Mills. Tom has an MBA in Marketing and Strategy from the Anderson School of Business at UCLA and an M.A. in Leadership and Organizational Development with post graduate studies in Psychology from Saint Mary's University in the Twin Cities.



Proposal

For:

**Assessment of Emergency Medical Services
In Tower, Minnesota**

By:

**SafeTech Solutions, LLP
March 9, 2019**

Contact:

Aarron Reinert, MA, NRP
Partner,
SafeTech Solutions, LLP
aarron@safetechsolutions.us
(651) 248-4239

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I. Introduction

Emergency Medical Services (EMS) is a key component of health, safety and quality of life in Tower Minnesota and its surrounding communities. An outside assessment of a local EMS agency or system, when done well, can be a powerful aid in ensuring local services are reliable, sustainable and financially feasible. The City of Tower Minnesota is seeking proposals for the provision of EMS assessments and recommendations, and SafeTech Solutions is uniquely qualified and prepared to ensure the City's success in this project.

Emergency Medical Services, as a field, has undergone major changes in recent years, and EMS organizations across the nation will continue to confront challenges and pressures. Increasing demand for out-of-hospital and emergency healthcare services, along with changes in the healthcare landscape, require ever-higher levels of preparation and skill from ambulance services, even as declining volunteerism and regionalization of healthcare complicate efforts to keep services adequately staffed. In Tower, the ambulance service is regularly responding to long-distance transfer question how these transfers, the wear and tear on vehicles and personnel, are compatible or incompatible with long-term sustainability.

Because of these and other challenges, leaders are seeking a EMS system assessment of the Tower Ambulance Service. Such an assessment will help leaders more deeply understand the structural, financial and staffing options available and which model(s) will most likely assure both the long-term effectiveness and financial feasibility of the EMS service in the future.

Demands on EMS services have increased in terms of public expectations, changing demographics, expenses, transport distances and disaster preparedness. More is being expected of rural EMS as healthcare consolidates and trauma, cardiac and stroke care are regionalized in specialty care centers (meaning longer transports and more transfers). The cost of running an ambulance service is increasing faster than funding avenues can provide for. The need to find new sources of rural EMS funding continues to be a challenge.

Expectations for rural ambulance service clinical expertise, quality, reporting and performance are increasing. Likewise, leading and managing rural ambulance services has become more complicated and time-consuming. The old, uncomplicated, well-staffed volunteer ambulance service is quickly becoming a thing of the past.

A comprehensive assessment of Tower Ambulance Service can provide the community and key stakeholders with the following: a clear understanding of current challenges, threats and opportunities; a comparison of Tower Ambulance with similar EMS systems; and an expert, unbiased assessment of the potential for long-term sustainability of the current EMS system. An assessment would also and importantly provide recommendations and a roadmap for creating a sustainable

EMS system that fits with the unique needs, wants and resources of Tower Minnesota and the surrounding communities.

SafeTech Solutions has a deep and well-respected track record of assisting rural communities in creating reliable and sustainable EMS systems and operations. This track record includes successful assessments of rural EMS services and systems in seven states over the last 10+ years. It also includes working with more than 2,500 EMS leaders and managers, many of whom work for rural EMS agencies, in SafeTech Solutions' EMS Leadership Academy, which has provided specialized EMS leadership education throughout the United States since 2009.

In addition to having an impressive track record in rural EMS assessment and education, SafeTech Solutions stands out because of its unique six-step assessment methodology that involves the entire community in creating a sustainable EMS system that matches local wants and needs.

SafeTech Solutions builds its assessments on a deep understanding of how change is made in rural EMS systems and communities. This understanding was built over years of experience and observation and is based on the following principles:

- Rural EMS is not small urban EMS;
- Most rural EMS developed locally and organically without a mandate, without significant funding and with large subsidies provided by donated labor;
- The full cost of providing EMS (including the value of donated labor) must be ascertained for long-term sustainability planning;
- Leaders and planners must understand and work with how the local community views EMS (i.e., Is EMS seen as an essential public service?);
- In many rural communities, it is unclear who is ultimately responsible for providing and funding EMS;
- A rural community's history of providing EMS must be honored;
- Change must be facilitated from within – not imposed from without;
- Developing local EMS leaders is one of the most powerful ways to facilitate change from within; and
- Local stakeholders must participate in developing solutions.

SafeTech Solutions provides more than simple EMS assessments and reports. We firmly believe that assessment is only the first step toward creating sustainable rural EMS systems. Assessment and reporting do not equal change in EMS. Change relies on listening deeply to local challenges; creating trust with local people; understanding the unique socioeconomic, geographic and demographic needs of the local community; and helping local communities identify and take steps toward addressing challenges of workforce shortages and financial needs in a way that honors and respects local traditions and history.

II. Assessment Proposal

SafeTech Solutions will conduct the assessment of Tower Ambulance using a unique, carefully developed six-step process that it has found to be effective in numerous rural settings. Effective assessments lead to positive action and change. The entire assessment process takes about three months and is outlined below.

Step 1. Initial Contact

SafeTech Solutions will begin its assessment by talking via conference call with Tower Ambulance leaders, City Council members, city staff, and key stakeholders to set up and discuss the assessment process. The goals of this step are to:

- Discuss the assessment process;
- Develop trust between the consulting team and Tower Ambulance;
- Identify challenges, needs and unique characteristics of Tower Ambulance;
- Create a mutually agreed-upon work plan and timeline; and
- Identify additional key stakeholders.

Step 2. Data Collection

Step Two begins with a request for a variety of written materials, information and documents to obtain quantitative data about Tower Ambulance. A complete list of the requested materials can be found below.

At the same time, SafeTech Solutions begins its own data collection process, obtaining a variety of written materials to assist in the assessment, such as state and local regulations, laws and ordinances. SafeTech Solutions conducts in-depth research into census data; demographics; local socioeconomics, industry and geography; highways; neighboring service areas; local medical and healthcare services and facilities; unique impact factors such as parks, prisons, tourism and special events; and service location vis-a-vis stroke, cardiac and trauma centers.

Step 3. Site Visit

A team of one or two SafeTech Solutions consultants will visit Tower to collect additional quantitative and qualitative data. The site visit will include a tour of the community and EMS facilities, as well as in-depth interviews with key stakeholders, including but not limited to EMS agency members; agency leadership; public safety; PSAP; fire departments; medical director; local and regional medical and healthcare representatives; elected officials; customers/patients; and community stakeholders such as the school superintendent, local businesspeople and public health officials. The goal of the site visit is to ascertain Tower Ambulance's particular local traditions, history, politics and other mitigating factors that will impact the design and implementation of the EMS system going forward.

Step 4. Analysis

Armed with quantitative and qualitative data collected in the previous steps, the SafeTech Solutions team will analyze the data and consider Tower Ambulance’s strengths and weaknesses, sustainability and need for change. SafeTech Solutions will assess the system’s current capabilities, strengths, weaknesses, coverage gaps and workforce shortfalls. The assessment will include data analysis using common quality and performance improvement benchmarks, indicators and scoring formats. Based on all of this input, SafeTech Solutions will begin to form recommendations for change and improvements that best fit the medical, economic, political, geographic and demographic environment of Tower Ambulance.

Step 5. Presentation of Recommendations

SafeTech Solutions will return to Tower to host an in-depth conversation with key EMS and county leaders and stakeholders to discuss findings and recommendations. The goal of this step is to work collaboratively with stakeholders to formulate a roadmap for change that can be effectively implemented by Tower Ambulance.

Step 6. Implementation Assistance and Written Report

Step Six consists of assisting the service and key stakeholders in implementing the agreed upon first steps as identified in the assessment. SafeTech Solutions will also provide an executive level written report. The report includes all of SafeTech Solutions’ findings and recommendations, including the agreed upon roadmap for change.

Assessment Components

SafeTech Solutions’ assessment will address the following components and relevant sub-components within the current EMS delivery system:

Organizational ownership and structure, to include: agency ownership; local authority structure; ordinances; organizational structure, including governance, leadership and administration and management practices; and human resources and local workforce supply, demand, pipeline and turnover, compensation, cost, and recruitment and retention.

System design and resource deployment, to include: public access to emergency medical resources; communication systems including the public safety answering point (PSAP), dispatch capabilities, communication and radio systems, the ability to communicate with hospitals, local and state emergency management, air medical ambulances and all emergency and first response agencies; levels of clinical care; resource deployment and availability; mutual aid and the level of emergency preparedness of the system and its ability to respond to a disaster or public health emergency; and integration and involvement with

other components and activities of the comprehensive, statewide emergency medical system, such as the trauma plan and program or the cardiac or stroke patient programs.

System demand and reliability, to include: total demand for service upon the system by type, including 911 calls, transfers, historical demand and projected trends; a measurement of system response times; and the system's ability or inability to respond to current and future requests for service and the causative factors.

Fiscal structure and stability, in accordance with standard business practice benchmarks, to include: current system finances; billing practices; and funding sources within the service area, including third-party payor mix within the service area and the relative need for subsidy. SafeTech Solutions will assist the local community in understanding the value in dollars of donated labor (volunteers), the full and total cost of providing EMS in the area and the gap between current financial resources and what will be needed for long-term sustainability.

The delivery and quality of clinical care and the use of quality improvement processes, to include: the current level of care authorized and provided based on the scopes of practice established within the state EMS system; medical direction including the level of involvement and expertise of the local Medical Director; and education and training status. If quantitative EMS clinical measures are limited, SafeTech Solutions will gather qualitative measures from customers and healthcare providers served by the EMS system.

Community support, to include: the local communities' understanding and support for EMS and the local socioeconomic, demographic and political issues that may impact EMS. SafeTech Solutions believes that community support is a prime indicator of people's willingness to support local EMS in terms of donated labor and funding going forward.

Records and Documentation

SafeTech Solutions will request the following records and documentation as part of the assessment process:

Organizational documents

- Organizational formation documents, including charters and bylaws
- Organizational chart
- Strategic plan
- Mutual aid agreements
- Service area map

- Staff meeting agendas (6 months)
- Board meeting minutes (6 months)
- Budget and financial summary (3 years)
- Documents demonstrating financial reserves (including record of debt)
- Billing and collections records

Workforce documents

- Staff/member roster and job descriptions for director, manager, supervisor, quality coordinator, training coordinator and field providers
- Medical Director job description and contract
- SOPs
- Employee handbook and policy manual
- Employee satisfaction and engagement surveys
- Policies related to defining what it means to be an active member in the organization
- Continuing education and training processes and records, as well as other documents pertaining to field provider skill and competence
- Field provider training documents
- Staff scheduling documents
- Employee injury data

Call history and reliability

- Internal records of call and response history (3 years)
- PSAP data (if available)
- Response times, including reliability, chute time, scene time and total call time
- Quality documents demonstrating performance measures and compliance
- Quality manual (program and processes)

Vehicle documents

- Policies pertaining to vehicle inspection and equipment maintenance
- Vehicle maintenance practices
- Vehicle accident records

Community perception

- Local media reports
- Customer satisfaction surveys

Assessment Schedule

SafeTech Solutions, once contracted, estimates that it would take three to four months to complete its assessment. The schedule and deliverables will be mutually agreed upon by SafeTech Solutions and the key stakeholders.

III. About SafeTech Solutions

SafeTech Solutions is a 14-year-old international consulting firm that provides:

- EMS system assessment, design and development
- Rural EMS expertise
- Facilitated planning
- Policy development
- EMS leadership development and training
- Quality system development
- Financial assessment and consulting

SafeTech Solutions' partners and consultants understand firsthand the challenges of EMS systems and especially rural EMS systems. They have served as supervisors, managers, educators, directors, executive directors and consultants, and they have helped to develop EMS nationally by serving on a variety of high-level federal projects and committees.

SafeTech Solutions has extensive experience studying rural EMS and has developed a unique and successful approach to helping organizations, communities and regions manage change.

Since 2004, SafeTech Solutions has continuously conducted rural EMS assessments across the United States. In rural settings, SafeTech Solutions has provided the local community with a thorough and accurate understanding of its current EMS system, including but not limited to system design and delivery, response time reliability, fiscal structure and stability, clinical care and quality, staffing and public education and outreach.

SafeTech Solutions is always studying how to effectively become change agents in rural communities steeped in tradition, highly resistant to change, and rooted in local political issues and conflicts. What really makes SafeTech Solutions different is that at its core, we believe that to effectively work with rural communities, consultants must first build strong and trusted relationships with key stakeholders. These relationships begin with listening and flower into respect and trust that then enables SafeTech Solutions to make recommendations for change that are heard and embraced.

For example, SafeTech Solutions conducted an assessment of EMS in Carbon County, Wyoming. There, we provided guidance for the creation of a successful Joint Powers Authority to provide EMS in the county, in which the ambulance services shared resources and collaborated under a single organizational structure called South Central Wyoming EMS.

In Pembina County, North Dakota, SafeTech Solutions conducted an assessment of four ambulance services and a Critical Access Hospital. The result was that we dramatically improved collaboration among the services, while a countywide EMS council increased efficiencies.

In Fremont County, Wyoming, a 9,000-square mile county of 40,000 people with diverse challenges including long responses and transports and a large Indian reservation, SafeTech Solutions assisted the county in transitioning from an unsustainable operation with limited public support to a sustainable department with appropriate funding and staffing.

In Luce County, Michigan, a remote area of the Upper Peninsula, SafeTech Solutions assisted the ambulance service in moving from a club-like structure to a business model, and from being a volunteer service to becoming a sustainable combination volunteer-paid department.

In International Falls, Minnesota, SafeTech Solutions' assessment work led to the transition of an EMS service from predominantly volunteer Basic Life Support to a combination Advanced Life Support department.

SafeTech Solutions conducted an assessment of EMS in Bridgeport, Nebraska, where a confusing organizational structure within the city fire department was inhibiting the ability of the organization to address important operational and sustainability issues.

SafeTech Solutions evaluated the cooperation between four ambulance services and four first responder agencies in Cass County, North Dakota, assessing the value of sharing resources through a local county EMS association.

SafeTech Solutions' assessment and recommendations for Plattsmouth, Nebraska, led to significant changes in the leadership and structure of EMS in a growing community that has resulted in increasing response reliability and higher levels of clinical care.

Comprehensive assessment of EMS in Jones County, South Dakota – the least populated county in the state – resulted in the ambulance service obtaining more community support and visibility, led to its being off a hardship exemption, and made possible the creation of a community working group made of key stakeholders who are currently creating plans for long-term sustainable EMS.

In North Dakota, SafeTech Solutions conducted a statewide assessment of 134 ambulance services. This project, which was one of the most comprehensive assessments of rural EMS services conducted in the United States to date, examined the challenges of providing remote and rural EMS in rural areas where there is declining volunteerism and funding challenges. As part of the project, SafeTech Solutions provided recommendations for creating sustainable EMS systems across the state.

SafeTech Solutions continues to work with managers and leaders from rural EMS services across the country through our EMS Leadership Academy, providing support, guidance and analysis of issues facing rural ambulance services.

SafeTech Solutions' client list includes:

- North Dakota Department of Health Division of EMS and Trauma
- Connecticut Office of Rural Health
- South Dakota Office of Rural Health
- Wyoming Governor's Office
- Wisconsin Office of Rural Health
- Nebraska Department of Health and Human Services EMS and Trauma Program
- Pembina County EMS Council
- Michigan Center for Rural Health
- Minnesota Office of Rural Health
- California LEMSAs (county EMS authorities)
- Los Angeles County Department of Health Services Emergency Medical Services Agency
- Rural Health Solutions
- Montana Department of Public Health and Human Services Office of EMS and Trauma Systems
- Wyoming Department of Health Bureau of Emergency Medical Services and Preparedness

In addition to working with SafeTech Solutions, project team members bring the following additional experience and abilities to the Tower Ambulance Service Assessment Project:

- Nationally recognized data analysis expertise
- Extensive national research and publication in EMS, workforce and rural EMS development
- Broad experience in international EMS study and development
- In-depth background in compliance, licensing and complaint investigation
- Leadership on national associations, boards and committees including the National EMS Advisory Council, American Ambulance Association, National Registry of EMTs and International Roundtable on Community Paramedicine

- Current leadership and management for rural EMS operations
- Recognized and current expertise in emergency medicine clinical care and education
- Successful turnaround of failing EMS organizations
- Extensive research in EMS workforce planning and co-authorship of national *EMS Workforce Agenda for the Future*
- Deployment plan designs for EMS systems of all sizes
- EMS strategic planning
- Organizational and community facilitation and conflict resolution
- EMS system performance improvement
- Response time analysis and improvement
- Financial improvement analysis and best practice strategies for improvement
- Billing and collections process improvement
- Industry/association/Board of Directors experience
- Educational and development programs experience

Some of SafeTech Solutions' accomplishments include:

- Assessing the quality, effectiveness and sustainability of EMS agencies and systems for organizations, cities, counties and states
- Conducting EMS leadership education, training and mentoring throughout the nation
- Performing statewide EMS payment rate rebasing projects
- Assisting rural EMS agencies in consolidating services and creating unique and sustainable funding mechanisms
- Assisting in the deployment, direction and planning of EMS resources during disasters
- Conducting workshops for rural EMS medical directors
- Assisting state EMS offices in addressing rural EMS challenges
- Conducting workshops in rural volunteer recruitment and retention
- Contributing to the development of state EMS systems, trauma systems, quality management plans, public health plans, disaster and mass casualty plans and the reassessment of these plans
- Facilitating strategic EMS visioning and planning for agencies, counties and states

The Tower Ambulance Service assessment team will be led by Aarron Reinert, MA, NRP, and John Becknell, PhD.

Aarron Reinert, MA, NRP, is nationally known as a master teacher and expert in EMS leadership, management, financial viability, system design and applied best practices in rural and small-town EMS systems. Having worked in EMS for more than 29 years, Aarron is the executive director of a critical care ALS ambulance

service in a suburban, rural and super rural region of Minnesota and Wisconsin. Aarron understands the unique challenges facing small-town ambulance and first-response services. Using such tools as the Balanced Scorecard, Aarron helps ambulance services build organizations that recognize the necessary balance between finance, customer service, employee/volunteer satisfaction and community awareness. Aarron's recognized understanding of current EMS issues led to his appointment as chairperson of the National EMS Advisory Council by the U.S. Secretary of Transportation. Aarron continues to be in demand as an EMS management consultant and lecturer.

John Becknell, PhD, is an accomplished project leader, facilitator and researcher. John is a community and organizational psychologist and has been involved in EMS for 33 years. He has worked as an EMT, paramedic, educator, manager and consultant. He is the founding publisher of *Best Practices in Emergency Services* and the former editor-in-chief of *The Journal of Emergency Medical Services (JEMS)*. He has served on numerous national projects and provided the conceptual design for the *National EMS Workforce Agenda for the Future* (2009). John has been involved in EMS system development in North America, the Middle East and Central America. He is the author of several books and has been published in numerous journals and trade magazines on emergency services administration, management and workforce. John holds a doctorate in psychology with an emphasis on social and community psychology.

SafeTech Solutions prohibits discrimination in employment, projects, educational programs and activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. SafeTech Solutions also affirms its commitment to providing equal opportunities for all in its projects and work. For additional information, contact John Becknell or Aarron Reinert.

IV. Budget

The total cost for this project is \$30,000. These costs include:

- Project development and planning
- Development of a work plan
- Gathering of quantitative data
- Identifying and contacting key informants
- Site visits to Tower, Montana, and the surrounding area
- Meetings and interviews with key informants
- Analysis of data findings
- Development of report
- In-person presentation of findings
- All travel expenses for consultants

Total cost of project

\$30,000

Upon acceptance of this proposal, Safetech Solutions will request that Tower Ambulance Service sign an agreement stipulating start and completion dates, fees and payment schedule.

V. References

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SafeTech Solutions

Final Report

**ASSESSMENT
OF
EMERGENCY MEDICAL SERVICES
IN
JOHNSON COUNTY, WYOMING**

February 2020



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Executive Summary

As operating today, Emergency Medical Services (EMS) in Johnson County, Wyoming, appears to be sustainable long term. Of special note, several components of the system should be considered as best practices for ensuring the sustainability of a low volume EMS system. Also, of note is the dependence of the system on public support. Over three-quarters of the system's operational resources come from some form of public dollars. Viewed through a positive lens, this lends the belief that, as validated by public comments, the community is willing to invest in their EMS system. Viewed through a lens of concern, this reliance could raise concerns for sustainability of the EMS system if the resource decreases, such as a change in valuation of a mil or a community that chooses to invest less in the EMS system.

The EMS system in Johnson County, like EMS systems across Wyoming and the nation, is facing challenges that could best be described as the convergence of several storms, i.e., the perfect storm. First, volunteerism across the area, across the state, and across the nation is declining at an alarming rate. Second, the regionalization of healthcare is demanding more and more patients be transported further distances, resulting in ambulance services already under strain from staffing issues needing to ask more of their personnel. Third, the ever-increasing cost of providing EMS along with the ever-decreasing reimbursement for services result in limited financial resources available to maintain and grow EMS organizations.

Early on, Johnson County, Wyoming, recognized the importance of EMS to the community and how a systems approach could aid in the long-term sustainability of EMS in their county. The Johnson County Rural Health Care District (JCRHCD) has many roles in the EMS system in Johnson County, such as advocating for EMS and accounting for the public dollars spent on EMS. Due to the role of accounting for public dollars and the role of contract holder with Buffalo EMS, JCRHCD has at times found itself in disagreement with Buffalo EMS. Interviews with community members, those involved in the JCRHCD board, and those directly providing the out-of-hospital care in Johnson County revealed challenges the two parties are facing — challenges that, left unattended, could jeopardize the entire EMS system the area has become so dependent on over the past decades.

In Buffalo, the use of tax dollars in partnership with a private business has provided benefits to the community by sharing the costs of providing EMS and ensuring the need for full-time employees is met with competitive living wages. However, others view the use of public dollars without full transparency as unacceptable. Interviews in Buffalo found this to be the primary issue that is dividing the citizens on the topic of EMS. This disagreement and the community's impression that they need to side with one party or the other has the potential to jeopardize the major source of system funding — community tax dollars.

In Kaycee, the JCRHCD demonstrated inspired leadership when it made the investment in a leadership position to assist the organization as it manages the

challenges associated with finding and keeping volunteers. Unlike most rural, volunteer EMS organizations of its size, Kaycee EMS is not only surviving, it is thriving. While it continues to struggle with finding and keeping people, it is not due to its equipment, culture, or leadership. On the contrary, the culture was found to be warm and inviting, the facilities and equipment were excellent and spotless, and the leader was prepared, thoughtful, and excited for the future. This investment of leadership should be considered as a best practice by other rural EMS organizations.

Buffalo EMS provides a creative and innovative model to provide two regularly staffed ambulances, with the ability to surge two additional ambulances with full-time personnel earning competitive living wages. This is done through a unique partnership with another owned business, where part of the labor cost is carried by Buffalo EMS and reimbursed through JCRHCD and part is carried by the other business. Equipment, facilities, and personnel were found to be adequate and meeting the needs of the community and EMS system. The desire for transparency of the costs reimbursed by JCRHCD has been, and continues to be, a source of tension between the organizations (Buffalo EMS and JCRHCD). This tension is known by the community and is often played out through public and social media.

An external assessment provides an opportune time to discuss the expectations of the board, the ambulance providers, the communities, and ultimately the taxpayers of Johnson County. To assist, SafeTech Solutions has identified seven recommendations outlined here and explained in greater detail in the following pages. These recommendations are:

1. Create a community-wide shared vision for EMS.
2. Resolve disagreements between Rural Health Care District and Buffalo EMS.
3. Rural Health Care District and Buffalo EMS should jointly develop a new contract.
4. Unblend finances and operations between Rural Health Care District and Buffalo EMS.
5. Maximize current revenues.
6. Continue to invest in Kaycee EMS.
7. More deeply understand and accept the true needs of the current EMS system.

I. Introduction & Methodology

SafeTech Solutions, LLP was contracted by the Wyoming Office of Emergency Medical Services (EMS) to conduct an assessment of the EMS system in Johnson County, Wyoming. The system has three major components: the Rural Health Care District, Buffalo EMS, and Kaycee EMS. SafeTech Solutions is an EMS consulting firm with extensive expertise evaluating EMS organizations and assisting in the development of rural ambulance services and systems. SafeTech Solutions has worked with rural Wyoming EMS agencies for many years through its EMS Leadership Academy and previous assessments throughout the State of Wyoming.

The goals of the Johnson County assessment were to:

- Evaluate the sustainability, reliability, and long-term survivability of EMS in the combined areas from a systems approach;
- Look for system components that are working well; and
- Make recommendations for change and improvement that would aid in the long-term sustainability, reliability, and survivability of EMS in Johnson County.

Note: Each individual ambulance service was not assessed in detail; rather, they were evaluated with an eye toward how the system operates and what areas strengthen or jeopardize the system's long-term sustainability, reliability, and survivability of EMS in Johnson County.

The scope of the assessment was limited and was not an audit of operations, finances, or clinical performance. Air medical service was not part of the assessment. All data was provided by the services themselves; SafeTech Solutions attempted to validate the information and, when needed, asked for supporting data to validate or invalidate the data provided.

Methodology

SafeTech Solutions' assessment team used a process of inquiry and investigation that capitalizes on the firm's extensive understanding of rural EMS systems. Its principals gathered quantitative and qualitative data through research, site visits, interviews, and, as needed, community meetings. Two consultants visited Johnson County to review documents and data, conduct interviews, and assess operations. In addition to broadly evaluating the ambulance organizations (organizational structure, leadership, and operations).

Over forty hours of in person and phone interviews we conducted. These interviews included three county commissioners, five members of the Johnson County Rural Health Care District Board, ten individuals representing Buffalo EMS, six individuals representing Kaycee Ambulance Service, three representatives of Wyoming Life Flight, law enforcement officials from Johnson County Sheriff's department, Buffalo Police Department and communication center, Wyoming State Patrol, eight

individuals including clinical and executive leaders from Johnson County Healthcare Center, elected officials from Kaycee and Buffalo Wyoming, local fire department and fire district leaders, and twelve community residents, including the Governor of Wyoming

SafeTech Solutions paid special attention to the social, economic, demographic, cultural, and political issues in the wider area, carefully analyzing data and making its recommendations based on industry best practices, as well as what is meaningful, measurable, and actionable. This report summarizes the findings, key observations, and recommendations for the EMS system in Johnson County, Wyoming.

To the best of SafeTech Solutions' abilities, the data has been verified and validated and believed to be materially correct as presented by the leaders of the current system.

II. Overview of Johnson County, Wyoming

Johnson County, Wyoming, sits in the upper North Central part of the state of Wyoming. Originally created in 1875 and named Pease County after Dr. E.L. Pease, it later was renamed Johnson County after Cheyenne attorney E.P. Johnson in 1879.¹

The plains, foothills, and mountains that make up Johnson Country were the site of a variety of events over its early history, including tensions between rival tribes of plains horsemen, attacks by Native Americans on wagon trains and forts, and the rise of the cattle barons that coincided with the decline of open-range cattle empires.²

A major historical event in the area was the Johnson County War, which took place from 1889 to 1893. This war erupted between area cattle companies and small stock growers.³ The cattle companies claimed the area settlers were engaging in cattle rustling, a serious crime. In actuality, the settlers were in competition with the cattle companies for land, water rights, and livestock in the area.⁴

The ranchers hired gunmen to invade the county, which in turn aroused the ire of the locals and caused trouble for the settlers living there. Eventually, the actions of the hired guns forced state lawmen to bring in the United States Cavalry in an attempt to put a stop to the fighting.⁵

A part of the Powder River Country, electricity didn't reach the more rural areas of Johnson County until the late 1940s. In reality, early attempts to bring electricity to the region failed as the demand for power was few and far between. With the development of oil fields in the area, this demand did increase. It would take roughly 20 years for the Tri-County Electric Association (TCEA) to become a success.⁶ The coal boom in the late 1960s and early 1970s all but assured TCEAs success as the growth from supplying power to the coal mines in the region also brought in thousands of area residents as customers.⁷

As the region moved into the 21st century, oil and gas operations in the area raised the tax assessment to more than \$1 billion. This led to a dramatic increase in public

¹ "The Origin of Certain Place Names in the United States" (Google Books):
<https://books.google.com/books?id=9V1IAAAAMAAJ&pg=PA169#v=onepage&q&f=false>

² "Johnson County, Wyoming" (The Wyoming State Historical Society): <https://www.wyohistory.org/encyclopedia/johnson-county-wyoming>

³ "No Duty to Retreat: Violence and Values in American History and Society" (Oxford University Press):
<https://web.archive.org/web/20070929121632/http://www.oup.com/us/catalog/general/subject/HistoryAmerican/Cultural/?view=usa&ci=9780195045109>

⁴ *ibid*

⁵ *ibid*

⁶ "Our History" (Precorp.coop): <http://precorp.coop/overview>

⁷ *ibid*

infrastructure projects, such as water and sewer, new schools, and the most up-to-date courts, jail, and law-enforcement buildings.⁸

This investment in the infrastructure of Johnson County led to the area having some of the best schools in the region, especially in the county seat of Buffalo. Johnson County also offers area residents some of the best in medical care at the Johnson County Healthcare Center in Buffalo, which is a part of the Johnson County Hospital District.

Cities and towns in Johnson County, Wyoming, include:

Buffalo

The city of Buffalo, which serves as the county seat of Johnson County, has seen an economic boom in recent years as a result of, in part, the increase in production of methane related to the coal bed methane-extraction process used throughout the Powder River Basin. In addition to energy production driving the economy, Buffalo has also seen an increase in tourism at the many recreational areas near the city, and it has always relied on agriculture as a part of its economy. This includes generational ranchers who raise sheep and cattle in the surrounding hills and plains.

Kaycee

Smaller than Buffalo to the north, the town of Kaycee hosts a museum dedicated to preserving the rich history of the region pertaining to cattle ranching, including the history of the Johnson County War. Similar to Buffalo, Kaycee offers easy access to area wildlife resources and recreation. In addition, the town also relies heavily on agriculture and mineral exploitation as a big part of its economy.

Summary of Johnson County, Wyoming

The Johnson County region offers unfettered access to nearby recreational areas for area residents, as well as a growing tourist population. The population of the area also sees a boost with the annual Johnson County Fair, held at the Johnson County Fairgrounds. This growing tourism trade presents exceptional challenges and opportunities when it comes to out-of-hospital EMS.

The Land

Johnson County, Wyoming, is comprised of 4,175 square miles. Of that, roughly 4,154 square miles is land and the other 20 square miles is water.⁹ The geography in Johnson County varies from high elevations in the west to sagebrush plains in the east. The Bighorn Mountains in the west reach an elevation of 13,167 feet at their highest point. The eastern part of Johnson County is made up of the Powder River

⁸ "Johnson County, Wyoming" (The Wyoming State Historical Society): <https://www.wyohistory.org/encyclopedia/johnson-county-wyoming>

⁹ https://www2.census.gov/geo/docs/maps-data/data/gazetteer/counties_list_56.txt (U.S. Census)

Basin, which has an elevation of around 3,670 feet¹⁰ and runs from Northeast Wyoming to Southeast Montana.

The main waterway in Johnson County is the Powder River to the north, which is fed from small streams originating from the Bighorn Mountains. The three forks of the Powder River meet near Kaycee in the foothills of the Bighorn Mountains to the west, before flowing north into the adjacent state of Montana, eventually meeting up with the Yellowstone River. The area also contains many lakes and reservoirs that further feed the Powder River on its way to the north.

The northwestern part of Johnson County is occupied by Bighorn National Forest, which also contains the Bighorn Mountains and the foothills that surround them. Regardless of the higher elevations in the northwest, most of the county is rolling prairieland, which makes it perfect for raising livestock.

Only about 19% of the land in Johnson County is public land, 9% is state-owned land, and 12% of land is in the Bighorn National Forest. Roughly 60% of the land in the county is privately owned.¹¹



Source: [Wikimedia](#)

The highest demand for public lands in Johnson County is for use as right-of-ways for pipelines that serve the oil industry in the region, power lines, and roadways used for the development of energy minerals in the county.¹²

Transportation

Johnson County, Wyoming, has over 550 miles of county roads. The county is divided by Interstate 25 from the south, which intersects Interstate 90 at Buffalo, Wyoming. Interstate 90 comes in from the east and exits the county into Sheridan County to the north. Other major roadways in Johnson County, Wyoming, include U.S. Highway 16, which enters the county from Bighorn County to the west before passing through Buffalo and heading to the north, where it passes into Sheridan County.

State Road 191 branches off from U.S. Highway 16, heading south through Hazleton before connecting with Kaycee from the west. From Kaycee, State Road 1002 heads

¹⁰ "New Johnson County Land Wars" (WyoFile): <https://www.wyofile.com/new-johnson-county-land-wars/2/>

¹¹ "Wyoming Land Use Decisions: Western Powder River Basin Area" (Google Books): <https://books.google.com/books?id=gpMXDv1oyJoC&pg=PA7&lpg=PA7&dq=percent+of+land+in+johnson+county,+wy+which+is+public+land&source=bl&ots=A10vmjEYae&sig=ACfU3U1NndJFmcyGrwhnHHopxCQWk-BVQ&hl=en&sa=X&ved=2ahUKEwizmeSG3K71AhU0v54KHSyZDsYQ6AEwBXoECAkQAQ#v=onepage&q=percent%20of%20land%20in%20johnson%20county%2C%20wy%20which%20is%20public%20land&f=false>

¹² *ibid*

east and then turns sharply to the south, passing through Sussex and Linch, before entering Natrona County to the south. In addition, State Road 196 connects Buffalo to Kaycee in the south of the county. And while it is not known how many vehicle miles per capita there are on Johnson County roads, the county's close proximity to area National Parks does increase the flow of tourists, as well as residential traffic.

Johnson County has one main airport located to the northwest of the city of Buffalo. The airport has no control tower, but it does have two runways — one is 6,143 feet in length, and the other is 1,872 feet long. The airport gives travelers access to the nearby Bighorn National Forest. And while the airport usually only handles single-engine aircraft, it does handle about 100 aircraft operations per week.¹³

Land Use, Tourism & Industry

Land use in Johnson County is predominantly in the areas of agriculture and the exploitation of minerals, mainly oil and gas.¹⁴ In addition, residents and visitors can engage in hunting, fishing, and other recreational activities. The livestock raised in the county consists primarily of cattle, with some sheep also raised, primarily for their wool, especially around Buffalo.¹⁵

Like the rest of the state of Wyoming, one of Johnson County's main agricultural products is hay and alfalfa, which is used in part to help feed the large cattle population in the area.¹⁶ While oil and other minerals are exploited in Johnson County, the main production lies in gas, with a vast majority located in the eastern

¹³ AirNav.com: <https://www.airnav.com/airport/KBYG>

¹⁴ "Johnson County Comprehensive Land Use Plan" (johnsoncountywyoming.org): http://www.johnsoncountywyoming.org/jcco/wp-content/uploads/2017/09/jc_land_use_plan_mar05.pdf

¹⁵ "Our Ranchers" (Mountain Meadow Wool): <https://mountainmeadowwool.com/pages/our-ranchers>

¹⁶ "Wyoming Agricultural Statistics 2018" (nass.usda.gov): https://www.nass.usda.gov/Statistics_by_State/Wyoming/Publications/Annual_Statistical_Bulletin/WY-2018-Bulletin.pdf

part of the county.¹⁷ Outside of gas and oil, the top mineral commodities in Johnson County include uranium, manganese, and gold.¹⁸

Tourism is also a growing industry. The area's rich history and proximity to various National Forests makes it a prime stop for travelers seeking the beautiful rolling plains of the Old West. The area museums and its connection to the Wild West make Johnson County a favorite spot for travelers from both near and far.¹⁹

Other major businesses in Johnson County include the healthcare industry. The largest healthcare employer in Johnson County is the Johnson County Healthcare Center in Buffalo, which is a part of the Johnson County Hospital District. In addition, other areas of high employment in Johnson County include management, office, and administrative support occupations.²⁰



Source: Ghosttowns.com

The People

The most recent data from the U.S. Census Bureau for Johnson County, Wyoming, has the population at 8,460.²¹ This is a reduction of 109 from 2010 census numbers, or a 1.3% decrease.²² The majority of residents in Johnson County live in traditional family households, which contain at least two or more people. Of those households, 71.9% are owner-occupied. Roughly 1,200 people live alone.²³

Of the 8,460 people who live in Johnson County, 91.6% are white, 2.1% are of Hispanic or Latino descent, and 6.3% are of mixed or other racial heritages.²⁴

¹⁷ "Oil & Gas Activity in Johnson County, WY" (shalexp): <https://www.shalexp.com/wyoming/johnson-county>

¹⁸ "Mining in Johnson County, Wyoming" (Diggings): <https://thediggings.com/usa/wyoming/johnson-wy019>

¹⁹ "Johnson County Tourism Association" (Ultimate Wyoming): <http://www.ultimatewyoming.com/businessdirectory/buspages/sec5/JohnsonCnty.html>

²⁰ "Economy" (Data USA): <https://datausa.io/profile/geo/johnson-county-wy#economy>

²¹ U.S. Census Bureau: <https://www.census.gov/quickfacts/johnsoncountywyoming>

²² *ibid*

²³ "Household Types in Johnson County, Wyoming" (Statistical Atlas): <https://statisticalatlas.com/county/Wyoming/Johnson-County/Household-Types>

²⁴ "Race and Ethnicity in Johnson County, Wyoming" (Statistical Atlas): <https://statisticalatlas.com/county/Wyoming/Johnson-County/Race-and-Ethnicity>

Communities in Johnson County include the city of Buffalo and the town of Kaycee. Smaller, unincorporated communities in the county include Hazelton, Linch, Saddlestring, and Sussex.

Roughly 56% of the population of 8,460 live in one of the two incorporated towns. The other 44% of the population lives within the unincorporated areas of the county. Most of the population is centered around the city of Buffalo, which sits toward the north end of the county at the junction of Interstates 25 and 90.

Johnson County, Wyoming's Incorporated Town Populations

Town	Population	Square Miles
Buffalo	4,465	4.48
Kaycee	290	0.45
TOTAL	4,755	

Source: *U.S. Gazetteer Wyoming Home Town Locator* (All figures are as of 2019)

The residents of Johnson County are primarily working-age adults ranging from 20 to 64 years of age, with a median age of 45 years old. The population also includes approximately 2,100 children and roughly 1,700 elderly individuals (aged 65 and older).²⁵

The population in Johnson County sees an influx of tourists from around the country each year. Tourism and travel-related spending in Johnson County totaled \$52.4 million in 2017 alone²⁶, with visitors to the area seeking the area's connection to the history of the Old West. This increase in the population must be included when

²⁵ "Age and Sex in Johnson County, Wyoming" (Statistical Atlas): <https://statisticalatlas.com/county/Wyoming/Johnson-County/Age-and-Sex>

²⁶ "Longmire Days a Boon for Buffalo" (Buffalo Bulletin): http://www.buffalobulletin.com/opinion/columns/article_ddc06cae-9b2f-11e8-99ed-a7387ba1078d.html

considering the emergency medical resources needed, especially since tourists tend to use local EMS resources when away from home.

Overall, the state of Wyoming projects the population in Johnson County to increase from its current levels of 8,460 to 8,880 by 2030. This increase in population would likewise increase the demands on the county's EMS system.

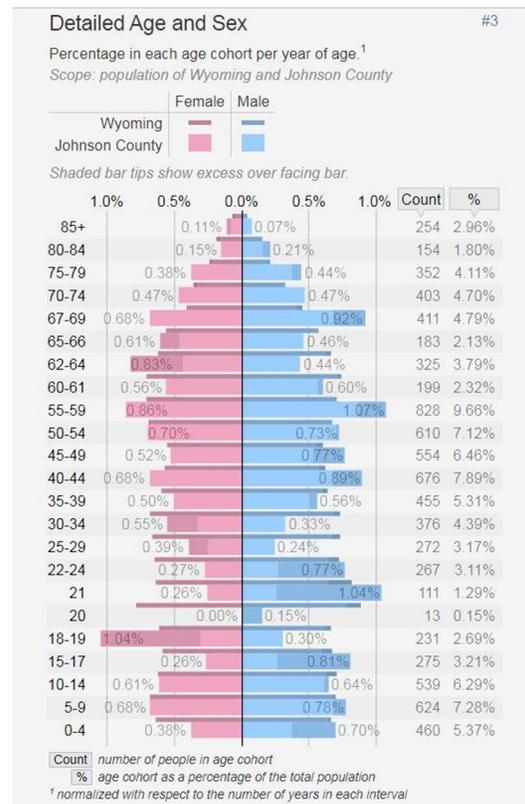
The Economy

The median household income in Johnson County, Wyoming, as of 2017, is \$52,415. This is a decline of 3.99% from the previous year's total of \$54,594.²⁷ This equates to about \$8,000 less than the median income in the state of Wyoming as a whole.²⁸ The largest share of households, 15.9%, had an income ranging from \$75,000 to \$100,000 a year. Around 16% of households reported an income greater than \$100,000.²⁹

The number of individuals below the poverty rate in Johnson County, Wyoming, sits right at 9.9%.³⁰ This is actually lower than the state rate of about 11%³¹ and an increase from 8.2% in 2010.³²

As of August 2019, the unemployment rate in Johnson County was 3%.³³ This is down from 2009 levels when it was at 9.5%.³⁴

The residents in Johnson County who have health insurance is at 85%,³⁵ and of those, roughly 46% have employer-provided healthcare.³⁶



Source: [Statistical Atlas](#)

²⁷ "Household Income" (Data USA): <https://datausa.io/profile/geo/johnson-county-wy#housing>

²⁸ "Wyoming" (Data USA): <https://datausa.io/profile/geo/wyoming>

²⁹ "Housing" (Data USA): <https://datausa.io/profile/geo/johnson-county-wy#housing>

³⁰ "Johnson County" (Data USA): <https://datausa.io/profile/geo/johnson-county-wy>

³¹ "Wyoming" (Data USA): <https://datausa.io/profile/geo/wyoming>

³² "U.S. Census Bureau, American Community Survey" (U.S. Census Bureau): <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

³³ "Unemployment Rate in Johnson County, WY" (FRED Economic Data): <https://fred.stlouisfed.org/series/WYJOHN9URN>

³⁴ *ibid*

³⁵ U.S. Census Bureau: <https://www.census.gov/quickfacts/johnsoncountywyoming>

³⁶ "Health Care Coverage" (Data USA): <https://datausa.io/profile/geo/johnson-county-wy#health>

III. Overview of Johnson County, Wyoming, EMS System

The following is a general overview of the EMS system in Johnson County, Wyoming. Any specific differences found between the operational sites located in Buffalo and Kaycee will be identified in detail below.

Call Taking, Dispatch & Communications

Both organizations are dispatched by the Buffalo Police Department, which serves as the Johnson County 911 Public Safety Answering Point (PSAP). Interviews with representatives of the PSAP reflected no concerns with lack of response by either Buffalo or Kaycee.

Today, dispatchers are not trained in Emergency Medical Dispatch and provide no pre-arrival instructions to 911 callers. Dispatchers do track call-specific times for the responding ambulance crews and provide call information sheets, which are printed at the station for the responding crews.

Efforts across the state to move to WyoLink have not been fully embraced by Johnson County. Reasons for this were described in a variety of ways and included concern over financial obligations for initial startup, as well as continued maintenance fees and coverage issues when traveling away from the interstate highways. Very High Frequency (VHF) communication remains the primary communication system for the majority of the emergent and non-emergent needs, with the exception of communications with the Wyoming State Patrol.

First Response

Emergency Medical Responders are limited across Johnson County. With two fire departments covering the county — Buffalo Fire covering the northern half and Powder River Fire District (Kaycee) covering the southern half — resources are limited. Fire departments will send assistance for motor vehicle crashes or other traumatic events when extrication may be needed.

Johnson County Sheriff's Department will respond to all calls if they are available and close to the call. Buffalo Police will also respond to emergency calls in the City of Buffalo if available. Law enforcement has limited equipment available to them. Buffalo Police Department has applied for grants to place Automatic External Defibrillators (AEDs) in the squad cars.

Ground Ambulance Service

Johnson County has two ambulance stations. Kaycee is a facility owned by the JCRHCD, and Buffalo is a leased facility on the grounds of Harness Funeral Home. Kaycee houses two ambulances, and Buffalo houses four ambulances.

Geographically, Buffalo and Kaycee cover approximately 2,000 square miles each. Population served varies significantly, with Buffalo covering approximately 7,000 people (or 83% of the county's population) and Kaycee serving approximately 1,400 people (or 17% of the county's population).

Chute times (time of notification of the emergency call until time crew is in the ambulance responding as self-reported by the agencies) for Kaycee were reported to be 5 minutes, on average, during the daytime and up to 7 minutes during the night. Chute times for Buffalo were reported to be within 2 to 3 minutes during the day and slightly longer during the night.

Buffalo and Kaycee also provide mutual aid for each other. Other mutual aid service for Kaycee is provided by Midwest, a community located 35 miles southeast of Kaycee in Natrona County. For Buffalo, it primarily comes from Sheridan, a community located 25 miles to the northwest in Sheridan County.

Kaycee does not provide interfacility transports, as there is not a hospital in their response area. Buffalo does a number of interfacility transports. These requests are addressed outside of the duty roster and do not affect the service's ability to maintain coverage for the emergent needs of the area.

Air Medical Service

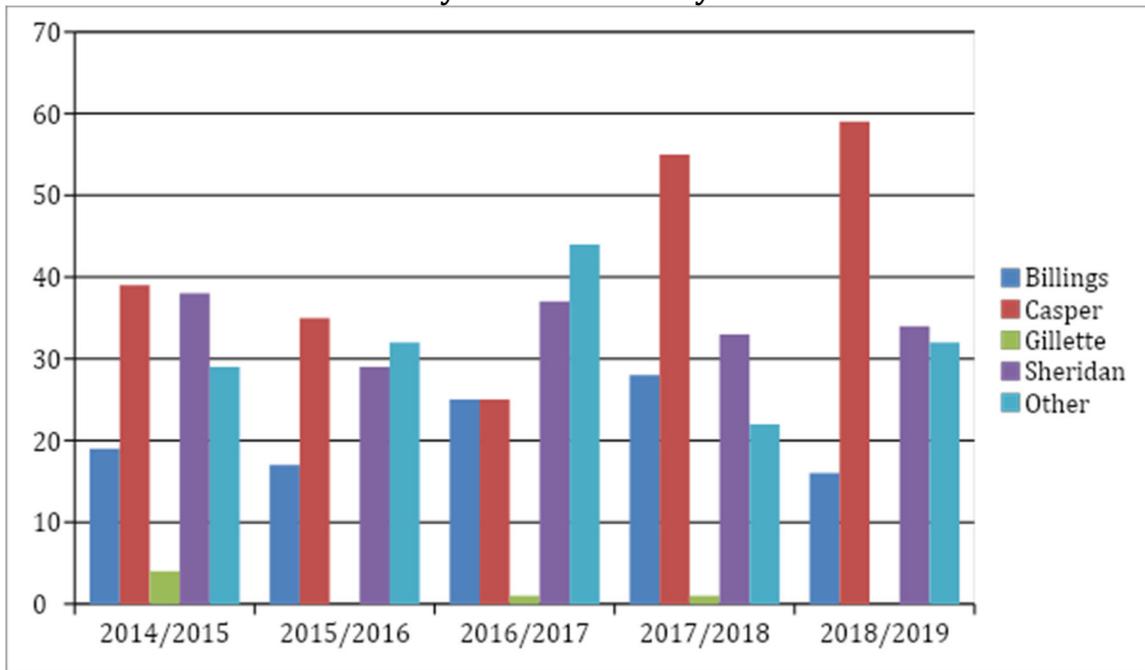
Air ambulance service, primarily in the form of rotor-wing (helicopter) service, is available in the region. Kaycee utilizes air ambulance response to scenes approximately 10% of the time. Buffalo generally does not utilize air ambulance response to scenes as often as does Kaycee, likely due to their proximity to a hospital. Air ambulance utilization in Buffalo is primarily limited to interfacility transports between hospitals.

Receiving Facilities & Other County Healthcare Resources

For Kaycee, 60–70% of patients transported are taken from the scene to facilities in Casper, Wyoming. The remaining percentage of transported patients are brought to Johnson County Healthcare Center in Buffalo.

For Buffalo, a very high percentage of all transports from scenes are brought to Johnson County Healthcare Center in Buffalo. Only an occasional patient is taken from the scene to a facility in Sheridan.

Interfacility Transfer Activity for Buffalo



Mobile Integrated Health

Currently, there is no functioning Community Paramedic or Mobile Integrated Health program operating within Johnson County.

EMS Education

A branch of Sheridan College is located in Buffalo, and EMS education is available through this facility. Continuing education is provided from within the service. Resources from external agencies, such as regional medical centers, air medical services, and other organizations, are utilized frequently.

EMS System Oversight

In Buffalo, JCRHCD holds a Professional Services Agreement with Buffalo EMS, a private for-profit organization. This agreement has been in place for a number of years with minor modifications since its inception. Oversight of Buffalo EMS is limited to what is outlined in the Agreement.

In Kaycee, the service director and assistant director are employees of the JCRHCD and report monthly to this body. Attendance is expected by the Kaycee director at all JCRHCD meetings, and performance reports are provided to include run volumes, response times, and other operational and site-specific related information. Revenue information is not provided as it is not available to the Kaycee director.

Both organizations report regular interaction and support from their medical director. The medical director attends quarterly meetings in Kaycee and has

frequent interactions with leadership from Buffalo. Both services did comment on how there is no formal Quality Assurance/Quality Improvement plan in place. Both felt this would strengthen the relationship with the medical director and enhance patient care. Receiving facilities commented favorably on the quality of the care provided by both EMS organizations.

How the EMS System Operates Today

Business-level systems for JCRHCD are primarily addressed through the Buffalo EMS office. Electronic patient care reports are processed by this office for both the Buffalo EMS service and Kaycee EMS and then submitted to an external billing agency. All correspondence between the external billing agency and JCRHCD is done through a designated person at Buffalo EMS, who also serves as an employee of the JCRHCD, overseeing the business operations of the joint ambulance operations. The relationship with the external billing agency is relatively new. Enhanced reporting is expected to be available through this agency over time as history is deepened between JCRHCD and this vendor.

All patient care accounting, report aging, and other business-related activity is addressed via this process. An annual audit is completed with a summary report delivered to the JCRHCD board. All accounting is completed and reports are written under the Johnson County EMS umbrella, not specific to Kaycee EMS or Buffalo EMS.

Long-term budget forecasting for replacement of current capital equipment or new purchases to enhance operations was not disclosed. Budget information shared reflected performance against current year's allocation only.

System Overview

Operational Resources

Calls (calendar 2018)	1044
Emergency	912
Transfers	132
Employees	37
Kaycee	12
Buffalo	25
Vehicles	6
Kaycee Ambulances	2
Buffalo Ambulances	4
Regularly Staffed Amb's	3
Kaycee Amb's	1***
Buffalo Amb's	2****

*** Generally no call schedule
 **** Can surge 4 ambulances

Financial Resources (fiscal 2018/2019)

Net Transport Revenue	\$295,685.37
Total Expenses	\$1,297,792.74
Net Revenue	(\$1,002,107.37)**
Salary Cost	\$719,144.57
Non-salary Expenses	\$578,648.17
Cost per Call	\$1,243.10
Revenue per call	\$283.22
Gain or loss	(\$959.87)
CDs	\$1,491,136.85
Checking Account	\$130,937.40
Total Reserves	\$1,622,074.25

* June/July Fiscal Year
 ** Without accounting for public financial support



Call Volume Trends



	2014	2015	2016	2017	2018
911	697	775	787	907	912
Transfers	107	107	98	112	132
Total	804	882	885	1019	1044



System Finances

	2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
Net Transport Revenue	\$168,970.03	\$213,051.19	\$223,843.86	\$182,026.73	\$295,685.37
Total Expenses	\$996,851.07	\$957,975.81	\$999,737.50	\$1,039,387.11	\$1,297,792.74
Net Revenue	(\$827,881.04)	(\$744,924.62)	(\$775,893.64)	(\$857,360.38)	(\$1,002,107.37)
	2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
Salary costs	\$593,675.36	\$598,818.50	\$613,314.12	\$647,379.59	\$719,144.57
Operational costs	\$403,175.71	\$359,157.31	\$386,423.38	\$392,007.52	\$578,648.17
Total Costs	\$996,851.07	\$957,975.81	\$999,737.50	\$1,039,387.11	\$1,297,792.74
	2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
Cost per call	\$1,239.86	\$1,086.14	\$1,129.65	\$1,020.01	\$1,243.10
Revenue per call	\$210.16	\$241.55	\$252.93	\$178.63	\$283.22
Net difference	(\$1,029.70)	(\$844.59)	(\$876.72)	(\$841.37)	(\$959.87)
	2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
CDs	\$589,197.74	\$592,339.90	\$594,075.44	\$597,999.54	\$1,491,136.85
Bank of America	\$1,981,406.45	\$2,364,852.01	\$1,784,032.06	\$1,441,810.48	\$130,937.40
Total Reserves	\$2,570,604.19	\$2,957,191.91	\$2,378,107.50	\$2,039,810.02	\$1,622,074.25



IV. Key Findings

1. As operating today, both Buffalo EMS and Kaycee EMS appear to be sustainable long term.

The EMS system in Johnson County is providing a stable and viable solution to meet the needs of the citizens in the area of EMS. Forward thinking by leadership and support from the community has established a foundation to continue to build on for years to come. By combining the strength of three organizations and leading EMS within the county as a system, Johnson County has created several examples of best practices.

2. EMS is a vital and desirable element of healthcare and quality of life.

In all interviews conducted as part of this assessment, it was clear that EMS is a desired and expected component of life in the Johnson County community. The interviews reflected a true appreciation not only for the service, but for the people providing this care — both volunteers and paid employees.

3. EMS has always been and continues to be highly subsidized.

As demonstrated in the true cost of EMS charts and calculations below, the largest single source of subsidy to EMS in Kaycee is the donated labor provided by volunteer staff. The value of the labor — i.e., not having to pay full-time personnel costs — provides a significant financial savings to Kaycee EMS and the community as a whole. As finding and keeping volunteers becomes more and more difficult, replacing the donated labor will require larger and larger financial resources. These financial resources can take on many forms, such as community financial support, greater patient revenue, or the combination of both.

Determining True Labor Costs

2 people
 24 hours a day
 365 days a year
 24.60 value of volunteer hour in WY
 1 truck

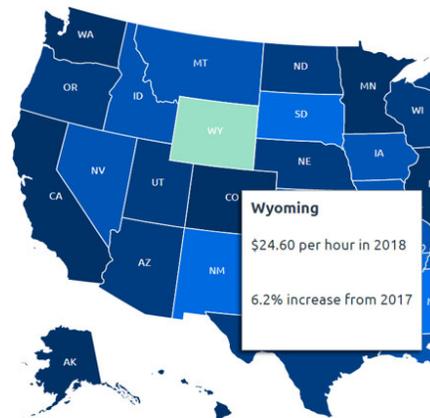
\$430,992 cost per truck per year

\$24.60 breaks down to:

- \$16.48 hourly wage
- \$8.12 hourly benefit

National fulltime comparisons per year

- 1 ALS Ambulance: \$1 to 1.2 Million
- 1 Intermediate Ambulance: \$750,000
- 1 BLS Ambulance: \$500,000



Labor Costs Accounting for Donated Labor



	2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
Salary costs	\$24,793.44	\$27,986.49	\$32,115.71	\$42,324.33	\$112,534.24
Donated labor	\$406,198.56	\$403,005.51	\$398,876.29	\$388,667.67	\$318,457.76



This subsidy can also be seen when you view the revenue generated by patient transports versus the total cost of the system as operating today. In fiscal year 2018/2019, the system generated \$295,685.37 in patient revenue but had net operating expenses of \$1,297,792.74. The difference between expenses and revenues is made up by community support in the form of tax dollars. Only 23% of the system costs come from revenue generated by patient transports. If you consider the true costs of the system by accounting for the volunteer labor, only 18% of the system resources come from revenue generated by patient transports. Said differently, 82% of the system is subsidized by either tax dollars or volunteer labor.

4. The model of using shared services/roles to provide full-time employment with living wages should be considered as a best practice for rural EMS.

In rural and remote EMS agencies responding to less than 1,000 runs annually, finding financial resources to employ full-time staff who then have the ability to immediately respond to emergent requests for service 24/7 is typically not common but almost always needed. Often, the run volume is too large to support finding and keeping volunteers, but the run volume is often too small to generate the financial resources needed to employ and retain full-time staff. In the system deployed today in Buffalo, Buffalo EMS has augmented the funding received from JCRHCD under their contract to enable

them to both provide full-time employees to the ambulance service while also providing competitive pay and benefits. By approaching the business model in this fashion, full-time employees are available for the ambulance service with the true cost of these employees being shared by other businesses.

5. The investment in full-time leadership, as a first step in transitioning from all volunteer, should be considered as a best practice for rural EMS.

Finding and keeping volunteers in smaller communities is a challenge being faced across the country. On the surface, this challenge appears to be about recruitment and retention, but a deeper study reveals that the factors affecting whether individuals join organizations and stay, leave them, or never join them in the first place is leadership. Study after study continues to support the role that leaders play in creating, fostering, and advancing cultures that feel fun, friendly, and family like, while maintaining high accountability. The investment JCRHCD made in placing full-time leadership in Kaycee demonstrates not only the commitment to healthcare in the community, but a recognition that full-time leadership is required to lead rural and remote EMS organizations during these trying times.

6. Leading EMS as a system, in this case through a healthcare district board, should be considered as a best care practice for rural EMS.

As an elected board of directors, JCRHCD is representative of the communities and has the responsibility to assure the emergency medical needs of the citizens are met, while at the same time being fiscally responsible with the tax dollars allocated to support these efforts. As designed today, the system has reporting and oversight capabilities, as well as the ability to advocate for additional resources if needs arise.

7. Workforce recruitment and retention is and will likely continue to be a major challenge.

Finding and keeping more of the right people is likely to be one of the greatest challenges to face either organization. This challenge is shared by EMS organizations across Wyoming and the nation. EMS recruitment and retention is facing a perfect storm of factors; these factors are shared by both full-time and volunteer organizations. Initial and ongoing training requirements are increasing for all levels of EMS practitioners. Interest in vocational careers such as EMS is decreasing. Rural communities are seeing their populations decrease as young people move away for higher-paying career opportunities, while at the same time rural community healthcare needs grow due to an aging population. Compounding all of these factors is the regionalization of healthcare, often resulting in a higher demand for long-distance interfacility transfers.

- 8. There is not consensus around the EMS contract between Buffalo EMS and the Regional Health Care District board. The lack of consensus is resulting in confusion, disagreement, high emotions, and sometimes open revolt between the parties. Individuals and the communities are feeling like they have to choose sides. This lack of consensus is ultimately bringing the sustainability of EMS in Buffalo into question.**

Of all the areas the assessment revealed, this was the most prevalent. In reviewing the Professional Services Agreement between JCRHCD and Buffalo EMS, there were no apparent violations of the agreed-upon terms. However, there were also no clear accountabilities of the contractor for reporting the use of public funds, thus fulfilling the role of JCRHCD as the stewards of the public trust. In verbal interviews, individuals were either strongly for or against one side or the other, often reporting the sense that they had to choose sides. The tension around the contract and what is or should be expected when public funds are being used is having a negative effect on the community. When three-quarters or more of the financial resources needed to operate the system comes from the public, their trust and faith in all components of the system is critical. The assessment did not reveal any concerns with patient care provided by Buffalo or Kaycee EMS; in fact, the interviews revealed positive comments toward the personalized care provided by both organizations. Several interviews revealed a deep appreciation for how clinical staff have not let the political discussions enter into the patient care delivered daily.

Moving forward, if the parties choose to continue the relationship, a clear consensus is needed among all parties. Both parties must be willing to understand the position of the other and come to a place where all can be comfortable, accountable, and provide reasonable transparency, resulting in a positive relationship and strong collaborative partnership.

- 9. The current collaboration between the two EMS organizations, through the Regional Health Care District, is strengthening each individual organization and sustainability as a whole (joint billing as an example).**

As the umbrella organization of Johnson County EMS, the steps JCRHCD has taken have proven beneficial and will continue to show positive gains in the future. Collaborations, such as joint billing, joint purchasing, and sharing of resources in office support, are all ways of not duplicating efforts and reducing overhead expenses.

- 10. When roles and space between Buffalo EMS and Regional Health Care District are blended, there can be external confusion and questions about conflicts of interest.**

JCRHCD leases office space from Buffalo EMS for clerical and bookkeeping purposes. As designed today, this space is the same space utilized by Buffalo EMS, and work completed on behalf of JCRHCD is completed by the same person who is doing this work on behalf of Buffalo EMS. Without a clear understanding of the working relationship, those not aware of the

arrangement may confuse who represents who and when they represent which organization. While no real conflict of interest was found to exist, the perception of a conflict could exist.

11. The practice at Johnson County Regional Health Care District to combine revenues and blended financial statements make it difficult to have a clear financial picture for EMS in the county.

As part of the assessment, efforts were made to identify financial performance of each of the services individually. Today, the district combines many items from each service, such as patient revenues. With the manner that joint accounting is being recorded today, the team was unable to differentiate expenses and revenue for Kaycee and Buffalo as standalone operations and, therefore, unable to forecast future needs or trends projected for financial needs.

12. Community support, especially financial support, is critical to EMS remaining long-term sustainable.

Tax subsidy will continue to be necessary to support EMS in Johnson County. Revenue received from patient transports and other billable events will not be able to sustain the level of care the community needs and has come to expect.

V. Recommendations

1. Create a community-wide shared vision for EMS.

Include all stakeholders in a planning process that imagines what EMS will look like in Johnson County many years in the future. For example, will there be ALS care; will Kaycee have more or fewer volunteers? How will the current collaborative model grow and strengthen by continuing to combine the strengths of each organization and eliminating duplication and inefficiency that might exist. Determine what level of EMS the community desires, how this will be financially supported, how this will be provided, and how EMS will be governed.

2. Resolve disagreements between Regional Health Care District and Buffalo EMS.

Clearly understand and accept the current contract and work collaboratively toward a new contract if there is willingness to continue the relationship. Commit to public support but private productive disagreement when issues arise. And, if needed, use a facilitator. If the desire exists, jointly develop a new agreement that balances the needs of private EMS with the accountability of the tax dollars, includes performance measurements, and considers consequences of substandard performance. Consider options if a shared resource model is not available in the future; are there financial resources and community support for a different model?

3. Johnson County Regional Health Care District and Buffalo EMS should jointly develop a new contract.

Performance measures — such as chute times, call response rates, clinical performance, and employee engagement — as well as financial stability and performance rewards for Buffalo EMS should be considered for inclusion in a new contract. Consider reviewing publicly available ambulance contract documents to determine areas not currently included that may be applicable in a new agreement.

4. Unblend finances and operations between Johnson County Regional Health Care District and Buffalo EMS.

Separate revenues and expenses, as well as profit and loss statements, for each organization. Develop an overarching budget for the district to include forecasting of future expenses (capital equipment replacement, new equipment additions, etc.). Ensure separation exists with space and personnel so no real or perceived conflicts of interest exist.

5. Maximize current revenues.

Consider rates that more closely align with expenses. Mileage rates are critically important. Evaluate reimbursement rates as compared to payer mix. Are maximum benefits being realized in each of these areas? Identify if charges are being applied to all areas that can/should be charged (i.e., for-

profit standby events). Consider how high-deductible Health Savings Accounts (HSA) impact the current policy of accepting what insurances pays, as payment in full, for county residents.

6. Continue to invest in Kaycee EMS.

Support from JCRHCD will be necessary to sustain the operation in Kaycee. This service is vital to the southern half of Johnson County and, although sparsely populated, provides the critical link necessary for time-sensitive systems of care, such as trauma and cardiac. JCRHCD should continue to plan for future staff and compensation expenses and ensure resources are available for these expenses. As there are performance standards recommended for Buffalo EMS in recommendation #2, similar performance standards should be applied to the Kaycee operation.

7. More deeply understand and accept the true needs of the current EMS System.

JCRHCD will need to continue to be forward thinking and understand needs of the current system will not be the same as the EMS system needs in the future. Changes in patient care practices, expectations of physician providers, education, and equipment are inevitable and expected. Having an engaged board in partnership with the EMS providers will assure the system is positioned to be proactive and continue to lead EMS on behalf of the citizens of Johnson County. JCRHCD also represents the community and will need to consider what is sustainable long-term, as well as what the community expects in level of care, what the community will deem financially sustainable through taxes, and where the meeting point is between the public funding of private EMS operations.



CITY OF TOWER

Job Title:	Ambulance Director	Job Category:	Emergency Services
Department/Group:	Emergency Services	Job Code/ Req#:	201-20
Location:	402 Pine Street, Tower, MN	Travel Required:	Travel Required
Level/Salary Range:	<u>Director activity</u> \$TBD/hr up to X hours per pay period No overtime without prior authorization <u>EMT activity</u> \$25.00/hr Paid Per Call \$20 Paid Per Call Post Run Tasks \$11.50/hr Duty Pay	Position Type:	Administrative
HR Contact:	Clerk/Treasurer	Date Posted:	TBD
Will Train Applicant(s):	Continuing Education required	Posting Expires:	Open until filled
External Posting URL:	External Posting URL		
Applications Accepted By:			
EMAIL: Clerk.treasurer@cityoftower.com Subject Line: Application: Ambulance Director		MAIL: Name CITY OF TOWER PO Box 576 Tower, MN 55790	
Job Description			
<p>WHY THE JOB EXISTS</p> <p>The City of Tower has provided ambulance services to the area since 1958 in the southern Lake Vermilion area. The City of Tower is a Basic Life Support service serving the City of Tower, Bois Forte Band of Ojibwe, and surrounding townships including Breitung (Soudan), Eagle’s Nest, Greenwood, Kugler, and Vermilion Lake. The Ambulance Director works performs supervisory, technical, and clerical work ensuring the service meets all statutory requirements under (MN §144E), best management practices for emergency medical services (EMS), and City of Tower policies.</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> Evaluate and implement policies and procedures in conjunction with and approval of the medical director and / or City administration, as appropriate 			



- Manage personnel matters, including but not limited to adequate staffing levels, certifications, training, non-compliance, grievances.
- Monitor inventory and order supplies and equipment, per City policy, as needed
- Coordinate with City administrative staff in preparation and execution of the annual budget
- Report to the City Council monthly (call volumes, equipment & personnel needs, other pertinent issues) and attend City Council meetings, as requested
- Attend job-related meetings and trainings, including leadership training
- Maintain licensure for service, ambulances, and equipment

• Director may perform EMT duties, at EMT pay rate, but is limited to X hours of Duty or X calls per pay period.

QUALIFICATIONS AND EDUCATION REQUIREMENTS

- Knowledge of all applicable laws/rules/ regulations related to EMS operations
- Must have the ability to exercise considerable judgment and discretion in establishing and maintaining good working relationships with public, management, and employees.
- Demonstrated leadership ability or applicable training
- Demonstrated business writing and speaking ability
- Demonstrated organization and recordkeeping ability
- Current EMT Certification from EMSRB and NREMT, with at least 1 year of EMS experience.
- Current Red Cross, or equivalent, Cardiopulmonary Resuscitation (CPR) Certification with and CPR instructor certificate or willingness to obtain certificate.
- Valid Class D driver’s license with EVOC certification
- NIHMS 100, 200, and 700 certificates
- High School Diploma or Equivalent
- MNDOT EVOC Instructor or willing to obtain
- Must have working knowledge of Windows based PC programs (Excel, Word, Outlook) and familiar with Internet and web based technologies.

PREFERRED SKILLS

EMS management experience

ADDITIONAL NOTES

Must pass a criminal background check.

BENEFITS

- Continuing Education. Paid trainings on-site, EMT training, some conferences.
- Retirement. Voluntary access to the Minnesota Public Employees Retirement Association (PERA) for Deferred Compensation Plan for Ambulance for ambulance runs. New hires must decide within 30 days of hire to participate.

Reviewed By:	Dena Suihkonen, interim Co-Ambulance Director	Date:	04/01/2020
Approved By:	Name	Date:	Date



CITY OF TOWER

Last Updated By:	Victoria Ranua, Clerk/Treasurer	Date:	3/24/2020
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CITY OF TOWER

Job Title:	Assistant Ambulance Director or Ambulance Supervisor	Job Category:	Emergency Services
Department/Group:	Emergency Services	Job Code/ Req#:	201-23
Location:	402 Pine Street, Tower, MN	Travel Required:	Travel Required
Level/Salary Range:	<u>Director / Supervisor activity</u> \$TBD/hr up to X hours per pay period No overtime without prior authorization <u>EMT Activity</u> \$25.00/hr Paid Per Call \$20 Paid Per Call Post Run Tasks \$11.50/hr Duty Pay	Position Type:	Administrative
HR Contact:	Clerk/Treasurer	Date Posted:	Date Posted
Will Train Applicant(s):		Posting Expires:	Posting Expires
External Posting URL:	External Posting URL		
Applications Accepted By:			
EMAIL: Clerk.treasurer@cityoftower.com Subject Line: Application: EMT		MAIL: Name CITY OF TOWER PO Box 576 Tower, MN 55790	
Job Description			
<p>WHY THE JOB EXISTS</p> <p>The City of Tower has provided ambulance services to the area since 1958 in the southern Lake Vermilion area. The City of Tower is a Basic Life Support service serving the City of Tower, Bois Forte Band of Ojibwe, and surrounding townships including Breitung (Soudan), Eagle’s Nest, Greenwood, Kugler, and Vermilion Lake. The Assistant Ambulance Director works with the Ambulance Supervisor on supervisory, technical, and clerical work ensuring the service meets all guidelines established by the EMSRB and City of Tower.</p> <p>ROLE AND RESPONSIBILITIES</p>			



- Assist Ambulance Director with implementing policies and procedures approved by the medical director and / or City administration
- Assist in managing personnel matters, including but not limited to adequate staffing levels, certifications, training, non-compliance, grievances
- Monitor operating supply inventory and equipment operational status and coordinate with Director on issues that need addressing
- Attend job related meetings and classes as needed.
- Director may perform EMT duties, at EMT pay rate, but is limited to X hours of Duty or X calls per pay period.

QUALIFICATIONS AND EDUCATION REQUIREMENTS

- Knowledge of all applicable laws/rules/ regulations related to EMS operations
- Must have the ability to exercise considerable judgment and discretion in establishing and maintaining good working relationships with public, management, and employees.
- Demonstrated leadership ability or applicable training
- Demonstrated organization and recordkeeping ability
- Current EMT Certification from EMSRB and NREMT, with at least 1 year of EMS experience.
- Current Red Cross, or equivalent, Cardiopulmonary Resuscitation (CPR) Certification with and CPR instructor certificate or willingness to obtain certificate.
- Valid Class D driver’s license with EVOC certification
- NIHMS 100, 200, and 700 certificates
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- MNDOT EVOC Instructor or willing to obtain
- Must have working knowledge of Windows based PC programs (Excel, Word, Outlook) and familiar with Internet and web based technologies.

PREFERRED SKILLS

EMS management experience

ADDITIONAL NOTES

Must pass a criminal background check.

BENEFITS

- Continuing Education. Paid trainings on-site, EMT training, some conferences.
- Retirement. Voluntary access to the Minnesota Public Employees Retirement Association (PERA) for Deferred Compensation Plan for Ambulance. New hires must decide within 30 days of hire to participate.

Reviewed By:	Name	Date:	3/24/2020
Approved By:	Name	Date:	Date
Last Updated By:	Victoria Ranua, Clerk/Treasurer	Date:	3/24/2020



CITY OF TOWER



CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: April 13, 2020

AGENDA ITEM: 9.5

PREPARED BY: Victoria Ranua, Clerk/Treasurer

AGENDA ITEM: Ambulance: Posting of Ambulance Positions

DISCUSSION:

Ambulance: The City of Tower is currently without a permanent Ambulance Director. The interim current co-directors have recommended restructuring slightly to have only an Ambulance Director and an Assistant Ambulance Director or Ambulance Supervisor, to reduce redundancies. Currently the structure is Ambulance Director, 1st Assistant Ambulance Director, and 2nd Assistant Ambulance Director (aka Ambulance Supervisor). The existing chain of command is not set-up in an expected fashion (See Figure 1). For better documentation and to avoid the unusual practice of a part-time exempt (ie salaried) position under the Fair Labor Standard Act, a more sound practice would be to make all positions hourly up to the annually determined amount.

Potential advertising locations for job postings: LMC, Facebook jobs, local newspapers (Tower News, Timberjay, Ely Echo, Mesabi Daily News, Duluth Tribune).



Figure 1. Existing structure based on undated Organizational Chart in City Hall.

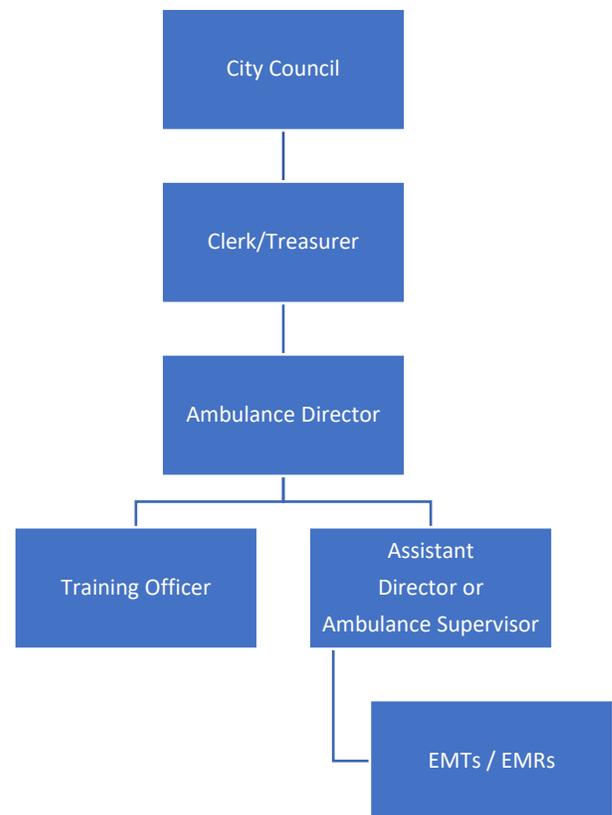


Figure 2. Proposed structure based hierarchical approach and appropriate span of control.



CITY COUNCIL AGENDA ITEM REPORT

FINANCIAL IMPACT: None.

RECOMMENDED PARTIAL MOTION:

A motion to post job the Ambulance Director and Ambulance Supervisor position after wages, not to exceed existing amount of combined wages for the Ambulance Director, 1st Assistant Ambulance Director, and Ambulance Supervisor in Resolution 2020-008.

ATTACHMENTS:

Job Description, Ambulance Director

Job Description, Assistant Ambulance Director

City of Tower
***Claim Register©**
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Page 1

APRIL 2020

Claim Type

Claim# 3947 CITY OF TOWER					
Cash Payment	E 201-42300-217 HOUSE		Ambulance Qrts Water Bill (Jan-March)		\$208.50
	Invoice				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$208.50
<hr/>					
Claim# 3948 EXPERT T BILLING					
Cash Payment	E 201-42300-319 CONTRACT SERVICES		Ambulance Billing (Jan, 34 Runs)		\$952.00
	Invoice 6643				
Cash Payment	E 201-42300-319 CONTRACT SERVICES		Ambulance Billing (March, 22 Runs)		\$616.00
	Invoice 6802				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$1,568.00
<hr/>					
Claim# 3949 RANGE OFFICE & SUPPLY COMPA					
Cash Payment	E 201-42300-210 OPERATING SUPPLIES		Office Supplies (3 items)		\$46.46
	Invoice				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$46.46
<hr/>					
Claim# 3950 D & D BEVERAGE					
Cash Payment	E 201-42300-218 FOOD AND MEALS		Water Cooler Rental (Mar)		\$9.00
	Invoice 1201772				
Cash Payment	E 201-42300-218 FOOD AND MEALS		Water Cooler Rental (Apr)		\$9.00
	Invoice 1213561				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$18.00
<hr/>					
Claim# 3951 VIRGINIA FIRE & AMBULANCE					
Cash Payment	E 201-42300-304 Ambulance ALS Intercepts		ALS Intercept 3/5/20		\$400.00
	Invoice				
Cash Payment	E 201-42300-304 Ambulance ALS Intercepts		ALS Intercept 3/3/20		\$400.00
	Invoice				
Cash Payment	E 201-42300-304 Ambulance ALS Intercepts		ALS Intercept 3/11/20		\$400.00
	Invoice				
Cash Payment	E 201-42300-304 Ambulance ALS Intercepts		ALS Intercept 4/27/19		\$400.00
	Invoice				
Cash Payment	E 201-42300-304 Ambulance ALS Intercepts		ALS Intercept 3/25/20		\$400.00
	Invoice				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$2,000.00
<hr/>					
Claim# 3952 PRAXAIR					
Cash Payment	E 201-42300-219 MEDICIAL SUPPLIES		Oxygen (Jan-Feb)		\$412.44
	Invoice 95282831				
Cash Payment	E 201-42300-219 MEDICIAL SUPPLIES		Oxygen (Feb-Mar)		\$261.55
	Invoice 95904265				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$673.99
<hr/>					
Claim# 3953 HUGHES, CLINT AND JESS					
Cash Payment	E 201-42300-217 HOUSE		Ambulance Quarters Rent (April)		\$312.50
	Invoice				
Cash Payment	E 201-42300-217 HOUSE		Ambulance Quarters Rent (May)		\$312.50
	Invoice				
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811 10101	Total	\$625.00
<hr/>					
Claim# 3954 AT & T MOBILITY					

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Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance 1 Tablet Cellular Service			\$49.70
Invoice		Project 201_01			
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance 2 Tablet Cellular Service			\$49.70
Invoice		Project 201_03			
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance 3 Tablet Cellular Service			\$49.70
Invoice		Project 201_03			
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811	10101	Total \$149.10
Claim#	3955 <i>EMBARRASS VERMILION C. U.</i>				
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (Holiday, Duluth)			\$21.20
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (KwikTrip, Hermantown)			\$11.62
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (KwikTrip, Hermantown)			\$30.81
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (LA's Place, Duluth)			\$28.28
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (Lucky 13's Pub, Duluth)			\$100.00
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (Jersey Mike's, Duluth)			\$41.81
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (KwikTrip, Hermantown)			\$11.66
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (KwikTrip, Hermantown)			\$16.30
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (Holiday, Duluth)			\$50.11
Invoice					
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Meal (KwikTrip, Hermantown)			\$25.94
Invoice					
Transaction Date	4/11/2020	Due 4/11/2020	Frandsen AMB 2811	10101	Total \$337.73
Claim#	3980 <i>WEX BANK</i>				
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance Unit 1 Fuel (Mar)			\$82.69
Invoice		Project 201_01			
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance Unit 2 Fuel (Mar)			\$240.67
Invoice		Project 201_02			
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	Ambulance Financing Charge (Mar)			\$11.07
Invoice					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen AMB 2811	10101	Total \$334.43
Claim#	3981 <i>FRONTIER</i>				
Cash Payment	E 201-42300-217 HOUSE	Ambulance Qrts Broadband Internet			\$56.98
Invoice					
Cash Payment	E 201-42300-217 HOUSE	Ambulance Qrts DISH Network			\$122.25
Invoice					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen AMB 2811	10101	Total \$179.23
Claim#	3982 <i>JOHNSON, SCOTT</i>				
Cash Payment	E 201-42300-437 REFUNDS	Patient Refund			\$266.77
Invoice					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen AMB 2811	10101	Total \$266.77
Claim#	4001 <i>CTC</i>				

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Cash Payment	E 201-42300-321 TELEPHONE	Ambulance Phone (218-753-5212)	\$20.18
	Invoice		
Cash Payment	E 201-42300-321 TELEPHONE	Ambulance High Speed Internet	\$58.52
	Invoice		
Transaction Date	4/13/2020	Due 4/13/2020	
	Frandsen AMB 2811	10101	Total
			\$78.70

Claim#	4002 <i>ELY BLOOMESON HOSPITAL</i>		
Cash Payment	E 201-42300-219 MEDICIAL SUPPLIES	Epipen, Adult 2 pk	\$307.31
	Invoice 612		
Cash Payment	E 201-42300-219 MEDICIAL SUPPLIES	Epipen, Jr 2pk	\$307.31
	Invoice 612		
Transaction Date	4/13/2020	Due 4/13/2020	
	Frandsen AMB 2811	10101	Total
			\$614.62

Claim#	4003 <i>ZUPANCICH BROTHERS</i>		
Cash Payment	E 201-42300-210 OPERATING SUPPLIES	PPE Washing Supplies	\$10.69
	Invoice		
Cash Payment	E 201-42300-218 FOOD AND MEALS	Ambulance Training	\$40.70
	Invoice		
Transaction Date	4/13/2020	Due 4/13/2020	
	Frandsen AMB 2811	10101	Total
			\$51.39

Claim Type	Total	\$7,151.92
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Claim Type	Direct	
Claim#	0	

Invoice		
Transaction Date	4/12/2020	Total

Claim Type	Direct	Total
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Pre-Written Checks	\$0.00	
Checks to be Generated by the Compute	\$7,151.92	
Total	\$7,151.92	

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Claim Type

Claim# 3956 TOWER BREITUNG WASTEWATER						
Cash Payment	E 602-49450-385 TOWER/BREITUNG BOA	Sewer Usage (Mar) 2.28M Gallons				\$2,511.74
	Invoice					
Cash Payment	E 601-49400-250 WATER PURCHASE	Water Usage (Mar) 1.01M Gallons				\$1,676.99
	Invoice					
Cash Payment	E 601-49400-385 TOWER/BREITUNG BOA	1st Qtr Filtration O & M (247 household x \$17.15/household)				\$4,236.05
	Invoice					
Cash Payment	E 601-49400-402 FILTRATION DEBT	1st Qtr Filtration Debt (247 household x 28.60/household)				\$7,064.20
	Invoice					
Cash Payment	E 601-49400-401 CAPITAL RESERVE	1st Qtr Capitalization Reserve (247 household x 16.50/household)				\$4,075.00
	Invoice					
Cash Payment	E 602-49450-385 TOWER/BREITUNG BOA	1st Qtr Sewer O & M				\$3,750.00
	Invoice					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$23,313.98
Claim# 3957 SYN-TECH SYSTEMS, INC.						
Cash Payment	E 111-49800-210 OPERATING SUPPLIES	Airport Fueling System Contract				\$550.00
	Invoice 204106					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$550.00
Claim# 3958 A-1 SERVICES, INC.						
Cash Payment	E 110-49800-210 OPERATING SUPPLIES	Airport Holding Tank Pumping (3500 Gallons)				\$340.00
	Invoice 42990					
Cash Payment	E 602-49450-220 REPAIR & MAINTENANC	Line Jetting 2/28/20				\$740.00
	Invoice 39484					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$1,080.00
Claim# 3959 COLOSIMO, PATCHIN, KEARNEY						
Cash Payment	E 101-41600-310 ATTORNEY	Attorney Monthly Fee				\$510.00
	Invoice 29630					
Cash Payment	E 101-41600-310 ATTORNEY	Attorney, General (18.4 hours x \$190/hr)				\$3,496.00
	Invoice 29671					
Cash Payment	E 101-41600-310 ATTORNEY	Attorney, Police (2.1 x \$110/hr)				\$231.00
	Invoice 29657					
Cash Payment	E 101-41600-310 ATTORNEY	Attorney, Ambulance Agreement (1.7 x \$190/hr)				\$323.00
	Invoice 29599					
Cash Payment	E 101-41600-310 ATTORNEY	Attorney, Investigative Report (74.6hrs x \$152/hr)				\$11,339.00
	Invoice 29590					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$15,899.00
Claim# 3960 TS HISTORICAL SOCIETY						
Cash Payment	E 101-41310-433 DUES/FEES	Online Cemetary Annual Subscriotion (1/3 of \$753 fee)				\$251.00
	Invoice					
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$251.00
Claim# 3961 GOPHER STATE ONE CALL						
Cash Payment	E 101-43100-210 OPERATING SUPPLIES	Locate Tickets x 2				\$2.70
	Invoice 30780					

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Cash Payment E 101-43100-210 OPERATING SUPPLIES Locate \$50.00						
Invoice 00781						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$52.70
Claim#	3962 <i>NORTHERN PINE EMBROIDERY</i>					
Cash Payment Maintenance Safety T-shirt screen printing x 13 \$156.00						
Invoice 658						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$156.00
Claim#	3963 <i>USA BLUE BOOK</i>					
Cash Payment Maintenance, Manhold Cover Lifeter \$173.37						
Invoice 172131						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$173.37
Claim#	3964 <i>JOKI-MARTIN, TERRI</i>					
Cash Payment E 101-41400-136 EMPLR HLTH SVNGS AC HSA Contribution TJM Pay Period 7 \$40.00						
Invoice						
Cash Payment E 101-41400-136 EMPLR HLTH SVNGS AC HSA Contribution TJM Pay Period 8 \$40.00						
Invoice						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$80.00
Claim#	3965 <i>VELCHEFF, BEN</i>					
Cash Payment E 101-43100-136 EMPLR HLTH SVNGS AC HSA Contribution BV Pay Period 7 \$75.00						
Invoice						
Cash Payment E 101-43100-136 EMPLR HLTH SVNGS AC HSA Contribution BV Pay Period 8 \$75.00						
Invoice						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$150.00
Claim#	3966 <i>PRATT, RANDY</i>					
Cash Payment E 109-49992-175 CONTRACT MANAGER Hoodoo Point Manager (April) \$3,000.00						
Invoice						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$3,000.00
Claim#	3967 <i>COMO OIL & PROPANE</i>					
Cash Payment E 101-41940-390 FUEL OIL City Hall Propane (467 Gallons) \$475.44						
Invoice 1501248303						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$475.44
Claim#	3968 <i>D & D BEVERAGE</i>					
Cash Payment E 101-41940-218 FOOD AND MEALS City Hall Cooler Rental \$11.00						
Invoice 1213560						
Cash Payment E 101-41940-218 FOOD AND MEALS City Hall Cooler Rental \$11.00						
Invoice 1201771						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$22.00
Claim#	3969 <i>TOWER NEWS</i>					
Cash Payment E 101-41310-352 PUBLICATIONS AND PUB Open Position Ads (3/6, 3/13) \$60.00						
Invoice						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$60.00
Claim#	3970 <i>FERGUSON ENTERPRISES, INC.</i>					
Cash Payment E 101-43100-210 OPERATING SUPPLIES Maintenance Anti-Seize Spray \$42.19						
Invoice 0163042						
Cash Payment E 101-43100-210 OPERATING SUPPLIES Safety T-Shirts \$146.25						
Invoice 0163046						

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Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$188.44
Claim#	3971 <i>TIMBERJAY</i>				
Cash Payment	E 101-41310-352 PUBLICATIONS AND PUB Environmental Review Notice				\$51.19
	Invoice 129147				
Cash Payment	E 101-41310-352 PUBLICATIONS AND PUB Business Cards				\$40.00
	Invoice 129147				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$91.19
Claim#	3972 <i>EAST RANGE DAC</i>				
Cash Payment	E 101-43100-210 OPERATING SUPPLIES Maintenance Rags (25lbs x 2)				\$20.00
	Invoice 138990				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$20.00
Claim#	3973 <i>ROOT SPRING SCRAPER CO</i>				
Cash Payment	E 101-43100-220 REPAIR & MAINTENANC Snowplow parts				\$966.97
	Invoice 79151				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$966.97
Claim#	3974 <i>LEAGUE OF MINNESOTA CITIES</i>				
Cash Payment	E 101-41400-300 PROFESSIONAL SERVIC LMC Training Course				\$10.00
	Invoice 16578				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$10.00
Claim#	3975 <i>ADVANTAGE SYSTEMS GROUP</i>				
Cash Payment	E 101-45300-220 REPAIR & MAINTENANC Depot Security Monitoring (Annual)				\$570.00
	Invoice R32921				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$570.00
Claim#	3976 <i>TREMBATHS MACHINE & WELDING</i>				
Cash Payment	E 101-43100-220 REPAIR & MAINTENANC Maintenance Dump Truck Repair Parts				\$326.87
	Invoice 93460				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$326.87
Claim#	3977 <i>VERMILION GOLDEN RULE LUMBE</i>				
Cash Payment	E 101-43100-210 OPERATING SUPPLIES Maintenance Scraper				\$75.81
	Invoice 2004-004944				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$75.81
Claim#	3978 <i>RANGE OFFICE & SUPPLY COMPA</i>				
Cash Payment	E 101-41400-200 OFFICE SUPPLIES Clerk, Stapler				\$18.99
	Invoice 259715				
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019 10100	Total	\$18.99
Claim#	3979 <i>WEX BANK</i>				
Cash Payment	E 110-49800-210 OPERATING SUPPLIES Airport, New Holland (Mar)				\$65.23
	Invoice 64829792				
Cash Payment	E 110-49800-210 OPERATING SUPPLIES Airport, Finance Charge (Mar)				\$11.04
	Invoice 64829792				
Cash Payment	E 101-43100-210 OPERATING SUPPLIES Maintenance Ford Pickup Fuel (Mar)				\$93.24
	Invoice 64829792				
Cash Payment	E 101-43100-210 OPERATING SUPPLIES Maintenance Dump Truck (Mar)				\$309.57
	Invoice 64829792				
Cash Payment	E 101-43100-210 OPERATING SUPPLIES Maintenance Financing Charge (Mar)				\$11.04
	Invoice 64829792				

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Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$490.12	
Claim#	3983 HOWARD WAGONER SKI TRAIL						
Cash Payment	E 102-49993-220 REPAIR & MAINTENANC		Ski Trail Grooming (31hr x \$35/hr)			\$1,085.00	
Invoice							
Cash Payment	G 101-21718 Pass Through		DNR Passthrough			\$1,000.00	
Invoice							
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$2,085.00	
Claim#	3984 SCHINDLER ELEVATOR CORPORA						
Cash Payment	E 101-41400-220 REPAIR & MAINTENANC		Elevator Control (April - June 2020)			\$423.09	
Invoice	8105311231						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$423.09	
Claim#	3985 BREITUNG TOWNSHIP						
Cash Payment	E 101-42100-180 POLICE CONTRACT		Law Enforcement Coverage (Apr)			\$9,293.87	
Invoice							
Cash Payment	E 101-42100-210 OPERATING SUPPLIES		Law Enforcement Fuel (Mar)			\$88.24	
Invoice							
Cash Payment	E 101-42100-180 POLICE CONTRACT		Law Enforcement Overtime			\$0.00	
Invoice							
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$9,382.11	
Claim#	3986 CINTAS						
Cash Payment	E 101-41940-210 OPERATING SUPPLIES		City Hall Rugs			\$69.80	
Invoice	12441546						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$69.80	
Claim#	3987 METRO SALES, INC.						
Cash Payment	E 101-41400-200 OFFICE SUPPLIES		Clerk Printer Contract (Mar)			\$62.40	
Invoice	INV1563842						
Cash Payment	E 601-49400-210 OPERATING SUPPLIES		Sewer Printer Contract (Mar)			\$62.41	
Invoice	INV1563842						
Cash Payment	E 601-49400-210 OPERATING SUPPLIES		Water Printer Contract (Mar)			\$62.41	
Invoice	INV1563842						
Cash Payment	E 101-41400-200 OFFICE SUPPLIES		Clerk Printer Usage (Mar)			\$43.17	
Invoice	INV1563842						
Cash Payment	E 601-49400-210 OPERATING SUPPLIES		Sewer Printer Usage (Mar)			\$43.16	
Invoice	INV1563842						
Cash Payment	E 602-49450-210 OPERATING SUPPLIES		Water Printer Usage (Mar)			\$43.16	
Invoice	INV1563842						
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$316.71	
Claim#	3988 VERMILION STORAGE						
Cash Payment	E 101-42200-210 OPERATING SUPPLIES		Fire Dept Storage			\$60.00	
Invoice							
Cash Payment	E 101-42200-210 OPERATING SUPPLIES		Fire Dept Storage			\$45.00	
Invoice							
Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$105.00	
Claim#	3989 MN PEIP						
Cash Payment	E 101-41400-132 DENTAL INSURANCE		Dental (Single) TJM			\$38.70	
Invoice	961117						

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Cash Payment	E 101-43100-132 DENTAL INSURANCE	Dental (Single) BV	\$38.70
	Invoice 961117		
Cash Payment	E 101-41400-132 DENTAL INSURANCE	Dental (Family) VR	\$92.24
	Invoice 961117		
Cash Payment	E 101-41400-131 HEALTH INSURANCE	Medical (Single) TJM	\$435.80
	Invoice 961117		
Cash Payment	E 101-43100-131 HEALTH INSURANCE	Medical (Single) BV	\$435.80
	Invoice 961117		
Cash Payment	E 101-41400-131 HEALTH INSURANCE	Medical (Family) VR	\$1,198.24
	Invoice 961117		
Cash Payment	E 101-43100-131 HEALTH INSURANCE	Medical (Single) JH	\$435.80
	Invoice 961117		
Cash Payment	E 101-43100-132 DENTAL INSURANCE	Dental (Single) JH	\$38.70
	Invoice 961117		
Cash Payment	E 101-41400-131 HEALTH INSURANCE	Correction (Clerk Health Insurance)	-\$824.89
	Invoice 961117		
Cash Payment	E 101-43100-131 HEALTH INSURANCE	Correction (Maintenance Health Insurance)	-\$824.89
	Invoice 961117		

Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$1,064.20
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Claim# 3990 *NORTHWOODS TRUE VALUE*

Cash Payment	E 101-43100-210 OPERATING SUPPLIES	Maintenance Hardward	\$983.70
	Invoice		

Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$983.70
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Claim# 3991 *MN POWER*

Cash Payment	E 101-42000-380 ELECTRICITY	Civic Center Electricity	\$160.09
	Invoice 004077459660		
Cash Payment	E 101-42200-380 ELECTRICITY	Fire Dept Electricity	\$80.03
	Invoice 004077459660		
Cash Payment	E 101-43160-380 ELECTRICITY	Pole Barns Electricity	\$17.49
	Invoice 00209785364		
Cash Payment	E 602-49450-380 ELECTRICITY	Lift Station Electricity	\$27.45
	Invoice 350074080330		
Cash Payment	E 101-43160-380 ELECTRICITY	Overhead/Ornamental Electricity 1	\$329.07
	Invoice 716341268693		
Cash Payment	E 101-41940-380 ELECTRICITY	City Hall Electricity	\$141.34
	Invoice 046545220194		
Cash Payment	E 101-43160-380 ELECTRICITY	Maintenance Pole Barn	\$113.33
	Invoice 026218864506		
Cash Payment	E 101-43160-380 ELECTRICITY	Overhead/Ornamental Electricity 2	\$547.39
	Invoice 176741671835		
Cash Payment	E 101-43160-380 ELECTRICITY	Overhead/Ornamental Electricity 3	\$419.52
	Invoice 166186790219		
Cash Payment	E 101-43160-380 ELECTRICITY	Overhead/Ornamental Electricity 4	\$44.78
	Invoice 102618143640		
Cash Payment	E 101-42000-380 ELECTRICITY	Civic Center Electricity	\$465.07
	Invoice 978275000983		
Cash Payment	E 101-42200-380 ELECTRICITY	Fire Dept Electricty	\$232.53
	Invoice 978275000983		

Transaction Date	4/12/2020	Due 4/12/2020	Frandsen GEN 0019	10100	Total	\$2,578.09
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Claim# 3992 *SEH*

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Cash Payment	E 101-43100-210 OPERATING SUPPLIES	Maintenance Vehicle Supplies	\$110.02
	Invoice 418380		
Cash Payment	E 110-49800-210 OPERATING SUPPLIES	Airport Vehicle Supplies	\$21.85
	Invoice 5-1873		
Transaction Date	4/12/2020	Due 4/12/2020	Total
	Frandsen GEN 0019	10100	\$373.25

Claim# 3998 *MN COUNCIL #65*

Invoice			
Transaction Date	4/13/2020	Due 4/13/2020	Total
	Frandsen GEN 0019	10100	

Claim# 3999 *MN UI FUND*

Cash Payment	E 101-43100-140 UNEMPLOYMENT COMP	Unemployment Benefits 2020 Qtr1 Maintenance DB	\$523.92
	Invoice		
Cash Payment	E 201-42300-140 UNEMPLOYMENT COMP	Unemployment Benefits 2020 Qtr1 Ambulance ML	\$8.88
	Invoice		
Transaction Date	4/13/2020	Due 4/13/2020	Total
	Frandsen GEN 0019	10100	\$532.80

Claim# 4000 *CTC*

Cash Payment	E 110-49800-321 TELEPHONE	Airport Business Phone (218-753-3521)	\$31.00
	Invoice 20763252		
Cash Payment	E 110-49800-321 TELEPHONE	Airport Business Fax (218-753-6115)	\$31.00
	Invoice 20763252		
Cash Payment	E 110-49800-321 TELEPHONE	Airport High Speed Internet (Mo)	\$67.05
	Invoice 20763252		
Cash Payment	E 101-41400-321 TELEPHONE	City Hall Phone (218-753-4070)	\$40.41
	Invoice 20763252		
Cash Payment	E 101-41400-321 TELEPHONE	City Hall Fax (218-753-2020)	\$31.00
	Invoice 20763252		
Cash Payment	E 101-41400-321 TELEPHONE	City Hall Phone (218-752-4073)	\$31.00
	Invoice 20763252		
Cash Payment	E 101-41400-321 TELEPHONE	City Hall Phone (218-753-4073)	\$31.00
	Invoice 20763252		
Cash Payment	E 101-41400-321 TELEPHONE	City Hall High Speed Internet	\$117.05
	Invoice 20763252		
Cash Payment	E 101-42200-321 TELEPHONE	Fire Phone (218-753-5212)	\$20.28
	Invoice 20763252		
Cash Payment	E 101-42200-321 TELEPHONE	Fire High Speed Internet	\$28.53
	Invoice 20763252		
Cash Payment	E 109-49992-321 TELEPHONE	Hoodoo Point Phone (218-753-6868)	\$28.25
	Invoice 20763252		
Cash Payment	E 109-49992-321 TELEPHONE	Hoodoo Point High Speed Internet	\$17.05
	Invoice 20763252		
Transaction Date	4/13/2020	Due 4/13/2020	Total
	Frandsen GEN 0019	10100	\$473.62

Claim# 4004 *BLUE CROSS BLUE SHIELD OF MIN*

Cash Payment	G 101-22240 Retiree Sick Leave Payable	Tim Kotzian Medical	\$282.00
	Invoice		
Transaction Date	4/13/2020	Due 4/13/2020	Total
	Frandsen GEN 0019	10100	\$282.00

Claim# 4005 *RANGE ASSOC. OF MUNIC & SCHO*

