

10 December 2014

Presentation Outline for Council Workshop

COMMUNITY ARTS CENTER

16 DECEMBER 2014

I. INTRODUCTION—

1. Background
2. Council consideration
3. Process moving forward

II. CONNECTIONS

1. Lake Effect framework
2. Arts community
3. Chautauqua

III. PROGRAM

1. Performing arts
2. Visual arts
3. Literary arts

IV. FACILITY

1. Eastman parcel
2. Dayton/Burnet/MacMillan house

V. STUDY

1. Community impact
2. Project concept
3. Market overview
4. Comparable facilities
5. Facility use
6. Facility management
7. Operating pro-forma
8. Estimate of capital cost

VI. WRAP UP

1. Study group
2. Questions and answers



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Planning
Architecture
Urban Design

Memorandum

To: Heidi Nelson – City Manager
From: James B. Lasher – Project Manager
Project: City of Wayzata Downtown Parking Project
Subject: Scope of Work for Downtown Parking Improvements
Date: December 9, 2014

BACKGROUND

The City of Wayzata has engaged LSA Design to assist with the planning, programming and pre-design services as an Owners Representative for the Downtown Wayzata Parking Improvements Project. On Oct. 7, 2014 the City Council authorized a Stage One Contract for Services to allow LSA Design to work with city staff and interested business owners and citizens in understanding the current parking issue in Downtown Wayzata and to formulate a detailed Scope of Work to address these issues.

On November 7, 2014 a work session was held with the City Council to present some preliminary findings about the parking issues in Downtown Wayzata and to suggest a series of projects that would allow an orderly and logical advancement of solving these longstanding parking issues.

The following is a brief description of the results of the Stage One Project Definition Services along with a detailed Scope of Work for each of the four projects as outcomes of the City Council Work Session.

Stage One Services - Existing Conditions/Project Definition

1. **Completed:** Review existing planning and community documentation to clearly understand the larger picture for the future path of the City of Wayzata:
 - a. Assess the status of the April 2014 Parking Study and update as necessary with any new information.
 - b. Detailed review of the Lake Effect Vision and outlining the specific areas where this project will impact the goals of that study.
 - c. Formulate a Limits of Investigation map that includes any and all opportunities to meet the goals and objectives of the Project.
2. **Completed:** Existing conditions assessment and identification of project boundaries:
 - a. Prepare base maps that show limits of area for investigation.
 - b. Complete a Real Property analysis of land to be dedicated to the Project and its condition of title.

- c. Review any available geotechnical information, traffic studies, utility and infrastructure availability.

Deliverable Existing Conditions/Project Description

On November 7, 2014 LSA Design presented to the City Council the findings from review of existing conditions and previous reports. The City Council directed LSA to proceed with the following tasks.

Stage Two Services – Parking District Planning and Concept Design Services

The following is a detailed breakout of five (5) projects that have been defined as a result of the City Council Work Session and various meetings with business leaders and citizens of Wayzata. We anticipate working on all of these projects concurrently but the work could easily be phased if so required by the City Council. We have also provided the anticipated Deliverables, Schedule and Fee Proposal for each project for your consideration.

Project # 1: Plan of Finance

The following projects (parking district, new Mill Street Parking Ramp, Carisch Parking Ramp renovation, and Wayfinding/Signage) will require a plan of finance to determine uses and sources for each project. We will work closely with the City Manager and the City's financial planner (Ehlers) to:

1. Verify the city's current funding sources and obligations
 - a. Identify new funding opportunities
 - b. New TIF District
 - c. TIF Pooling
 - d. Ground Lease/Development Revenues
 - e. 429 Special Assessments
 - f. Bonding
 - g. Grants
2. Negotiate with private partners to define their participation

Deliverable: A Plan of Finance Document

Schedule: 12 Weeks

*Proposed Fee: \$9,000 to \$11,000 *Does not include fee for other consultants (Ehlers or legal)*

Project #2: Parking District, New Parking Ordinance, and Management Tools

1. Review existing parking agreements and define potential to integrate into a new Parking Management System

- a. Address legal questions regarding existing agreements vs. new ordinance
 - b. Address financial questions regarding capital improvements as well as long term operating and maintenance costs.
2. Define Parking District Boundary
 - a. Prepare graphic description of proposed Parking District utilizing recent SRF Parking Study data for actual land uses
 - b. Tabulate all existing property uses for allocation of parking
3. Revised Parking Requirements:
 - a. Prepare revised parking requirements, either through a zoning ordinance amendment or overlay district, to support reduced parking requirements, valet, employee parking, and mobility improvements (bicycle, pedestrian, etc.)
 - b. Prepare DRAFT Ordinance
 - c. Present Draft Ordinance through public outreach activities, including up to five (5) public meetings and presentations, and seek to build consensus on a preferred alternative for the combination of components from multiple concepts. Suggested order of meetings; Wayzata Chamber, City Council work session, public open house, and Planning Commission
 - d. Present DRAFT Ordinance to the City Council
4. Shared parking analysis:
 - a. Define blocks within Parking District based on existing land uses,
 - b. Prepare a shared parking spreadsheet with parking requirements for each use within each block and shared parking potential
 - c. Apply shared parking potential to each block and the parking district as a whole and assign number of stalls per block and use
5. Provide a summary document that defines:
 - a. Management, control, allocation, operation and maintenance of parking stalls in the Parking District

Deliverables: DRAFT Parking Ordinance for new Parking District, Parking Allocation Formula and Management Tools, Operations & Maintenance Assessment Methodology and Price Structure.

Schedule: 8 to 12 weeks. Anticipated completion end February 2015 (to allow time for proposed meetings)
Proposed Fee: \$18,000 to \$22,000 plus normal reimbursable expenses.
(NOTE: Mobility District will wait until after the presentation in January 2015 and legal services are in addition to this proposed Fee).

Project #3: New Mill Street Parking Ramp

1. Programming & Pre-Design

a. Programming Services: Develop a detailed Development Program (by square foot or project element) including ALL Project component:

- i. A proposed parking structure assuming between 200 and 300 additional parking stalls, ADA requirements, mechanical/electrical requirements, and grade-level vehicular access/egress requirements.
- ii. Anticipated Commercial Development along the western and possibly south side of the proposed ramp – range from 18,000 SF to 30,000 SF
- iii. Anticipate Commercial Development at corner of Superior & Lake ranging in size from 12,000 to 20,000 SF (including parking impacts)
- iv. Green Roof Component over portions (or entire) parking structure including optional types of systems, effectiveness in water quality, capital and long term O & M costs.
- v. Pedestrian Circulation Improvements along Broadway.
- vi. Mill Street Programming as (1) replacement road with parallel or angle parking, (2) replacement road only, or (3) Pedestrian Concourse between Broadway and Superior.
- vii. Bicycle Improvements
- viii. Internal and external Wayfinding Improvements and vertical access/egress points, required elevators and ADA Accessibility

b. Pre-Design Services: Develop up to three (3) concept designs and layouts for approved Project Program Elements:

- i. Concept Design Plans that utilize the approved development program and address the existing conditions including\
 1. Parking facility options
 2. Retail/Commercial Development options
 3. Green Roof options
 4. Mill Street options
 5. Bicycle and Pedestrian options
 - ii. Elevations, sections, aerial perspectives and fly-over video to ensure the complete understanding of each Concept
 - iii. Proposed Construction Options (Pre-Cast or Post-Tension Concrete and impacts of each choice on budget, schedule, and construction sequence.
 - iv. Concept-Level Cost Estimates for all Programmed Components
2. Public Outreach Services
Organize and attend up to three (3) meetings and/or Open Houses to present and take feedback on proposed concepts and seek to build consensus on a preferred alternative for the combination of components from multiple concepts
 - a. Prepare a Public Outreach Summary Memorandum for distribution and Comment
3. Select Preferred Alternative
Upon completion of Programming, Pre-Design and Public Outreach activities and follow up meeting with CC, we will consolidate all information into a Preferred Alternative including
 - a. Design Plans
 - b. Budget
4. Schedule
Preliminary Geotechnical Investigations & Recommendations
Engage Braun Intertec to complete the necessary standard penetration soil borings and provide a recommendation for foundation and pavement design options.
5. Complete a Project Impacts Report
Based on the preferred alternative, that itemizes the impacts on existing

conditions throughout the duration of the project along with recommendations to mitigate unavoidable conflicts:

- a. Potential loss of parking for entire construction sequence
- b. Potential mitigating solutions for loss of parking during construction activities (remote parking, transit circulator services...)
- c. Temporary pedestrian and bicycle improvements
- d. Traffic impacts, diversions and anticipated delays
- e. Utility and infrastructure impacts

Deliverables Mill Street Parking Facility: Preferred Concept, Project Impacts Report, Final Procurement Report, Project Budget and Schedule.

Schedule: 9 to 12 Weeks – Anticipated Completion March 2015
Proposed Fee: \$62,000 to 68,000 plus normal reimbursable expenses and geotechnical investigations costs.

Project #4: Renovation of Carisch Parking Ramp

We have completed a preliminary assessment of the Carisch Parking Ramp and have suggested improvements that will:

- Improve Pedestrian and Vehicular Access throughout the ramp
- Improve Pedestrian and Vehicular Safety and ADA Accessibility
- Bring current ramp to IBC Code Compliance Standards

1. Programming & Pre-Design

- a. Programming Services: Develop a detailed Development Program (by square foot or project element) including ALL Project component:
 - i. Revised pedestrian access locations, elevator and stairs at both east and west ends of ramp.
 - ii. Mechanical programming including ventilation and sprinkler needs and equipment space requirements
 - iii. Electrical programming including lighting revisions, controls, and equipment space requirements parking stalls, ADA requirements, mechanical/electrical requirements, and grade-level vehicular access/egress requirements.

- iv. Bicycle Improvements
- v. Internal and external Wayfinding Improvements and vertical access/egress points, required elevators and ADA Accessibility
- vi. Options for revised pedestrian access into Carisch Office Building for Owner consideration
- b. Pre-Design Services: Develop concept designs and layouts for approved Project Program Elements:
 - i. Concept Design Plans that utilize the approved development program and address the existing conditions including
 - 1. Stair and Elevator Towers
 - 2. Mechanical/Electrical Equipment
 - 3. Vehicular and Pedestrian Access/Egress Plans
 - 4. Street and Pedestrian Improvements on Broadway
 - 5. Bicycle Improvements
 - 6. Internal and External Wayfinding Improvements
 - ii. Elevations, sections, aerial perspectives and fly-over video to ensure the complete understanding of each Concept
 - iii. Concept-Level Cost Estimates for all Programmed Components
- 2. Select Preferred Alternative
Upon completion of Programming, Pre-Design and meetings with current Owner and follow up meeting with CC, we will consolidate all information into a Preferred Alternative including
 - a. Design Plans
 - b. Budget
 - c. Schedule
- 3. Preliminary Geotechnical Investigations & Recommendations
Engage Braun Intertec to complete the necessary standard penetration soil borings and provide a recommendation for foundation and pavement design options for new stair and elevator locations.

4. Complete a Project Impacts Report

Based on the preferred alternative, that itemizes the impacts on existing conditions throughout the duration of the project along with recommendations to mitigate unavoidable conflicts:

- a. Potential loss of parking for entire construction sequence
- b. Temporary pedestrian and bicycle improvements
- c. Traffic impacts, diversions and anticipated delays
- d. Utility and infrastructure impacts

Note: This work will include negotiation with Carisch for extension to the public parking easement. Findings from Project #1 Plan of Finance will also be applied.

Deliverables: Preferred Concept, Project Impacts Report, Project Budget and Schedule.

Schedule: 9 to 12 Weeks – Anticipated Completion March 2015
Proposed Fee: \$26,000 to \$32,000 plus normal reimbursable expenses and geotechnical investigations costs.

Project #5: Wayfinding & Real-Time Parking Information Signage

This work will create an information system and signage program for the parking district; includes parking identification and directional signage defined for Mill Street and Carisch parking facilities.

1. Define project's wayfinding/identification aesthetic and functional needs and goals to direct the flow of visitors within the Parking District (NOTE: this area could be expanded to cover the Mobility District if that is supported by the City Council).
2. Meet with all team members including residents, business representatives, etc. and review project needs and goals. This includes negotiating public parking signs with Pres Homes.
3. Visualize exit and egress patterns. Define a sign system that reinforces a stable, safe, and welcoming environment.
4. Mental and physical walkthroughs.
5. Research and analysis (similar cities).
6. Wayfinding, Planning and prioritization (locations and components).
7. Meet with pertinent residents and businesses with the area.
8. Provide preliminary concept/design images and options for real time signage (electronic messaging) and directional signage to be incorporated within the existing City of Wayzata Wayfinding Plan prepared by Damon Farber Associates.
9. Provide preliminary Sign Location Plan and preliminary Sign Message Schedule.
10. Present Wayfinding and Real Time Parking Signage at up to three public meetings for feedback. These meetings can coincide with the public meetings for the Parking District/Ordinance.

11. Present Wayfinding and Real Time Parking Signage to the City Council

Deliverables: Preferred Concept, Project Budget and Schedule

Schedule: 8 to 12 weeks
Proposed Fee: \$11,000 to \$13,000 plus normal reimbursable expenses

Plan of finance

Stage Three Services – Project Implementation Strategies

As we move from Planning & Preliminary Design into the Implementation stage for these projects, we are recommending the CC review the options available for procurement of both professional services and construction services. As a municipal government, there are a number of options available to implement project, all of which have various impacts on schedule, cost, risk and incentives.

1. Review Project Impacts Report
Review key finding of each project and Sensitivity Analysis (prioritizing variables) with respect to budget, schedule, adjacent impacts, and construction sequencing.
2. Prepare a list of potential implementation strategies such as:
 - a. design- bid-build (DBB)
 - b. design-build (DB)
 - c. Developer Turn-Key
 - d. Public Private Partnerships (PPP)
 - e. Design-Build- Operate-Maintain (DBOM)
3. Define the advantages and disadvantages of each procurement methodology including cost impacts, schedule impacts, revenue impacts, and ownership issues and limitations.
4. Prepare Cost-Benefit Analysis of a select few of the preferred procurement options and assist with final determination.
5. Prepare for one (1) presentation and a final procurement report that itemizes selection process for the preferred procurement and implementation plan for the Project.

Deliverables: Preferred Procurement Methodology, Detailed Project Schedule and Impacts.

Schedule: 3 Weeks – Anticipated Completion March 2015
Proposed Fee: \$4,000 to \$5,200 plus normal reimbursable expenses.
(Note: Legal Service are in addition to this Proposed Fee)

Stage Four Services – Project Implementation
(To be determined upon completion of Stage Three Services)

PROPOSAL SUMMARY

Stage Two Services – Project Development

Project #1 – Plan of Finance	\$ 9,000 to \$11,000
Project #2 – Parking District	\$18,000 to \$22,000
Project #3 – Mill Street Ramp	\$62,000 to \$68,000
Project #4 – Carisch Ramp Renovation	\$26,000 to \$32,000
Project #5 – Parking Wayfinding	\$11,000 to \$13,000
TOTAL RANGE	\$126,000 TO \$146,000

(Plus normal reimbursable expenses)

Stage Three Services - Procurement

Procurement Strategies \$ 4,000 to \$ 5,200

Thank you for the opportunity to present this Detailed Work Plan, Fee Proposal and Schedule as part of our services. We are very excited about this opportunity and look forward to assisting you and the City of Wayzata in developing positive solutions for city residents and business owners.

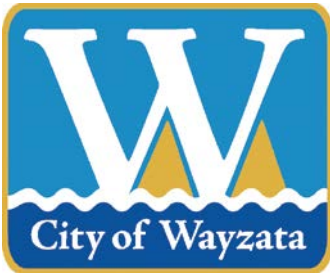
Please review and contact me directly with any questions or requests for clarification.

Attachment
Overall Project Schedule

C: JoAnn Olsen – LSA
William Fossing – LSA
LSA File 14-11.03

City of Wayzata Downtown Parking Project Proposed Schedule

Projects	Stage II & III Services				Stage IV - Final Design & Construction Services					Construction Period
	December 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	July 2015	August 2015	Oct. 2015 to June 2016
1. Parking District, Parking Ordinance and Mgt Tools		8-12 Weeks								
2. New Mill Street Parking Ramp		9-12 Weeks								
3. Renovation of Carisch Parking Ramp		9-12 Weeks								
4. Wayfinding and Real-Time Parking Information Signage		8-12 Weeks								
5. Stage III - Procurement Analysis & Selection			3 Weeks							
6. Stage IV - Final Design & Construction					18-20 Weeks					9-10 Months



City of Wayzata
600 Rice Street
Wayzata, MN 55391-1734

Mayor:
Ken Willcox
City Council:
Jack Amdal
Bridget Anderson
Andrew Mullin
Tom Tanner
City Manager:
Heidi Nelson

MEMORANDUM

TO: Mayor and City Council

FROM: Heidi A. Nelson, City Manager
Don Uram, Administrative Services Director

DATE: December 11, 2014

RE: Compensation and Classification Study

The City of Wayzata retained Springsted Incorporated to conduct a Classification and Compensation Study in the spring of 2014. The Study included a review of the internal relationships of City positions, a thorough market analysis of equivalent positions in comparable organizations and a review of the City's current compensation plan to ensure internal equity and market competitiveness. The results of this Study were presented to the Council in a workshop prior to the meeting.

In general, the study concluded that the City's current compensation levels for non-union positions were, on average, slightly below the market and that there were inequities amongst comparable positions within the City. The proposed compensation plan is designed to be competitive with the external market and internally consistent and equitable.

Staff is recommending approval of the plan as presented.



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www.springsted.com

December 16, 2014

TO: City of Wayzata City Council

FROM: Ann S. Antonsen, Vice President
Consultant

RE: Classification and Compensation Study

The City of Wayzata retained Springsted Incorporated to conduct a Classification and Compensation Study in the spring of 2014. The Study represents a review of the internal relationships of City positions, a thorough market analysis of equivalent positions in comparable organizations and a review of the City's current compensation plan to ensure internal equity and market competitiveness of City positions.

A compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies approximately every five to seven years ensuring their ability to hire and retain qualified employees and that internal relationships are equitable. The external market comparison is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. Conducting periodic reviews of internal and external comparability of an organizations compensation program will assist in maintaining a long-term compensation program and in recruiting and retaining qualified, experienced employees.

Market Survey. The comprehensive compensation and benefits survey included 22 non-union City positions. Twenty-three public entities, listed below, were invited to participate in the survey:

- City of Belle Plaine
- City of Corcoran
- City of Dayton
- City of Deephaven
- City of Excelsior
- City of Jordan
- City of Lake City
- City of Lake Elmo
- City of Medina
- City of Minnetrista
- City of Mound
- City of New Prague
- City of Orono
- City of Osseo
- City of Red Wing
- City of Rockford
- South Lake Minnetonka P.D.
- City of Shorewood
- City of St. Francis
- City of Stillwater
- City of Victoria
- City of Watertown
- West Hennepin P.D.

In addition, four additional cities were contacted to gather information on the motor vehicle licensing positions, as follows:

- City of Bloomington
- City of Monticello
- City of Richfield
- City of Golden Valley

The survey participants were selected based on their similarity to the City of Wayzata, geographic location and comparability of positions to City of Wayzata positions.

Survey respondents were asked to provide information only on those City of Wayzata positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

Survey Results. Of the 22 positions included in the survey, the information for 18 of the positions was included in the overall analysis. Four positions were not included in the analysis as the information collected was either incomplete or inconsistent. The City does not currently have salary ranges established for its non-union positions, therefore the current salaries for these positions were compared with the maximum salaries of the survey participants. On average, current salaries are 7.86% below the market. For comparison purposes, wages which are within 5% above or below the market average, dependent on the organizations pay philosophy regarding market relationship, are considered to be competitive.

Compensation Philosophy. A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and retain skilled employees (in other words, eliminate higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we emphasize references to performance in the pay philosophy discussion. As part of the study, it is recommended that the City consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the City's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the City will pay individuals within a position
- Establishing rates of pay that allow the City to compete successfully for new employees within its market area

- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a compensation system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, supervisors, managers, the City Council and the public
- Ensuring that the compensation program complies with the State of Minnesota Local Government Pay Equity Act

Developing a Salary Schedule. The process of developing a salary schedule draws from the results of the salary survey along with the internal relationships of positions within the City. Two compensation structures were developed for the City, one for the City's general non-union positions and the other for the City's management positions. The proposed compensation plan for the general non-union positions was developed with 20 grades for the City's with a 6% spread between grades. Each grade is comprised of 7 steps with a 4.15% spread between steps. The proposed compensation plan for the City's Management positions is comprised of 9 grades from 15 to 23, also with a 6% spread between grades but designed as an open range system with a minimum, midpoint and maximum wage with no specific steps. There is a 25% spread between the minimum and maximum of the ranges. Positions were then placed within the compensation plan based on an evaluation of each position utilizing the SAFE job evaluation system based on the current job responsibilities and job requirements as outlined in the city's current job descriptions. The factors considered in determining the relative value of classifications are:

- | | |
|---------------------------|------------------------------|
| • Training and Ability | • Experience Required |
| • Level of Work | • Human Relations Skills |
| • Physical Demands | • Working Conditions/Hazards |
| • Independence of Actions | • Impact on End Results |
| • Supervision Exercised | |

To implement the proposed wage schedule employees whose current wage falls below the proposed minimum of the range to which the position is assigned would be placed at the minimum of the range, general non-union employees whose current wage falls within the proposed range for their position would be placed on the step closest to the employees current wage. Management employees would receive increases based on individual employee performance. For illustrative purposes, a 2% increase has been included. The majority of City employees have a current wage which falls within the range assigned to their position, two employees have a current wage which falls below the proposed minimum wage for their position and one employee has a current wage which falls above the proposed maximum for their position.

Summary. The City's current compensation levels for non-union positions were, on average, slightly below the market. The City does not have an adopted pay plan for its non-union positions. A review of the internal relationships of positions within the City indicated that there were inequities amongst comparable positions. The proposed compensation plan is designed to be competitive with the external market and internally consistent and equitable.

[illegible]

City of Wayzata
Title & Grade

[illegible]