

## NOTICE OF VILLAGE OF HARRISON BOARD MEETING

**DATE:** Tuesday, May 9, 2023  
**TIME:** 6:00pm  
**PLACE:** Harrison Municipal Building, W5298 State Road 114,  
Menasha, WI 54952

NOTICE IS HEREBY GIVEN that a Village of Harrison Board meeting will be held at 6:00pm on Tuesday, May 9, 2023, at the Harrison Municipal Building. This is a public meeting, and the agenda is listed below.

1. Call to Order
2. Pledge of Allegiance
3. Roll Call of Village Board
4. New Business for Discussion, Consideration, and/or Action
  - 4a.) Inter-governmental Agreement for Improvements at Corner of State Park Road and Cty KK
  - 4b.) Road Closure Request for Block Party on Mulholland Road
  - 4c.) Road Closure Request for Block Party at Logan Lane cul de sac and part of Bailey Drive
5. Closed Session
  - 5a.) Sewer Connection Fees (*estimated start time 6:15 pm*)

The Board will meet in closed session pursuant to Wis. State Stats. 19.85 (1)(g) to confer with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved concerning sewer connection fees.

Attendees will include: the Village Board, Village President, Village Manager, Village Clerk, Village Attorney, and Special Attorney.

The Board will reconvene into open session pursuant to section 19.85(2) of the Wisconsin Statutes for possible action on the closed session discussion.
6. Visioning Session (*60 minutes*)
7. Adjournment

### Public and Open Meeting Compliance

This agenda was posted in the Municipal Building lobby and at [www.harrison-wi.org](http://www.harrison-wi.org) on May 4, 2023  
Vicki L. Tessen, Clerk

Any person with hearing disabilities or requiring special accommodations to participate in the meeting should contact the Clerk's Office (920-989-1062) at least 24-hours prior to the meeting. This is a public meeting.

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**VILLAGE BOARD MEETING**

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**VILLAGE OF HARRISON**

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**From:**  
Matt Heiser

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**Meeting Date:**  
May 9, 2023

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**Title:**  
Inter-governmental Agreement for Improvements at Corner of State Park Road and Cty KK

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**Issue:**

Should the Village of Harrison contribute to a project to install traffic signals at the intersection of State Park Road and County Road KK?

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**Background and Additional Information:**

This discussion started when the Country Store development was proposed in the Town of Buchanan at that intersection. At that time the Town secured an escrow from the developer to be used when the signals were installed.

The Calumet County Highway Department confirms the current volume of traffic would qualify that intersection for signals. The Commissioner does warn that there is a project on the department radar to expand County Road KK but it will depend on Federal funding and is so far into the future that it is not scheduled yet.

This was considered originally at the April 25 Village Board meeting. The two things that have changed since then are:

1. Staff has received an updated estimate of when the project on County KK might occur. The Calumet County Highway Commissioner reports that it is seven to eight years away at the very best.
2. The Town of Buchanan approved the IGA at its most recent meeting. The only unapproved party at this point is the Village of Harrison.

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**Budget Impacts:**

Approximately \$206,667. The agreement states the amount due from the Village will be based on actual costs so the number is derived from an estimate. Our amount is due in 2025 at the latest giving the Village two budget cycles to pay.

**Recommended Action:**

The agreement with the developer puts a time limit on the project. If the project is not complete by August 31, 2025, the developer receives a full reimbursement of their \$180,000 contribution. To make certain that deadline is met, and take into account delays in the supply chain, all parties agree the time is now to commit to the project and get it started in 2023. As a result staff recommends approval of the agreement.

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**Attachments:**

- [IGA For Signals at KK and State Park Rd \(County & Buchanan Signed\).pdf](#)

**INTERGOVERNMENTAL AGREEMENT BETWEEN  
TOWN OF BUCHANAN, VILLAGE OF HARRISON, AND CALUMET COUNTY**

**Whereas**, this is an intergovernmental agreement between the Town of Buchanan, Village of Harrison, and Calumet County. Collectively the parties enter into agreement pursuant to Wis. Stats. §66.0301 to cost-share in the urbanized section in both the Town of Buchanan, Village of Harrison, and Calumet County.

**Whereas**, the parties agree to cost share on this project because it promotes an organized approach to traffic planning that is in the best interests of the Parties and the motoring public.

**Now, therefore**, the parties agree as follows:

The construction and engineering of this project will be done on CTH KK at the State Park Road Intersection. This area includes the turn lanes outside of the existing roadway.

**Proposed Improvements:**

1. Constructing intersection improvements because of a gas station development that was previously constructed in the NW quadrant of the intersection of CTH KK and State Park Road in the Town of Buchanan.
2. To construct extra turn lanes to the north and south off CTH KK onto State Park Road.
3. Installation of Traffic Signals on CTH KK at State Park Road.

	<b>Total Estimated Cost</b>	<b>Calumet County</b>	<b>Town of Buchanan</b>	<b>Village of Harrison</b>
Engineering	\$100,000	0	\$100,000	0
Improvement	\$700,000	\$206,667	\$286,666	\$206,667
<b>TOTALS</b>	<b>\$800,000</b>	<b>\$206,667</b>	<b>\$386,666</b>	<b>\$206,667</b>

Terms and Conditions:

The cost estimate and participation shall be as follows, with details shown below.

1. The Town of Buchanan will cover the costs of Engineering/Design to be billed in 2023.
2. The Town of Buchanan is responsible for a larger percentage of costs because the Town of Buchanan has received \$180,000 from the developer to cover a portion of the costs. The project must be completed by August 31, 2025, otherwise the portion of funds received may be returned to the developer.
3. The projected costs for this project involve construction and engineering. These numbers are estimates. The parties will be invoiced periodically for a percentage of the costs as set forth above based on actual costs incurred. Each municipality agrees to make payment within thirty (30) days of receipt of the invoice and agrees to pay based on actual costs incurred. Such costs may be greater or less than the estimated amount, however, the municipalities acknowledge that costs between the time this agreement is executed, and the actual time of construction may vary.
  - a. The Town of Buchanan and Village of Harrison shall pay its share no later than October 1, 2025.
  - b. The municipalities will be invoiced based upon the actual costs incurred and the shared percentage of the costs set forth in the Cost Estimate chart above.
4. If either of the municipalities should withdraw from the project, it will pay its proportional share of the cost listed in the agreement.
5. The County's obligation to perform under this Agreement shall be subject to County Board 2024 budget approval and appropriation of funds sufficient to fund the County's obligations.
6. The Village of Harrison obligation to perform under this Agreement shall be subject to the Village Board 2024 budget approval and appropriation of funds sufficient to fund the Village's obligations.
7. All materials for the project, including dense aggregate base, concrete pavement, or asphalt pavement, shall meet WisDOT applicable Standard Specifications for Highway and Structure Construction.
8. The County's Urban Cost Share policy is incorporated by reference and is made a part of this Agreement. Where the provisions of this Agreement and the Urban Cost Share policy conflict, the terms of the Urban Cost Share policy shall control.

CALUMET COUNTY:

TOWN OF BUCHANAN:

Todd M. Romenesko      4-12-2023  
 Todd Romenesko      Date  
 County Administrator

Joseph S. Creamer      4/25/2023  
 Chairperson      Date

VILLAGE OF HARRISON

\_\_\_\_\_  
 Chairperson      Date

This instrument reviewed by:  
 Attorney Kimberly A. Tenerelli  
 Calumet County Corporation Counsel  
 206 Court Street  
 Chilton, WI 53014  
 920-849-1443/920-849-1617 fax

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**VILLAGE BOARD MEETING**

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**VILLAGE OF HARRISON**

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**From:**

Vicki Tessen

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**Meeting Date:**

May 9, 2023

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**Title:**

Road Closure Request for Block Party on Mulholland Road

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**Issue:**

Would the Board approve the closing of Mulholland Road for a block party?

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**Background and Additional Information:**

The Kimberly Heights subdivision has been having an annual block party for a couple years. They have an estimated attendance of 200 and a resident acts as a DJ playing amplified recorded music.

They are requesting to block off Mulholland Road from noon until 8:00pm on Saturday September 16, 2023. They are aware that they will need to leave enough room for emergency vehicles to use the street should it be needed.

The application did not indicate that they would be renting barriers from the Village DPW.

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**Budget Impacts:**

none

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**Recommended Action:**

Staff recommends approving the residents' request to block off Mulholland Road from noon to 8:00pm on Saturday September 16, 2023.



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**VILLAGE BOARD MEETING**

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**VILLAGE OF HARRISON**

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**From:**

Vicki Tessen

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**Meeting Date:**

May 9, 2023

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**Title:**

Road Closure Request for Block Party at Logan Lane cul de sac and part of Bailey Drive

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**Issue:**

Would the Board approve the closing of Logan Lane cul de sac and part of Bailey Drive for a block party?

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**Background and Additional Information:**

The Bailey / Logan Lane Block Party has been an annual event for a couple years. They have an estimated attendance of 20 - 30 people. They intend to have food, drinks, games, a bouncy house, and amplified music from one of the garages.

They are requesting to block off the Logan Lane cul de sac and part of Bailey Drive from 1:00pm to 10:00pm on Saturday June 3, 2023. They are aware that they will need to leave enough room for emergency vehicles to use the street should it be needed.

The application did not indicate that they would be renting barriers from the Village DPW.

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**Budget Impacts:**

none

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**Recommended Action:**

Staff recommends approving the residents' request to block off Logan Lane cul de sac and part of Bailey Drive from 1:00pm to 10:00pm on Saturday June 3, 2023.

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**VILLAGE BOARD MEETING**

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**VILLAGE OF HARRISON**

**From:**

**Meeting Date:**

May 9, 2023

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**Title:**

Sewer Connection Fees (*estimated start time 6:15 pm*)

The Board will meet in closed session pursuant to Wis. State Stats. 19.85 (1)(g) to confer with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved concerning sewer connection fees.

Attendees will include: the Village Board, Village President, Village Manager, Village Clerk, Village Attorney, and Special Attorney.

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**Issue:**

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**Background and Additional Information:**

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**Budget Impacts:**

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**Recommended Action:**

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**VILLAGE BOARD MEETING**

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**VILLAGE OF HARRISON**

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**From:**  
Matt Heiser

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**Meeting Date:**  
May 9, 2023

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**Title:**  
Visioning Session

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**Issue:**  
None.

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**Background and Additional Information:**

This visioning session is the first step toward strategic planning in the Village. Components of strategic planning have occurred in pieces over time up to this point. Two pieces of strategic planning with background information in this packet are: (1) Risk assessments and (2) Capital improvements plans.

(1) Risk Assessment.

Fire Chief Jarred Gerl gave a presentation on response time at the February 28 Village Board meeting. The ensuing discussion raised some questions about planning for future. One such question was about a potential risk assessment.

Staff learned that the city of Chilton is in the process of a risk assessment. They used McMahan engineering group for that work.

A security consultant at McMahan defines a risk assessment as:

“A Community Risk Assessment identifies and prioritizes local risks, followed by the strategic investment of resources to reduce their occurrence and impact. Its primary purpose is to provide data to better inform local decisions on the planning and implementing risk reduction measures. When discussing a Fire Department Community Risk Assessment, it is designed to identify and prioritize responses to all public buildings within the departments district. This data is generally collected during fire inspections and then entered into a risk assessment program which grades the level of response needed for each building.”

In the city of Chilton this has evolved into a Facilities Assessment Report (i.e. an assessment of the buildings for Village Hall, the Police Station and Fire Department). The attached materials were provided by McMahan.

(2) Capital Improvement Planning

As the Village develops and expands its planning efforts for the future one of the critical pieces is anticipated needs for capital items.

Assistant Manager Mommaerts created a plan for capital improvements for public works, parks and Harrison Utilities for the 2023 budget process. The 5 Year Road plan has been in development since 2021.

The Apparatus Replacement Schedule was submitted by Chief Gerl. It was created by the Apparatus Replacement Committee in the Fire Department.

These materials are provided as background to help Board members prepare for the visioning/planning discussion on May 9.

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**Budget Impacts:**

None.

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**Recommended Action:**

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**Attachments:**

- [CIP 2023-2027 DPW v 2.xlsx](#)
- [CIP \(Road Plan\) 2023-2027.xlsx](#)
- [Risk Assessment - NFPA 1300 White Paper.pdf](#)
- [Risk Assessment - web printout Assmnt Guide.pdf](#)
- [Risk Assessment - web printout How To Conduct An Assmnt.pdf](#)
- [CIP HU 2023-2027.xlsx](#)
- [CIP HFD - Apparatus Replacement Schedule v2.xlsx](#)



35			Install game pits for horseshoes and bocce	\$ 10,000			\$ 10,000						
36	Park	Dogwood Park	Lighting	\$ -									
37			Picnic tables	\$ 2,500	\$ 2,500								
38			Gazebo	\$ 50,000	\$ 50,000								
39			Baseball backstop	\$ 50,000			\$ 50,000						
40	Park	Rennwood Park	Master Plan	\$ 15,000	\$ 15,000								
41			Playground	\$ 150,000		\$ 150,000							
42			Multi-use trail	\$ 250,000		\$ 250,000							
43			Parking	\$ 250,000		\$ 250,000							
44			Basketball court	\$ 100,000		\$ 100,000							
45			Gazebo	\$ 100,000			\$ 100,000						
46			Picnic Shelter	\$ 250,000			\$ 250,000						
47			Benches	\$ 10,000			\$ 10,000						
48			Community Gardens	\$ 50,000				\$ 50,000					
49	Park	HAA	Exercise stations	\$ 50,000	\$ 50,000								
50			Specialty LED lighting	\$ 250,000		\$ 250,000							
51			Public wi-fi	\$ 10,000		\$ 10,000							
52			New playground equipment	\$ 150,000			\$ 150,000						
53			Consider game installation such as ping pong, horseshoes, or bocce	\$ 50,000			\$ 50,000						
54			Paved area for music	\$ 50,000				\$ 50,000					
55	TID	TID #1	Woodland Road Trail from Lake Park Rd to eastern boundary of TID	\$ 500,000				\$ 500,000					TID #1
56	TID	TID #2	Extend sewer & water from Friendship Drive to the east	\$ 350,000			\$ 350,000						TID #2
57			Complete Amy Avenue to Prosperity Drive, including possible widening of bridge, and construct a trail from State Park Road to regional stormwater pond	\$ 720,000		\$ 720,000							TID #2
58			Upgrade Friendship Road	\$ 930,000					\$ 930,000				TID #2
59			Upgrade Highline Road	\$ 1,028,000					\$ 1,028,000				TID #2
60			Utility & road extensions	\$ 3,700,000					\$ 3,700,000				TID #2
61	TID	TID #3	Eisenhower Drive, from Midway Rd to Manitowoc Rd	\$ 4,100,000			\$ 100,000		\$ 4,000,000				TID #3 & General
62			Eisenhower Drive, from Manitowoc Rd to Hwy 10/114	\$ 4,100,000			\$ 100,000		\$ 4,000,000				TID #3 & General
63			Manitowoc Rd reconstruction, from N Coop Rd to Eisenhower	\$ 600,000					\$ 600,000				TID #3 & General
64			N Coop Rd reconstruction, from Midway Rd to Manitowoc Rd	\$ 1,200,000					\$ 1,200,000				TID #3 & General
65	TID	TID #4	Pedestrian facilities; trails, sidewalks, etc.	\$ 150,000					\$ 150,000				TID #4
Total	Total	Total		\$ 24,280,508	\$ 1,900,008	\$ 2,629,500	\$ 2,884,500	\$ 1,069,500	\$ 8,119,500	\$ 7,677,500			

List of Trucks

Date Purchased	Make	Model	Vehicle Type	Original Cost
2002	Peterbilt	Convention	DMP-TRUCK	\$235,800.00
2006	Ford	Freestar	VAN	\$26,925.00
2007	Sterling	Plow Truck	DMP-TRUCK	\$193,800.00
2009	Ford	F550	DMP-TRUCK	\$58,500.00
2010	International	Plow Truck	DMP-TRUCK	\$164,300.00
2013	Ford	F350	PICKUP	\$32,775.00
2013	International	Plow Truck	DMP-TRUCK	\$212,345.00
2017	P.J. Trailer	F8242	TRAILER	\$6,000.00
2017	Ford	F350	PICKUP	\$48,000.00
2017	Ford	F550	DMP-TRUCK	\$55,000.00
2017	Western Star	Dump Truck	DMP-TRUCK	\$192,550.00
2017	Western Star	Dump Truck	DMP-TRUCK	\$192,550.00
2018	P.J. Trailer	Trailer	TRAILER	\$3,119.00
2020	Chevy 1500	Silverado	PICKUP	\$35,859.00
0	Bomag Unknown	Roller		\$180,402
0	King Kuter 60"	Box Blade 60" Tractor Attachment		\$874
1983	Schmidt 12'	Plow Wing		\$12,240
1983	Schmidt unknown	V Plow		\$14,865
1984	Fink 12'	Plow		\$15,300
1988	Baulderson 11'	Plow Wing		\$12,240
1988	Baulderson Unknown	V Plow		\$16,942
1988	Cat Unknown	Road Grader		\$313,930
1989	Ariens HAAT	Tractor & Attachments		\$10,200
1990	Eager Beaver Eager Beaver	Chipper Brush		\$64,183
1992	Artic Cat Unknown	Snowmobile		\$6,448
1992	Swenson 4500 Watt	Generator		\$1,020
1996	Henderson Unknown	Tailgate Spreader		\$12,680
1997	MB 8'	Power Broom		\$15,413
1998	John Deere Cab 6310	Tractor with End loader		\$50,421
1999	Cat 938G	Fron End Loader		\$223,273
2000	John Deere 135 G	Backhoe - Excavator		\$151,322
2002	Schmidt 87980	Trip Plow (2)		\$15,300
2002	Swenson Unknown	Salt Spreader		\$12,680
2003	Henderson Unknown	Sander Unit		\$9,073
2003	Henderson Unknown	Spreader		\$10,275
2003	Schmidt 90812	Plow		\$12,240
2003	Schmidt SPW-10 89642	Wing plow		\$12,240
2003	Unknown Unknown	Liquid Prewet Systems (3)		\$16,177
2004	Alamo Unknown	Mower w/Rear Mounted Flaii		\$9,619
2005	Brillion LSP5	Seeder		\$10,200
2005	Frontier Unknown	Tiller		\$4,263
2005	John Deere 4310	Tractor w/Equipment		\$38,818
2007	Hinda Harmony I	Push Mower		\$1,020
2007	King Kutter Unknown	Rotary Mower 60"		\$984

2007	Nortex UnknownDouble Roll 60"	\$3,170
2007	Onan UnknownGen Set	\$26,999
2007	Toro 74225Zero Turnmower 60"	\$15,300
2007	Woods UnknownDouble Roll Gill Tiller Attachment	\$4,044
2007	York UnknownRake 72"	\$4,044
2008	Edge UnknownHopper Broom - Toolcat attachment	\$5,574
2008	Gracely 26 OZZero Turn Mower	\$9,838
2008	John Deere 6430Tractor w/Equipment	\$102,808
2008	Polaris Ranger RangerATV	\$27,233
2009	Monroe UnknownPlow	\$11,368
2009	Monroe UnknownPrewet Tank for 2010 Intl Truck	\$4,809
2009	Monroe UnknownSpread for Intl Truck	\$5,684
2009	Monroe UnknownWing for 201 Intl Truck	\$14,211
2011	Volvo UnknownFront End Loader	\$220,142
2012	MB 12' Truck Broom	\$4,080
2012	Ski Doo GT LESnowmobile	\$10,619
2013	Ferris IS2000VMower	\$9,344
2013	Gehl AL540Mini-Loader	\$51,536
2014	Eckstein Snow Blower 49"	\$4,080
2015	Chilton SD22-8.5x12ZATrailer	\$2,550
2015	John Deere 772GP Road Grader	\$306,000
2017	Bobcat T770	\$66,300
2017	Boss 10' V Plow DX	\$8,160
2017	Boss 10' V Plow DXT	\$9,180
2017	Boss V Bottom 1 yard Salter	\$6,120
2017	Front Mount Bobcat Mower	\$5,100
2017	Front Mount Bobcat Snowblower	\$8,160
2017	John Deere 624 Front End Loader	\$183,600
2017	Monroe 16-06-137112' Snowplow Trip Edge	\$12,240
2017	Monroe 16-06-3449Salter	\$6,120
2017	Monroe 16-06-3450Salter	\$15,300
2017	Monroe 16-06-643410' Wing Plow Trip Edge	\$12,240
2017	Monroe 16-06-643910' Wing Plow Trip Edge	\$10,200
2017	Monroe 160-06-137212' Snowplow Trip Edge	\$15,300
2017	Monroe Tailgate Sander	\$8,160
2017	Monroe UnknownLiquid Prewet Systems	\$3,060
2017	Monroe UnknownLiquid Prewet Systems	\$3,060
2019	Henke 12' Snow Wing	\$20,400





**5-Year Proposed Road Plan  
2023-2027**

Item	Description	Year					Est. Cost (Local Share)	
		2023	2024	2025	2026	2027		Later
Creekside Estates**	Urban Construction & Assess roads in accordance with development agreement. Village will be able to recoup costs.	\$ 1,122,379						\$ -
Cottonwood Creek III Subdivision (Willowglen Way, Alder Way, Basswood Ln, Cherrymeadow Rd, Mountain Ash Ln)	Rural Resurfacing and Ditching.	\$ 1,374,800						\$ 1,374,800
Manitowoc Road (CTH N to Harwood Rd)	Crack fill & Chip Seal and Cross Culvert.	\$ 248,280						\$ 248,280
Quella Drive	Pulverize & Reshape	\$ 42,096						\$ 42,096
Schmidt Road (State Park Rd to Harwood Rd)	Crack fill & Chip Seal and Cross Culvert.	\$ 198,840						\$ 198,840
State Park Road (USH 10 to Schmidt Road)	Rural Resurfacing - Widen to add bike lanes. Purchase additional ROW (80').		\$ 1,693,492					\$ 1,693,492
Woodland Trails Subdivision (Spring Valley Rd, Shagbark Hickory Ln, Sugar Maple Way, Maple Bluff Ln, Hemlock Ln, Wild Cherry Ct, Box Elder Way)	Urban Resurfacing. No Sidewalks are proposed.			\$ 972,000				\$ 972,000
Cedar Ridge Estates & Ashland Hollows 1st Add. (Christopher Ln, Elmview Dr, Oak Lawn Dr, Cedar Ridge Dr)	Rural Resurfacing and Ditching.			\$ 1,013,813				\$ 1,013,813
Old Highway Road(Firelane 8 to Hwy 114)	Rural Reconstruction.				\$ 1,550,000			\$ 1,550,000
Blazing Meadow Subdivision (Cornflower Dr, Dahlia Dr, Hedgerow Dr north of Sweet William Dr, Zinnia Dr)	Urban Resurfacing. No Sidewalks are proposed.				\$ 459,084			\$ 459,084
N Coop Road (Manitowoc Rd to Midway Road) (TID FUNDS)	Rural Resurfacing - Widen to add bike lanes. Cost could be split 50/50 with TID #2.					\$ 388,322		\$ 388,322
	Rural Resurfacing - Widen to add bike lanes & 10' trail. Cost could be split 50/50 with TID #2.					\$ 967,197		\$ 483,599
Firelane 12	Rural Resurfacing.					\$ 637,830		\$ 637,830
Peaceful Valley Subdivision (Daisy Ct, Peaceful Ln, Rosebud Ln, Tranquil Ln, Valley Ln)	Urban Resurfacing. No Sidewalks are proposed.						\$ 580,000	\$ 580,000
Harrison Road (Harwood Road to top of hill)	Crack fill & Chip Seal and Cross Culvert.						\$ 202,880	\$ 202,880
Midway Road (Noe Rd to N Coop Road)	Rural Resurfacing - Widen to add bike lanes.						\$ 740,000	\$ 740,000
State Park Road/County KK to Schmidt Rd)	Rural Resurfacing and widen to add bike lanes. Local share assumes 80% grant.						\$ 1,700,000	\$ 340,000
State Park Road/Schmidt Road to Hwy 114)	Rural Resurfacing and widen to add bike lanes. Local share assumes 80% grant.						\$ 3,186,983	\$ 637,397
Manitowoc Road (Lake Park Rd to CTH N)	Urbanize roadway, add storm sewer, add ped. trail, add sidewalk, add bike lane. Local share assumes 80% grant.						\$ 7,347,993	\$ 1,469,599
<b>Engineering, Stormwater, &amp; Property Acquisition</b>	<b>Design &amp; construct stormwater facilities for Manitowoc Road project.</b>						\$ 573,480	\$ 573,480
Midway Road(N Coop Road to County N)	Urbanize roadway, add storm sewer, add ped. Trail, add bike lane. Local share assumes 80% grant.						\$ 2,589,782	\$ 517,956
<b>Engineering &amp; Stormwater</b>	<b>Design &amp; construct stormwater facilities for Midway Road project.</b>						\$ 225,898	\$ 225,898
Eisenhower Drive (Hwy 10/114 to Midway Road) (TID FUNDS)	New road construction. Cost could be split 50/50 with TID #2.						\$ 8,000,000	\$ 4,000,000
<b>Totals (2022 costs)</b>		\$ 2,986,395	\$ 1,693,492	\$ 1,985,813	\$ 2,009,084	\$ 1,993,349	\$25,147,016	\$ 18,349,365
<b>Totals (inflationary costs)</b>		\$ 3,135,715	\$ 1,820,504	\$ 2,184,394	\$ 2,260,220	\$ 2,292,351	\$28,919,068	

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Date: August 23, 2022

\*\* Village to assess 100% of cost back to the property owners of Creekside Estates

The criteria used to determine the streets in the 5-year road plan are as follows:

PASER Rating. The lower the PASER Rating the worse condition the road pavement. Generally, the roads listed in the 5-year road plan have PASER Ratings in the 4-6 range.

Traffic Counts. The amount of traffic on a road may warrant a higher priority over other roads of similar rating.

Trends of PASER Rating. The history of PASER Ratings may indicate that a road is deteriorating faster or holding steady for pavement condition.

Geography within Village. A balance of urban and rural roadway work is optimum. However, conditions of roads and other factors may cause for a perceived imbalance at times.

Subdivisions. Roads within a subdivision, constructed at the same time, should be grouped together to avoid disruption to the subdivision over multiple years and increased mobilization costs.

Unique Features. Some roads may have unique features (steep slope, bridge, etc.) that may increase the priority over other roads of similar ratings.

Availability of Grant Funds. The availability of state/federal grant funds may increase the priority over other roads of similar ratings.

Developing a 5-year road plan is not an exact science. While criteria is used to choose which roads are listed in the plan, the criteria cannot be utilized without using human judgement to determine the best cost/benefit for the Village. Please note that the plan can get amended each year and that some roads may move from year to year or be added in accordance with the criteria and as PASER Ratings change.

Definitions. For the purpose of this document, the following terms are defined as follows:

Crack Fill & Chip Seal. The filling of major roadway cracks and adding material as a treatment to the existing roadway surface.

Rural Reconstruction. The complete reconstruction of the roadway. Typically includes culvert replacement, ditching, and pavement replacement.

Rural Resurfacing. The replacement of roadway material (typically asphalt) with like material. Typically includes intermittent work to roadway base and cross culvert work as needed.

Urban Reconstruction. The complete reconstruction of the roadway. Typically includes curb & gutter, storm sewer, and pavement replacement.

Urban Resurfacing. The replacement of roadway material (typically asphalt) with like material. Typically includes intermittent work to roadway base and curb & gutter replacement as needed.

Assess/Assessments. The cost of the improvements will be levied/billed to the benefiting property owners.

Bike lanes. The dedication of pavement surface for bicycle traffic. Typically a painted line on the roadway surface separates vehicles and bicycles.

Cross culvert. Resetting and/or replacing a culvert that cross a roadway.

Culvert replacement. Resetting and/or replacing driveway culverts. Typically includes replacing all or a portion of the driveway surface of the apron.

Ditching. The cleaning out, digging, and/or restoration of the ditch from one culvert to the next. This may also include some intermittent culvert replacement or resetting in order to get water to flow through the ditch.

Sidewalks. The addition or replacement of 5-foot wide concrete sidewalks.

Trails. The addition or replacement of 10-foot wide asphalt multi-use trail, typically separated from the roadway.



## 5-Year Proposed Road Maintenance

2023-2027

Item	Cross Culvert replacement	Crack Filling	Storm Inlet Repair	Ditching	Sidewalk / Trail Repairs	
Description	Repair/Replace roadway culverts to fix bumps/dips in roadway and ensure drainage.	Crack fill streets to extend life of roadway.	Storm inlet repairs and replacement to extend life of roadway.	Reditch in order to reestablish flow line.	Repair/Replace heaving or cracked sidewalks to ensure public safety.	
Year	2023	Midway Road (N Coop Rd to Noe Rd) Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Haen Heights (Lydia Lane, Jordan Street)	Cedar Ridge Estates subd. Ashland Hollows subd.
	2024	Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Darbroek Acres & Darbroek Acres 1st Add. (Darboy Dr, Cyrstal Dr, Sapphire Ct, Silver Ct, Shepherd Ln)	Cedar Ridge Estates subd. Ashland Hollows subd.
	2025	Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Staker Plat (Harmon, Shea, Vernon)	Papermaker Ridge subd.
	2026	Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Cyrstal Valley (Jade, Onyx, Opal)	Trails
	2027	Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Ridgepoint Plat (Camron, Paige, Jessica, Greystone)	Lake Park Road
	Later	Roads to be determined in spring based on freeze/thaw	Streets listed as 7 or 8 in latest PASER Rating	Complete as many as possible within allotted amount of money.	Wittmann Family plats (Gina, Michelle)	Parker Farms subd.
Est. Cost per year	\$ 40,000	\$ 200,000	\$ 12,000	\$ 30,000	\$ 5,000	\$ 287,000



# Using NFPA 1300 as a Tool to Comply with CMS Requirements for an Emergency Preparedness Program

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June 2019



**NATIONAL FIRE  
PROTECTION ASSOCIATION**

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This white paper contains some basic information about NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*, 2020 Edition. It identifies some of the requirements in these documents as of the date of publication. This material is not the complete and official position of the NFPA on the referenced topics, which is represented solely by the NFPA documents in their entirety. For free access to the complete and most current version of these and all NFPA documents, please go to [nfpa.org/standards](https://www.nfpa.org/standards). The NFPA makes no warranty or guaranty of the completeness of the information in this white paper. In using this information, you should rely on your independent judgment and, when appropriate, consult a competent professional and your local authority having jurisdiction. Copyright © 2019, National Fire Protection Association®, One Batterymarch Park, Quincy, Massachusetts 02169-7471

If you are a Medicare participant and are seeking reimbursement for medical services, the Centers for Medicare & Medicaid Services (CMS) requires you to prepare and submit an Emergency Preparedness Plan (EPP). The emergency preparedness program comprises four segments: risk assessment and planning, policies and procedures, a communication plan, and training and testing.

Chapter 12, Emergency Management, of NFPA 99, *Health Care Facilities Code*, can be used as a guide for meeting the CMS requirements. However, since CMS does not use Chapter 12 of NFPA 99, conducting a hazards vulnerability analysis (HVA) in accordance with NFPA 99 might not meet the requirements of CMS.

A new standard, NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*, 2020 edition, is another tool that may be helpful for developing comprehensive risk assessment methodology because it covers an all-hazards approach and many of the program provisions of the CMS rule for emergency preparedness. NFPA 1300 includes requirements for a process that helps users determine what the hazards and risks are for their community or facility and how to prioritize those risks. Once the risks are identified and prioritized, a community risk reduction (CRR) plan can be developed to meet the goals resulting from the analysis. The three major steps of NFPA 1300 are to conduct a risk assessment, develop a CRR plan, and implement and evaluate the plan.

### **RISK ASSESSMENT AND PLANNING**

The CMS risk assessment and planning provision requires the facility to develop an emergency plan that is based on a risk assessment. There is no guidance on how to conduct the risk assessment; however, there are many tools available on how to conduct this analysis, including NFPA 1300 and NFPA 99. It is important that the risk assessment be the result of a well-documented procedure.

CMS requires the risk assessment process to consider all hazards including internal and external events, and natural and human made disasters. Examples of internal disasters include loss of essential utilities—power, water, wastewater, HVAC, fire protection, fuel for building operations, medical gases, communications, and IT services. External disasters can be natural hazards such as geological, meteorological, and biological events, human-caused events (both accidental and intentional), and technological events.

### **POLICIES AND PROCEDURES**

CMS recommends that a set of policies and procedures should be developed based on the outcome of the risk assessment and the emergency plan that was advanced in the assessment. Examples of policies and emergency procedures to address are food and water needs, essential utilities, evacuation plans, sheltering in place, and tracking patients and staff. Other conditions to consider when establishing policies are a high influx of new patients, communications, resources and assets, safety and security, clinical support, exterior connections, and staff roles.

CMS also requires the facility to review and update policies and procedures, at least annually. The one thing that is constant is change. New construction at or near a facility can have an impact. Roads and bridges could be closed, and alternate routes for first responders might need to be changed for delivery of emergency services. Economic factors can hinder delivery of the fuel necessary for generators; a new supplier or backup supplier will need to be identified. Because the community is constantly changing, an annual review of policies and procedures will identify whether protocol is still valid or needs to be updated.

### **COMMUNICATION PLAN**

Communication is crucial during a disaster—inside and outside a facility. Timely information prepares the affected parties for intended actions and helps alleviate fears and anxieties. It also allows seamless transitions and coordinated activities such as sheltering in place, patient care inside and outside a health care facility, and evacuation of the facility. Communication plans should comply with applicable federal and state laws, including communicating with state and local health departments, and state and local emergency management systems.

## TRAINING AND TESTING

Once the emergency preparedness program has been developed, the next phase is to train the staff and test the plan with drills and exercises. CMS requires three components for training and testing:

- Develop and maintain training and testing programs on policies and procedures.
- Demonstrate knowledge of the emergency procedures, and provide training at least annually.
- Conduct drills and exercises to test the emergency plan.

CMS requires several activities or exercises for facilities, including the following:

- Participation in a full-scale, community-based exercise.
- If a community-based exercise is not practical, an individual, facility-based exercise.

**CMS Definition of Facility-Based:** When discussing the terms *all-hazards approach* and *facility-based risk assessments*, CMS considers the term *facility-based* to mean that the emergency preparedness program is specific to the facility. Facility-based includes, but is not limited to, hazards that are specific to a facility and related to geographic location, patient, resident or client population, facility type, and surrounding community assets.

In addition to the exercise above, training is required and can include, but is not limited to, the following:

- A full-scale exercise that is individual or facility-based
- A tabletop exercise that includes a group discussion led by a facilitator using a narrated, clinically relevant emergency scenario, and a set of problem statements, directed messages, or prepared questions designed to challenge an emergency plan

**CMS Definition of a Full-Scale Exercise:** A full-scale exercise is a multiagency, multijurisdictional, multidisciplinary exercise involving functional (e.g., joint field office, emergency operation centers) and “boots on the ground” response (e.g., firefighters decontaminating mock victims).

**CMS Definition of a Tabletop Exercise (TTX):** A tabletop exercise is a group discussion led by a facilitator using narrated, clinically relevant emergency scenarios and a set of problem statements, directed messages, or prepared questions designed to challenge an emergency plan. In the training, key personnel discuss simulated scenarios, including computer-simulated exercises, in an informal setting. TTXs can be used to assess plans, policies, and procedures.

## HOW CAN CRR STRATEGIES HELP WITH CMS EMERGENCY PREPAREDNESS BENCHMARKS?

NFPA defines CRR as a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact.

NFPA also defines a community risk assessment (CRA) as a comprehensive evaluation that identifies, prioritizes, and defines the risks that pertain to the overall community.

NFPA 1300 is an all-hazards approach to help communities identify, prioritize, and develop plans to reduce risks. The definition of *community* ranges from a medical facility or building, medical campus, town, city, county, or state; it involves a broader perspective than just being facility-based and integrates data and information from the community. This data includes demographics, geography, building stock, public safety response agencies, community service organizations, hazards, economics, and past loss/event history. A good CRR plan engages members of the community, helps to identify hazards and solutions, and promotes closer working relationships. Ultimately, this will lead to a better use of resources to address the identified hazards.

A CRR strategy comprises three components: a CRA, a CRR plan, and implementation and evaluation of the CRR plan. This closely aligns with three of the four provisions of the CMS emergency preparedness program: conducting a risk assessment, developing policies and procedures, and developing a communication plan. The fourth provision, training and testing, can be associated with implementation and evaluation of the plan, as discussed

in NFPA 1300. There are no requirements on specific exercises in NFPA 1300; however, this requirement can be formalized in the CRR plan to address the fourth provision of the CMS EPP.

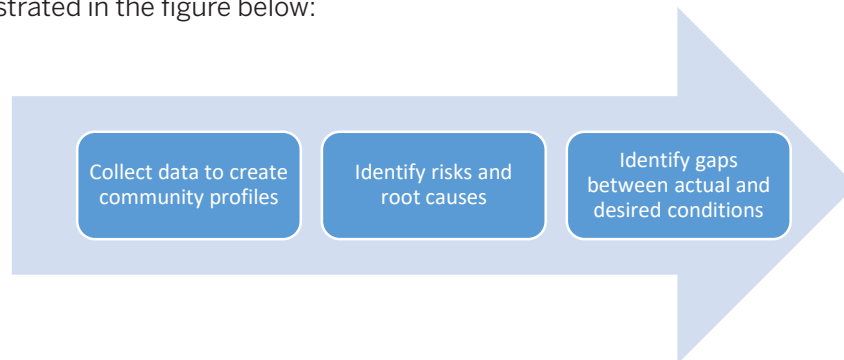
### COMMUNITY RISK ASSESSMENT

A good CRA will identify specific risks to a community, as well as hidden, hard to contact, or underserved populations and hazards. For example, the cafeteria staff working in your facility might be overlooked in your emergency management plan. By reviewing community demographics and transportation history, it can be determined that many staff members depend on public transportation for commuting. History shows that public transportation is hampered during the winter months because of snow removal problems. Thus, there is a possible risk that can affect the daily operation of your facility that should be addressed in your risk assessment and CRR development plan.

NFPA 1300 (5.3.2) identifies the following six steps for conducting a CRA:

1. Recognize the need to conduct a CRA and develop a community risk reduction plan based on the CRA.
2. Define the problem by identifying the potential risks and their root causes, and develop programs that are appropriate to mitigate the identified risks that fall within the available resources.
3. Collect empirical data (capable of being verified or known to be true) regarding the community's demographics, building stock profile, geography, past loss history, and potential likelihood or anticipated future events.
4. Analyze the data.
5. Identify gaps, areas where actual conditions vary from desired outcomes.
6. Validate the CRA by comparing the findings of the CRA with the available data, to ensure they are consistent with the community's level of acceptable risk, capabilities, and resources. All risks considered in the CRA might not be addressed in the CRR plan.

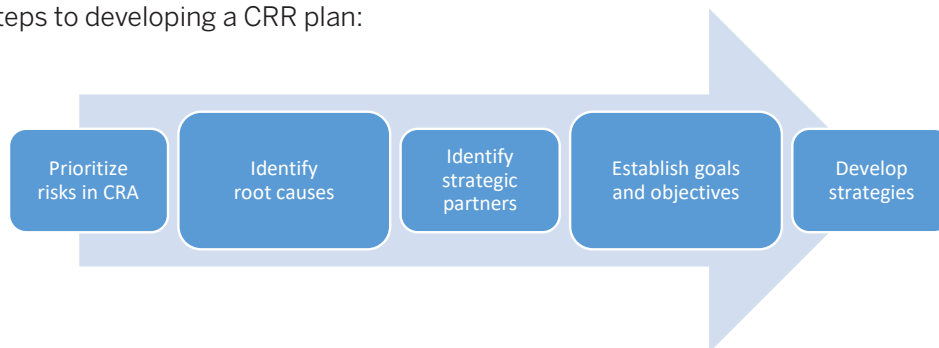
These steps are illustrated in the figure below:



Once your CRA is complete (including data collection), the risks and hazards are identified and the gaps are found, a CRR plan can now be developed.

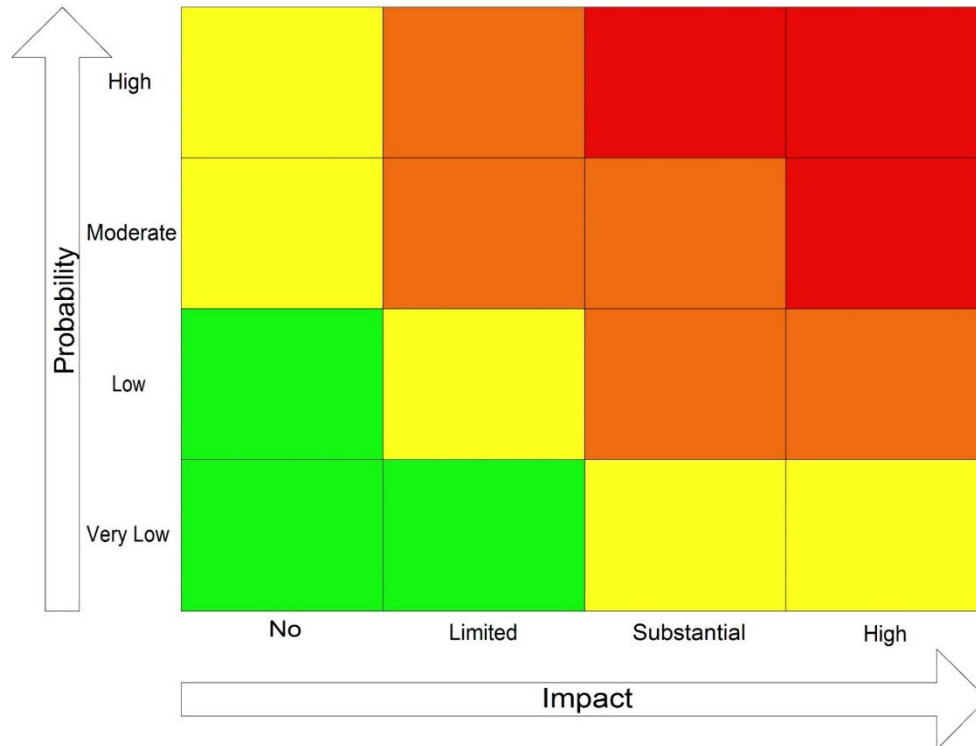
### COMMUNITY RISK REDUCTION PLAN

There are five steps to developing a CRR plan:



## STEP 1: PRIORITIZE RISKS

Risks were identified in the CRA. It's now time to prioritize the risk based on the probability and impact of the event as well as resource availability. A risk assessment matrix is a tool used to prioritize risk. The following is an example of the matrix.



In the matrix [based on NFPA 1300, Figure A.5.6(4)], you can plot the probability of an event and compare it to the impact. Events that occur in the red quadrants have a high probability of occurrence and a high impact once they occur. Conversely, events that occur in the green quadrants have a low probability of occurrence and a low impact.

## STEP 2: ADDRESSING ROOT CAUSES

Evaluate the risk and root causes identified in the CRA and determine best risk reduction strategies. For example: If the identified risk is a parking garage that is continuously strewn with litter, addressing the root cause of the risk would entail the placement of trash barrels where garage users can drop trash.

## STEP 3: IDENTIFYING STRATEGIC PARTNERS

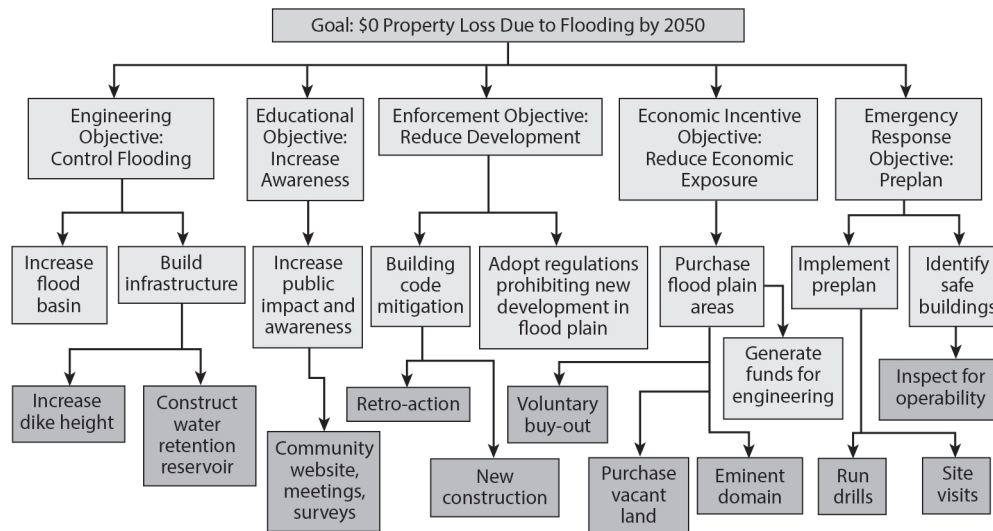
By using the CRA and root cause evaluation, you can identify possible strategic partners to assist you with goal creation, resources, and strategies in the development of the CRR.

## STEP 4: ESTABLISHING GOALS AND OBJECTIVES

Using the information in steps 1 to 3, begin to develop goals and objectives for your CRR plan. Use the five E's of CRR: enforcement, engineering, emergency response, economic incentive, and education. Each component of the five E's provides alternatives or options to meeting the goals identified in the CRR plan. There is no definitive method that should be used; it may be that a combination of several or all of the E's that is the best option for meeting your goal.



The following chart [NFPA 1300, Figure A.6.3.3.2(4)(b)] demonstrates how the five E's could be used to achieve a goal of "\$0.00 Property Loss Due to Flooding by 2050."



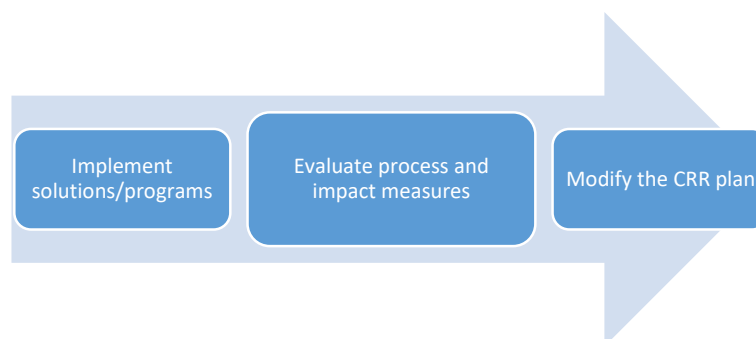
As you can see from the example, there are five options to meet the object for property loss due to flooding. Each objective could work on its own, or a combination of options can be used to create a more comprehensive outcome.

### STEP 5: DEVELOPING STRATEGIES

As strategies are developed, you should consider who will be responsible for implementing the strategies. Will it be individual facility staff, facility departments, strategic partners, or a combination? In addition to determining responsibility, establish a timeline to accomplish goals, objectives, and strategies. This is also where the testing and training provision of the CMS emergency preparedness program can be addressed.

### IMPLEMENTING AND EVALUATING THE CRR PLAN

The last step in the CRR process is to start implementing the solutions, evaluating the process and impact measures, and then modify the CRR plan, as needed. The following figure shows this process:



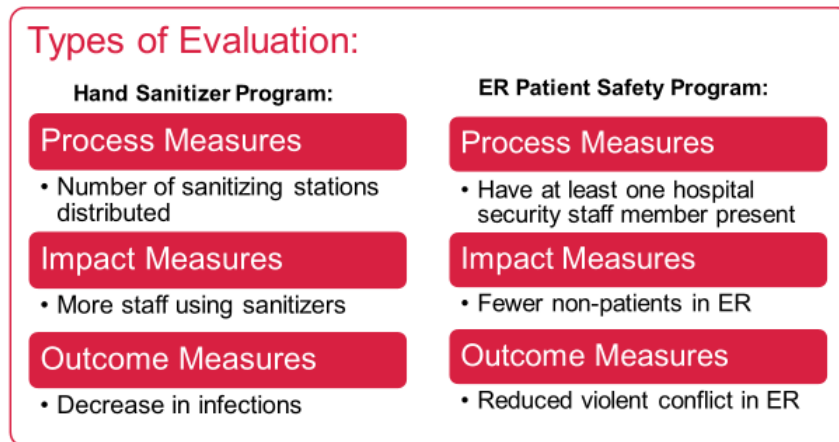
There are three types of assessments to consider when evaluating the CRR plan: process data evaluations, impact data evaluations, and outcome measures.

Process data evaluations look at what has been done and what has happened. What was the quantity, frequency, and quality of the function performed? This evaluation does not measure effectiveness.

Impact data evaluations demonstrate the changes in behavior or learning patterns of the community as a result of implementing the strategies of the CRR plan.

The outcome measures determine the success of the CRR plan. Did the risk described in the CRA increase, decrease, or stay the same? If the outcome does not meet the objectives, then the CRR plan should be modified to reflect the outcome. If it was successful, the revised plan could address another risk that had been in a lower risk category, or a new risk could become elevated because of a change in circumstances. For example, the closing of a bridge or a road could compound the risk for patients by introducing a delay in delivering emergency medical assistance. Therefore, the CRR plan should be modified to address this new risk.

The two examples below (Hand Sanitizer Program and ER Patient Safety) demonstrate the three types of evaluation. Each evaluation discusses what was done, what behaviors changed, and the outcomes and measures of success.



## CONCLUSION

NFPA 1300 is a community risk reduction standard that uses an all-hazards approach. The methodology used in this standard can be applied when developing the CMS emergency preparedness program. NFPA 1300 provides a framework for anyone to use to develop a CRR plan. It contains an example in the annex to illustrate the process outlined in the standard.

## ADDITIONAL RESOURCE

Visit [nfpa.org/cms](https://nfpa.org/cms) for more information.

# FAQ'S

**Q** What is the difference between a hazard vulnerability analysis (HVA) and a community risk reduction (CRR) plan?

**A** An HVA is a methodology to identify hazards and prioritize those hazards within a facility. It is similar to a risk assessment (RA), where hazards and assets are identified, similar to components of a CRR plan. A CRR plan comprises an RA, development of a CRR plan, and implementation and evaluation of that plan.

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**Q** If I conduct a CRR in accordance with NFPA 1300, have I met the requirements of CMS for an emergency preparedness program (EPP)?

**A** CMS does not specify any specific method or tool for a facility to meet the four requirements of its EPP. A facility has the flexibility to use various methods as long as the specific requirements of all four CMS provisions are met. NFPA 1300 is one methodology that can help address all the provisions of the CMS EPP.

---

**Q** Although CMS did not adopt Chapter 12, Emergency Management from NFPA 99, *Health Care Facilities Code*, 2012 edition, can I still use this chapter to meet the CMS requirements for an emergency management plan?

**A** Chapter 12 of NFPA 99 can be used as guidance for developing an emergency management plan. Using Chapter 12 of NFPA 99 in combination with the methodology of NFPA 1300 can help address the requirements of the CMS emergency preparedness program.

## Community Risk Assessment Guide



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Develop a Community Profile

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## Risk Defined

Definitions of “risk” can be found in a variety of publications, reports and other sources. One definition is: human behavior, systems malfunctions, or an event that results in an ignition or other detrimental incident leading to a negative impact to life, property and/or natural resources. Another simple definition is: the potential or likelihood of an emergency to occur. A “risk assessment” simply asks, “How risky is the situation?”

Risks that affect a community on a regular basis can be human-created or naturally occurring. Examples include preventable injuries, fires and frequently occurring forms of severe weather. Examples of more uncommon risks that may occur every 5–20 years, might include domestic terrorism, hurricanes, earthquakes, and major hazardous materials releases.

Risk assessment is basically the identification of potential and likely risks within a particular community, and the process of prioritizing those risks. It is the critical initial step in emergency preparedness, which enables organizations to eventually mitigate (if possible), plan, prepare and deploy appropriate resources to attain a desired outcome.

## Degrees of Risk Assessment

The community risk assessment process can be as complex and detailed as local resources permit. Or, using basic skills and resources available to most organizations, can be a more simplified process that will produce basic information that can be used effectively for a CRR program. Several people or a small team may be most effective in completing the assessment. Many communities have access to experts in assorted occupations that can be useful in the process. Often, these individuals and organizations are very willing to provide assistance to the local fire department. Based on individual capabilities, each fire department and community will need to determine the extent to which they will conduct their risk assessment process.

## Purpose of this Guide

This guide will focus on the CRR steps involved in identifying and prioritizing risks, and the processes required for conducting a risk assessment in preparation for prevention and mitigation planning. The intent is to provide simple and easily understood guidelines for fire departments and/or other agencies to conduct a risk assessment of their community, with the ultimate goal of developing a local CRR program.

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Community Powered  
Resilience

# How to conduct a Community Risk Assessment

[🔗 Pre-disaster](#)

## About Community Risk Assessments

A Community Risk Assessment identifies and prioritizes local risks, followed by the strategic investment of resources to reduce their occurrence and impact. Its primary purpose is to provide data to better inform local decisions on the planning and implementing risk reduction measures. While Community Risk Assessments are not required, State and local jurisdictions conduct them often. For example, the local Fire Department works to understand fire risk and how that might change over time. And conducting a Community Risk Assessment is a key component of the Hazard Mitigation Plan, which is required for States, Tribes, and local jurisdictions to receive critical Federal funding. Typically, community risk assessments have six steps:

1. Identify risks
2. Describe risks and their impacts
3. Identify community assets and capabilities to reduce risk and increase resilience
4. Complete a risk analysis
5. Summarize and share
6. Monitor, evaluate, and revise

Community Risk Assessments are powerful tools used in many local planning processes. Frontline communities must be actively involved in identifying and analyzing the risks they face and participate directly in planning for, monitoring, and evaluating disasters.

### Step 1: Identify risks

Each community faces different natural climate or human-induced risks and hazards, varying in scope and frequency. A natural hazard is a natural phenomenon that might harm humans and other animals or the environment. In California, natural hazards typically include earthquakes (and other seismic hazards such as liquefaction), wildfires, landslides or mudslides, floods, drought, windstorms, sea-level rise, and pandemics. Natural hazards may trigger secondary hazards, including power shutoffs, rolling blackouts,

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There are a variety of data sources that are helpful for understanding potential hazards in California:

- [Cal OES My Hazards \(https://myhazards.caloes.ca.gov/\)](https://myhazards.caloes.ca.gov/)
- [Wildfirerisk.org \(https://wildfirerisk.org/\)](https://wildfirerisk.org/) from the U.S. Department of Agriculture
- [Sea Level Rise Viewer \(https://coast.noaa.gov/digitalcoast/tools/slr.html\)](https://coast.noaa.gov/digitalcoast/tools/slr.html) from the National Oceanic Atmospheric Agency
- [California Heat Assessment Tool \(https://www.cal-heat.org/explore\)](https://www.cal-heat.org/explore)

Use local knowledge, too, since community members have an in-depth understanding of the risks and hazards they face.

**Step 2: Describe risks and their impacts**

After identifying potential hazards, describe them in detail to better understand what to expect during a disaster. List out the community impacts based on the information gathered. Here are suggested topics to cover for hazards and impacts in your community:

Category	Hazard description	Impacts
Location	The geographic areas that the hazard will impact. Maps are helpful. For example, showing what part of your community is closest to a fault line.	The assets or infrastructure that will be impacted by risk. For example, flooding impacts housing units.
Extent of risk	Strength or magnitude of the hazard. What is the latest science saying? What will this feel like to community members?	How will the level of risk impact the community? For example, our community was constructed before the current code, and many homes cannot withstand extreme earthquakes.
Legacy occurrence	When has this happened before? This helps estimate the likelihood that a hazard is repeated and can help estimate or picture the potential impacts.	How does legacy show up in placing my community at risk? For example, my community has experienced redlining, which has created underinvestment in my community, and now we are at greater risk.
Probability of future events	Use past occurrences and the latest predictions. Several factors, including climate change, contribute to the unpredictability of future events.	How will the future inform my risk? For example, future events can place housing and assets at greater risk to climate change.

**Step 3: Identify community assets and capabilities to reduce risk and increase resilience**

In this step, describe what makes the community important to the people that live there. This section offers a great opportunity to describe how frontline communities view themselves and their assets. Typical risk assessments, including those conducted by the government, often assess risk according to financial or economic impacts rather than human impacts. As a result of years of disinvestment, frontline communities tend to have fewer assets, and the incredible assets they do have tend to be valued less.

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communities can help push the narrative away from being purely financially based. It can also pressure decision-makers to consider other metrics for determining the value of community assets.

Here are examples of community assets:

Asset	Description
People	People are the most important community asset. Talk about the people who live there, their contributions, and the history they hold.
Natural environment	Environmental assets and natural resources are important to the quality of life, the economy and provide protective functions that reduce hazard impacts and increase resiliency.
Built environment	Historical sites, key critical facilities like hospitals, community institutions, and cultural resources.
Economy	Economic resiliency drives community recovery after a disaster. Each community has specific economic drivers that are important to understand when planning to reduce the impacts of hazards. Identify major employers, primary economic sectors including non-profit, and commercial sectors.
Culture	Describe how place matters to residents. Talk about music, art, culture, food, history, and why preserving it matters.

#### Step 4: Complete a risk analysis

It's easier to understand what's at risk with a clear list of potential hazards and community assets. There are few common methods of analyzing risk:

- Exposure analysis: Identify existing and future assets located in hazard areas, typically using maps. When conducting this analysis, look at how risks might differ depending on the size and scale of the event. While there are many sophisticated programs for mapping, it's always fine to use drawings.
  - For example, have a map of flood zones and place all the community assets on the map. How many assets are there? What would happen if there were three feet of water? Six feet?
- Historical analysis: Use information on impacts and losses from previous hazard events to predict potential impacts and losses during a similar event in the future. This is especially useful for weather-related hazards.
- Scenario analysis: Predict the impacts of a particular event (posing a "what if" question). This method is beneficial for hazards that are low in frequency and high in consequence, for which there is limited historical information available.
  - [The HayWired Scenario is a great example of this work \(https://www.usgs.gov/natural-hazards/science-application-risk-reduction/science/haywired-scenario\)](https://www.usgs.gov/natural-hazards/science-application-risk-reduction/science/haywired-scenario). This scenario helps planners in the Bay Area understand the risks of a severe earthquake in the East Bay.
- A combination of these methods

While these are common methods of understanding risk, frontline communities may have their own understanding of what might happen based on their lived experience. For example, Native Americans understand wildfire as a positive and not necessarily "risky." Include diverse points of view in the community risk assessment and other sources of information from frontline communities.

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Finally, summarize the information gathered in the previous steps so that everyone can understand the full picture. A few best practices:

- Try to be concise, include visuals, and make it so that everyone can read and understand everything. A ninth-grade reading level is a good benchmark.
- Have it translated into the native languages of community members.

Share it with community members and leaders, policymakers, and other stakeholders when the document is ready.

#### **Step 6: Monitor, evaluate, and revise**

Community Risk Assessments should be living documents. Create a plan that describes how it will be evaluated, monitored, and revised. Be sure to include diverse voices in the monitoring and evaluation process.

## **Actions to take**

### **For individuals**

- Start a campaign for a Community Risk Assessment and participate in the process!

### **For community-based organizations and affordable housing providers**

- Partner with researchers, experts, and local government to learn about different hazards and their potential impacts.
- Create your own localized Community Risk Assessment and share it with your local Office of Emergency Services. Offer it to add to the local hazard mitigation planning process every five years, which includes a community risk assessment for the whole locality.
- Use your assessment to make strategic decisions about building upgrades, business operations, or disaster preparedness training for community members.
- Share out the assessment widely via social media, media, and other platforms. Consider holding a public town hall with your community members.

### **For local and State government**

- Share hazard information in clear, concise ways for community-based organizations to access and understand risks. This will make it easier for them to do their own analysis and draw their own conclusions.
- Incorporate findings from community risk assessments produced by frontline communities into plans and projects.
- Offer funding for community-based organizations to work on their risk assessments. This work will aid your efforts to reduce disaster impacts on frontline communities.

### **For philanthropy**

- Completing a risk assessment takes time and energy that organizations serving frontline communities might not have right now. Create a fund to support community-based organizations that want to do this work.

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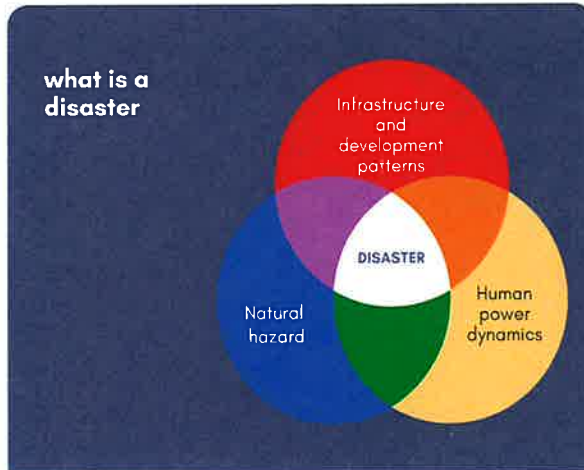


PRE-DISASTER

Aug 24, 2021

## Creating a Hazard Mitigation Plan

PLANNING, MITIGATION, FUNDING



GETTING STARTED

Aug 24, 2021

## Disaster types

PREPAREDNESS, MITIGATION, RESPONSE, RECOVERY, HAZARDS



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## Stakeholders in disasters in California

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### Case Studies

[View All Case Studies →](#)



PLANNING

Aug 26, 2021

### The People's Plan for Equitable Development in South Los Angeles

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PLANNING

Aug 26, 2021

## Resilient Bayview Health and Resilience Neighborfest

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Harrison Utilities  
 Captial Improvement Program  
 2023-2027

Line #	Dept.	Item	Description	Est. Cost	Year						Account of Fund Impacted	Name of Fund Impacted	Designated Fund Beg Balance	Designated Fund End Balance
					2023	2024	2025	2026	2027	Later				
1	Water	Hydrant Extensions	install fire hydrant extensions within lakeshore area	\$ 10,000				\$ 5,000	\$ 5,000					
2	Water	Beltclip for Meter Reading (50%)	purchase equipment and software equipment for final readings	\$ 2,750	\$ 2,750									
3	Water	Truck 350 (50%)	replace existing 350 truck	\$ 21,864	\$ 21,864									
4	Water	GIS Software (50%)	purchase GIS software & license for system mapping	\$ 2,000		\$ 2,000								
5	Water	Leak Detection Equipment	purchase SEWRIN water line leak detection kit	\$ 4,385	\$ 4,385									
6	Sanitary	LS #3 Forcemain Replacement	replace approx 1/2 mile ductal iron forcemain to poly/plastic	\$ 450,000	\$ 450,000									
7	Sanitary	LS #1 Forcemain Replacement	replace forcemain coming out of wet well	\$ 30,000		\$ 30,000								
8	Sanitary	LS #2 Forcemain Replacement	replace forcemain coming out of wet well	\$ 30,000			\$ 30,000							
9	Sanitary	VFDs (Variable Frequency Drive) Motors	install VFDs on lift station pumps (2024 - LS #4, 2025 - LS#1, 2026 - LS#2&3)	\$ 44,956		\$ 10,820	\$ 11,136	\$ 23,000						
10	Sanitary	Beltclip for Meter Reading (50%)	purchase equipment and software equipment for final readings	\$ 2,750	\$ 2,750									
11	Sanitary	Remote Monitoring of Lift Station	SCADA (LS#4, LS#1, LS#6, LS#2 & #3)	\$ 240,000		\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000					
12	Sanitary	Pump replacement	replace lift station pump (LS#1, LS#2, LS#3, LS#4 & #6)	\$ 60,000	\$ 12,000		\$ 12,000	\$ 12,000		\$ 24,000				
13	Sanitary	Truck 350 (50%)	replace existing 350 truck	\$ 21,864	\$ 21,864									
14	Sanitary	Rehab Manholes	rehab manholes near Heckrodt Nature Center	\$ 61,775	\$ 61,775									
15	Sanitary	LS#4 Dry Capsule Valves	replace overhead valves in LS#4	\$ 23,249			\$ 23,249							
16	General	GIS Software (50%)	purchase GIS software & license for system mapping	\$ 2,000		\$ 2,000								
17	General	Sign	purchase/install signage with message reader for property	\$ 15,000	\$ 15,000									
18	General	Building Roof	Replace storm damage to roof	\$ 56,352	\$ 56,352									
19	General	Sealcoat Parking Lot	Sealcoat parking lot & LS#4	\$ 5,980		\$ 5,980								
20	General	Dropbox	install dropbox on building for contents to remain safe	\$ 10,000	\$ 10,000									
21	General	Computer/Equipment Replacement	replace computers			\$\$\$		\$\$\$		\$\$\$				
22	General	Tablets for vehicles	purchase tablets for vehicles with data plan	\$ 4,000	\$ 4,000									
<b>Total</b>	<b>Total</b>	<b>Total</b>		\$ 1,098,925	\$ 662,740	\$ 110,800	\$ 136,385	\$ 100,000	\$ 65,000	\$ 24,000				

C:\Users\EASYPD-1\AppData\Local\Temp\BCL Technologies\easyPDF 5\@BCL@A40B3461\@BCL@A40B3461.xlsx\HU CIP 2023-2027

List of Trucks	date purchased	replacement year	Speciality Items
Ford F-250	2020	2035	Crane, Full Utility Box
Ford F-450	2015	2032	Dump box, Rear PTO, V-Plow
Ford F-150	2015	2030	Bed mounted utility box
Ford F-350	2002	2023	Full Utility Box

Apparatus Replacement Schedule  
Harrison Fire Dept  
April, 2023

Vehicle	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
63 (05)		63														
73 (91)				73												
71/Quint (09)						71										
77/78 or UTV (12)								77 / 62								
64 (13)										64						
65 (19)												65				
76 (19)														76		
61 (02)																61
69 (22)																

Should be budgeted every each plus 6% inflation \$ 300,000.00 \$ 377,222.22 \$ 399,855.55 \$ 423,846.89 \$ 449,277.70 \$ 476,234.36 \$ 504,808.42 \$ 535,096.93 \$ 567,202.74 \$ 601,234.91 \$ 637,309.00 \$ 675,547.54 \$ 716,080.40 \$ 759,045.22 \$ 804,587.93 \$ 852,863.21  
Approx in Bank

Total Approx cost divided by 9 vehicles \$ 377,222.22

Vehicle	Approx Cost as of 4/12/23
63 (05)	\$ 875,000.00
73 (91)	\$ 100,000.00
71/Quint (09)	\$ 1,200,000.00
77/78 or UTV (12)	\$ 40,000.00
64 (13)	\$ 300,000.00
65 (19)	\$ 700,000.00
76 (19)	\$ 60,000.00
61 (02)	\$ 60,000.00
69 (22)	\$ 60,000.00

Past Due  
 15 year Cycle  
 On Schedule

Approx cost for all vehicles as of 2023 \$ 3,395,000.00

2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
63																
		73														
				71												
						77/62										
								64								
										65						
												76				
														61		
	69															

\$ 904,035.00   \$ 958,277.10   \$ 1,015,773.73   \$ 1,076,720.15   \$ 1,141,323.36   \$ 1,209,802.76   \$ 1,282,390.93   \$ 1,359,334.38   \$ 1,440,894.45   \$ 1,527,348.11   \$ 1,618,989.00   \$ 1,716,128.34   \$ 1,819,096.04   \$ 1,928,241.80   \$ 2,043,936.31