

2014

# Community Assessment



**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

Hawley, Minnesota

## **A Community Assessment of Hawley, Minnesota**

**Created by NDSU students in Community Assessment (Sociology 404/604)**

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### Hawley Advisory Committee

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- Jim Bortnem
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- Lisa Jetvig
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- Marc Ness
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- Rachelle Vetter
- Margaret Walker
- John Young, Jr.

## Executive Summary

- Throughout the Community Assessment of Hawley, Minnesota, the students in (SOC 404/604) looked to gain knowledge about several aspects of the community. Research was done to see what the assets of Hawley were as well as the possible challenges.
- A mixed methods approach was used in this document were utilized to find a wide array of information. Interviewing local officials in Hawley was a valuable way to gain a feel for the community. Secondary documents were also utilized to find facts, figures and graphs. Photographs and observations were also great resources for uncovering information about Hawley.
- The information gained in this study can be used in the future for various community development projects. There are numerous applications for the information we found.
- Using the community capitals framework, the basis for each chapter was constructed.
  - Chapter Three dealt with the culture of Hawley and their roots with Scandinavian heritage, as well as the commuter community within Hawley.
  - Natural capital in chapter four aimed to get information about the Buffalo River and other natural resources in and around the city.
  - Chapter Five contains information about the human capital in Hawley, focusing on people's education level as well as various skills people in the community possess.
  - Social Capital looked at how groups in Hawley were an asset to the community. Power in the community was assessed in the political chapter, and all the monetary resources were researched in the financial capital.
  - Built capital gave information about construction in Hawley as a reflection of the economic industries in the area.
  - Hawley's government structure is discussed in chapter ten with information about the unique fourth generation mayor.
  - Lastly the community development organizations were considered in chapter eleven, as research was done on various organizations in Hawley that help the community progress.
- The research conducted on each capital uncovered interesting information about the community. It was the goal of the students to understand the community while addressing each community capital. The information gained by the student was immense and invaluable.

# Chapter One

## Defining the Community



Authors: Jarrod Baadsgaard, Bo Baldson, and Andrew Willyard

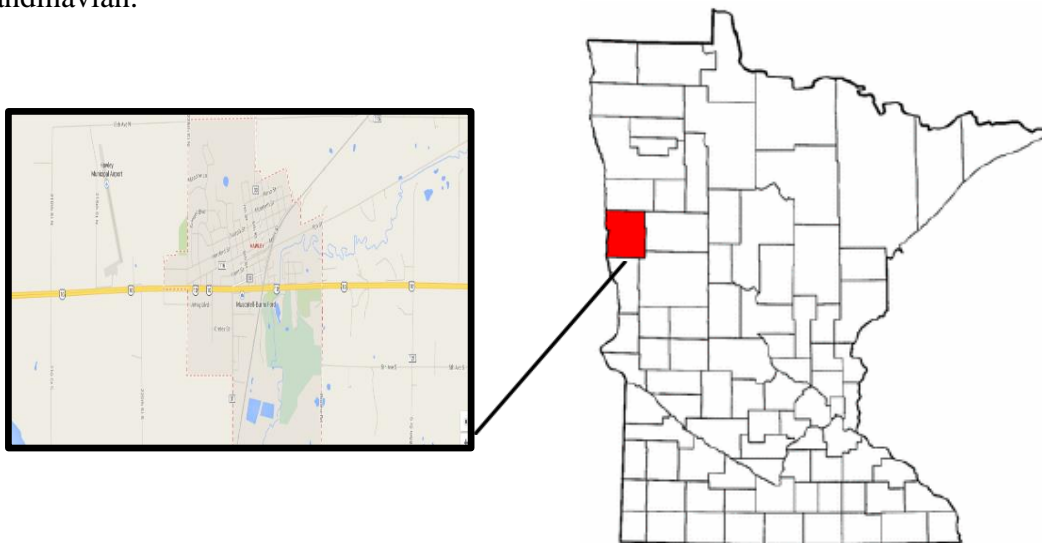
The purpose of this research project is too respectfully and as objectively as possible provide a comprehensive overview and asset-based assessment of the community that is Hawley, Minnesota. This research was guided using the Community Capitals Framework (CCF) pioneered by Cornelia and Jan Flora (see Figure 1.1 and Chapter Two for more information about the CCF). All research and writing for this project was undertaken and completed by graduate and undergraduate students in Sociology 404/604: Community Assessment at North Dakota State University with the help and guidance of Dr. Gary Goreham.

## Community

Before assessing the city and community of Hawley, Minnesota and divulging into the community capitals framework and community assessment there is a need to define community. The term community can be interpreted and used in several ways depending on who is asked. For this assessment a community is going to be defined as a “shared sense of place. This sense of place involves relationships with the people, cultures, and environments, both natural and built, associated with a particular area,” (Flora and Flora, 2013, p. 8). While speaking with several citizens of the Hawley, community asking how and where they would define the community of Hawley a consensus was reached to use the school district boundaries for defining the area of the community. Not to say that anyone who commutes from outside the school district boundaries is not a part of the community, but going by the school district boundaries gives an area to assess without excluding too many people and without overstepping the boundaries of other communities.

## Hawley, MN

The city of Hawley is located in Clay County. Clay County is located in Minnesota, and it borders North Dakota to the west. Hawley is about 22 miles east of Fargo-Moorehead (Map 1.1; Appendix 4). Hawley has an estimated population of 2,083 residents in 2013 (U.S. Census Bureau). As expressed on hawleywould.com, Hawley is a small town that is a great place to raise a family, the website points out many family friendly features of the town, such as an excellent school, and a golf course. Hawley is also known for its cultural heritage of being predominantly Scandinavian.



**Map 1.1:** Map of Minnesota and Hawley in Clay County  
**Source:** Google maps, 2014

## Community Capitals of Hawley

Throughout this assessment all of Hawley's community capitals will be examined (Figure 10.1; Appendix 3). Chapter Two of this community assessment will be the methods section that goes over how we got our information regarding the community of Hawley. In Chapter Three we assess the cultural aspects of Hawley such as their Scandinavian heritage. Next in Chapter Four the natural capital of Hawley is going to be studied. Chapter Four will have various aspects of the outdoor resources like trees and rivers being assessed. Chapter Five will be the human capital section of Hawley. The human capital section will go over all the residents of Hawley and their various talents and their educational attributes. Social capital will be the focus for Chapter Six. Social capital focuses on how a community works together and communicates to make a workable society. Chapter Seven will focus on the political capital how Hawley residences have empowered and have voice in decision making. In Chapter Eight the financial capital of Hawley will be assessed. The financial capital deals with the amount of money that various banks around the community have and how it pertains to the residents of Hawley. In Chapter Nine we investigate the built capital of Hawley such as the buildings and the new projects that are on the horizon for the community. Government will be covered in Chapter Ten as we look to see how Hawley's government works. Lastly, Chapter Eleven will look into community development organizations and how they see Hawley in the future. All these community capitals are important to describe how a community works. They are also not independent of one another. There is overlap of each community capital signifying the importance of each capital overall to one another.

### Community Capitals Framework



Source: Community Capitals Framework & Sustainable Communities, Cornelia Butler Flora, Rural Studies Research Seminar, July 4, 2006, University of Guelph

**Figure 1.1:** Community Capitals Framework  
**Source:** Flora and Flora, 2013

**References:**

Flora, Cornelia Butler and Flora Jan. 2013. *Rural Communities: Legacy and Change*, 4th edition. Boulder, CO: Westview Press.



# Chapter Two

## Methods



Authors: Samuel Reinhardt, and Andrew Willyard

The community of Hawley, Minnesota was assessed using several methods to gather information in an attempt to get the best community assessment possible. Throughout the process of our assessment the community capitals framework (CCF) was a vital component. The community capital as described by Flora and Flora (2013), are as follows: cultural capital, natural capital, human capital, social capital, political capital, financial capital, built capital, government, and local development and organizations. As we looked at all these capitals, obtaining information was used through direct observation, interviews, secondary data, documentary data, and photographic data. Our group also got information through community meetings in which residents of Hawley met with our group of North Dakota State University (NDSU) students for a question and answer session. While data were collected, there were ethical issues that needed to be taken into account to ensure the professionalism of our document.

### **Direct Observation**

Direct observation involves taking an inventory of a community by observation, either by driving or walking through a community. Another term for this is “windshield reconnaissance,” which involves observation while driving around. While observing a community directly, notes are taken as well as photographs. Direct observation is meant to start the research process to get a feel for the community and some of its landmarks and assets.

Another form of direct observation is listening to residents of Hawley and observing their values. Our group was able to do this by going to four meetings with the Hawley Advisory Committee. The meetings consisted of our NDSU students talking about various community capitals and the Hawley residents giving them a better idea as to how certain capitals are important or apply to Hawley.

### **Interviews**

Talking to a person one-on-one is an important way to get vital information. There are several kinds of interviews. Our NDSU team preferred to have face-to-face interviews since it was a more personal way to get information. However, we understood that various Hawley officials were very busy. Therefore, interviews were conducted over the phone and via email. The information obtained from the interviews was valuable to NDSU students in that it provided factual information such as quantitative statistics. An equally important aspect of interviews was the qualitative data that we obtained. Along with qualitative and quantitative data, interviews allow for understanding how things work in a community more than a statistic or other facts can provide.

### **Secondary Data**

We used secondary data sources through census data, Hawley’s city records, and many other sources of data. Secondary data are very important from many different stand points and was a main source of our data collection throughout the various community capitals address in the document.



### Documentary Data

Documents can provide a wealth of information pertaining to many facets of a community and are an important part of the research process. These documents include a broad variety such as local newspapers, like the *Hawley Herald*, advertisements, books and literature, meeting minutes, city documents, pamphlets, and maps. Documents from local organizations and institutions help provide a better and more wholesome understanding of the community as a whole. Many of the documents used were provided from city officials and staff.

### Photographic Data

Photographs are an important aspect of research in that they highlight key observations about the community. These photos can include houses, businesses, government buildings, roads, infrastructure, natural resources, and community members. Photos were collected by various research members over the course of the research period. Photos were also collected from the city's official website.

### Data Analysis

Once data have been compiled, it is then necessary to analyze all the data to obtain any valuable meaning from it. Analysis was done via the mixed methods approach (Creswell and Plano Clark, 2007). As the name implies, this method incorporates other research methods (direct observation, interviews, secondary data, etc.) and strives to combine the separate narratives those methods provide into a single, meshed narrative that offers a broader understanding of the community. This process of creating a single narrative from the conclusions drawn from the various methods and bringing them all together is known as “triangulation.”

### Methodological Issues

No research method or methods will provide a complete or perfect picture of the many aspects that comprise a community. Each of the different methods listed have their own strengths and limitations and it is important that researchers understand this while conducting their work. The mixed methods approach, specifically triangulation, aims to help minimize these issues that can accompany the various other methods.

### Ethical Issues

Research projects, especially those that include human subjects, have to take into account and be aware of the ethical issues and concerns involved. All students participating in the project had to complete NDSU's Institutional Review Board (IRB) training prior to conducting research in the field. This training process educates researchers on the ethical concerns and implications involved when conducting research with human participants and how not to infringe on their rights as a human being. NDSU's policy manual explicitly guarantees these protections by saying that the IRB “... applies to all such research conducted by faculty, students, staff, or other representatives of the University...” (NDSU 2011).

A separate code of ethics was created by the class (see Appendix) at the beginning of the research process that would be followed in addition to the guidelines and rules instilled by the NDSU IRB.

**References:**

North Dakota State University 2011. "Section 345: Research Involving Human Participants."  
Fargo, ND: North Dakota State University. Retrieved November 24, 2014  
(<http://www.ndsu.edu/fileadmin/policy/345.pdf>)

Flora, Cornelia Butler and Flora Jan. 2013. *Rural Communities: Legacy and Change*, 4th edition.  
Boulder, CO: Westview Press.

Creswell, John W. and Vicki L. Plano Clark. 2007. *Designing and Conducting Mixed Methods Research*, Thousand Oaks, CA: SAGE Publications, Inc.

# Chapter Three

## Cultural Capital



Authors: Shelby Moen, and Bianca Moravec

Cultural capital is just one of many capitals that contributes to a healthy, prospering, well-established community. There are a variety of things that make up culture: some common ones in a community are beliefs, values, traditions, and language. There is a lot more to it but put simply, culture is a way of life. Culture is something that is learned and is passed on to future generations: legacy plays a role in this. Legacy is usually thought of as the money or property left to someone through a will, typically what parents leave their children (Flora and Flora 2013). However, more is passed down to children and their children aside from the material goods. Parents pass down knowledge of certain roles in society, how to dress, how to act, how to speak, and it is up to the children what they will do with this newly gained knowledge. Hawley's cultural assets flow into the other capitals which allows them to benefit in many ways. This chapter will discuss Hawley's history, the spiritual component of culture, ethnic background, and traditions.

### **The History of Hawley**

The city of Hawley is located in Clay County Minnesota, along the Buffalo River. From the early establishment of the city to modern times, the residents of Hawley have developed very close relationships with one another. Hawley is the result of a great adventure- the building of a railroad through a new frontier, and opening new land for settlement (Brekken 1972). The city attracted a variety of men and woman, each with their own story but they all shared one thing in common: they decided to stay and they helped mold Hawley into a place they called home.

It all began when the railroad expanding west reached the Red River near the Fargo-Moorhead area in December of 1871 (Photograph 3.1; Appendix 1). The fertile land of the Red River Valley along with the forests were calling out to the settlers and were attracting people from all over the world. 1872 is the year that Hawley started to develop from a townsite started in 1871 to the beginnings of a frontier settlement.



**Photograph 3.1:** Northern Pacific Railroad

**Source:** McNally, R. (January 2013).

The community's first settlers were primarily Scandinavians seeking out the fertile farm land. They were quick to claim a plot of land for farming to call their own before the railroad brought others in search of the same resources. Congress passed two Acts during the Civil War that were signed by President Lincoln that eventually put Hawley on the map. One of these acts was the

Homestead Act of May 20, 1862 and the other was the Pacific Railway Act of July 2, 1864. According to Minnesota Historian, Warren Upham, the Buffalo River through Hawley should actually be called Beaver River (Brekken, 1972). The name for the Southern branch of the River, given by the Chippewa, was Pijikiwi-zibi because buffalo would always stay there during the winter (Photograph 3.2; Appendix 1). Early white settlers assumed both the North and South branches of the River had the same name, but the North branch was given a name translating to Beaver by the Native Americans.



**Photograph 3.2:** Buffalo during the winter  
**Source:** Charles Glatzer. 2011. Yellowstone National Park, USA.

Hawley has had six name changes since 1871, and was called Hawley twice (Brekken 1972). The six names that Hawley was given were Reno's Camp, Buffalo Crossing, Muskoday, Bethel or New Bethel, Hawley, Yeovil or New Yeovil, and Hawley again. Most of the name changing occurred within the first few months of its establishment in 1872. Hawley received its proper name around April third of the year 1872 and was confirmed in a letter to a gentlemen named Hobart at Brainerd. In addition to the Scandinavians, Hawley consisted of two other groups which were the Yankees from the East Coast and the Yeovil colonists from England, although, the community was dominated by Scandinavians.

### **Viking Ship Hjemkomst**

One thing that Hawley is very proud of is the Hjemkomst ship whose beginnings started in 1971. Bob Asp and his brother Bjarne began looking through books on Norwegian history and fell in love with the idea of Viking ships- so much in fact, that they decided to build one (Photograph 3.3; Appendix 1). For nearly a decade, the ship and its builder were the biggest thing in Hawley



(Brekken 1972). In 1972 Bob began sketching designs of the Gokstad ship and trying to locate oak for building materials for the ship. Once the blueprints for the ship were made and the wood acquired, Asp went to a city council meeting to get approval for his project and got permission to build his ship in an old potato warehouse in Hawley. The building was considered an eyesore, and, would be torn down once the ship was completed. The warehouse was leased to Asp for 10 dollars a year by the owner Obert Grover of Glyndon. The completion of this 16 ton vessel was in 1980 and was actually sailed by a crew all the way to Bergen Norway.



**Photograph 3.3:** Hjemkomst Ship Built in Hawley

**Source:** Steinhart, J. 2011. *Viking Ship Replica*. Hjemkomst Interpretive Center. Moorhead, MN

## Other aspects of Cultural Capital in Hawley

### Art Show

Hawley has hosted an annual art show for several years now, with 2014 being the 47<sup>th</sup> annual art show. The art show was held earlier this year from April 10<sup>th</sup> through April 13<sup>th</sup> at the Hawley Community Center. Admission was free as well as deserts, coffee, and punch that were offered to visitors. The art show attracts artists from both Minnesota and North Dakota and each year a raffle is held at the end of the art show where a painting is given away by one of the artists (one

that they donated). Continuous support is seen in Hawley and surrounding communities for the art show which has made it a success and is what keeps it going year after year.

### **Food**

Earlier this year, on May 31, 2014, the 14<sup>th</sup> annual breakfast was held at the Kasin Family Farm (three miles south of Hawley). The Hawley Lion volunteers got the task of putting together a menu along with serving the visitors and preparing the meals. Breakfast items served this year were pancakes with strawberries, ham, eggs, milk, as well as ice-cream. This breakfast serves as the kick-off to the Hawley rodeo fest (*Hawley Herald, 2014*). Each year, the breakfast has been a great success and seems to be something the residents, as well as visitors from surrounding areas, really look forward to. Last year, there were a total of 3,800 people that came to eat their fill. For this breakfast, admission is free and children and adults alike get to learn about what it takes to produce the food they have on the table and have valuable agriculture and farmers really are. One popular attraction they have for the kids is a tractor pull; which, they really seemed to enjoy.

### **Rodeo**

The 54<sup>th</sup> anniversary of the Hawley rodeo started at 7pm on Friday, June 6<sup>th</sup> 2014 at the Hawley rodeo grounds. This year, over 4,000 people attended the two night show- which is one of the main reasons why Barnes rodeo returned to Hawley (*Hawley Herald, 2014*). John Young Jr. told the local newspaper that Barnes really puts on a top-notch show (*Hawley Herald, 2014*). The speaker system within the arena got moved as well as an upgrade to give visitors a sound experience to die for. A change is planned for the existing concession stand: the concessions will be split into two instead of just the one. The plan is to have one at the top of the hill as well as one at the bottom by the entrance. The rodeo officials believe that this may actually increase sales because the concession at the top of the hill will be closer and will benefit both the people and the sales because not many people want to walk all the way down the hill to get their beer and burger (*Hawley Herald, 2014*).

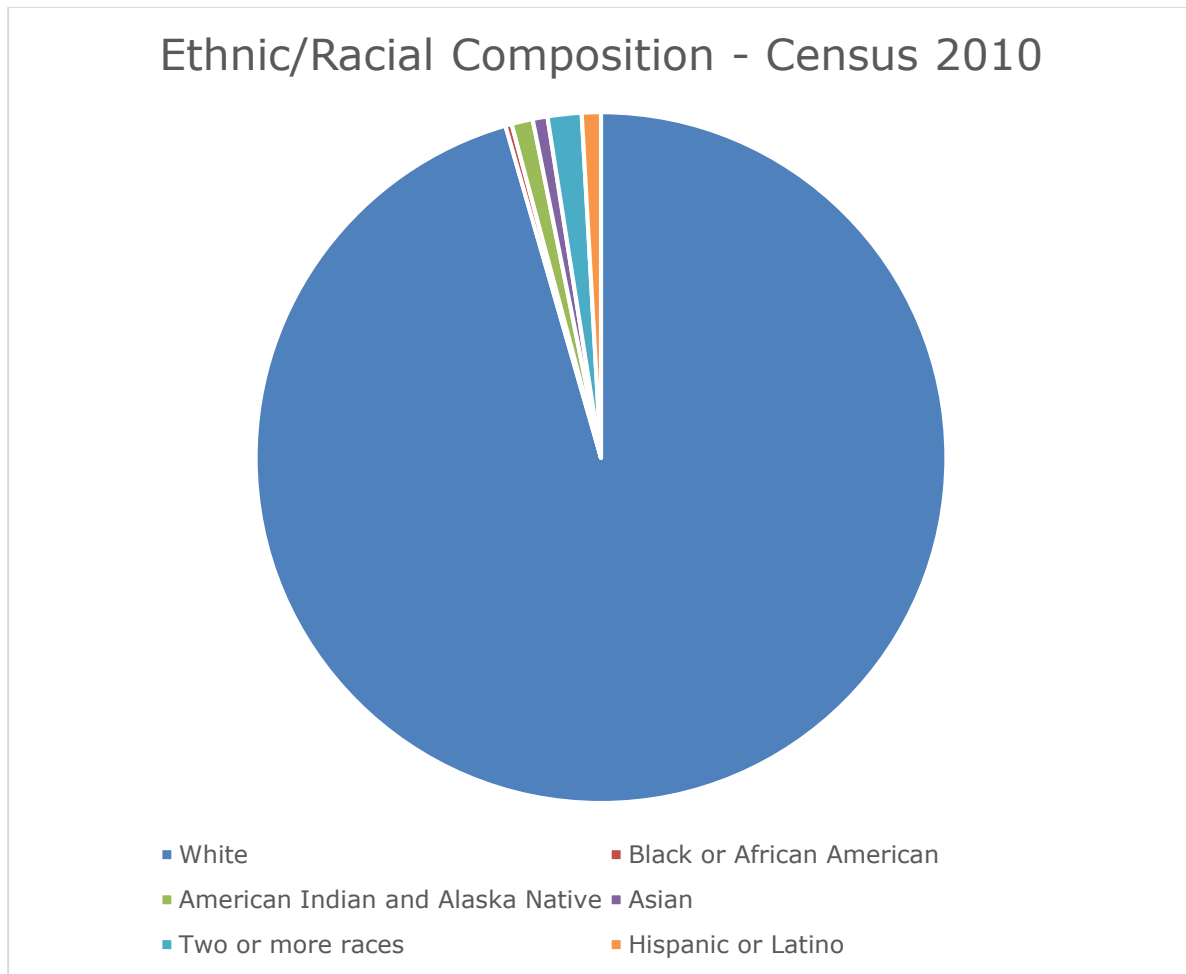
On June 7<sup>th</sup> at 9am, Hawley had their seventh annual Rodeo 5k run/walk. This race started at the Hawley high school and all the proceeds went to the Hawley Emergency Response Team (H.E.R.T.). On the same day at 4:30pm, Hawley also had a rodeo parade with several floats and Hawley royalty.

### **Music and Education**

Jan Severson has incorporated music in his classroom for over 34 years. Severson retired just last year after the 2013-2014 school year had come to an end. Severson has used music in his classroom since day one-whether it was dealing with a lesson or just taking a break from studies and having some fun. 32 of his 34 years were spent teaching the fourth grade in Hawley Minnesota. Jan Severson said that one of the most enjoyable parts of working with students is the way that young people would get into music (*Hawley Herald, 2014*).

### **Race, Ethnicity, Gender**

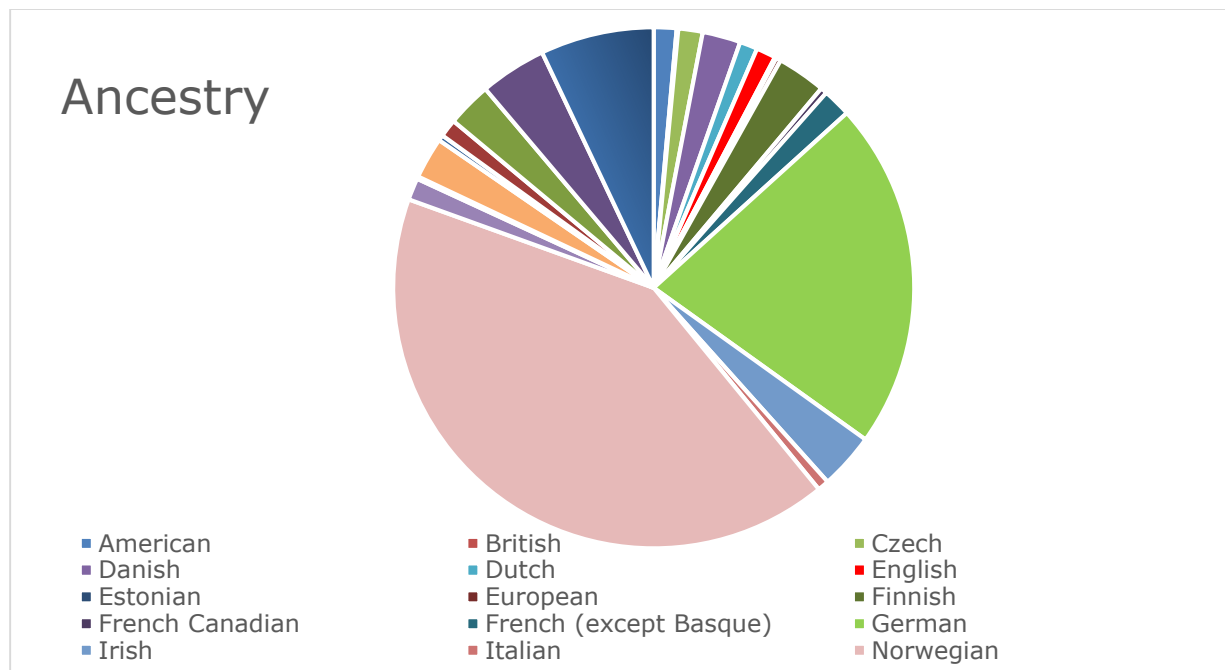
The ethnic/racial composition in Hawley is overwhelmingly Caucasian (Figure 3.1 Appendix 3). It is estimated 823 residents of 1,986 are of Norwegian ancestry, the next largest group being German ancestry at an estimated 429 people (US Census Bureau).



**Figure 3.1** Ethnicity/Race Composition  
**Source:** American Fact Finder, Census.gov

The mostly Scandinavian ancestry in Hawley is consistent with most of the upper Midwest area (Figure 3.2; Appendix 3). This homogenous background lends to the similar values and reduces any possible racial tensions.





**Figure 3.2**

**Source:** American Fact Finder, Census.gov

The gender split in Hawley, MN is 930 for males, and 1,056 for females (US Census Bureau). More information can be found in Chapter 5, Human Capital.

## Spiritual Capital

Spiritual Capital involves the spiritual inspiration and practice by individuals and groups in communities. Spiritual capital plays an important part in cultural capital and is a huge contributor to the formation of social relationships within the community; building up its strength by bringing people together. Religion is present across many communities and seems to be the forefront for rural communities like Hawley when compared to more urban areas.

In the Hawley community (including the nearby townships), there are nine churches- with most of them being Lutheran. The Lutheran Churches are: Gran Lutheran Church, Hawley Lutheran Church, Hegland Lutheran Church, Lysne Lutheran Church, Our Savior's Lutheran Church, Rollag Lutheran Church, and Solem Lutheran Church. The remaining Churches are St. Andrews Church, Hawley United Methodist Church, and Hawley Alliance Church.

In downtown Hawley, at the corner of Hartford and 6<sup>th</sup> street, is the Hegluand, Lysne, and Solem (HLS) Parish Center, the rural Lutheran congregation. Every week on Tuesdays and Thursdays there are people that come to the parish center to quilt; and, Thursday mornings from 9 am to 10:30 am there is the Crossways Bible study.

### **Hawley Alliance Church**

The worshipers that attend this church are a very diverse group; which, is evident from their various ages, interests, and backgrounds. However, when differences are put aside, these folks are all connected to one another and that is the desire to connect with god and to come to know Jesus individually through real-life experiences.

According to the *Hawley Herald*, Hawley Alliance is part of a broader denomination known as the Christian and Missionary Alliance- a group of about 2,000 national churches. (Hawley Herald, 2014).

Currently there are three pastors at the Hawley alliance church and those are:

- Steve Chamberlain: Senior Pastor
- Brian Wiggins: Associate Pastor
- Troy Mapes: Youth Pastor

In addition to these pastors, there are several part-time workers at the church as well as multiple volunteers.

### **Hawley United Methodist Church**

There are several activities and meetings that take place in this church building and some of those are: blood drives, community worship services, Boy Scout/Cub Scout meetings, 4-H. gatherings, and many others.

### **Hawley Lutheran Church**

Hawley Lutheran Church has two distinct worship opportunities. Sunday worship is traditional with robust hymns of faith led by organ and piano. Wednesday is the contemporary style worship service led by the church's worship band with guitar and piano (*Hawley Herald, 2014*).

### **St. Andrews Catholic Church**

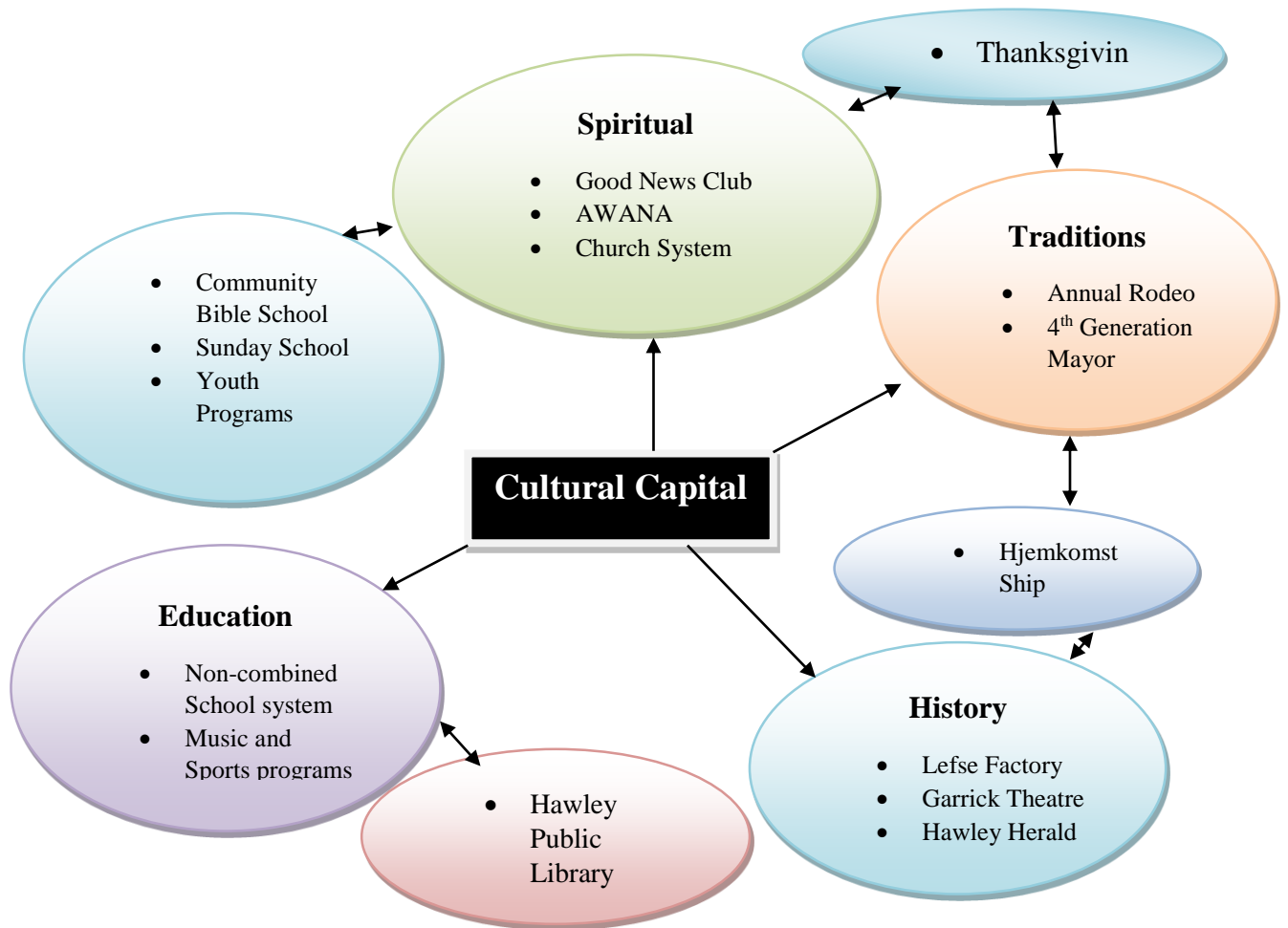
St. Andrews has a very active music ministry that really makes worship every Sunday enjoyable. St. Andrews is also planning something new and that is the planning of activities and opportunities to strengthen ties within families and married couples. The pastor of St. Andrews, Patrick Sullivan, said that they believe that families are the critical building blocks of Christian communities and society (Patrick Sullivan, 2014). This church was founded in the year 1979 and started out with 69 families in that day. The original building is where the famous turkey dinners of Hawley are held- this dinner helps build a sense of community among the church members and strengthens bonds and social ties among individuals.

### **Assets. Resources.**

- Churches
  - Hawley Alliance Church
  - Hawley United Methodist Church
  - Hawley Lutheran Church
  - St. Andrews Catholic Church

- Rodeo
- Hjemkomst Ship
- Lefse Factory
- Garrick Theatre
- Art Show
- Non-Combined School system
- Hawley Public Library
- Hawley Herald
- Community meals
  - Thanksgiving Dinner
  - Turkey Dinner
  - Breakfast

## Asset Map of Cultural Capital



**Figure 3.3:** Asset Map of Cultural Capital

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# Chapter Four

## Natural Capital



Authors: Amy Gnoinsky, Benjamin Munson, Peter Rutgers, and Zahra Hashim



There are a variety of sources that describe natural capital and its components to show the importance of natural capital to the human life and their prosperous. Natural capital is air, water, biodiversity and the weather (Flora& Flora 2013). Natural capital is the natural environment from which provides the goods and services that sustain life. In addition, it is the foundation for human activity and well-being. Natural capital has described as renewable or non-renewable (Voora&Venama2008). The declaration of United Nations (2012) described natural capital as Earth's natural assets such as soil, air, water, and the ecosystem services that make human life possible. These natural resources are linked to the other capitals and contribute economic growing of any community. However, Hawley has rich natural resources such as wetlands, vegetation, forests and river and lakes.

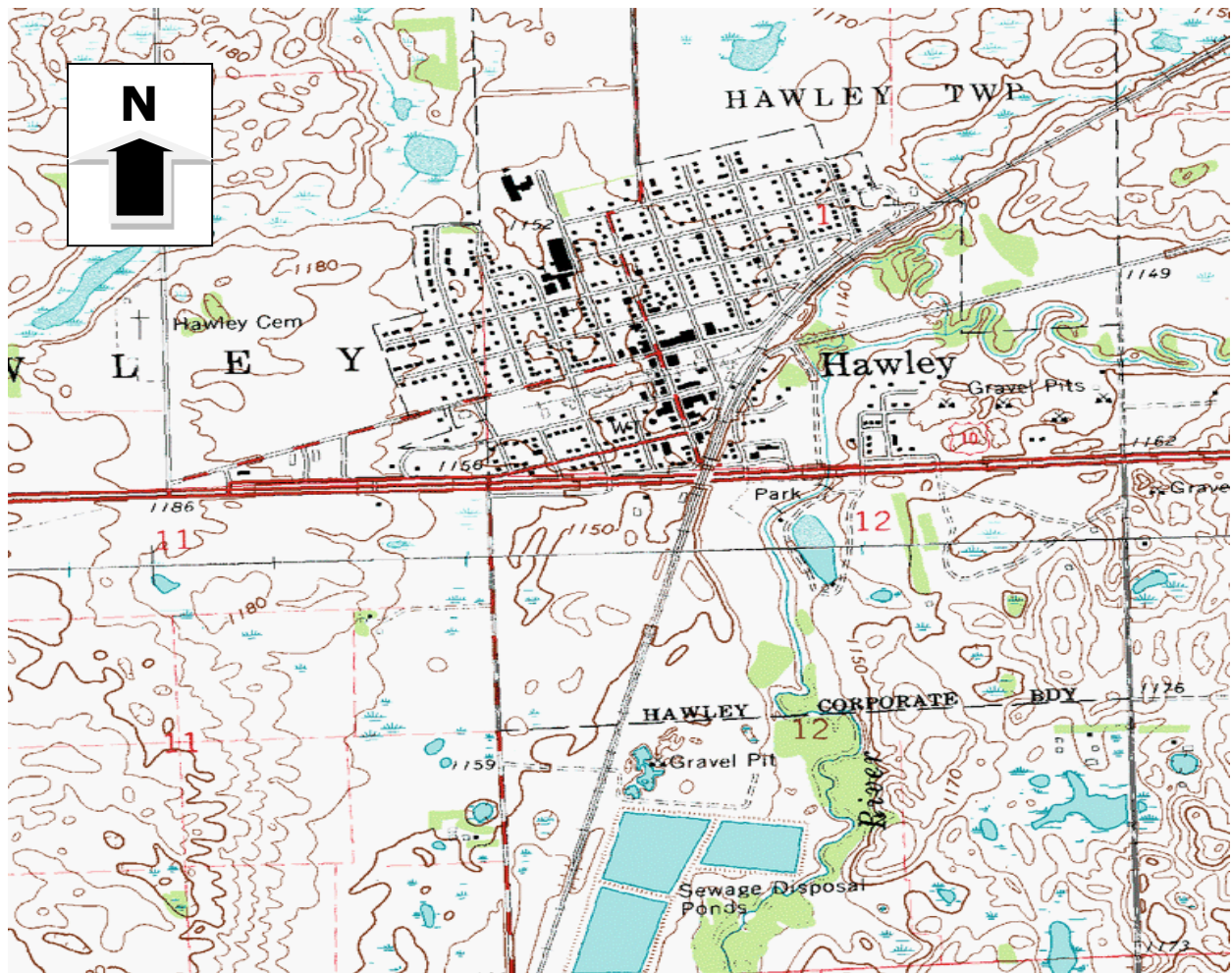


**Photograph 4.1:** Buffalo River  
**Source:** NDSU Student, 2014

### Topography

Hawley is located within Clay County Minnesota at N46.8768° and W96.3178° at an elevation of 1,155 feet (Map 4.1; Appendix 4). Hawley and its surrounding topography are further illustrated in Map 4.1 (Topoquest, 2014).





**Map 4.1:** Hawley Topography Map

**Source:** Topoquest, 2014

### Climate

The climate of Hawley, Minnesota is classified as humid continental under the vegetation-based Köppen classification system. The characteristics of this type of climate include large temperature fluctuations between seasons, cold winters, mild to warm summers, and a relatively even distribution of rainfall between months (Table 4.1; Appendix 2). With an average low of seven below zero in January and a low of fifty-eight degrees Fahrenheit in July, Hawley fully supports this description. As seen in Table 4.1, precipitation in Hawley may be higher in the summer months but is fairly spread out between them. The annual average precipitation of Hawley is 21.56 inches with July being the wettest month of the year with an average rainfall of 4.09 inches. Daily temperature fluctuations tend to be moderate during winter and summer months but can reach a variation of twenty to twenty-four degrees.

**Table 4.1:** Climate Data of Hawley Minnesota, 2014  
**Source:** U.S. Climate Data 2014

	Jan	Feb	Mar	Apr	May	Jun
Average High in °F:	15	22	35	53	68	76
Average Low in °F:	-7	1	16	31	44	53
Average Precipitation (inches):	0.51	0.35	0.94	1.42	2.24	3.66
	Jul	Aug	Sep	Oct	Nov	Dec
Average High in °F:	82	80	69	55	35	20
Average Low in °F:	58	56	45	32	17	-0
Average Precipitation (inches):	4.09	2.56	2.44	2.05	0.87	0.47

## Wildlife

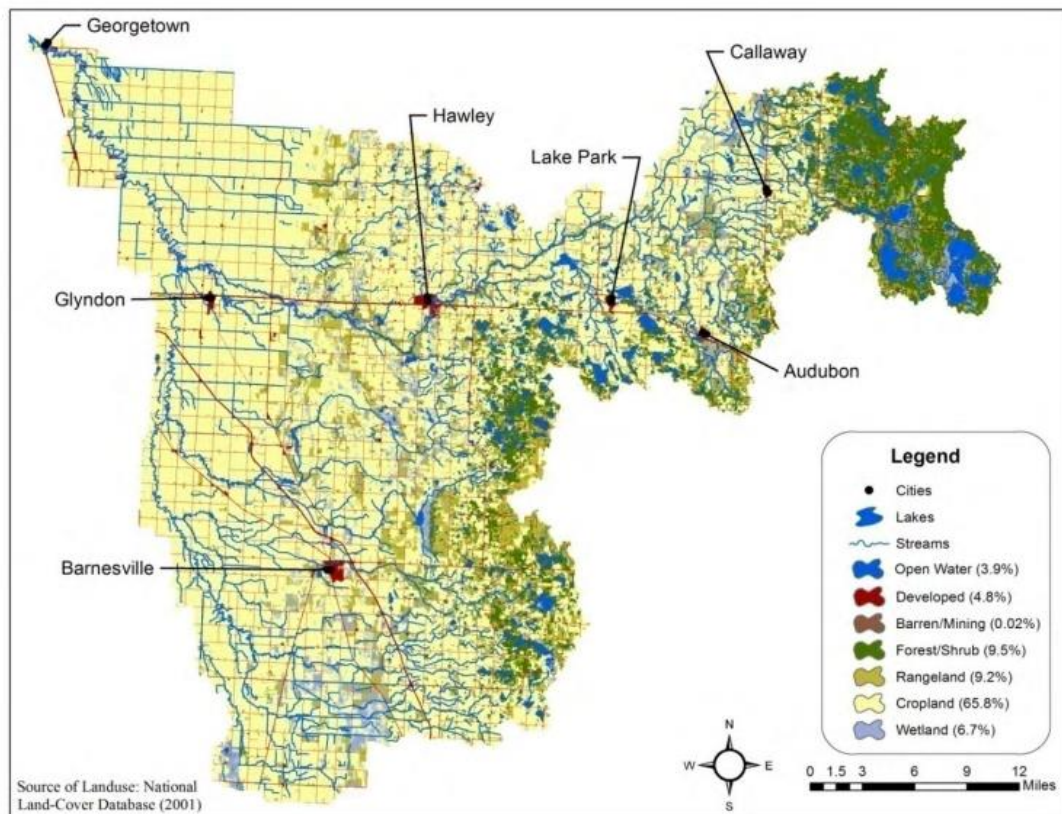
The vegetation that is conducive in this climate and is seen in the area due to its soil is mostly prairie with a mixed forest to the east. Wildlife that is supported by this habitat includes waterfowl, deer, skunk, fox, gophers, and many more. Such species can be seen in the nearby Wildlife Reserves.

## Water

### Buffalo River

Hawley is fortunate to have a multitude of healthy water resources associated with the city (Photograph 4.1; Appendix 1). The main water resource being the Buffalo River, located just to the southeast of the city. The origin of the Buffalo River is Tamarac Lake in the eastern portion of Becker County (Map 4.2; Appendix 4). From this point, the river meanders nearly 90 miles west where it flows into Clay County. Once in Clay County the river continues roughly west-

southwest where it passes Hawley and connects with the Buffalo River South Branch, West of Hawley. After making this connection, the Buffalo River turns north and eventually connects to the Red River of the North near Georgetown, Minnesota (MPCA, 2012). From start to finish the Buffalo River stretches 88 miles and drains an area of roughly 1,108 square miles. The river as a whole fits into a larger watershed which carries water through the Red River, into Lake Winnipeg, past the Nelson River, and finally into the Hudson Bay. This larger watershed is called the Hudson Bay watershed and is located mostly in Canada but contains the Buffalo River near its southern extent. The Hudson Bay Watershed is much larger and drains an area of 1,490,900 square miles (MPCA, 2012).



**Map 4.2:** Geographical extent of the Buffalo watershed in relation to Hawley.

**Source:** MPCA, 2012

The land cover of the Buffalo River watershed is predominately Agricultural (70%). Other major land cover categories include grassland (9%), forest/shrub (9%), wetland (7%), and open water (4%). The landscape surrounding the Buffalo River today is drastically altered from what would have been observed 100 years ago. Some of these alterations include building of dams, road construction, increased drainage, urban development and multiple others. These alterations have significantly changed the stability and the quality of the Buffalo River (MPCA, 2012).



### Buffalo River Meandering Project

Hawley is playing its part in addressing the issues associated with alterations of the Buffalo River by implementing a river restoration project. In the 1960 the Buffalo River was straightened by the Minnesota Department of Transportation (MnDOT) while converting US Highway 10 into a four-lane highway. The straightening of the river has resulted in the development of erosion issues along the banks of the river. The proposed project would restore 2,650 feet of the river back to its original meandering state, and improve the stability of the river (Photograph 4.2; Appendix 1). Besides increasing stability the project will also improve water quality, and wildlife habitat along the river banks. A \$500,000 grant has been received from the Department of Natural Resources (DNR) to proceed with the project in Hawley (City of Hawley, 2014).



**Photograph 4.2:** Natural meander of the Buffalo River.

**Source:** MPCA, 2012

### Lakes

Three valuable lakes are present near the town of Hawley. These lakes include Maria Lake, Silver Lake, and Lee Lake. All three of these Lakes are located to the south of the city of Hawley.

- Lee Lake: is the largest of the three lakes at 134 acres in size with a maximum depth of 36 feet. In 2005, Lee Lake was stocked with 1,700 Walleye fingerlings, and again in 2013 with 5,150 walleye. There is no boat launch located on the lake, but carry-in fishing is allowed. Lee lake has water clarity of approximately 3.50 feet.

- Silver Lake: is slightly smaller at 108 acres in size with a maximum depth of 39 feet. Silver Lake has been stocked with walleye in all of the following years: 2005, 2007, 2009, 2011, 2012, and 2013. The most recent stocks from 2011 to 2013 incorporated 100,000 walleye fry into the lake. Silver Lake also has a boat landing on the east side along with very good water clarity at 13 feet.
- Maria Lake: is the smallest lake of the three at 108 acres and a max depth of 9 feet. There is no public access on the lake and the water clarity is fairly low at 1.50 feet. Maria Lake has never been stocked by the DNR (DNR, 2013).

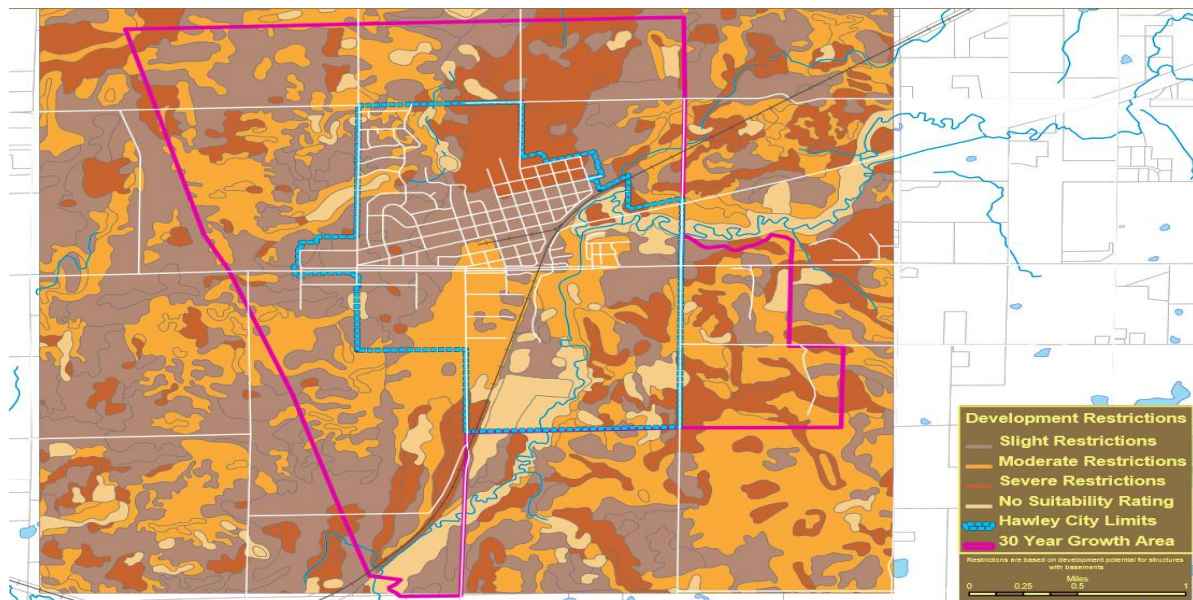
## Soil

Hawley's soil is made up of various types of loamy soil, which is a mixture of sand, silt, and clay. Fifteen different varieties of soil are present, Barnes loam is located throughout most of central and Northern Hawley makes up 33% of the soil composition. Langhei loams are found mainly in the Southwest corner and the southeast corner, near the Buffalo River, make up about 25%. Kittson loam comprises 14% of the soil and is located just south of the city. The remaining area is made up of small percentages of various other loams and sandy loams. This type of soil lends itself very well to agricultural purposes; Hawley soil averages at an 85 out of 100 on the Crop Productivity Index, which is very high when compared to much of the United States (Web Soil Survey, 2014).

Much of Hawley's soil is also suitable for development (Map 4.3; Appendix 4). The Barnes and Langhi loams are nearly level and well drained, needing very little maintenance to develop smaller buildings or single family homes. The areas which Map 4.3 shows would need a considerable amount of maintenance for development are either too sandy or steep and are mainly found near the rivers and lakes (Fargo Metro COG, 2009).

## Buffalo Aquifer

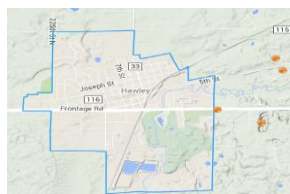
The Buffalo Aquifer stores the groundwater which provides water to both the Buffalo River, as well as the city of Hawley itself. The aquifer holds a huge amount of water and it is estimated that up to 120 billion gallons of water could be drawn from it if need be. Each spring the aquifer is sustained from snowmelt and spring rains which are filtered through the sand and gravel in the area to provide a relatively clean, although hard, source of water for the city. In addition to being drawn out by wells, the ground water discharges into the Buffalo River near Hawley at an average .229 cubic feet per second, providing a consistent flow for the river (Moorhead Public Service, 2014).



**Map 4.3:** Development restrictions based on soil ratings.

**Source:** Fargo Metro COG, 2009

Located just out of town are Hawley's gravel mines. Layers of gravel have been deposited in this area, as well as much of Minnesota, by the glaciers that passed over. The aggregate is mined out and then used in many areas of the construction industry, such as concrete and building and road foundations. The location of the gravel mines are indicated in map 4.4 by the orange dots (Map 4.4; Appendix 4)



**Map 4.4:** The locations of gravel mines outside of Hawley.

**Source:** Google Maps, 2014.





**Photograph 4.3:** Buffalo River

**Source:** NDSU Student, 2014

Hawley has four parks and numerous of open space areas. These parks and open spaces provided different kinds of services to the community of Hawley. Westgate Park situated the west of the city, two blocks north of US Highway 10 and south of the Westgate housing development. The park provides to the community playground, picnic shelters, rollerblading, and biking, walking path and in the winter ice skating rink and warming house. The Riverbend park is situated east side of the city and nearby to the Buffalo River (Photograph 4.3; Appendix 1). This park has playground swings, a basketball area, big shelter are and two walking bridges across the Buffalo River. The Brekken Park is placed to the north of the intersection of 1st and Reno Street. The Brekken park has playground, basketball are and a lots green space to play. The fourth is community Kids Park that situated the corner of 5th and the main Street on the east side of the community center and Hawley fire department. It has basketball and a playground; there is also New City Park situated on Hobart Street at the west of the Buffalo River and includes the area where walking bridge crosses the Buffalo River (Hawley comprehensive plan 2009). Interview with the advisory committee of Hawley city stated that the city will be claim that the Buffalo Park is owned by the Hawley city because it has the address of the city (Lisa, 2014).



**Photograph 4.4:** Riverbend Park, Hawley MN  
**Source:** NDSU Student, 2014

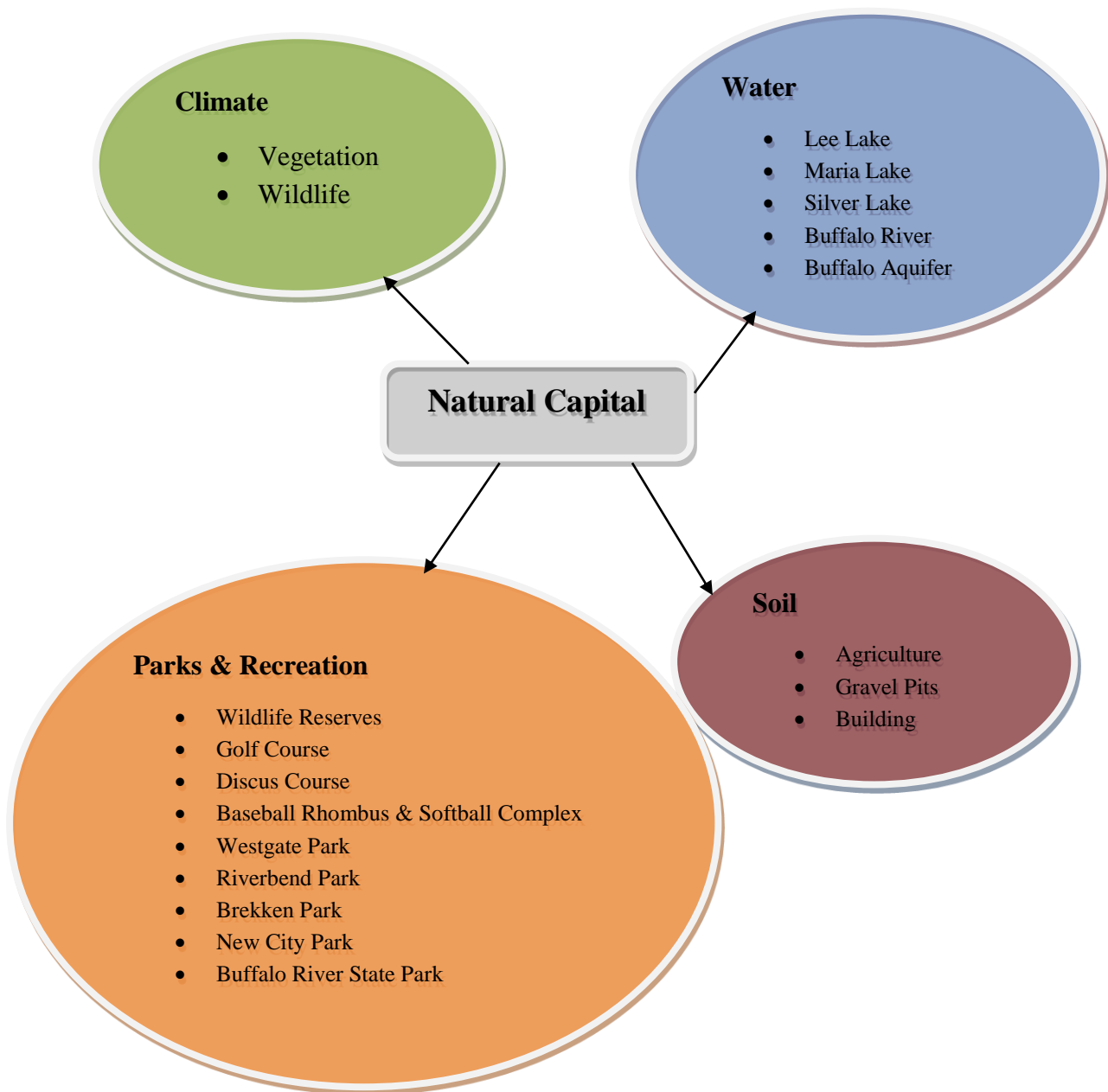
The city of Hawley also has recreational services like a golf course that is situated south of US Highway 10 beside the Buffalo River (Photograph 4.4; Appendix 1). This golf served more than eighty years and had eighteen holes and seventy-one golf courses. In addition manmade lake and stone bath house. Hawley naturally is a green area that has lost vegetation along with Buffalo River that provides recreational areas and beautiful view (Hawley comprehensive plan 2009).

The baseball rhombus and softball complex offer more availability of public recreational and Amenities. These amenities are situated on the south side of Highway 10, east of the Buffalo River and the Hawley Municipal Golf Course. The softball complex has four rhombi. The Hawley Rodeo Grounds is located in the same area, between the baseball rhombus/softball complex and Rodeo Drive. The Hawley Public Swimming Pool is owned by the school and situated on the north side of town at the corner of 8th Street & Elizabeth Street (Hawley comprehensive plan 2009).The city has a plan to develop the recreational amenities of the east end town and the river area because sometimes is unsafe for the residents to use for walking or bicycle (Hawley comprehensive plan 2009).



### Asset Map of Natural Capital

The assets and resources for natural capital in Hawley, Minnesota are listed below. The following asset map for natural capital was derived from this list, climate, water, soil, and parks and recreation



**Map 4.5:** Asset Map of Natural Capital

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# Chapter Five

## Human Capital



Authors: Pragya Devota, Amy Gnoinsky, Jacob Kuntz, and  
Danielle Steinhoff,

For the purpose of this assessment of Hawley, Minnesota we are using the following definition “Human Capital includes those attributes of individuals that contribute to their ability to earn a living, strengthen community, and otherwise contribute to community organizations, their families, and self- improvement” (Flora and Flora, 2013 pg. 84). During a community assessment, identifying the components of Human capital is an important aspect in economic and community growth.

The outcome of this chapter will be to present the strengths, assets and resources of Hawley. This chapter cover content on population, age demographic, racial backgrounds, religious backgrounds, level of education, and primary occupations within Hawley.

### **Population**

Population is one of the most important indicators to identify the pattern in the community. There are three main factors that determine the population change of an area, i.e.,

- a) Birth
- b) Death
- c) Migration (both in and out)

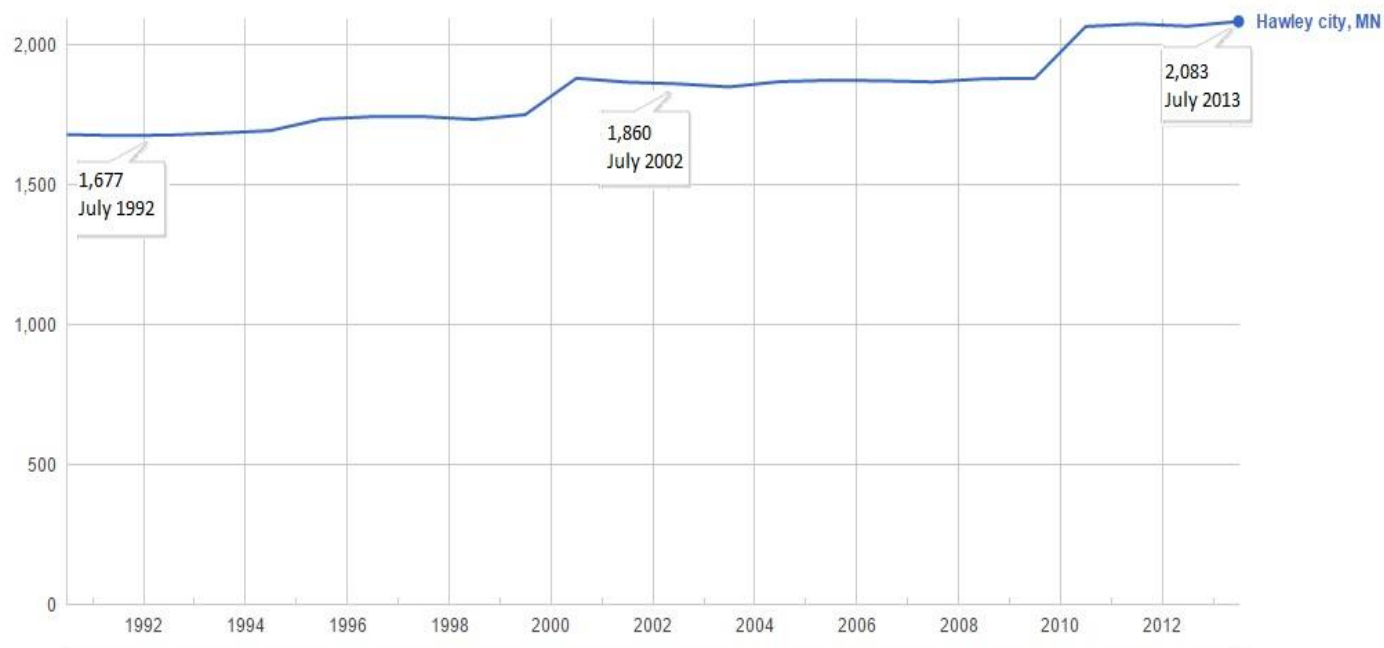
The demographic formula is:

$$P2= P1 + (B - D) + (I - O)$$

where, P1 = starting population, P2= ending population, B = births, D = deaths, I = in-migration and O = out-migration.

### **Population of Hawley**

Hawley is a thriving community known for its hospitality city services, quality school system, and hometown feel (Hawley, 2014). These could be the reasons for the gradual population growth in Hawley, MN. In 1992, Hawley population was 1,677 which later increased to 1,860 in 2002; and, as of 2010 census, Hawley’s population is 2,083. Figure 5.1 shows the gradual change in population since 1990 (Figure 5.1; Appendix 3).



**Figure 5.1** Population of Hawley, MN  
**Source:** Census Bureau, 2000

Table 5.1 (Table 5.1; Appendix 2) shows the projected population of Hawley until 2035. Looking at the table, we can assume that the population and household will significantly increase with time.

**Table 5.1:** Projected Population and Household Growth of Hawley, MN  
**Source:** FM Metropolitan Council of Governments, 2006

**Projected Population and Household Growth for Hawley to 2035\***

Year	2007	2010	2015	2020	2025	2030	2035
<b>Population (.949%)</b>	1,924	1,997	2,092	2,191	2,295	2,404	2,518
<b>Households</b>	775	792	827	869	918	973	1,028
<b>Person/Household</b>	2.52	2.52	2.53	2.52	2.50	2.47	2.45

\* Averages the 2000 Comprehensive Plan High Growth Projection (.699) with the 2007 MN State Demographer Projection (1.2%)

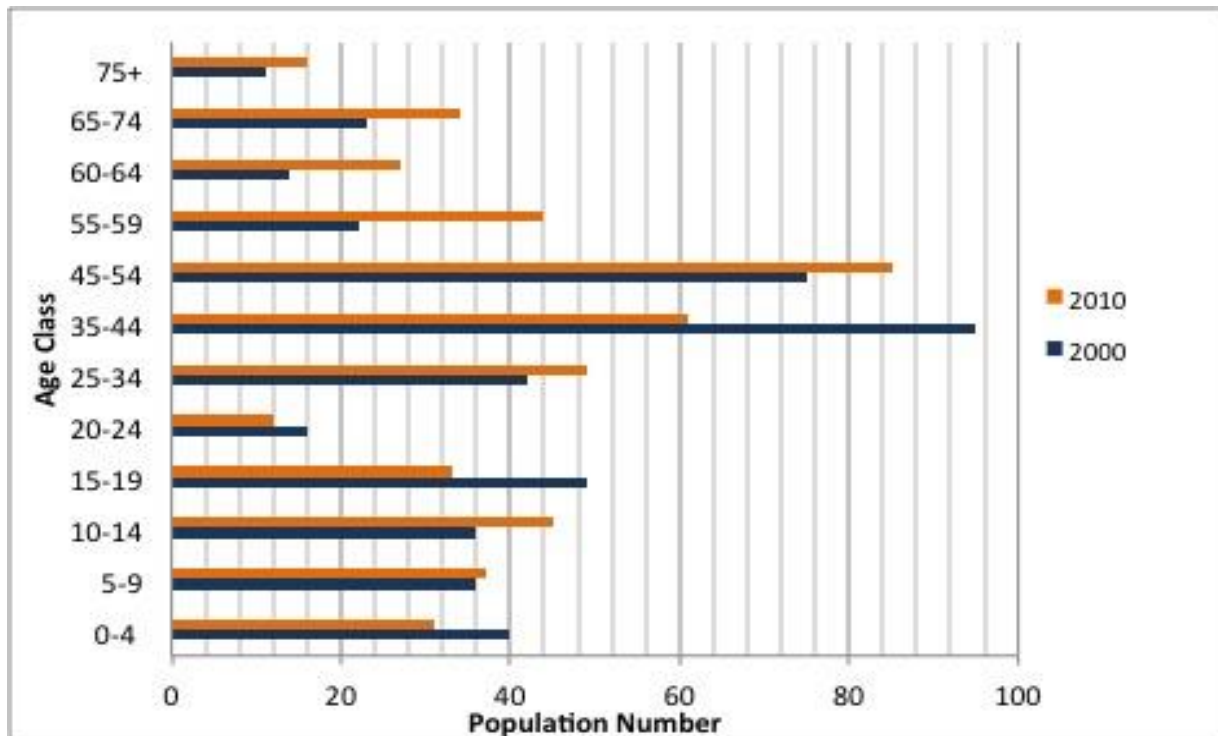
### Inventory of Human Capital

Human capital includes those attributes of individuals that contribute to their ability to earn a living, support community, and otherwise contribute to community organizations, their families, and self progress. A job or a carrier meets several human needs. It provides income, regulates daily activity, establishes a sense of identity, individuality and offers opportunities for social interactions and significant life experiences. As a result, the kinds of jobs available and the opportunities for creating jobs within communities have huge implications for the individuals who live or work there (Flora & Flora 2013). The organizations or the social system can also be found in Hawley. In Hawley there is an active Women of Today group, Active Jaycees, Hawley Lions, Hawley Nugget Booster Club, Friends of the Fine Arts, etc. that involves citizens in many different ways. There are various human capital resources that have provided benefits to the citizen of Hawley. The primary employers in Hawley are:

- RDO equipment company
- Rapat Corporations
- Muscatell Burns Ford
- State Bank of Hawley
- Bell State Bank
- Sellin Brothers
- Cretex
- Olson Pools and Spa

### Age and Gender Demographics of Hawley

Looking at a community's age and gender demographics can give a good impression of population trends occurring within that community. As seen in Figure 5.2, the community of Hawley experienced a population growth for all age classes from the year 2000 to 2010 (Figure 5.2; Appendix 3).

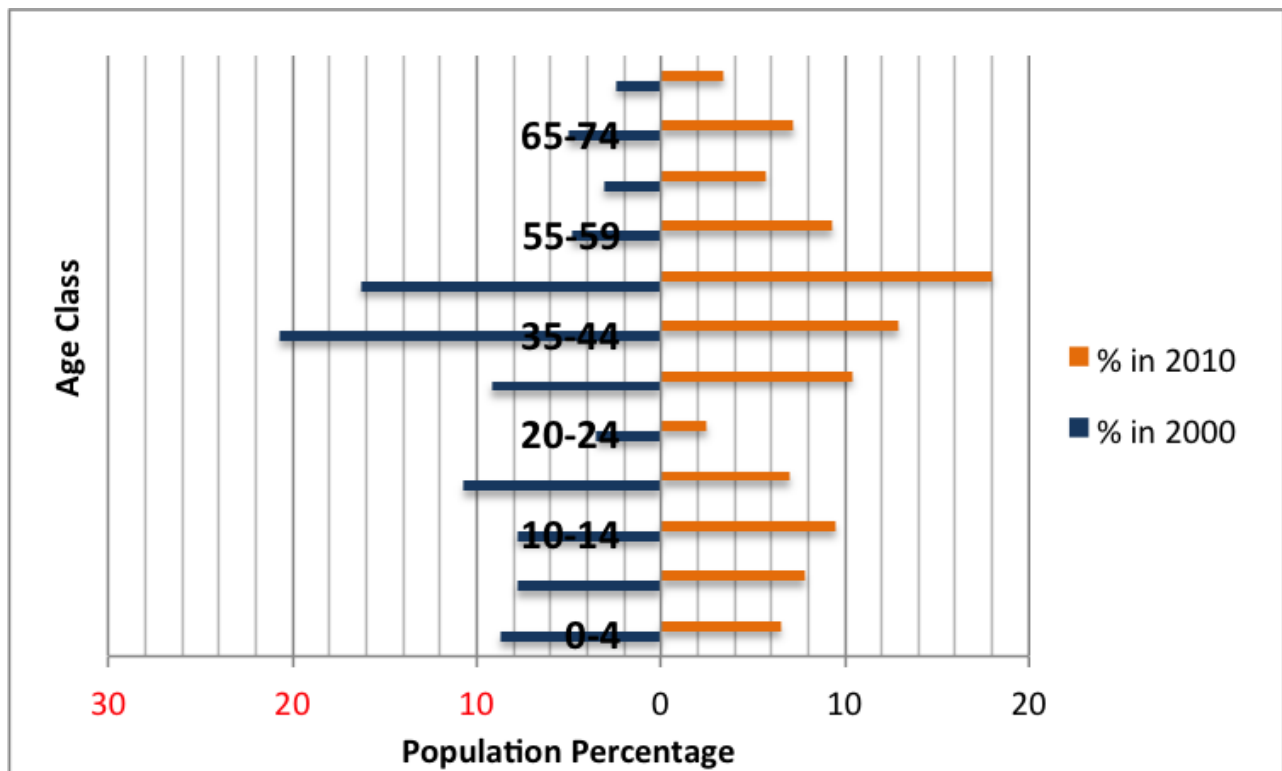


**Figure 5.2:** Population Age of Hawley for 2000 and 2010

**Source:** U.S. Census Bureau , 2014

In Figure 5.2, the percentage of the population that is included in the specified age class in both 2000 and 2010 is illustrated (Figure 5.2; Appendix 3). Comparing the two years, the majority of the population is between thirty-five and fifty-four years old. The low percentage shown for the ages of twenty to twenty-four can most likely be attributed to high school graduates moving away to obtain a higher education or other career-related opportunities. The absence of a baby boomer population influx can be observed and can further depict Hawley's aptitude at maintaining an elderly population. However, the generation after the baby boomers can be detected in the working ages and include the age classes of thirty-five to fifty-four (Figure 5.3; Appendix 3).

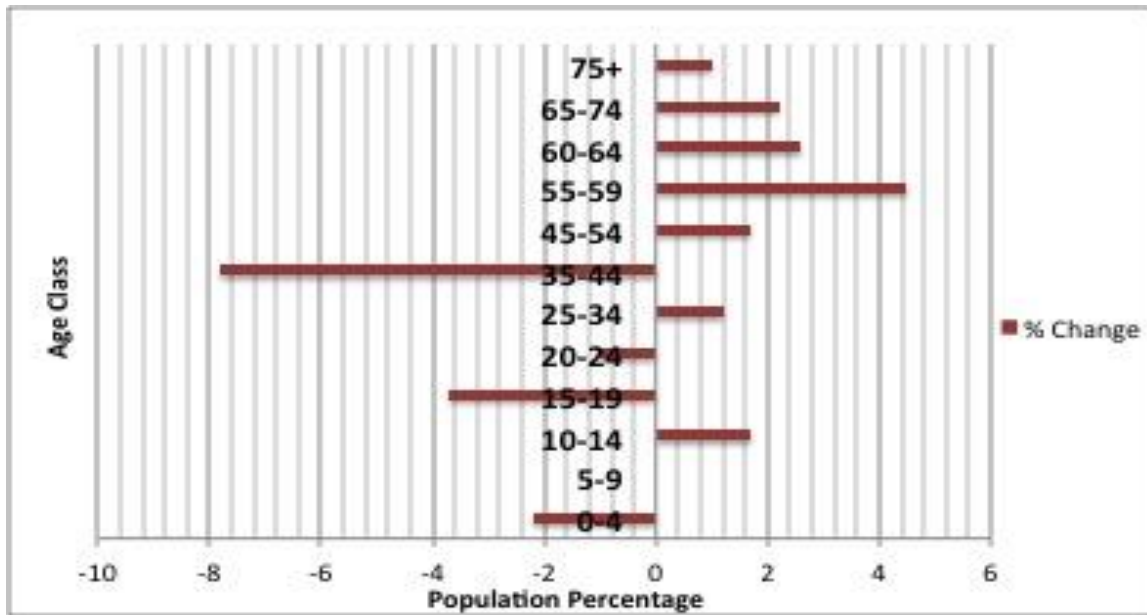




**Figure 5.3:** Comparison of Population Age Percentage for 2000 and 2010

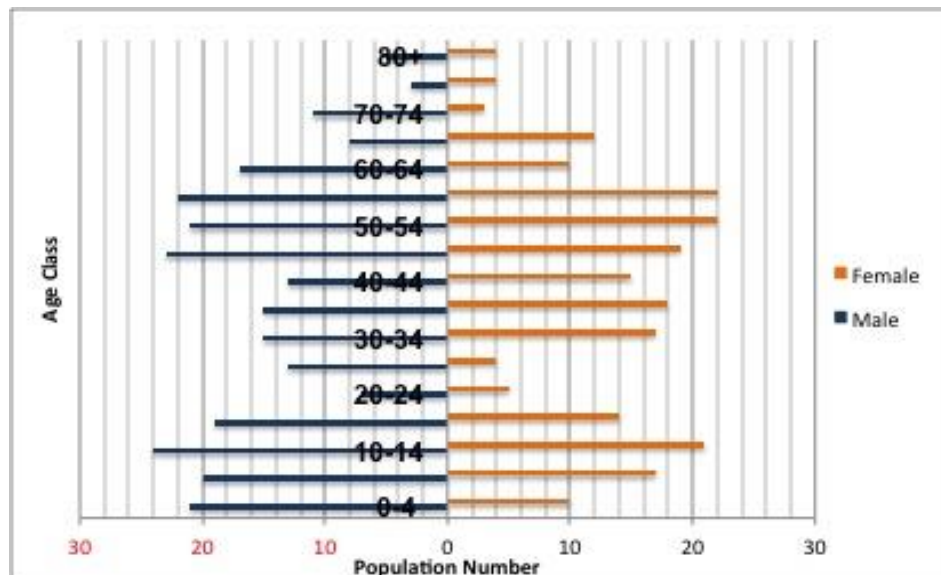
**Source:** U.S. Census Bureau (2014)

Figure 5.4 is the difference of the population age percentages demonstrated in Figure 5.4 (Figure 5.4; Appendix 3). Figure 5.4 illuminates the movement of the generation after the baby boomers, as well as, the shift of a greater population to the late working age classes of forty-five to fifty-nine. For instance, Hawley lost eight percent of thirty-five to forty-four year olds in the population. Of course this loss can be seen as gains in above age brackets, such as forty-five to fifty-four. Along with this shift, there was also a loss of 0-4 year olds, but no difference in 5-9 year olds so they can be associated to the increase in the ten to fourteen year old range. The loss of high school graduates is also exhibited in the negative percentage in the fifteen to nineteen range and in the twenty to twenty-four range.



**Figure 5.4:** Difference of Population Age Percentage for 2000 and 2010  
**Source:** U.S. Census Bureau (2014)

To represent the gender demographics in the Hawley community is Figure 5.5. In Figure 5.5 it is revealed that the population is comprised of more males than females but not by much (Figure 5.5; Appendix 3). However, in more recent data from the Census Bureau females have surpassed males by just a small percentage. The distribution of males and females among the age classes is relatively even with minor discrepancies.



**Figure 5.5:** Population Pyramid of Hawley, 2010  
**Source:** U.S. Census Bureau (2014)

### Primary Occupations

In Minnesota the unemployment rate was determined to be 3.2% in September 2014. For Hawley, the county unemployment rate was 2.4% for the same time period and is well below the state rate of unemployment (MNDEED, 2014). Major employers for the Hawley area can be seen in Table 5.2 (Table 5.2; Appendix 2). The top three common industries for men to be employed by, in chronological order, are manufacturing, construction, and retail trade. For women, the top three common industries are health care and social assistance, educational services, and retail trade. The top major employers for Hawley, within these industries, are the local public schools with Rapat Corporation and Sellin Brothers following suit.

**Table 5.2:** Major Employers in Hawley, MN

**Source:** City Records via Lisa Jetvig, City Treasurer/Clerk, 2014

<b><u>Employer</u></b>	<b><u>Product/Service</u></b>	<b><u># of Employees</u></b>
<b>Hawley Public Schools</b>	Public Education	100
<b>Rapat Corporation</b>	Manufacturing	70
<b>Sellin Brothers</b>	Construction	50
<b>Hawley Senior Living</b>	Assisted Living	40
<b>Tony's Super Value</b>	Grocery Store	35
<b>Dairy Queen</b>	Fast Food	35
<b>State Bank of Hawley</b>	Commercial Bank	33
<b>RDO Implement</b>	Farm Machinery	32
<b>Alderon</b>	Manufacturing	30
<b>Apple Tree Dental</b>	Dental	26

### Education

The community has a public school system, home of the Nuggets. The schools home to 900 students between Kindergarten through 12<sup>th</sup> grade, with an Elementary and High school. With recent updates to the facilities, Hawley schools are now some of the best equipped in the area. In 2013 Hawley Elementary School was awarded a Reward School award from the Department of Education because it is in the top 15% of Title One programs in the state. Title One program allows children from all income levels to receive and excel in proper education. Hawley is also home to a Preschool Center, allowing children to get a head start on their education and building social skills.

The percent of community members that have a high school diploma in 2012 was 97.4% according to the Census Bureau. There is 29.6% of member that have a college degree, a bachelors. For the community members to continue their education the only option that they have is to get an online degree, or travel to a neighboring community, like Fargo-Moorhead.

### Racial Background

Table 5.3 shows the racial background of the members of Hawley in 2010 (Table 5.3; Appendix 2). Over 98% of Hawley present themselves as one race, with 96% of them being white. The second most common racial background is then American Indian then Asian.

**Table 5.3** Hawley Race  
**Source:** U.S Census Bureau, 2010

Subject	Number	Percent
<b>RACE</b>		
<b>Total Population</b>	<b>2,067</b>	<b>100</b>
<b><u>One Race</u></b>	<b>2,034</b>	<b>98.4</b>
<b>White</b>	<b>1,991</b>	<b>96.3</b>
<b>Black or Aftican American</b>	<b>7</b>	<b>0.3</b>
<b>American Indian and Alaska Native</b>	<b>21</b>	<b>1</b>
<b>American Indian</b>	<b>15</b>	<b>0.7</b>
<b>Alaska Native</b>	<b>0</b>	<b>0</b>
<b>American Indian or Alaska Native</b>	<b>6</b>	<b>0.3</b>
<b>Asian</b>	<b>14</b>	<b>0.7</b>
<b>Native Hawaiian and Other Pacific</b>	<b>0</b>	<b>0</b>
<b>Some Other Race</b>	<b>1</b>	<b>0</b>
<b><u>Two or More Races</u></b>	<b>33</b>	<b>1.6</b>
<b>Two taces with some other race</b>	<b>3</b>	<b>0.1</b>
<b>two races without some other</b>	<b>29</b>	<b>1.4</b>
<b>Three or more races</b>	<b>1</b>	<b>0</b>
<b>HISPANIC OR LATINO</b>		
<b>Total Population</b>	<b>2,067</b>	<b>100</b>
<b>Hispanic or Latino (of any race)</b>	<b>19</b>	<b>0.9</b>
<b>Mexican</b>	<b>12</b>	<b>0.6</b>
<b>Puerto Rican</b>	<b>2</b>	<b>0.1</b>
<b>Cuban</b>	<b>0</b>	<b>0</b>
<b>Other Hispanic or Latino</b>	<b>5</b>	<b>0.2</b>
<b>Not Hispanic or Latino</b>	<b>2,048</b>	<b>99.1</b>

## Religious Background

The community of Hawley is primarily a Christian-based community, as mentioned in Chapter Three, with Hawley Alliance Church, Living Grace Lutheran Church, St. Andrew's Catholic Church, Hawley Lutheran Church, and Hawley United Methodist Church being the churches located within the city. Many of the churches in the community offer study groups, Sunday school, volunteer opportunities, and an open invitation for people to come to church and find out more about the religion.

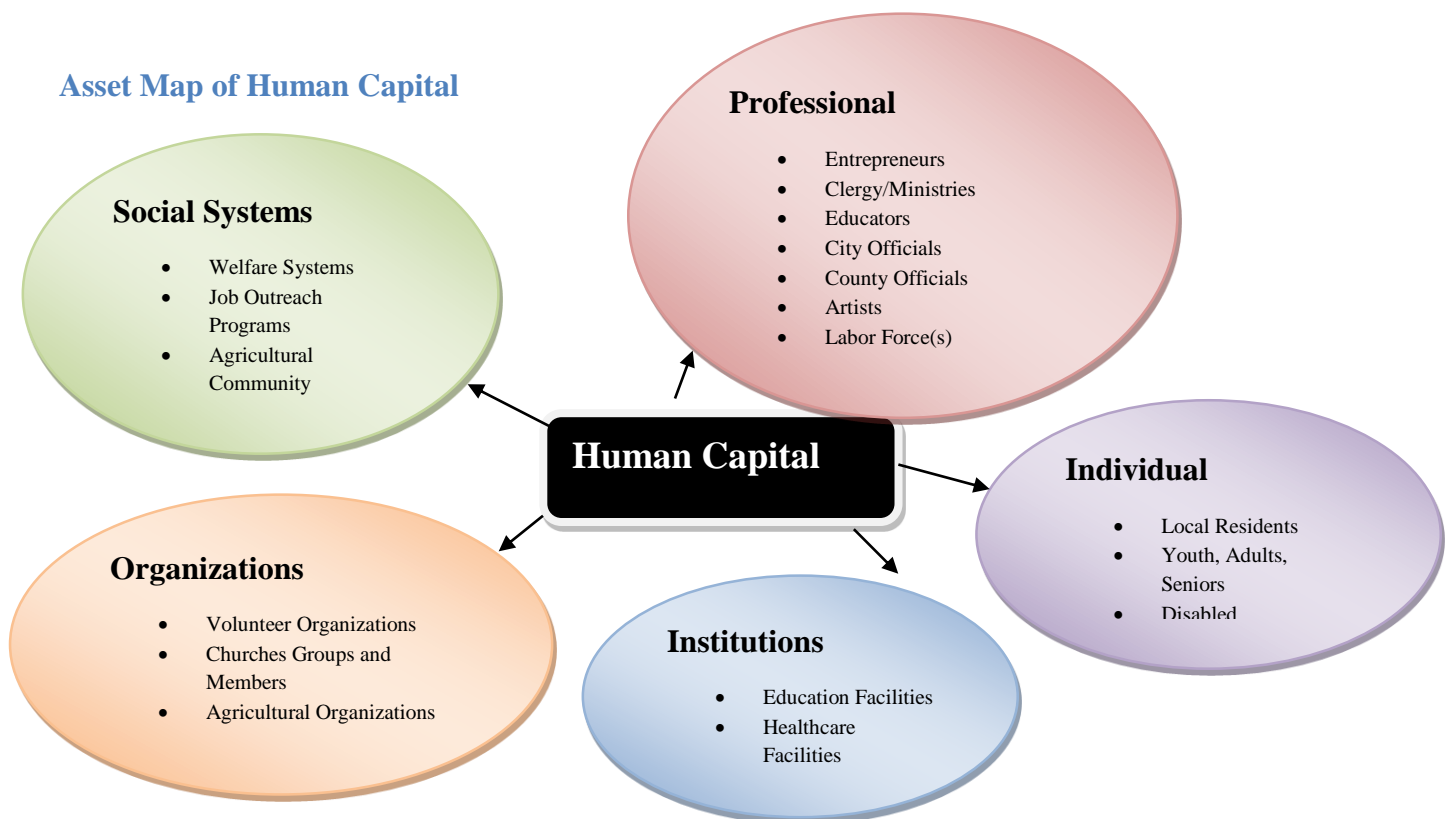
## Health Care

Hawley is a healthy and active community with activities from adult volleyball and basketball leagues, outdoor hockey rinks, and 5K walk/runs.

Hawley does not have a hospital but does have the Sanford Clinic which is located at 1412 Main Street which is open Monday through Friday. For emergencies or specialty doctors the community members travel to the Fargo-Moorhead area. The Sanford Clinic that is located in Hawley does offer psychological assessments on Mondays. REACH (Rural Enrichment and Counseling Headquarters) also offers a variety of counseling options; divorce, abuse, ADHD testing, and many more.

There is also a dental office in Hawley, Apple Tree Dental, which is a location for low income families. Hawley also has a chiropractor office, Hawley Chiropractor. "A Step Ahead" fitness club is offered through the Community Education program, which also offers adult volleyball and basketball leagues. One last medical amenity that is in Hawley is an assisted living program, Hawley Senior Living, which will make at home calls and check-in with local elderly.

## Asset Map of Human Capital



**Figure 5.6** Asset Map of Human Capital

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# Chapter Six

## Social Capital



Authors: Jacob Kuntz, and Shelby Moen

Chapter Six covers social capital in Hawley. “Social Capital” is defined by Putnam as “features of social organization, such as networks, norms and trust that facilitate coordination and cooperation for mutual benefit. Social Capital enhances the benefits of investment in physical and human capital” (Flora and Flora, 2013, pg. 119). Social capital is the glue that holds a community together.

There are a variety of organizations within Hawley that community members may participate in. These groups range from the VFW post to Boy Scouts (see below for complete list). Community organizations are complementary to each other rather than competitive for members. Each has its own niche and role to fill. These organizations are vital towards community growth and Social Capital. It would be difficult for a community to function or survive without the roles and services taken on by social organizations within the community.

### **Participation: Demographics**

In determining the most and least involved organizations, we used the organizations focus impact, and involvement in the community. The organizations are listed in alphabetical order.

#### Most Involved

- 4 – H
- Booster Club
- Boy Scouts
- Churches/Religious Institutions
- Hawley Lions
- Legions
- School Organizations
- Women of Today

#### Least Involved

- 4-H Stablemates
- Cub Scouts

It is important to note that the least involved organizations listed are sub-organizations that focus on building a specific knowledge or skill set within the larger organization. 4 - H Stablemates is a part of 4 - H that focuses on teaching the proper ways of riding and caring for horses. This can be a fun and valuable lesson for the participants, but it does not get as involved in the community as the other organizations listed above. The members of this sub-group do however participate in other 4 - H activities that keep the organization more involved in the community.

The local Cub Scouts organization is not as involved in the community as the Boy Scouts. However the purpose of the Cub Scout program is to prepare young boys to take on the roles of a Boy Scout in their community. Hawley's local Scout programs work closely together to prepare

young boys to become leaders in their community. The relationship that these two organizations have is symbiotic and beneficial for both parties as well as the community of Hawley.

An organization does not have to be highly involved in a community in order to make an impact. Each role that an organization takes on has a specific objective or purpose that will increase social capital. Churches in Hawley come together to initiate a program in Hawley known as Elevate, this program brings kids from the community together that normally numbers well over one hundred. They participate in games and activities organized by the churches that allow kids to socialize with each other and become more active and involved in Hawley.

Hawley Lions is an organization that currently has 50 members and is about to celebrate their 40<sup>th</sup> anniversary. This club along with Hawley Women of Today and Jaycees has become much more active in the community with organizing volunteer work and projects that give back or reinvest in the community as well as assist other communities within Clay County.

### **Community Attitudes**

The community's attitude towards "outsiders" or "transplants" into Hawley has evolved over the years. Outsiders in the case of Hawley can be defined as anyone who was not a born Hawleyite. Although over the last 20 years, the attitudes are changing to be more inclusive of those not born in Hawley, but have made the community their home.

There were a few points of contention in Hawley's past as to whether they would allow a Catholic church to be built in town limits. This is normal to American history, as there was contention nationally as to whether John F. Kennedy would be a puppet President for the Pope because he was Catholic. In fact, he gave a speech in 1960 to set it straight once and for all he would not take instructions from the Pope (NPR, 2007).

The businesses within the community also had tensions. They were divided by downtown business location or US 10 location. With the slow growth in Hawley and the booming business growth in the Fargo/Moorhead area, tensions caused by division are slowly easing away. Increased business relations between Hawley and the Fargo/Moorhead area are creating more opportunities for the residents of Hawley and the city of Hawley itself.

### **Roles within the Community**

The ministerium also plays a role in community organizations, helping with benefits, fundraisers, and being a voice for the marginalized population of Hawley (see Chapter Three). The Hawley School has a community program that allows community members to use the school gym for \$20. This reciprocal arrangement helps both the community and the school in bridging the gap between them. Not all community members have children, but by opening up the gym as a health resource they have investment into the wellbeing of the student body. The school also sponsors local community education programs such as cooking, quilting, or computer classes. The new school expansion (see Chapter Nine) is including an indoor track that community members will be able to use, thus giving an incentive for the approval of the money needed to build it. Sub-organizations within the school include the Boosters Club which consists of over 200 members that organize fundraisers to help improve athletics within the school. They

recently raised enough money to get new field goal posts for the high school football field. These athletic adjustments and improvements give the citizens a sense of role fulfillment in the community as well as a sense of giving back to the community. This greatly increases the City's Social Capital as it brings people together while working to improve the quality of the community.

Boy Scouts in Hawley also produces many Eagle Scouts. To become an Eagle Scout, the scout must complete a community project, and this is how many things in Hawley happen. Programs like these motivate kids to be healthy and active volunteers in the community and the community benefits from their work and effort.

The local newspaper, the *Hawley Herald*, plays a crucial communication role in the community. They are responsible for providing information and updates of current or future planned events within the city. They also recognize individual and group accomplishments within the community. They post information about local opportunities for both educational and economic benefit such as classes and sales.

Hawley lost their Chamber of Commerce in the 1990s. The Hawley Community Club and "Hawley would" has tried to replace the loss of this organization. It should also be noted that Hawley does not have a hospital so the community looks to the medical facilities in the Fargo/Moorhead area to fulfill medical and healthcare roles.

There is also an Awards Banquet in Hawley, usually held in April, in which community organizations get together and give awards to members of their organizations or members of the community at large for various things; Outstanding Senior Award, Safety Worker Award, Youth Scholarship Award, Distinguished Service Awards, and more.

### Measuring Social Capital

Measuring social capital is difficult because of its intangible qualities. It is the glue that holds a community together that gets the members through good and particularly bad times.

Bonding in social capital is the connections between people or groups with similar backgrounds (Flora and Flora, 2013, pg.125). Bonding social capital in Hawley is High. The citizens of Hawley work well together, and have similar backgrounds in their heritage, culture, and values.

Bridging in social capital is connections "between diverse groups in the community to each other and outside the community" (Flora and Flora 2013, pg.127). Bridging social capital is Low.

Connections to each other in the community to work on a common goal is exemplary but are a little slow in accepting outsiders and large changes, though not enough to be a severe hindrance.

### Challenges

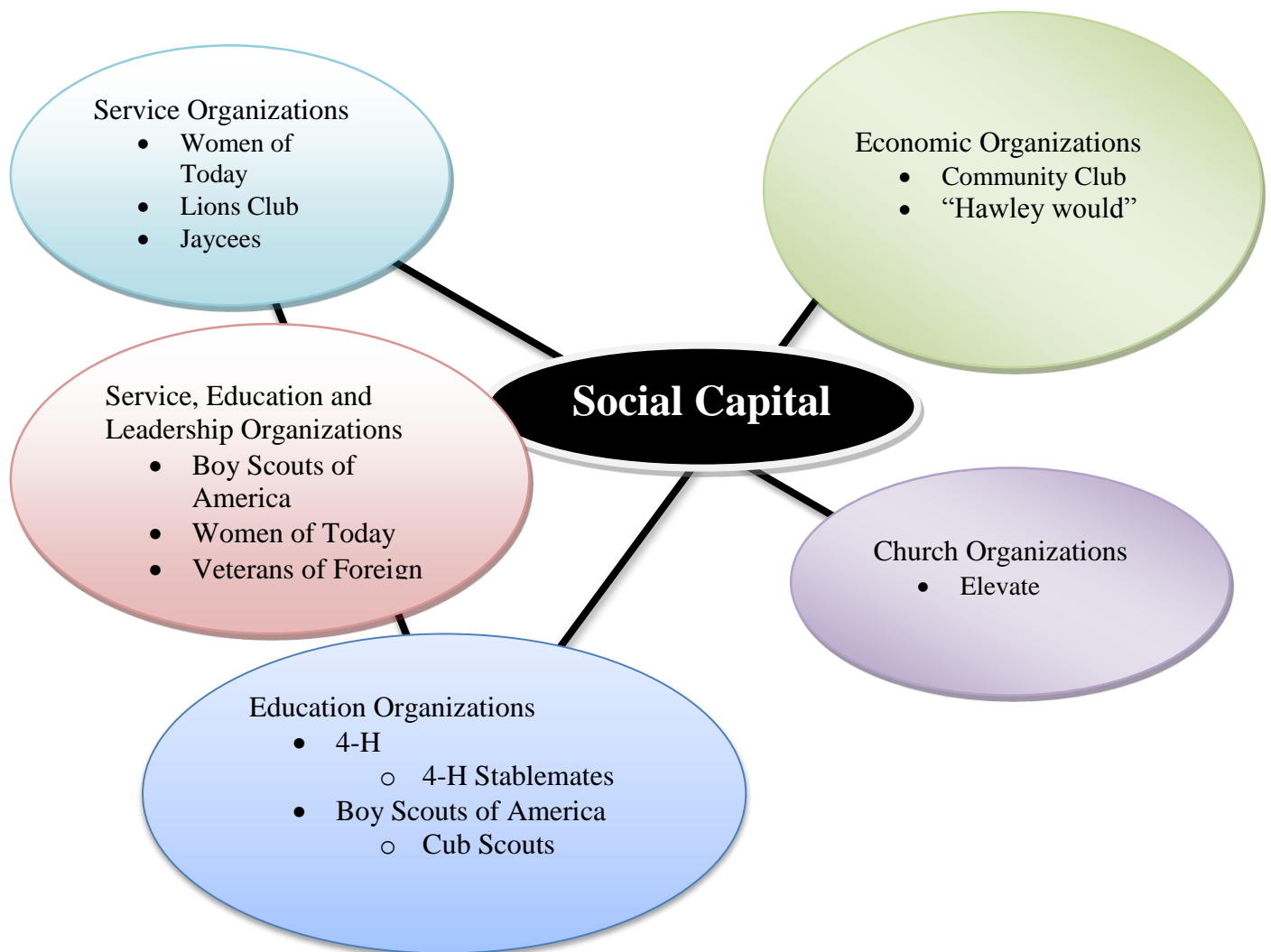
One of the major challenges that affect social capital in the City of Hawley is that the facilities, programs, and organizations are having difficulty keeping up with the Fargo/Moorhead area. The cities of Fargo and Moorhead are currently experiencing tremendous growth in population and economic activity. This increase means there is more opportunity in that area than that of

Hawley. Most of the citizens already commute to the Fargo Moorhead area for work rather than working within the community itself.

### **Strengths, Resources, Assets**

- Women of Today
- Veterans of Foreign Wars (VFW)
- Lions Club
- Jaycees
- Community Club
- Boy Scouts of America
- “Hawley would”
- 4-H
- Church System (See Ch. 3 Cultural Capital)

## Asset Map of Social Capital



**Figure 6.1:** Asset Map of Social Capital

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# Chapter Seven

## Political Capital



Authors: Pragma Devkota, Grant Genovese, and Bianca Moravec

Political capital is an idea that is inspired by leaders or political policies that can build up a certain amount of trust, influence and goodwill. These trust, influence and good will are invisible asset of the community which helps in various aspects of development in the area. “Political capital consists of organization, connections, voice, and power as citizens run shared norms and values into standards that are codified into rules, regulations, and resource distributions that are enforced” (Flora & Flora, 144, 2013). As stated by Flora and Flora 2013, political capital’s key components is power, or the ability to influence people in decision making through different variables. For example, number of people involved in decision making, voting preference, rules and regulations and the degree how they are enforced.

In this chapter, the political structure and its influence in Hawley will be discussed. Information on education, employment, occupation, income, race, stratification, voting history, community power structure, political capital assets will also be discussed.

### Political Capital Indicators

In this section we will look into income, education, occupation and industry structure of Hawley. In reference to the city data of 2012, 37 percent of Hawley’s population has General Educational Development (GED) qualification, 12 percent has associate degree, 20 percent has bachelors’ degree, 3 percent has masters’ degree, and 1 percent has doctorate degree.

Education plays an important role in every aspect of life. The frame or the structures of a community can differ from the frame of residents’ knowledge and education. The living standard or the stratification of an individual can also be framed by the level of education or occupation. Occupation and education are usually co-related. In the educated community, more people are likely to be found working high paying jobs which results in higher socio economic status of the entire community.

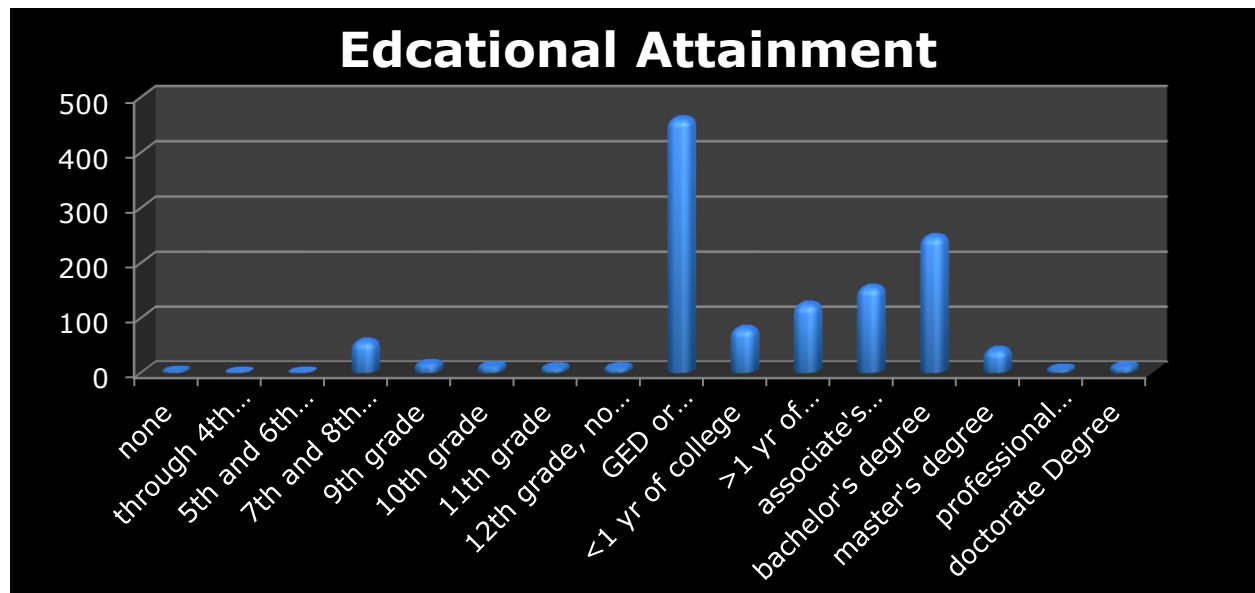
According to locallabs.org, based on 2012 data, the median individual income of Hawley is \$27,782 per year whereas; and the median household income of Hawley is \$43,380 annually (Table 7.1; Appendix 2).

**Table 7.1:** Comparison of Median Individual and Household Income.

**Source:** Locallb.org, 2014

	City	State	Nation
Hawley Median Individual Income	\$27,782	\$30,070	\$26,564
Hawley Median Household Income	\$43,380	\$59,126	\$53,046

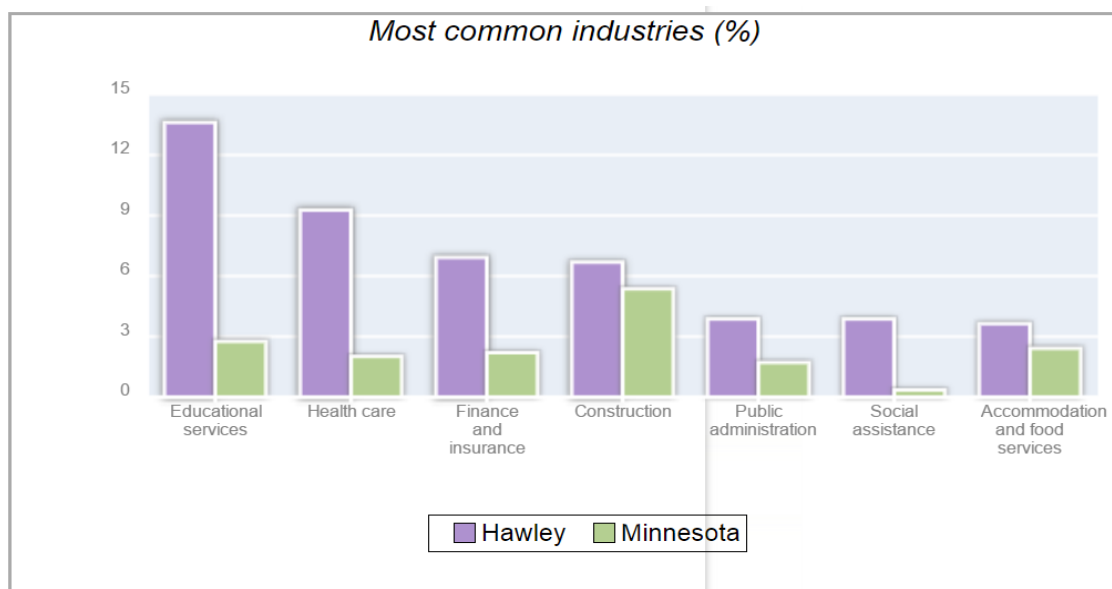
The figure 7.1 below shows the education attainment of Hawley in 2012 (Figure 7.1; Appendix 3).



**Figure 7.1:** Educational Attainment in Hawley, Minnesota, 2012

**Source:** Locallab.org, 2012

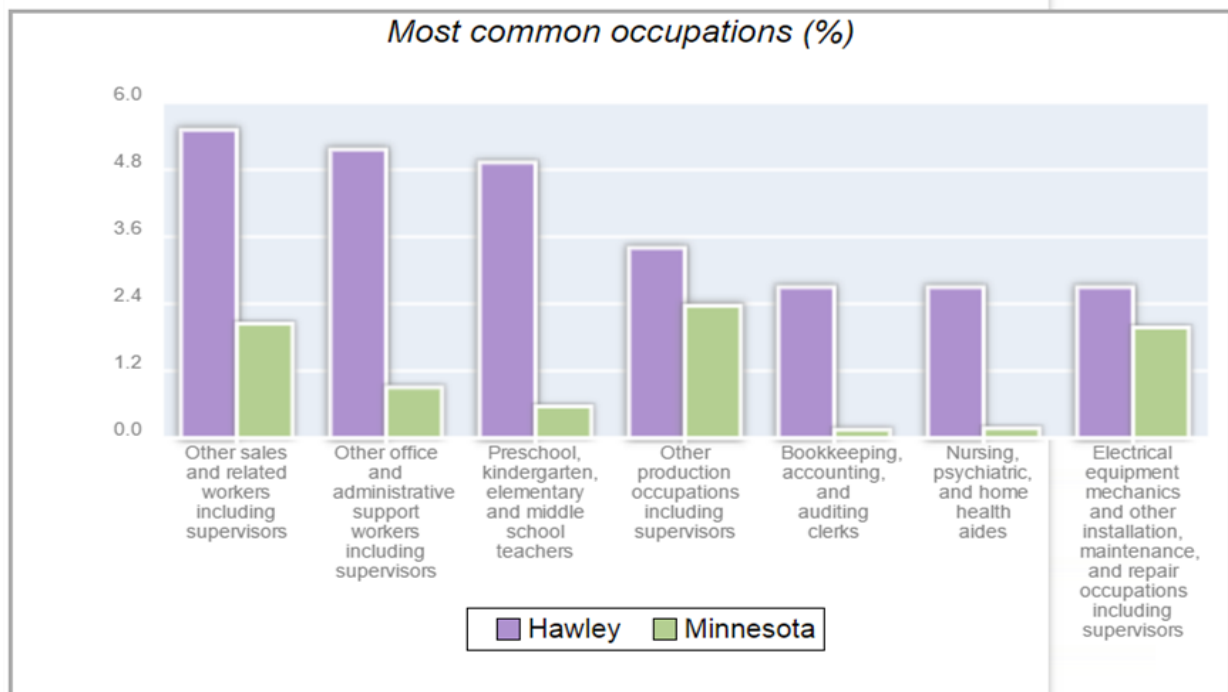
According to the City-Data, Hawley's most common industries are educational services followed by healthcare, finance and insurance, and construction work respectively. Figure 7.2 shows the list of most common industry of Hawley and Minnesota State as a whole (Figure 7.2; Appendix 2).



**Figure 7.2** Most common industry of Hawley

**Source:** city-data.com, 2014

The figure 7.3 below shows the most common occupation of Hawley and Minnesota State in the year 2012 (Figure 7.3; Appendix 3).



**Figure 7.3** Most common occupation of Hawley in Percentage

**Source:** City-data.com/work, 2014

### Political Structure

Hawley, Minnesota has city officials that abide by the constitution of the United States and serve for the city. Under this hierarchy, Mayor Gary E. Johnson is the leading member of the committee. According to Hawley city council, “The intent of Hawley's leaders is to assist in the development of a growing community by setting forth positive goals and objectives to enhance residential and commercial development, education, wise land use, public services, and transportation choices while preserving the City's friendly small town atmosphere and quality of life.” The Mayor serves as the chairman of city council. The council proposes bill, holds votes and passes municipal ordinances in the city. John Young Jr. is the Vice Mayor, and Ben Gunkleman, James Joy, and Sean Mork are the councilmember in the city of Hawley, Minnesota.

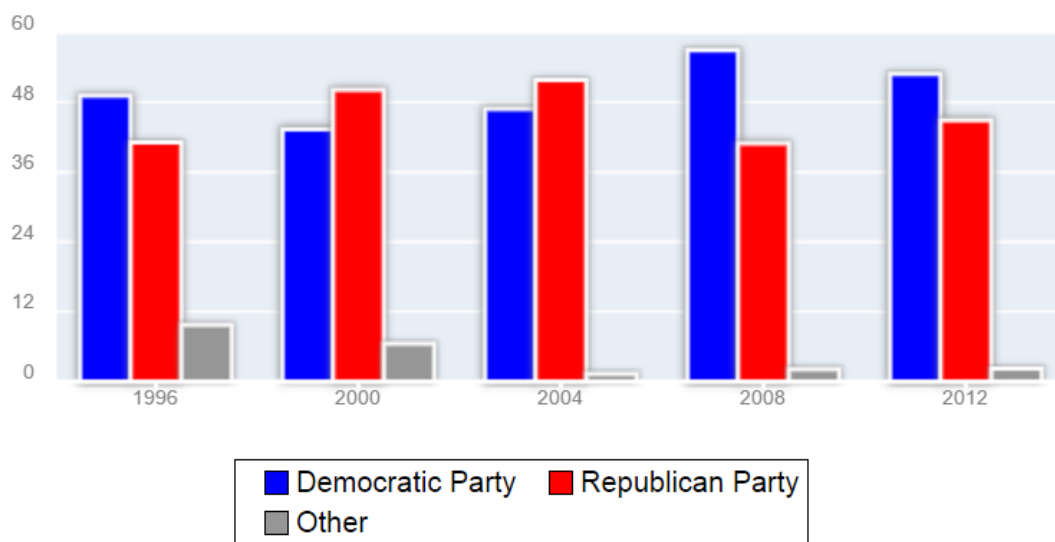
### Voting History

In its early days, the city of Hawley held a meeting because of an order issued by the Court of the 7<sup>th</sup> Judicial District, State of Minnesota to organize the town based on the order (Brekken

1972). Two judges were chosen for the monitoring of the election for mayor and those were E.H. Sibley and M.C. Whaley. Olaf H. Smaby was elected president (the term mayor was not used until later) and C.L. Nichols, Hans Rushfeldt, and Daniel O'Connell were made the first trustees. Since the start of a mayor in Hawley in 1884 to the year 1972, Hawley had had 26 mayors up to that point. Likewise, there have been a total of 80 council members from the years of 1884-1972.

In contrast to the United States overall, Hawley Minnesota has a slightly higher percentage that votes for the Democratic Party (52.648% and 51.066% respectively). On the other hand, the United States overall had a slightly higher percentage that voted for the Republican party compared to the city of Hawley ( 47.205% and 44.728% respectively) (Figure 7.4; Appendix 3). Hawley also had a higher "Independent other average compared the United States overall (2.624% and 1.729% respectively). Hawley has showed to be average or better with voter turnout. Depending on what is on the ballot, the overall involvement of voters may be affected negatively or positively (Figure 7.5; Appendix 3). One resident of Hawley, Lisa Jetvig, said that the community is very "politically-minded."

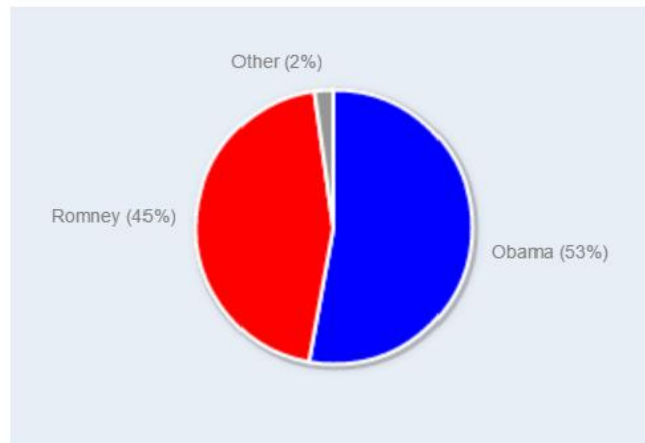
### *Presidential Elections Results*



**Figure 7.4:** Presidential Election Results from the years 1996 to 2012  
**Source:** City-data.com, 2012



### 2012 Presidential Elections Results



**Figure 7.5:** 2012 Presidential Election Results.

**Source:** City-data.com, 2012

On November 4<sup>th</sup> at the community center in Hawley, residents had a chance to vote for how much money (if any) would be given to the Hawley Municipal Liquor Store. The Liquor store wanted their store lit up for the holidays and they proposed two options. Option one would be to only have the front of the store lit up and decorated. Option two would in addition to the front have the two long sides of the building decorated. However, here was the kicker: option two would have an additional cost of over 1,000 dollars, whereas option one would only cost roughly 630 dollars (*Hawley Herald, 2014*).

### Hawley Council

Earlier this year, residents had a chance to vote for who they wanted on the council- there were three seats open and six people running for the spots. Below each person will be named and a short description of why they are running will be included.

### Carlos Diaz

Carlos Diaz was one of the six being considered and he said that one of the ways he would attract growth, both economic and residential, was through the school system. He also believe that Hawley will be able to attract several businesses if they provide the right incentives. One issue in Hawley that he is concerned with is affordable housing. Mr. Diaz believes Hawley however is headed in the right direction and wanted people to vote for him because he has been a

resident since 2008 and wants to make sure that the choices being made are keeping the residents in mind.

### **James Joy**

Mr. Joy on the other hand wants to work on trying to keep the tax incentives they currently have to help Hawley grow. He also said he would like to work more closely with the school system to help attract families and make Hawley a place where the parents would want to raise their children. Inviting more businesses into the area would also help Hawley grow both economically and residentially. One issue that James Joy is concerned with is the Police Department. Hawley hires a lot of part-time officers which come and go quite frequently because once they are offered the job, they take it but in the meantime are seeking out full-time employment. More full-time officers should be hired and fewer part-timers- the full-timers tend to stick around and get to know the town and community (Hawley Herald, 2014).

### **Sean Mork**

Sean Mork is running because he has spent his entire career working in government as a law enforcement officer. He believes that Hawley needs to do more self-promotion to draw more people in. Like Mr. Diaz, Mr. Mork is concerned with the housing options that are available for new comers to the area.

### **Stacey Riedberger**

Stacey has served on the city council for a total of 28 years. She has also been a member of the Hawley fire department for 36 years. To promote growth in Hawley, Stacey believes Hawley needs to bring in new businesses. One issue that Stacey Riedberger is concerned with is several blocks of water and sewer mains need to be replaced but the cost keeps rising (*Hawley Herald*, 2014). Hawley is headed in the right direction Stacey says, and that the city just needs to keep promoting all the great things it has to offer to individuals and families that are looking to relocate to a new area.

### **Angela Tait**

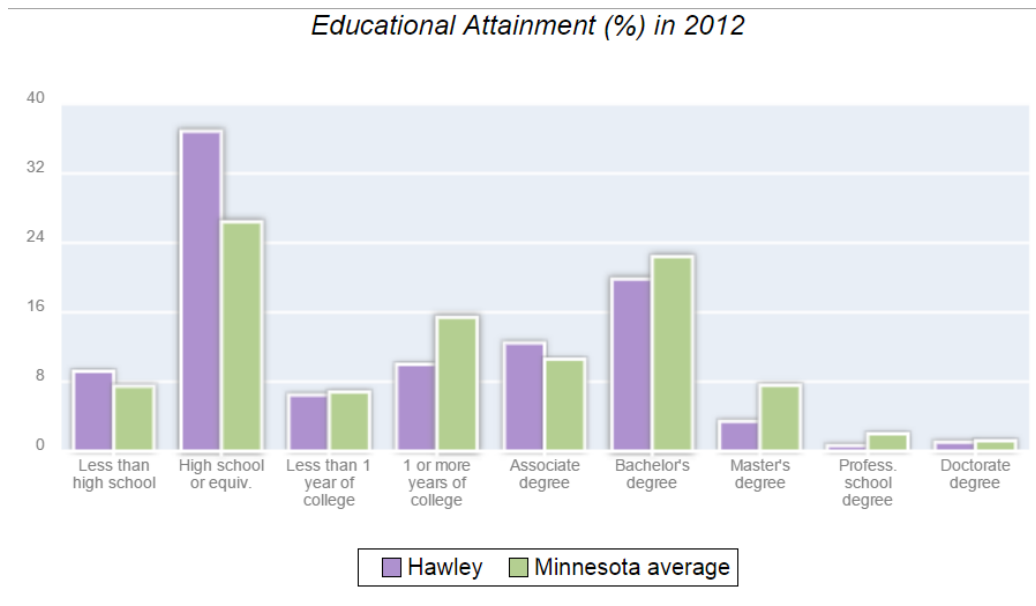
Like the others she is running against, Miss. Tait believes that in order for Hawley to grow as a city and as a community, different businesses should be contacted and brought in. Angela would like to work more closely with the school board to bring in or build things to give the youth of Hawley more things to do in their spare time.

### **John Young, Jr.**

John has served on the council with Stacey for 28 years. John Young Jr. said he likes to talk to individuals one on one because he believes these connections are important and it is how you show the people you care. (Hawley Herald, 2014). Mr. Young wants to continue a housing tax rebate program to promote growth in Hawley as well as looking into new housing options. Like Stacey Riedberger, John Young, Jr. is concerned with the few blocks of old sewer and water mains that need to be replaced in Hawley. There are also a few streets in poor condition that he believes need to be fixed in the next few years.

## Socioeconomic Status and Stratification

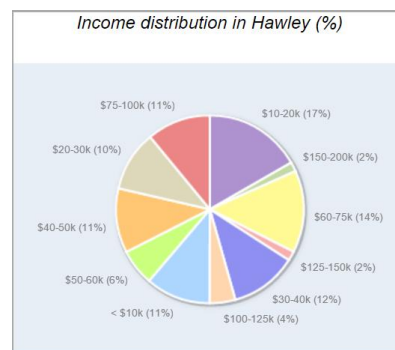
Socioeconomic status is where someone stands in the hierarchy society has built based on an individual's education level, income, and the type of job that they hold. Starting with education, depicted below in Figure 7.6, we can see that Hawley's education level is slightly below Minnesota's overall education level except for high school years and obtaining an Associate's Degree (Figure 7.6; Appendix 3).



**Figure 7.6:** Education in 2012

**Source:** City-data.com, 2012

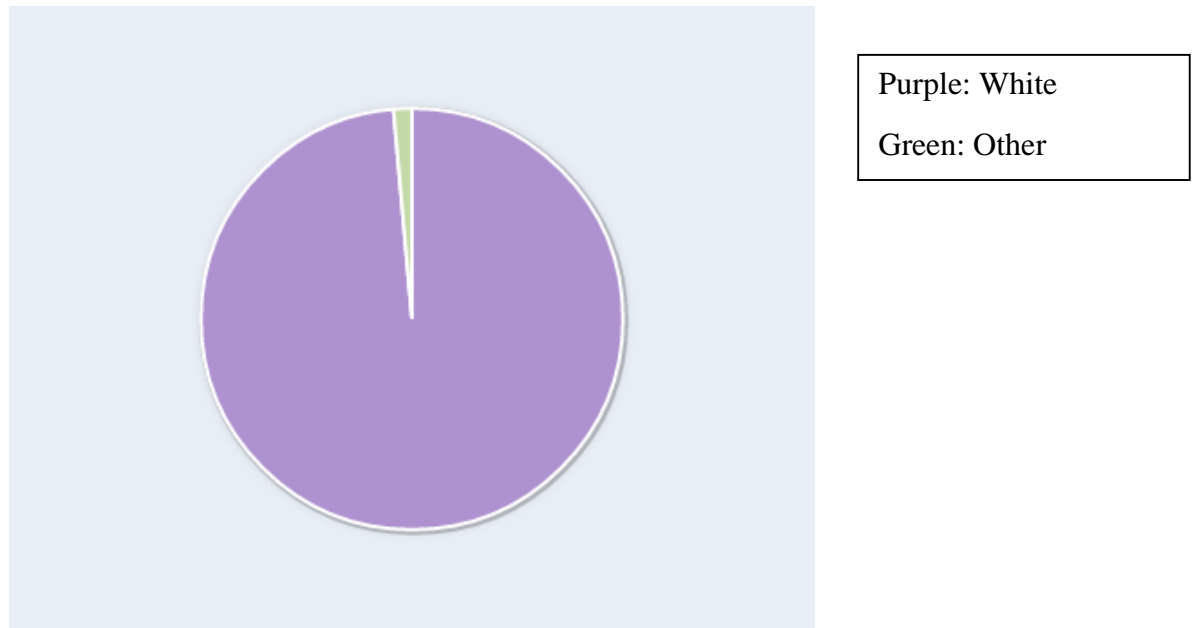
Figure 7. 7 below shows that there is a variety of incomes levels based on people's education and experience in their fields. Looking at the figure, we can see that there is a very small percentage of residents that that make more than 75,000 dollars a year; and, a good portion of the population (38%) making only 10,000 to 30,000 dollars a year (Figure 7.7; Appendix 3).



**Figure 7.7** Income Distribution

**Source:** City-data.com, 2014

## Race and Ethnicity

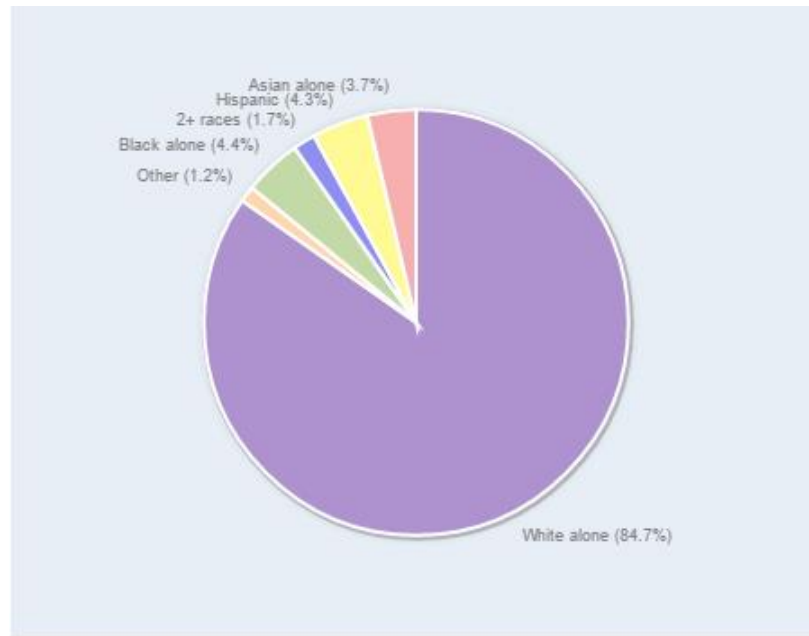


**Figure 7.8** Races in Hawley, MN

**Source:** City-data.com, 2014

In the Pie Chart above, the purple represents the percentage of white residents in the Hawley community in the year 2009 (Figure 7.8; Appendix 3). The White percentage (1,592) is at 98.6 percent alone and the other category makes up the remaining 1.4 percent. With that being said, in 2009, Asians (16) made up one percent of the total population; Hispanics (2) made up a tenth of one percent (0.1) of the total population; American Indians (2) made up one tenth of one percent; and, two or more races (2) also made up one tenth of one percent of the population. It is evident that there is a dominant group in Hawley which may influence the power of their voice over the other groups present in the community.

Compared to Hawley, Minnesota has a larger percentage in the categories listed above plus some new ones that are not seen in Hawley. Percentages can be seen in Figure 7.9, but the total number of people that make up each category are as follows- White: 4,462,246; Black: 229,952; Hispanic: 223, 923; Asian: 194,963; Two or more races: 91,539; American Indian: 51,997; Other Race: 8936; and, Native Hawaiian and other Pacific Islander: 2,656 (Figure 7.9; Appendix 3).



**Figure 7.9** Race Distribution in Minnesota.

**Source:** City-data.com, 2014

### Political Capital Challenges

The major challenge facing Hawley at the moment is rebuilding its infrastructure. They have received very little help financially from the local, state, and federal governments thus forcing them to have to use their taxpayer money as a source of funding for the projects. Also, Hawley has been aggressive with getting projects started and moving along quickly, however this causes for more debt.

### Political Capital Assets

The main political asset of Hawley is its municipalities. Hawley has its own municipal gas and electric company as well a licensing registry for vehicles, it also has a liquor store and a few other stores that are supported and owned by the local taxpayer's.

### Community Power Structure

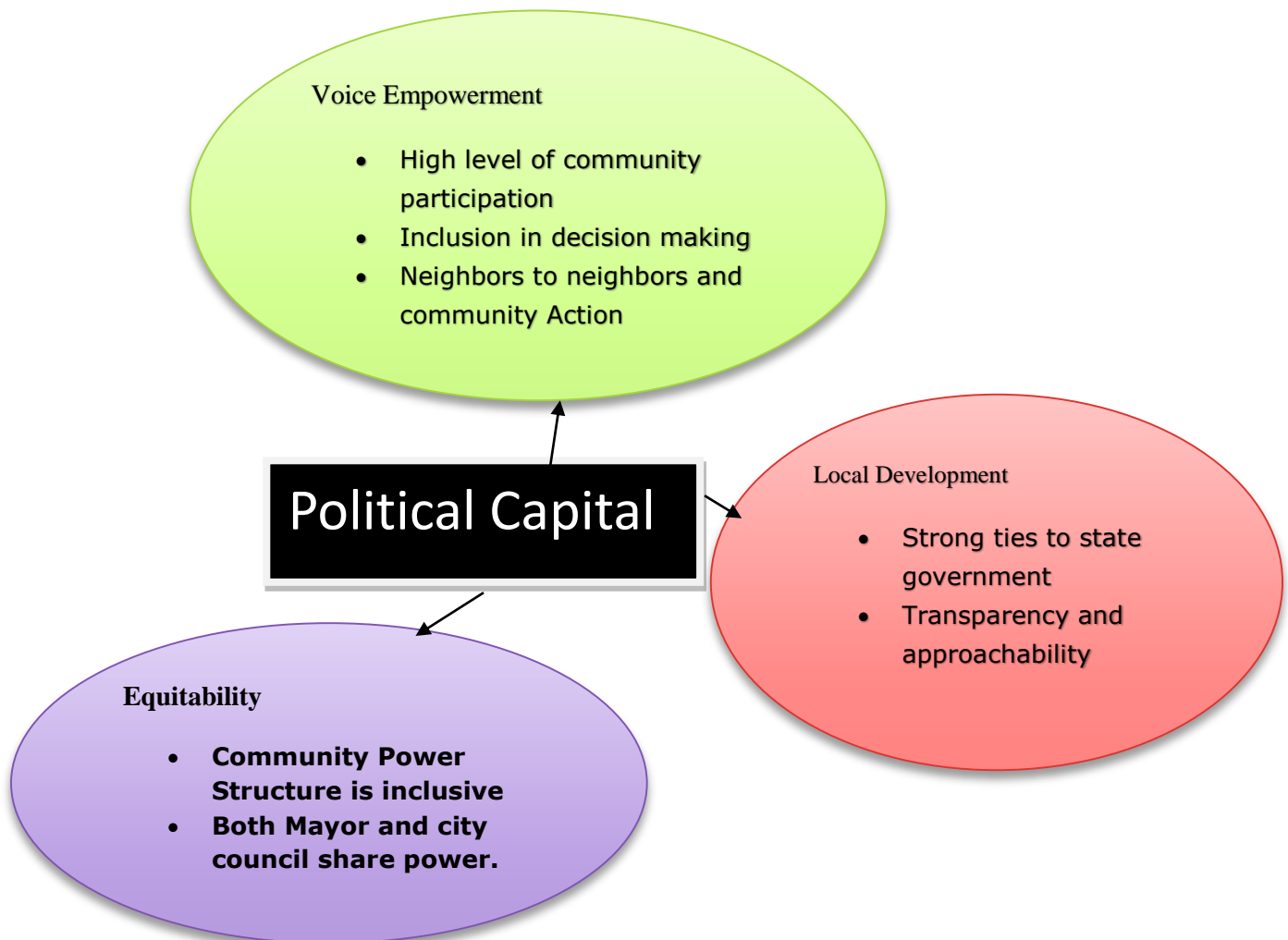
As far as the local community power structure goes for Hawley, there is very little influence from outside groups or individuals. The community is tight knit and the council members have an open door policy and like to get the community involved in the decision making process. There aren't any leagues or special interest groups in Hawley either.

### Community Development Implications

They are not currently working on any major developments but they have had recent successes. Last year they finished their twelve year project of getting a traffic light installed on highway 10. They have also recently developed lots for industrial use in parks south of highway 10. They

have also developed many R1s, which are large residential lots. However there is a greater need for smaller homes and the development of R2 lots. These lots are smaller than the R1 lots and allow for the development of houses closer together. Though there is a need for smaller lots, the owners of the large lots do not want to take the steps in order to redevelop their R1 lots into the smaller R2 lots. Hawley is also looking to increase the number of businesses in the community as well.

### Asset Map



**Figure 7.10:** Asset of Political Capital



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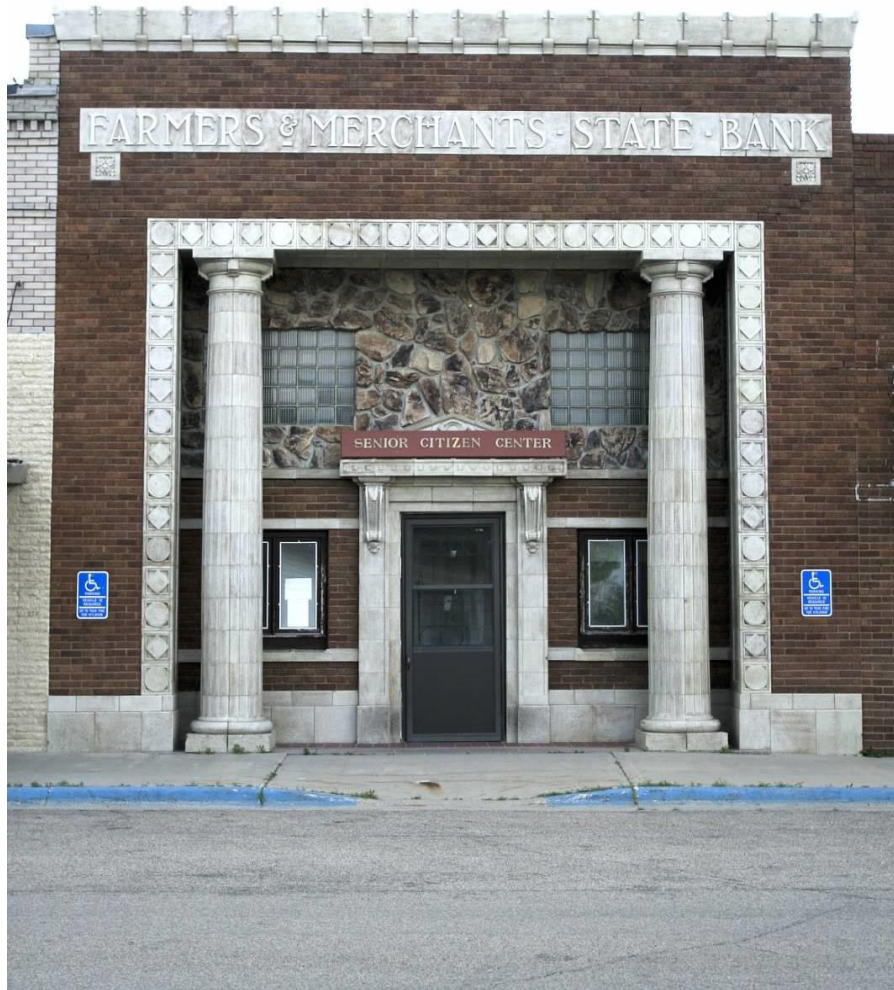
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# Chapter Eight

## Financial Capital



Authors: Benjamin Munson, Samuel Reinhardt, and Zahra Hashim

Financial capital is vital to maintaining and improving a community. It can be partly thought of as the usable money within a community. However, money is only considered part of financial capital when it is used as a method of earning more assets, or rather, when it is used for investing. Built Capital (Chapter 9) is the physical manifestation of a community's Financial Capital as it includes the businesses, land, infrastructure or any other kind of community investments. Financial Capital can be more broadly defined as monetary resources that are highly liquid and that can easily be converted into other assets (Flora and Flora 2013). The ability of financial capital to be easily converted into other assets makes it one of the more mobile capitals within the Community Capitals Framework and is an important tool for this reason.

### Current Economic Base

The economic base of a community includes businesses and industries that generate employment and production of goods and services (Photograph 8.1; Appendix 1). It is essentially how a community “earns its living” (UME 1993). Hawley’s main economic base is made up of industries such as construction, manufacturing, public education, health care, and retail as shown in Table 8.1 and Table 8.2 (Table 8.1, Table 8.2, Table 8.3; Appendix 2). The number of establishments in each sector is shown in Table 8.1 and Table 8.2 shows number of employed and median income within each sector. Several key employers comprise these main industries such as Hawley Public Schools, Rapat Corporation, Sellin Brothers, and Hawley Senior Living. Table 8.3 shows these and other major employers within the community.

**Table 8.1:** Number of establishments within each business sector, Hawley 2012

**Source:** U.S. Census Bureau, 2012 Business Patterns (NAICS) (2014)

Sectors	Total Establishments within Sectors
<b>Construction</b>	18
<b>Other Services (except Public Administration)</b>	14
<b>Professional, Scientific, and Technical Services</b>	12
<b>Retail Trade</b>	11
<b>Wholesale Trade</b>	8
<b>Health Care and Social Assistance</b>	7
<b>Accommodation and Food Services</b>	7
<b>Finance and Insurance</b>	6
<b>Manufacturing</b>	5

Transportation and Warehousing	2
Information	2
Administrative and Support and Waste Management and Remediation Services	1
Arts, Entertainment, and Recreation	1
Real Estate and Rental and Leasing	1
Management of Companies and Enterprises	1
<b>TOTAL</b>	<b>96</b>



**Photograph: 8.1:** Hawley Grain Elevator  
**Source:** Samuel Reinhardt , 2014

**Table 8.2:** Occupational sectors and employment with median earnings.**Source:** U.S. Census Bureau, 2008-2012 American Community Survey (2014)

<b>Sector</b>	<b>Number of Employed</b>	<b>Median Earnings in Dollars</b>
<b>Civilian employed population 16 years and over</b>	984	34,194
<b>Health care and social assistance</b>	187	34,583
<b>Retail trade</b>	119	25,893
<b>Manufacturing</b>	118	37,031
<b>Educational services</b>	109	37,292
<b>Construction</b>	99	36,080
<b>Arts, entertainment, and recreation, and accommodation and food services</b>	82	10,208
<b>Finance and insurance, and real estate and rental and leasing</b>	50	32,065
<b>Professional, scientific, and management services</b>	49	68,523
<b>Agriculture, forestry, fishing and hunting, and mining</b>	46	44,167
<b>Other services, except public administration</b>	44	23,333
<b>Wholesale trade</b>	37	44,625
<b>Transportation and warehousing, and utilities</b>	21	16,875
<b>Public administration</b>	15	49,884
<b>Information</b>	8	13,000

**Table 8.3:** Major Employers, Hawley 2013  
**Source:** Continuing Disclosure Report, 2013 – Hawley, MN (2014)

Employer	Number of Employee's	Product/Service
Hawley Public Schools	100	Public Education
Rapat Corporation	70	Manufacturing
Sellin Brothers	50	Construction
Hawley Senior Living	40	Assisted Living
Tony's Super Value	35	Grocery Store
Dairy Queen	35	Fast Food
State Bank of Hawley	33	Commercial Bank
RDO Implement	32	Farm Machinery
Alderon	30	Manufacturing
Apple Tree Dental	26	Dental

### Primary versus Secondary Industries

The ratio of primary to secondary industries in Hawley leans more towards primary industries such as agriculture, manufacturing, and mining. Agriculture remains an important industry for the community as it is the largest primary industry (Jetvig, 2014). This strong industry is made evident by the new RDO Implement facility located along Highway 10. Manufacturing is a recent, yet growing primary industry in Hawley. Rapat Corporation and Cretex Concrete Products, and Alderon are three of the newest and largest manufacturing companies in Hawley (Photograph 8.3; Appendix 1). The growing manufacturing industry has the potential to attract related and additional manufacturing jobs to the area.

Secondary industries are also a growing area in Hawley. Highway 10 has attracted most of the newer businesses that have set up shop in the city. A second hotel, the AmericInn, was recently completed in 2014 and is located along the highway. Like the manufacturing sector, service and retail industries are likely to increase in Hawley with many businesses finding the areas along Highway 10 attractive.

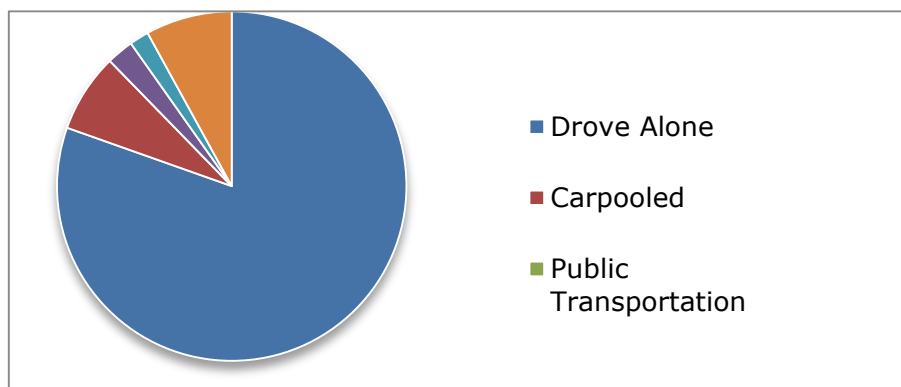




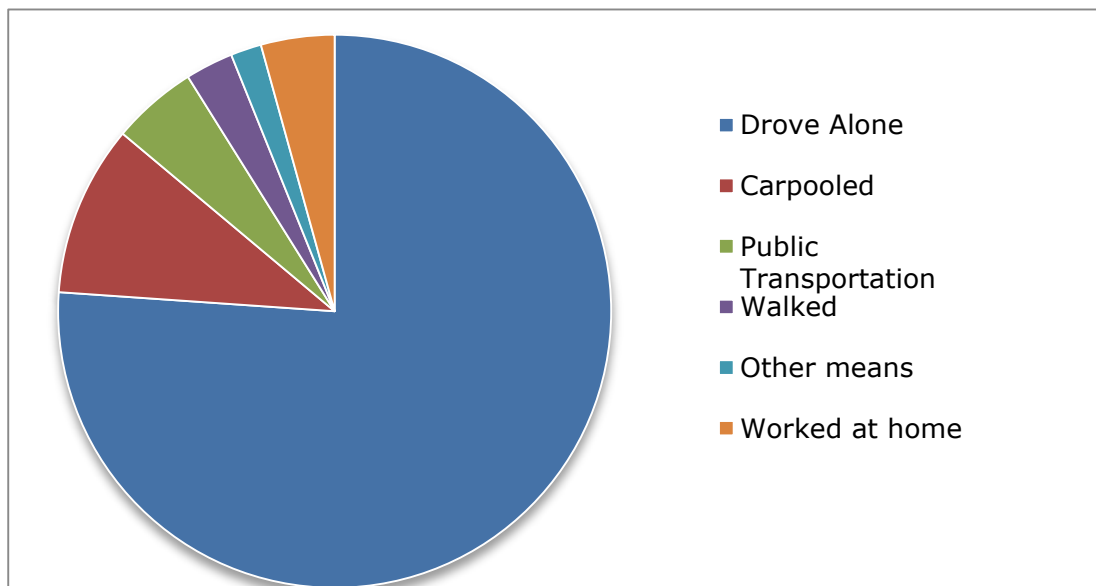
**Photograph 8.2:** Looking East on Highway 10  
**Source:** Samuel Reinhardt, 2014

### Commuting patterns

The overall commuting patterns of Hawley show dominance towards driving alone and carpooling as methods of transportation (Photograph 8.2; Appendix 1). As seen in Figure 8.1, 80.5% (776) of Hawley's work force drove alone to work, 7.3% (70) carpooled, 2.5% (24) walked, and 1.8% (17) of people used other means of transportation (Figure 8.1; Appendix 3). The data depicted is from 2012 census data and computed values based on a surveyed work force of 964 people in Hawley. It should also be noted that roughly 8% (77) of the work force in Hawley works from home and therefore does not commute.

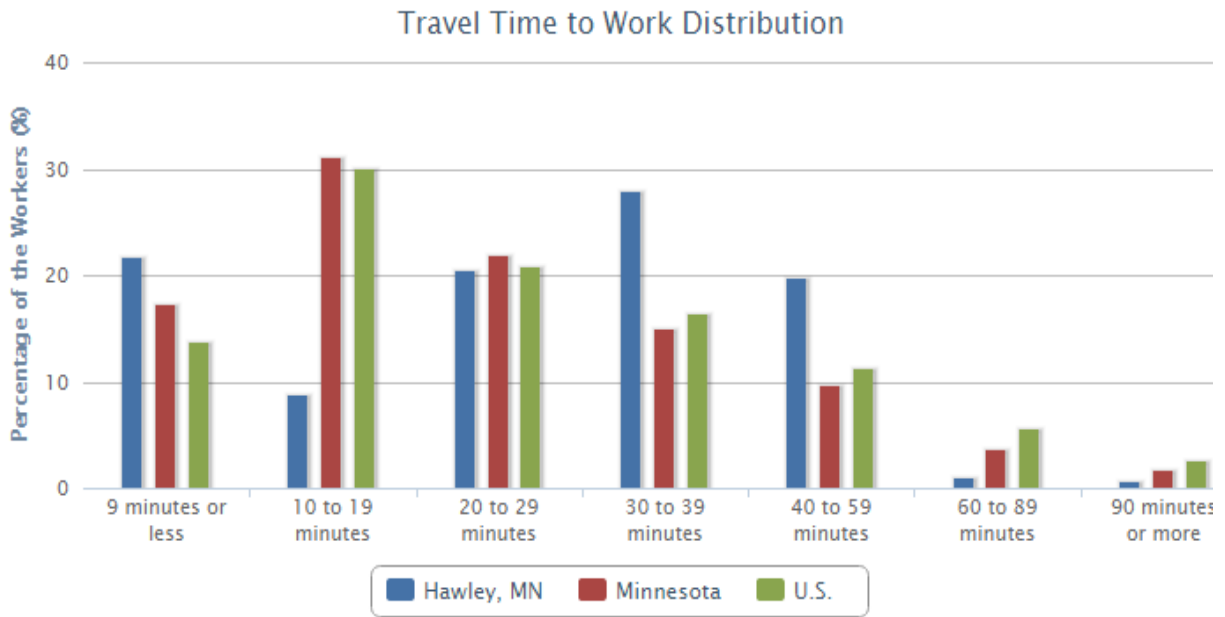


**Figure 8.1:** Commuting Patterns of Hawley, MN, 2012.  
**Source:** U.S. Census Bureau, 2014



**Figure 8.2:** Commuting Patterns in the U.S., 2012.  
**Source:** U.S. Census Bureau (2014)

The overall commuting patterns of Hawley are very similar to the National Average patterns, as shown in Figure 8.2 (Figure 8.2; Appendix 3). Specifically, of the national work force of 139,893,639 people, 76.1% drove alone, 10% carpoolled, 5% used public transportation, 2.8% walked, and 1.8% used other means in 2012. Of the total work force 4.3% of people worked from home, as shown by the orange color in the pie chart. Similarities in trends are seen in the preference of driving alone and car pooling in both data sets. The significant differences in the trends of Hawley compared to the national average include access to public transportation for the national average, resulting in a 5% increase in this commuting method for the nation. Also, it can be noted that Hawley has a significantly higher portion of its work force which works from home compared to the national average (8% versus 4.3%). The mean travel time to work for the national work force is 25.4 minutes, which is very comparable to Hawley's mean of 25.7 minutes. It should be noted that a significant number of the Hawley work force commutes to Fargo daily which has a significant impact on this average commuting distance of 25.7 miles. The commuting data being referred to is shown in Figure 8.3 which compares the commuting time of Hawley to average National and State commuting data (Figure 8.3, Appendix 3). As seen in the graph, Hawley has significantly less commutes travel in the 10 to 19 minute range compared to the State and National data. Additionally, it is shown that the Hawley work force has a higher percentage of people commuting in the 30 to 60 minute category compared to the other data.



**Figure 8.3:** Travel time comparison

**Source:** USA.com, Hawley commuting data based on 2008-2012 data



**Photograph 8.3:** Rapat Corporation.

**Source:** Samuel Reinhardt, 2014

## Income

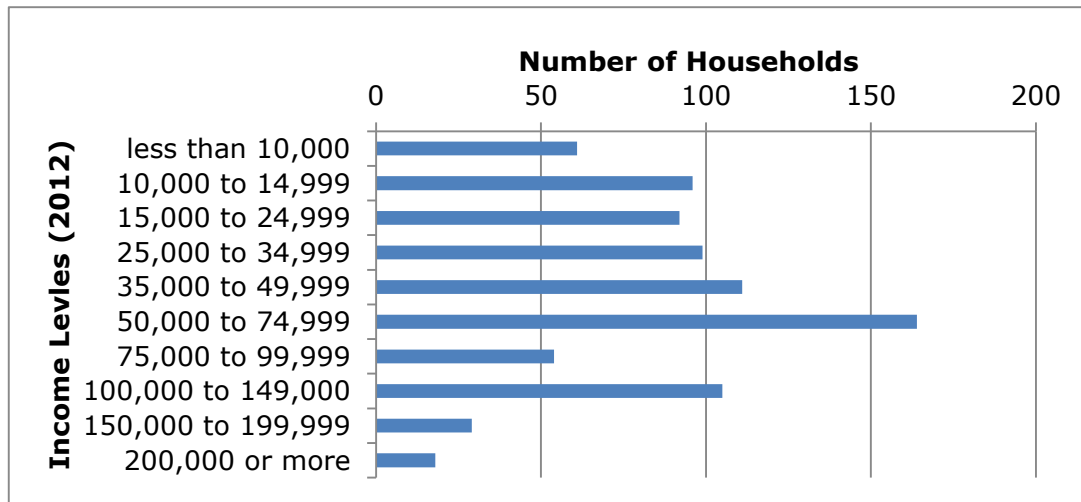
Income is generally thought of as being a payment an individual receives over a certain period of time in exchange for work or the investment of money. Data on Community Income can be collected and used to get insight into the financial stability of a community and the financial incentives available to individuals in a given area, such as Hawley. Besides this, the data can also be compared to both State and National Average income data to determine the level of financial capital of a community relative to its surrounding communities.

Table 8.4 summarizes the median income and poverty levels in Hawley compared to both the State and National Averages. As shown in the table, the median income of Hawley falls just slightly below both the average of the State and the Nation when looking at household income, family income, and per capita income. However, these slightly low income values can be attributed to an overall lower cost of living in a rural community, such as Hawley. The result of this lower cost of living is typically lower wages in areas such as Hawley. Table 8.4 also illustrates additional trends of Hawley having a lower unemployment rate compared to either the United States or Minnesota (Table 8.4; Appendix 2). Besides this, the percentage of the population of Hawley falling below the poverty line is lower the National average, and equal to the State levels.

**Table 8.4:** Income and Poverty in Hawley, MN compared to the State and National values.  
**Source:** U.S. Census Bureau, 2014

	<b>Hawley</b>	<b>Minnesota</b>	<b>United States</b>
<b>Household</b>	\$43,380	\$59,126	\$53,046
<b>Family</b>	\$62,552	\$74,032	\$64,585
<b>Per capita</b>	\$24,931	\$30,656	\$28,051
<b>Median earning for workers</b>	\$32,000	\$32,134	\$30,376
<b>% below poverty line</b>	7.8%	7.8%	10.2%
<b>Unemployed</b>	4.5%	6.9%	9.2%

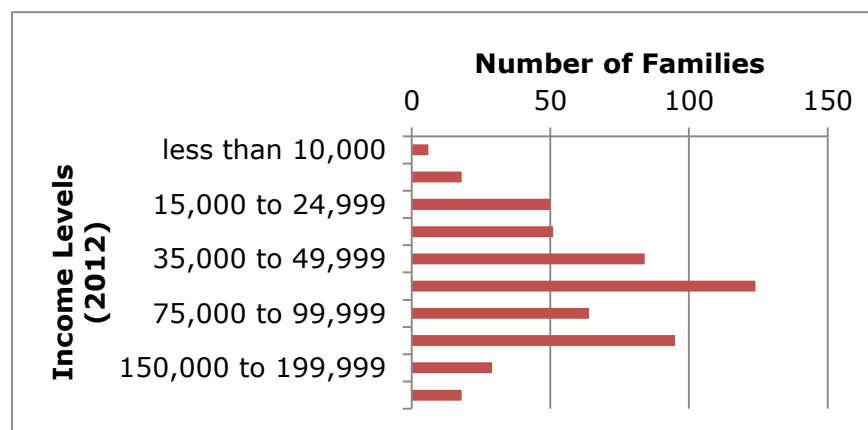
Figure 8.4 illustrates the number of households in Hawley in each of the designated income levels (Figure 8.4; Appendix 3). The figure below shows a general trend towards household income values between \$35,000-\$75,500. The figure also shows an interesting drop in the number of households having a yearly income between the values of \$75,000 and \$99,999 followed by a large increase in the number of households in the \$100,000 to \$149,000 category.



**Figure 8.4:** Income level of households in Hawley Minnesota in 2012.

**Source:** U.S. Census Bureau, 2012

Figure 8.5 below shows similar trends in income with \$35,000 to \$75,000 income levels being the dominant trend (Figure 8.5; Appendix 3). Family income also shows the same decline of income between \$75,000 and \$99,999 followed by a large increase in the number of households in the \$100,000 to \$149,000 category, which was also seen in Figure 8.4.



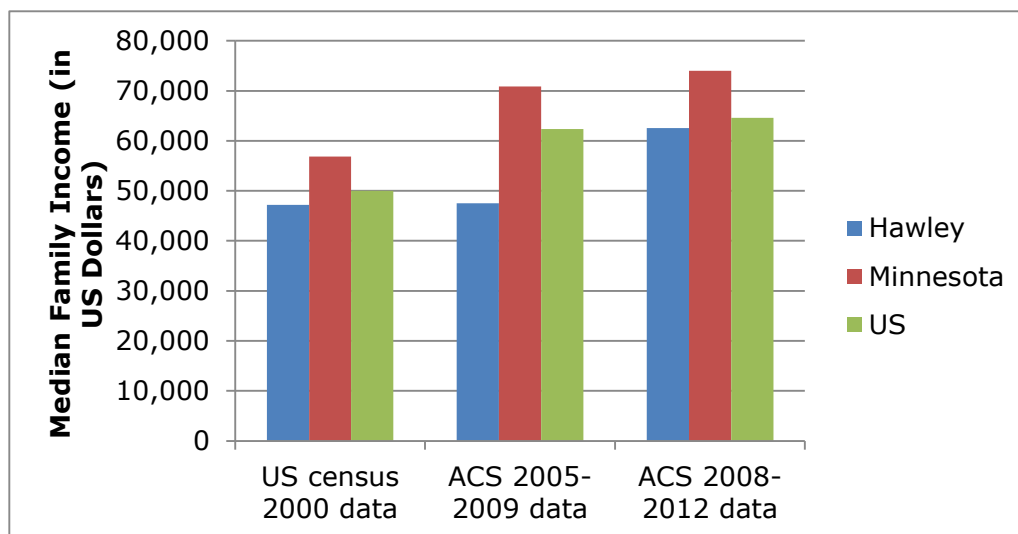
**Figure 8.5:** Family Income Levels of Hawley, MN from 2008-2012.

**Source:** U.S. Census Bureau, 2012

### Economic Structure over time

When Hawley was established as a camp for railroad employees the economy of the town was nearly solely dependent on the railroad. The average railroad employee of the time earned roughly \$1.00 per day and received no insurance or other benefits (History of Unions, 2014). Fast forward to 2000 in time and the Median family income of Hawley has risen with the State and National Averages, as shown in Figure 8.6 (Figure 8.6, Appendix 3). According to the US Census Bureau the Median Family income of Hawley in 2000 was found to be \$47,188 which is slightly below both the State and National averages. From 2005-2009 the American Community Survey (ACS) data suggest that the Median Family income stay about the same compared to the 2000 data although the State and National averages increased. Trends in 2008-2012 show that the income of Hawley increased to \$62,552 per family which is more standardized with the Median values of the State and National values.

The Clay County Economic Development Authority Recommending Committee influences economic development in Hawley. The Committee encourages growth all throughout Clay County by the development of primary sector jobs in the region. The committee also promotes business by creating business subsidy policies in the county (Clay County, 2013). Hawley has its own EDA that has the power to buy and sell land and then develop city property for commercial or residential use.



**Figure 8.6:** Median Family Income trends of Hawley of time

**Source:** Usa.com Hawley, 2014.

### Reinvestment Capital Available to the Community

The Community Reinvestment Act (CRA) of 1977 was designed to ensure that banks in communities throughout the United States are meeting the entire community credit needs or the



banks where they operate. It ensures that individual bank operators are safe and reliable for all members of a community, including low and moderate income level families. Periodically banks will be evaluated by the Financial Institutions Examination Council (FFIEC) which conducts examinations on institutions in order to determine if they are meeting the needs of a particular community that they serve. The result of any given exam is a rating which is given to lenders based on a banks capacity and constraints, demographics and economic data of the community, investment and service opportunities, and competitors and peers. The raking system created by the FFIEC includes the following classifications; outstanding, satisfactory, Needs to Improve, and Substantial Noncompliance (Financial Institutions Examination Council, 2014).

The town of Hawley has two major banks which serve the community. These banks are; The First National banks (renamed Bell State Bank in recent years), and the State bank of Hawley. As seen in Table 8.5 below, both banks in the community have a CRA rating of Satisfactory with vary similar asset sizes (Table 8.5; Appendix 2).

**Table 8.5:** CRA Ratings of Hawley Banks

**Source:** Financial Institutions Examination Council, 2014

<b>CRA ratings of Banks and Services of the Hawley Area</b>				
<b>Bank Name</b>	<b>Examination Date</b>	<b>CRA Rating</b>	<b>Asset size (x 1000)</b>	<b>Examination method</b>
<b>First National bank</b>	2/9/2010	Satisfactory	\$84,531	Small Bank
<b>State Bank of Hawley</b>	12/1/2011	Satisfactory	\$86,164	Small Bank

### Challenges of Community Development

Strong infrastructures such as roads, bridges, sanitary and water mains have a direct impact on the development of any community. Healthy infrastructure enables the community to move forward for a stronger economy and better quality of life for the residents. City treasurer Lisa Jetvig stated that some of the biggest challenges that Hawleyface are long term problems of up keeping infrastructure such as streets, sanitary, sewer, storm sewer and water mains (2014). As noted in an interview with Lisa Jetvig 2014, “Wehave a dozen or so blocks that need to have some sewer and water infrastructure replaced, which is a very small percentage of what we have. However, every time you rebuild a street it’s hundreds of thousands of dollars for each block. It’s an incredible cost and it’s really difficult to find ways to pay for it. Aging infrastructure is a big deal” (Jetvig, 2014).

Jetvig added, however, that Hawley is fortunate because the vast majority of the city’s infrastructure has been updated. Nonetheless, one of the main challenges for the city is the issue of rising costs to improving and maintaining the infrastructure.

Limited housing and residential development opportunities are another financial challenge that the city faces. Several barriers exist around the city that poses challenges to expansion and development. The municipal airport is just to the West of the city and restricts development due to flight zone regulations. Eastward expansion is also limited due to the Buffalo River and railroad tracks with much of the rest of the land being privately owned. Development within the city itself is also limited due to few lots being available for new housing development. The lack of space for new developments means that Hawley is misses out on potential new residents that end up relocating outside city limits (Jetvig 2014)

### **Community Development Implications**

Hawley economy is stable and the city has strong liquidity, surplus and the city is financially benefitting due to recent historic crop yields. The city has good financial policies and management that place the community in good economic condition (Pulcher, 2014). All these sources can be implemented by the city to help resolve some of the community's challenges.

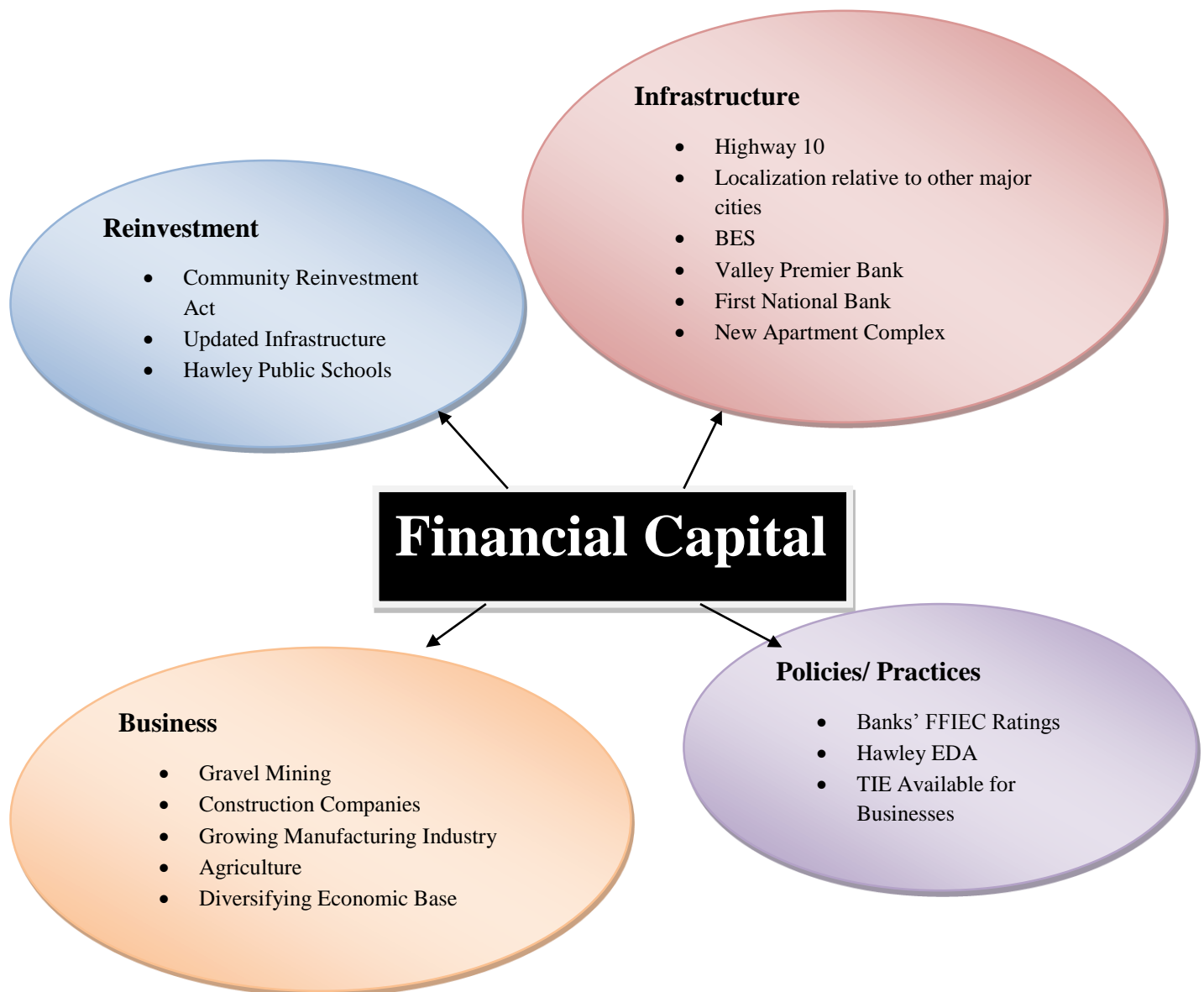
- Downtown need to rebuilt and make more spaces for new business
- Provide streets, storm sewer and water mains
- Hawley can use their strong liquidity and their financial assets to enhance other capitals such as Built (Chapter 9) and Human (Chapter 5).
- The city can adopt different policies of land use to make more opportunity to other people who wants to build houses, which can help growth of the city and attract new residents and businesses.
- The city can reinstate the chamber of commerce to help business opportunity and coordination
- Downtown \$750,000 development grant for residential and commercial development (Prairie Business 2013)

### **Strengths / Resources/Assets**

- Highway 10
- Location relative to other cities in the region
- The BES
- Valley Premier Bank
- First National Bank
- New apartment complex
- FFIEC ratings for the banks
- The community EDA
- TIF available to businesses
- Gravel mining
- Growing manufacturing sector
- Strong agricultural base
- Diversifying economic base

- Community Reinvestment Act
- Updated infrastructure
- Hawley Public School

### Asset Map of Financial Capital



**Figure 8.7:** Asset Map of Financial Capital

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# Chapter Nine

## Built Capital



Authors: Jarrod Baadsgaard, Peter Rutgers, and Zahra Hashim

Built Capital of a community provides a supporting foundation that facilitates human activity referring to the physical infrastructure that enables network communication and access to services and markets, (Flora & Flora, 2013). Essentially built capital refers to a community's roads, bridges, water and waste systems, telephone and fiber optic networks, schools, libraries and any other type of built structure or system. These systems make our lives easier and can without doubt be taken for granted that everyone has clean water, adequate electricity and can feel safe in their community because of a police force and fire department watching over them. In this chapter Hawley's utilities, public services, public facilities, housing, health care and zoning all will be taken into account to illustrate the assets Hawley has developed and built.

## **Utilities**

### **Electricity**

The Hawley Utilities Commission was created by a Village Council resolution on November 1, 1909 to oversee utilities such as water, electricity and building commission. Although the methods have changed and expanded the Commission is still around today. The city electric utility system purchases their electric power from the Northern Municipal Power Agency. Using the 2013 numbers from City of Hawley Clerk treasurer, Lisa Jetvig, in 2013 electricity sold over 19.8 million kWh to Hawley customers and were charged just over \$2 million for this electricity. Specific numbers in back appendix 9.1 and 9.2. Also many people do not notice this but as of recently 95 percent of Hawley's electrical distribution lines are underground. This entails many assets not only aesthetically with no power lines and cables hanging in the air but also making power and telecommunications more reliable and less likely to be damaged during adverse weather conditions.

### **Water**

Hawley strives to provide high quality of water and sewer service that meets existing and future demands. According to the Continuing Disclosure Report Year End December 31, 2013, the City's municipal water system consists of three wells and a storage capacity of 250,000 gallons. The system is comprised of a pond system with two primary ponds, three rapid infiltration basins and one secondary pond. The system has a pumping capacity of 500 gallons per minute. There are 832 connections to the municipal water system and the average demand is 225,000 gallons per day with a peak demand of 350,000 gallons per day. Specific numbers information in the back in appendix 9.1 and 9.2.

### **Natural Gas**

The 2013 numbers for Hawley show that the natural gas sold over 88.4 million Cu Ft and charged Hawley customers just over 720,000 for this natural gas. They also recently expanded the distribution lines for Industrial loads in the Cretex Industrial Park.



## Sanitation

There are several waste haulers that cater to the Hawley area and Zters Waste Value is one of them. Zters Waste Value provides portable out houses, residential waste services, commercial waste services; some of the other companies are Cobblestone Container Service and AW waste. Each residential customer within city limits is allowed two 32 gallon bags or containers of garbage per week with the option of additional bags or items by purchasing a “extra bag” sticker for about \$1.50. Hawley also has a program that if someone in the household is 65 years of age or older then a reduced per household garbage rate is offered. The city of Hawley has their own recycling center and boasts the highest recycling rate per household in Clay County Public Works Shop. The recycling center shares the public utility warehouse and Clay County reimburses the City a set amount each year for recycling.

## Public Services

### Police Department

According to Hawley’s Comprehensive Plan in 2009 the police department has three full-time and four part-time officers offering 24 hour coverage with on-call dispatch. The department has four vehicles, with no on-site facilities for holding prisoners and utilizes Clay County Dispatch Services. In addition to the police department Hawley has a first responders unit called HERT which stands for Hawley Emergency Response Team who are all certified in various fields to be able to assist injuries or whatever may be needed until paramedics, the police department or the fire department are able to get to the scene (Photograph 9.1; Appendix 1).



**Photograph 9.1** Hawley Emergency Response Team  
**Source:** City of Hawley, 2013.

## Fire Department

The Hawley Fire Department is governed by the Hawley Area Fire District which consists of the City of Hawley and six surrounding townships. The volunteer fire department is staffed by 22 volunteer firefighters (Photograph 9.2; Appendix 1).



**Photograph 9.2** Hawley Area Fire Truck

**Source:** City of Hawley, 2013.

## Transportation

US Highway 10 is the primary transportation asset of the Hawley community due to the amount of traffic that uses it being the main highway that connects Detroit Lakes and Fargo-Moorhead. With that being said a plan to make sure the active community of Hawley can cross this barrier safely is being looked at so walkers, joggers and bicyclists can keep that connectedness of the community and not be divided by Hwy 10. With regards to public transportation, currently the Clay County and Clay County Rural Transit (CCRT) help ensure effective commuter transit options for residents into and out of the Fargo-Moorhead Metro area with offering once daily commuter service in and out of the area. Listed in Hawley's Comprehensive Plan of 2009 they are continuing to "promote safe and reliable public transportation for the elderly, disabled, or those who do not have access to private transportation." Making sure everyone has available transportation and is safe while traveling whether it be walking, biking, a bus or car is vital to a communities level of activity traveling to, from and in the area.

## Public Facilities

### Schools

As Hawley has grown they continue their reputation and tradition of being a small town atmosphere and community with a quality school system. Hawley's independent school district provides educational facilities to 900 students ranging from preschool, Kindergarten and through grade 12. The schooling is separated K-6 attend Hawley Elementary School, while students in grades 7-12 attend Hawley High School according to 2009 statistics. Hawley Elementary has been designated a 2013 reward school by the Minnesota Department of Education. There are 760 elementary schools in the state of Minnesota that receive Title I funding and Hawley ranked in the top 15% of all of them. They earned this award by scoring near the top in three domains of proficiency, growth, and achievement gap reduction.

They continue to grow and expand their school in an attempt to keep class sizes down and be a leader for Minnesota education and as of June 2014 construction started on the additions and remodeling of Hawley Elementary school and Hawley High School. When corresponding with Hawley Superintendent Phil Jensen he gave a detailed list of what the project entailed. The project includes for the High School, adding 3 new classrooms, doubling the size of their Ag shop, and remodeled the locker rooms and bathrooms. Also replacing the entire heating and cooling system in the school. Along with installing a new drain system in the football field, a new sprinkler system for the field and re-crowning the field. They also enhanced their high jump and long jump areas of the track. The Elementary is adding 6 new classrooms, new bathrooms, a new 2-court size gym with an elevated walking track, fitness room and locker rooms. Also a new band room, new receiving area, a secure entrance, new parking lot, they moved the playground area and installed a new heating and cooling system as well. When asked, "What made the Hawley school district want to commit to such a large project?" Superintendent Jensen stated that "with our enrollment increasing we were nearly out of classroom space at the Elementary and we will see that increase in enrollment moving to the High School. We need to update our Ag Shop so we are able to offer more classes that are focused on machining and vocational types of careers. Both buildings were in need of updated HVAC systems." (2014). When deciding on what was needed and the preliminary design Hawley utilized a Community Task Force which then worked with Zerr-Berg Architects to put together the final design. Hawley implemented a "Vote Yes" Committee that promoted the concept and asked for voter support on the \$11.6 million project which they got with an astounding 89 percent vote supporting the project in the fall of 2013. Expected completion of this project is August 2015 and is another aspect that makes the community of Hawley stand out amongst the others as a leader.

### Library

The Hawley Public Library became a part of the Lake Agassiz Regional Library System which greatly increased the resources they had in 1961. It was rebuilt in 1975 through federal revenue sharing funds the city owns the building still and it is run by Lake Agassiz Regional Library System (Photograph 9.3; Appendix 1).



**Photograph 9.3** Hawley Public Library

**Source:** City of Hawley, 2013.

### **Airport**

The Hawley Municipal Air port is governed by a five-person Airport Commission. The airport is owned by the city of Hawley and has a 3,398 foot long asphalt runway that is 75 feet wide. The airport accommodates mostly single-engine aircrafts with a few multi-engine aircrafts in the 32 hangers. The airport has a five year capital improvements plan, and receives both federal and state funding. The airport is self sustaining and provides economic stimulus to the Hawley area, (FM Metropolitan Council of Governments, 2009). The airport was constructed in the early 1970s and was dedicated June 1, 1975. For in depth detail of the Hawley Municipal Airport they have a comprehensive Master Plan for the airport that was updated and published in October 2014 which can be found on Hawley’s city website under the city departments. This plan includes information on the history, as well as the development plans to meet existing and future aviation demand based on identified airport safety, facility, and aviation system needs for the next projected 20 years and how they intend to proceed with them.

### **Housing and Values**

Housing is an important part of built capital as adequate and affordable housing enables residents to live and remain within a community. Table 9.1 shows that compared with the rest of the state, Hawley has a relatively high home ownership rate, as well as a relatively low home vacancy rate when compared with the rest of the state (U.S Census, 2000) (Table 9.1; Appendix 2).





**Photograph 9.4** Hawley Residential Housing  
**Source:** City of Hawley, 2013.



**Photograph 9.5** Hawley Residential Housing.  
**Source:** City of Hawley, 2013.

## Residential Housing

**Table 9.1** Residential Housing  
**Source:** U.S. Census 2010

	City Number	City Percentage	State Percentage
<b>Total Housing Units</b>	1960	100%	100%
<b>Occupied Housing Units</b>	1848	94.3%	89.5%
<b>Owner Occupied</b>	1529	78.0%	73%
<b>Renter Occupied</b>	319	16.3%	27%
<b>Vacant Housing Units</b>	112	5.7%	10.5%

Table 9.2 is used to show the relative ages of Hawley’s residences as compared to the rest of the state (Table 9.2; Appendix 2). As of the 2010 census, the average age of a home in Hawley was similar to Minnesota, however more construction was focused on the extremes of later than 1999 and before 1939 than the rest of the state. This trend has been amplified by the recent construction projects that have been occurring in Hawley since the most recent census (U.S Census, 2000).

## Year of Construction

**Table 9.2** Year of Housing Construction

**Source:** U.S. Census, 2010

	City Number	City Percentage	State Percentage
<b>1999 or Later</b>	524	26.7%	24.4%
<b>1990 to 1998</b>	165	8.4%	9.7%
<b>1980 to 1989</b>	130	6.6%	10.6%
<b>1970 to 1979</b>	332	16.9%	13.7%
<b>1960 to 1969</b>	168	8.6%	11.1%
<b>1950 to 1959</b>	120	6.1%	10.6%
<b>1940 to 1949</b>	106	5.4%	6.0%
<b>1939 or Earlier</b>	514	21.2%	11.9%

Tables 9.3, 9.4, and 9.5 work together to show how Hawley's mortgages compare to the rest of the state in both amount and value (Table 9.3, Table 9.4, Table 9.5; Appendix 2). While the number of mortgages as a percentage are very consistent with the state level, the difference is apparent when looking at the monthly payment as a percentage of income. Hawley's mortgages are shown to be slightly lower than the rest of the state. This can be explained by the higher average value of monthly payment within the rest of the state as compared to Hawley and the higher average home value in the rest of the state. The benefit to Hawley, is that having less income dedicated to a mortgage can act as an increase in real income, as it leaves larger percentage for everything else (U.S. Census, 2000).

## Value of Structure

**Table 9.3** Value of Structure

Source: U.S Census, 2010

	City Number	City Percentage	State Percentage
<b>Less than \$50,000</b>	228	18.8%	7.7%
<b>\$50,000 to \$99,999</b>	327	21.4%	11.1%
<b>\$100,000 to \$149,999</b>	358	23.4%	18.3%
<b>\$150,000 to \$199,999</b>	217	14.2%	21.9%
<b>\$200,000 to \$499,999</b>	265	17.3%	32.6%
<b>Over \$500,000</b>	134	8.8%	8.4%

## Mortgages and Payments

**Table 9.4** Mortgage and Payments

Source: U.S. Census, 2000

	City Number	City Percentage	State Percentage
<b>With a mortgage</b>	1447	70.4%	72.5%
<b>Less than \$300</b>	45	3.1%	5.0%
<b>\$300 to \$499</b>	255	17.6%	13.5%
<b>\$500 to \$699</b>	177	12.2%	10.9%
<b>\$700 to \$999</b>	205	14.2	11.9%
<b>\$1,000 to \$1,499</b>	318	22%	21.7%
<b>\$1,500 to \$1,999</b>	296	20.5%	17.9%
<b>\$2,000 or more</b>	149	10.3%	19.1%
<b>Median (dollars)</b>	\$938	(X)	(X)



## Mortgages as a Percentage of Income

**Table 9.5** Mortgages as a Percentage of Income  
**Source:** U.S. Census 2010

	City Number	City Percentage	State Percentage
<b>Less than 20</b>	755	52.2%	49.6%
<b>20 to 30 percent</b>	364	25.2%	25%
<b>More than 30 percent</b>	328	22.6	25.4%

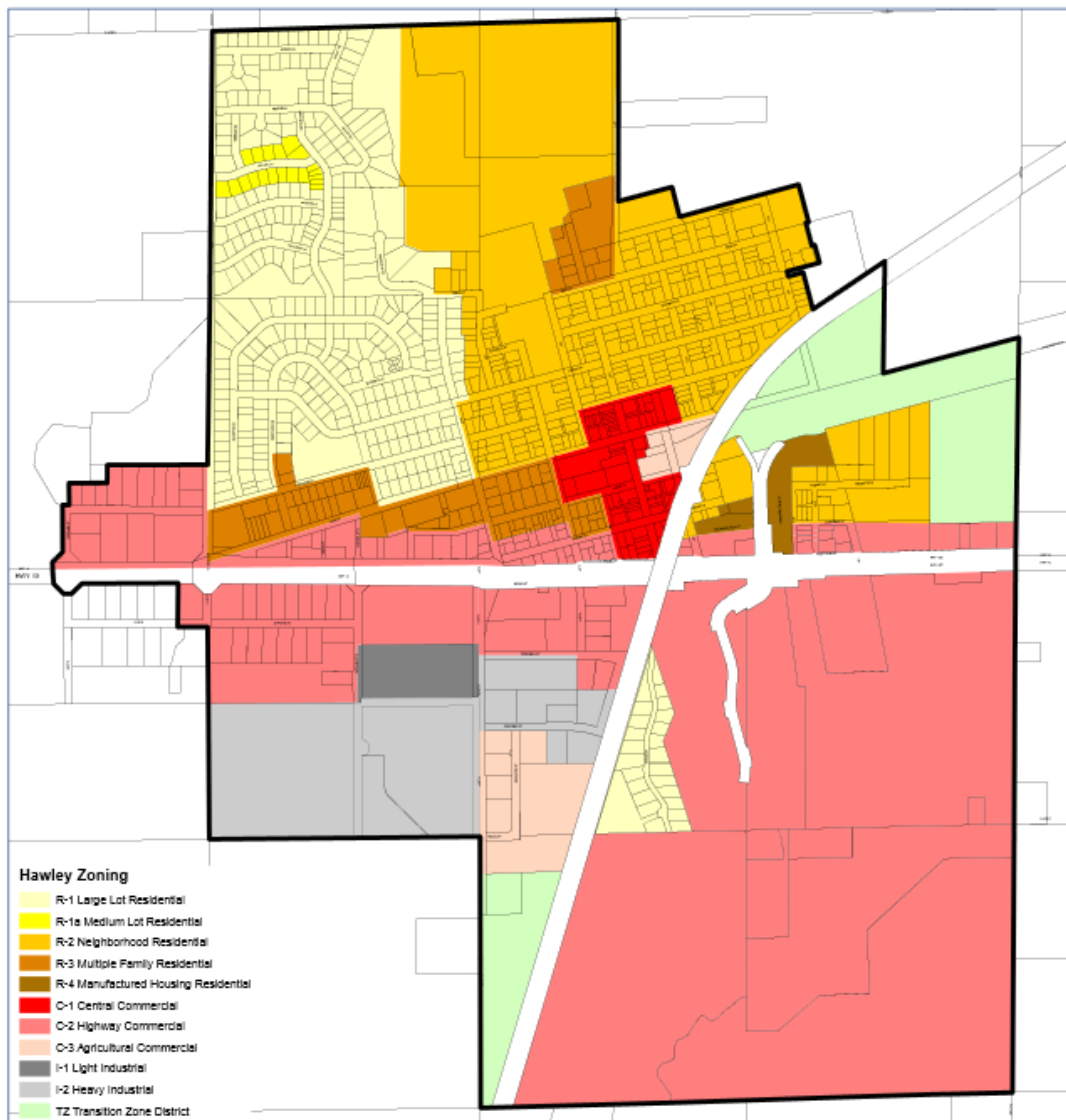
## Proposed Housing Development

A recent market study on the assisted living housing in the Hawley area shows that if a new assisted living facility was constructed in Hawley it could fill as many as 32 units by the year 2018. These new filled housing units could benefit the city by creating jobs to staff the facility, as well as providing income from residents (City of Hawley, 2014).

## Zoning

Zoning refers to a set of regulations put in place to organize a city into districts of similar development (Photograph 9.4, Photograph 9.5; Appendix 1). The separation of districts keeps things safe and easy to find (Map 9.1; Appendix 4). Hawley, like many communities, has large areas set aside for Residential and Commercial districts. (City of Hawley, 2014)

## Official Zoning Map, City of Hawley, Minnesota



**Map: 9.1** Official Zoning Map, City of Hawley, MN.

**Source:** City of Hawley, 2014

### Health Care

#### Medical:

Sanford Health: 1412 Main Street

Sanford Health has a community clinic located in Hawley. It has been around since 1993, and serves the greater Hawley area during regular business hours on weekdays. Residents are still relatively close to the Fargo-Moorhead area, which has the facilities to serve their emergency needs. (Sanford Health, 2014)

### **Dental:**

#### **Apple Tree Dental: 520 Main Street**

Apple Tree Dental Clinic provides dental care for the residents of the greater Hawley area. It has been open since 1997, and specializes in affordable dental care for all ages. (Apple Tree Dental, 2014)

### **Chiropractic:**

#### **Hawley Chiropractic: 209 6th Street**

Hawley Chiropractic provides the community with in office care, as well as physical therapy tips for use in the home. They also help with high school and college student athletes. (Hawley Chiropractic, 2014)

### **Hawley Assets**

Hawley has a variety of built capital assets that are needed to develop the Hawley community and keep it growing with regards to the built capital that is available and essential to that growth. These are the assets that available in Hawley.

- Hawley National Bank
- Fire department
- Municipal Airport
- Churches
- Bell State Bank Trust
- Police department
- Public schools
- Library
- Municipal Liquor stores
- Water, electric, Sewerage & Solid waste management
- Parks, Hawley pool & Hawley golf club
- Highway 10
- Affordable Housing and Adequate homes
- Hawley Center for Dental Health
- Sanford Clinic
- Housing

### **Built Capital Challenges:**

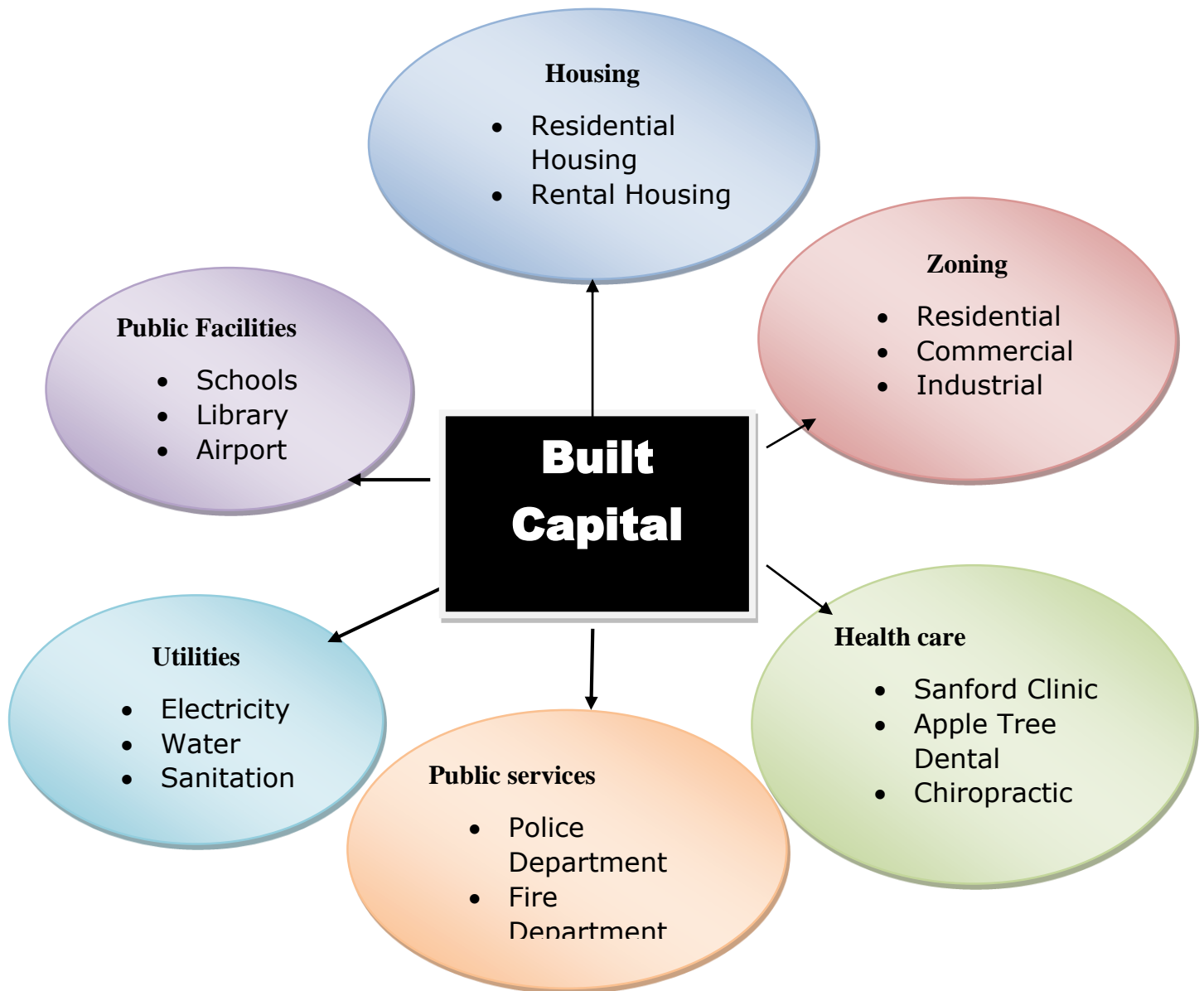
Hawley faces several challenges of built capital that can be weakening the growth of the community. The largest one is the funding for infrastructure because it is so costly. This is a small town with limited tax base as well as the State of Minnesota freezing funding and reducing the amount of funding smaller cities like Hawley all around the state. They are working on providing more public transportation for those in Hawley who do not have their own private vehicles and who are possibly elderly, disabled or would rather rely on public means to travel. Hawley has U.S highway 10 that connects to Detroit Lake and Moorhead, this highway is the

transportation that the community uses and with it being a busy highway which can have some challenges of dividing a community but those are issues that are not overlooked for future plans. Another challenge is that Hawley lacks hospitals and depends on Fargo hospitals and Hawley has a problem of funding infrastructure because of costs (Hawley comprehensive plan, 2009).

### **Built Capital Implications:**

- Built capital is a vital to resolve any community challenges. Building strong and stable infrastructures can help significantly to improve and promote growth of economics as well as attracting investors.
- With the community's residents standing unified in their progress to keep improving and keep moving forward as in their 89 percent support for improving the school the possibilities are endless for this city and community.
- Hawley has strong economics, surplus and tax money that comes from the agriculture values. If they used these economic sources regardless of costs to make infrastructure improvements, they will gain more business, jobs, growth and wellbeing of Hawley's community life.
- Provide Safety transportation and availability for public transportation.

## Asset Map of Built Capital



**Figure 9.1** Asset map of Built Capital

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# Chapter Ten

## Government



Author: Bo Baldson, and Andrew Willyard

Merriam-Webster dictionary defines government as being a group of people that control and make decisions for a country, state, or community. Government provides a lot of services that for the most part is paid through taxes, grants, and other sources of revenue. When people look to get things done on a large scale, in terms of projects, they will usually look to government. People like to see their tax dollars put to good use and a lot of times that means maintaining utilities, police departments, roads, and many other things. The role of government is different depending on where you go, or the kind of government. However, it is a very important resource for people to receive services and establish leaders to build a better community.

### Local Government

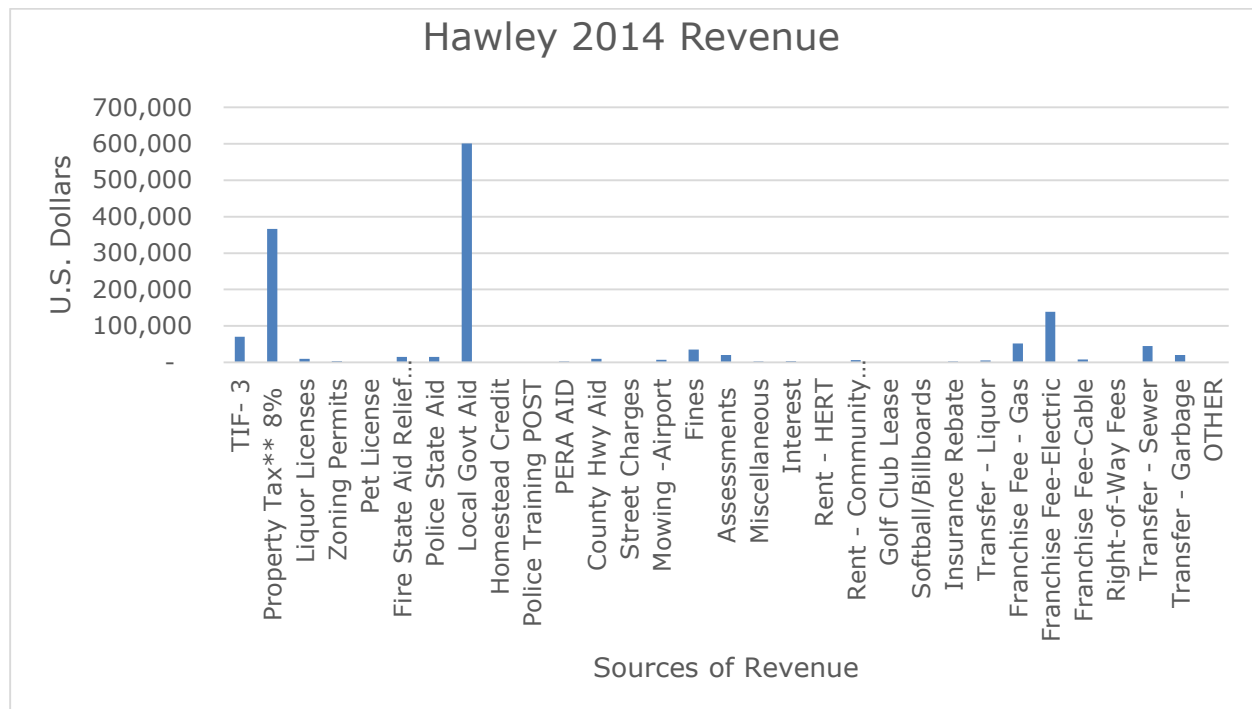
Hawley Minnesota, is led by Mayor Gary E. Johnson as well as Vice Mayor John Young Jr. There are three councilmembers, Ben Gunkleman, James Joy, and Sean Mork. All the councilmembers and the Mayor and Vice Mayor make up Hawley's city council. Each member has a two year term which are alternating as we learned in an interview with Mayor Johnson. Mayor Johnson told us that the two year terms are all preferable in his opinion over four year terms. The reason they chose two year terms is to give the power to Hawley's residents to assess the job they are doing in the community. This speaks to the overall structure of the city government. Hawley has a weak mayoral system. The weak mayor system in no way describes the mayor of the city as being weak, it is more so a term for the style of government in Hawley, that being more democratic with power spread out. The weak mayor structure of Hawley is reliant on various heads of government departments to follow the orders of the council; and, overall the residents of Hawley and how they elect those council members (Photograph 10.1; Appendix 1).

Hawley has a unique form of government in that they provide a lot of service for the community. Hawley liquor is a government owned liquor store. Revenues from the store are used as a part of the government revenues to be spent for the good of the community through various sources. Hawley also obtains revenue through municipally owned utilities through the Hawley Public Utilities Commission. The utilities that the city provides is able to obtain revenue through providing services such as gas, electricity, sewer, and garbage. Hawley is unique in its governments' ability to capitalize on utilities and being able to reinvest that capital back into the community.



**Photograph 10.1** Hawley, MN Board Room  
**Source:** Andrew Willyard (2014)

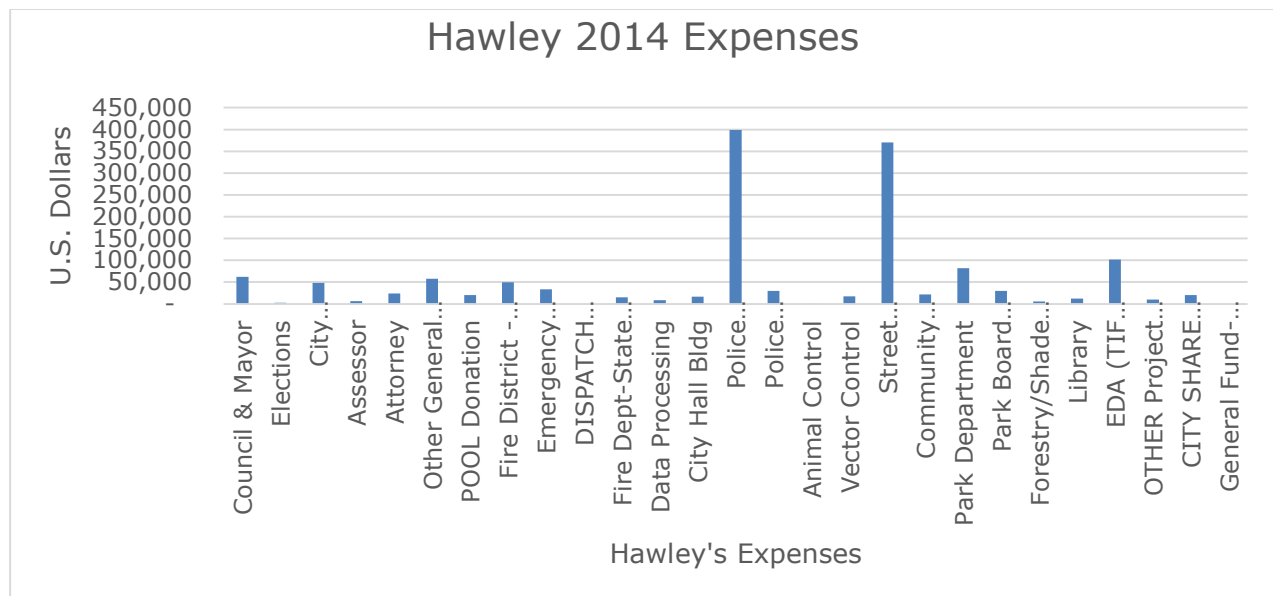
The two largest sources of revenue by the Hawley government are property taxes and Local Government Aid (LGA). LGA money comes from the state government of Minnesota, as we learned in an interview with Hawley Mayor Gary Johnson. LGA money is the largest single source of revenue for Hawley at about \$600,000. Taking all the sources of revenue that the city of Hawley obtains, they can expect a little under 1.5 million dollars a year. Specifically for the year 2014, Hawley's revenue was \$1,446,780 (Figure 10.1 Appendix 3).



**Figure 10.1** Hawley, MN Sources of Revenue

**Source:** Lisa Jetvig (2014)

The other side of government is providing services to the community using the money available for the city. For the city of Hawley, their largest expenditure is the Police Department. The city also spends much of its budget on the city street department, and also the parks department. All of these services are necessary for safety and overall happiness (Figure 10.2; Appendix 3).



**Figure 10.2** Hawley, MN Expenses  
**Source:** Lisa Jetvig (2014)

Hawley, Minnesota has an interesting history of mayors. The current Mayor, (Gary E. Johnson) is a fourth generation mayor. Mayor Johnson has been Mayor of Hawley since 2009. In talking with the Mayor about his main duties as a mayor he mentioned that public relations is very important. Hawley residents want a mayor that is approachable so that they can express concerns about the community. Once concerns have been expressed by residents, Mayor Johnson noted that acting on those concerns in a timely fashion goes a long way in keeping a community happy with its government. And lastly Mayor Johnson talked about his job as a facilitator to growth. Business and industry are large parts to the community so once Hawley has the opportunity to get any kind of new growth the government has a just say yes attitude towards it.

### Parks and Recreation

The community of Hawley has four parks and other outdoor recreational areas for its citizens and visitors to utilize and enjoy. These parks and outdoor recreational areas offer activities such as basketball courts, ice rinks, walking paths, playgrounds, a pool, a community center, and disc golf. These are areas with youth and elderly alike can enjoy nature and physical activity (See Chapter Four Natural Capital for more specific information about the parks of Hawley). The Hawley Park Board is staffed by a committee of volunteers from the community and is given a spot on the annual city budget. The city does not always cover all costs for park improvements and creation, as was the case with the disc golf course that was helped funded by the Hawley Jaycees.



**Photograph 10.2:** Sign Displaying Rules of Hawley Jaycees Disc Golf Course,  
**Source:** Zahra Hashim, 2014

The 2014 Hawley General Fund budgeted \$82,114 for the Park Department and an additional \$30,000 for Park Board projects. There has been a little talk about the potential of building a splash pad that would provide water recreation safe for youth and young children. A splash pad would allow children to stay cool and have water fun during the summer months without the risk of drowning and would require less adult supervision without increased risk (Photograph 10.2; Appendix 1). This could prove beneficial for child care providers. Another proposed project is to extend a bike path through Hawley all the way to Moorhead (Gary Johnson 2014).

Aside from the several parks of Hawley, there is also the golf course located right off of US highway 10 that is owned by the city and leased for \$100 per year. The golf course has a full 18 holes that can be used by the community or those from outside the community who have a passion for golfing (Photograph 10.3; Appendix 1). The only main drawback of the golf course is that it is rather expensive to insure (Lisa Jetvig 2014).





**Photograph 10.3:** Hawley Golf & Country Club

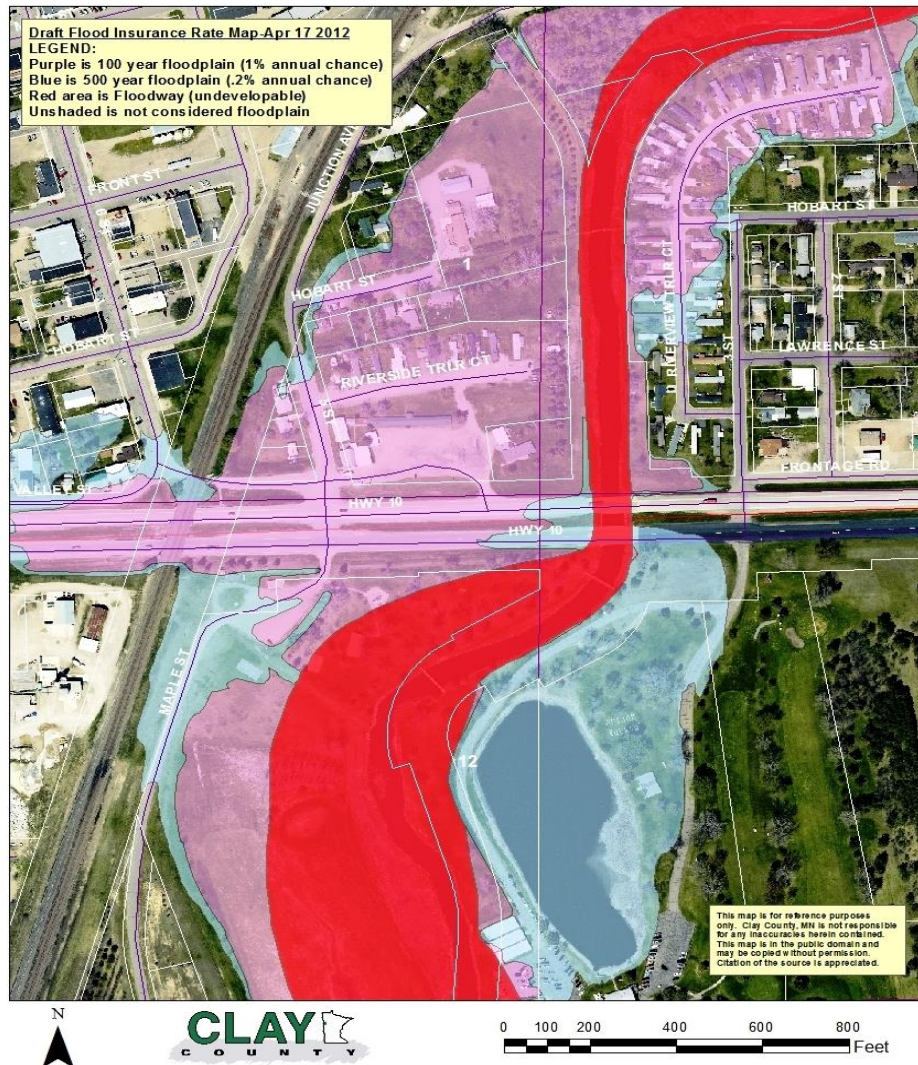
**Source:** Hawley's Shutterfly account taken by the city of Hawley

### **Police Department**

The Hawley police department has three full time police officers and several part time officers that varies between five to nice officers. The Hawley police force has six police vehicles. There is no city jail but there are such facilities at the Clay County Sherriff's department (Lisa Jetvig 2014).

### **Emergence Management**

Emergency facilities in Hawley can be found at the local Sanford Health clinic. Also another aspect of emergency management is the local volunteer fire department. Flooding hasn't been too much of an issue in the past, however there is some need to make plans for flooding (Map 10.1; Appendix 4). The floodplain map of Hawley indicates the areas that would be impacted by a 100 year flood (purple), and a 500 year flood (blue).



**Map 10.1:** Floodplain Map

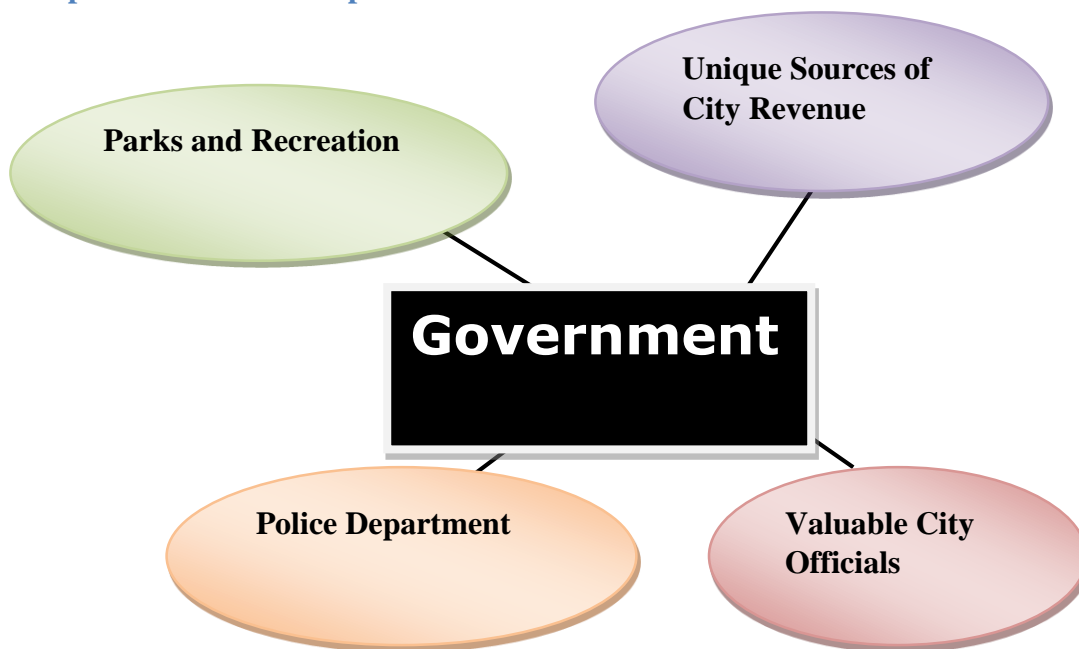
**Source:** Hawley.govoffice.com, 2014



### Hawley Government Assets

- City Founded Police Department
- Parks and Recreation
  - Parks
  - Golf Course
- Unique Sources of City Revenue
  - Hawley Liquors
  - Municipalities
- Valuable and knowledgeable Government Officials

### Asset Map of Government Capital



**Figure 10.3:** Asset map of Government.

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# Chapter Eleven

## Community Development Organization



Alexandra Braaten, Pragya Devkota, and Danielle Steinhoff

Community development organizations are local groups governed by community resident, business owners, civic leaders, and public officials' who plan and discuss the economic development of the community. According to (PeerNetbc, 2014), community development is a process where community members come together to take collective action and generate solutions to common challenges. Some of these problems may include housing, local businesses, education, parks and recreation, roads, employment, and police force. Community development organizations generate community loyalty by developing goals that benefit a broad range of the community's residents. Some of the goals of community organizations might be to improve facilities, town beautification, provide financing for much needed services, and help with business retention.

Hawley has invested in these organizations for the betterment of their community. In order to keep the city updated and running effectively, the members must communicate and work together. Well-planned, equitable, and broad-spectrum decisions are important.

### **County/ regional Planning Organizations**

Hawley uses many different methods to help develop the community. Over the years many things have changed in Hawley such as the financial situation, as well as losses of organizations that have changed how things are decided. Decisions on transportation, housing, and employment opportunities have a huge impact on the businesses of the town. Where people are building houses or deciding to live makes a difference on where people are deciding to work. Whether that be from home, in the community, or out of town. These things are very important to the people of Hawley who want their town to succeed economically.

As noted in Chapter 6, Hawley lost an organization, the Chamber of Commerce, and has been trying to gain them back since. On the other hand, a group called "HawleyWould" does much for the community by bringing people together and addressing city needs. Much volunteering and fundraising is done by them. They work to promote every aspect of Hawley to young as well as old people looking to live in a small town with big goals and a friendly environment.

The residents of Hawley are very fortunate because the city has a very high home ownership rate and the level of poverty is very low. As seen in Chapter 8, an ordinary family's income in Hawley is nearly equal to that of the national average. One of the projects that has been fairly recently done in the town is the expansion of the school. To keep up with the growing amount of children being educated and the need for smaller class sizes, the school was added on to; and to the city of Hawley it was a great investment. The community strives for more opportunities like that to better their town and to bring more people in to experience it.

### **Community Development Organizations**

There are various organizations in Hawley that help in one way or other by providing services to the community. These organizations contribute to community development by providing employment opportunities, infrastructure and equipment, services etc. some help give back to the community by raising funds, whereas some organization help by supporting local sports and different social activities. Some of the few organizations involved directly or indirectly in the development of the community are described below.

## Economic Development Organizations in Hawley

### *HawleyWould*

HawleyWould was created in the 1990s after the Chamber of Commerce left Hawley, this organization supports the city and brings forward issues that Hawley is going through. HawleyWould holds meetings to address the needs of the community, and proceeds with fundraising activities to be able to solve the issues and make it a point to create a friendly community for everyone.

### Community organizations that provide community service

- Boy Scouts
- Cub Scouts
- Eagle Scouts
- Veterans of Foreign War (VFW)
- Local churches
  - o Hawley Alliance
  - o Hawley Lutheran
  - o Hawley United Methodist
  - o Living Grace Lutheran Church
  - o St. Andrew's Catholic Church

### *Boy Scouts, Cub Scouts and Eagle Scouts*

Troop 656 is a Boy Scout that consists of 26 scouts between 11 and 18 years, and has one of the best track records in the region for developing Scouting's highest rank, Eagle Scout. The scout participates in different social activities and are recognized if their achievements. Troop 656 has been vital part of the Hawley community and the community values their services. The scout contributes to the community by participating with various other organizations in Hawley, such as Hawley Park Board, Rodeo Committee, Women of today, Friends of the Pool and other activities including Highway 10 cleanup. The scout helps to develop leadership as well as collaborative skills in the youth. Every 6 months the leadership of the Troop changes and a different Scout will have the opportunity and responsibility to lead their fellows. The Scout helps boys in developing sense of responsibility, confidence and become better citizens.

The children in Hawley have an opportunity to join the Cub Scout, Boy Scouts, and Eagle Scouts. These programs not only help with life skills but they also provide education for children about helping people in need and also motivate them to give back to their community. A community volunteering project is required of the kids in order to gain Eagle Scout status. The city of Hawley appreciates this because it helps the community in many small ways. A large contributor of community volunteering comes from the Hawley Area Jaycees. According to (Hawleywould.com), the Jaycees is a volunteer group of men who raise money and provide services to benefit the community of Hawley. This is an exceptional way to promote town loyalty and to get people involved.

### *Veterans of Foreign War (VFW)*

The VFW is an organization for local war veterans to come together and share stories or experiences. They do activities throughout the community to promote awareness and to honor those who have served.

### *Local Churches*

The churches in Hawley will provide the community with the spirit of love and cooperation. With the activities the churches put on in the community from lunches, nativity set and picnic in the parks are for the support and development of Hawley.

### **Community Service based organizations**

- Jaycees
- Lions Club
- Women of Today

### *Jaycees*

The Hawley Jaycees is an organization that helps the community by providing time and assistance in raising funds in different events to give back to the community through different social activities. The organization is bringing changes in the community with the mission to “provide development opportunities that empower young people to create positive changes” (JCI). This organization has approximately 30 individuals ranging in age from 20 to 40, to help create a positive change and improvements in the community. This organization seeks solutions to the problems arising in the community and build a better world creating global impact.(source). The main fund raising social activities include Sandbox fill, The Beef Feed and Rodeo, winter Dance, and Fall Stag. Furthermore, the organization also helps supporting Hawley youth wrestling, Hawley youth Football, Reach, Free fit Club classes and Hawley Summer Rec as well as many community projects with the donations and volunteers. The organization is also involved in the sponsorship of new disc golf course in Hawley (Photograph 11.1; Appendix 1).





**Photograph 11.1:** Disc Golf course in Hawley.

**Source:** Disc Golf course, October 2014

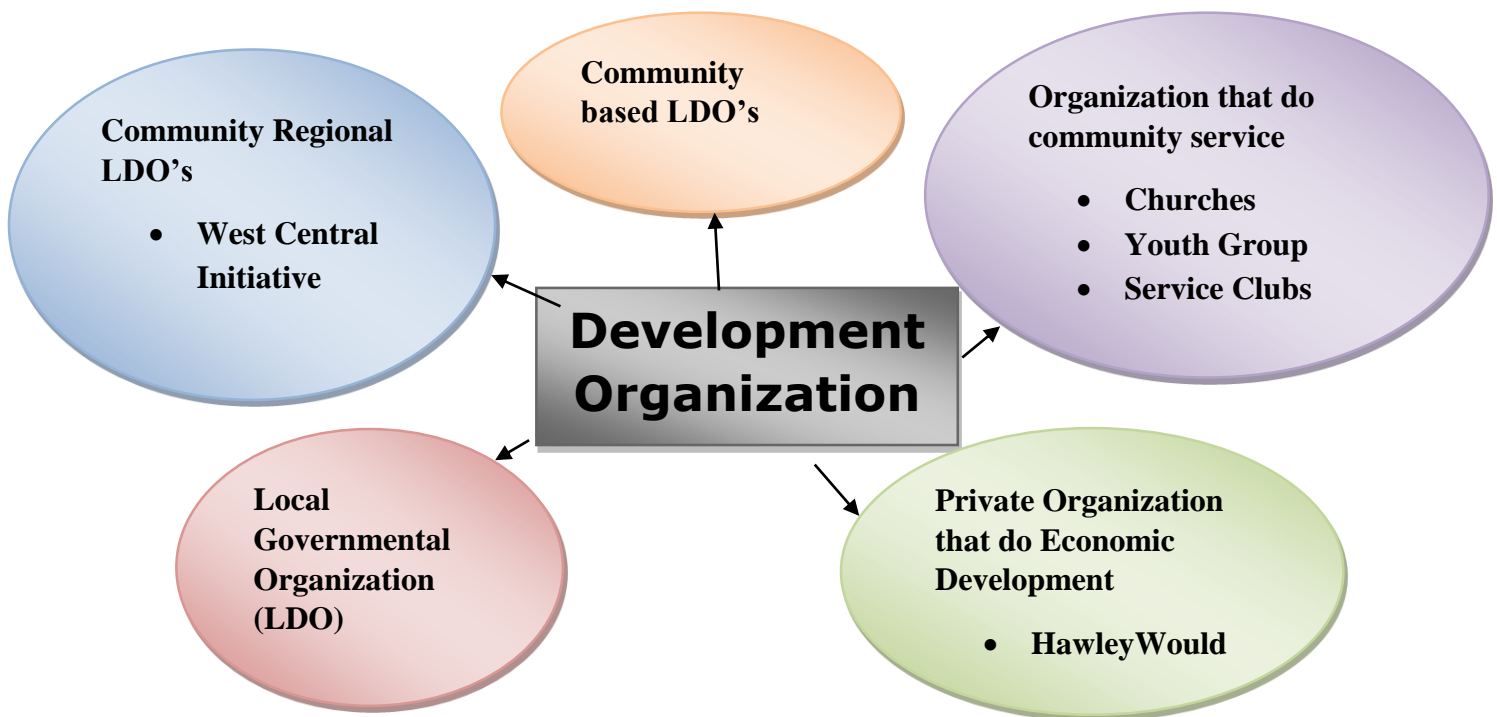
### *Lions Club*

The Lions Club is an organization that both male and female members of a community can join. This organization has the ability to have members from high school students to the elderly. Lions Club will help residents of the community in many forms, from getting eyeglasses to helping member have food on their table.

### *Women of Today*

The organization Women of Today is established to make a difference in the community through various services. This organization focuses on leadership community involvement, fostering friendships and developing relationships within the community. Hawley women of today are involves in various activities such as Miss Hawley Pageant, Little Miss Hawley Pageant, Kiddie Parade, Community Awards Banquet, Tour Of Homes etc. the organization also supports other community development activities by making donations for local organizations like REACH, School of Excellence, Dollars for Scholars, HOBY, Giving Tree, School Supplies drive, Children Miracle support etc. and also helps in variety of sporting events.

### Asset Map of Development Organization



**Figure 11.1:** Asset Map of Development Organization

### Development Organization Challenges

The development of the community depends on the community organizations along with the local people and their ability to support the community projects. As Hawley is a small town, it can be difficult to find the bigger market for the local businesses and organizations. The community strength also depends on the infrastructure and geography of an area. Since, the market is smaller, building local corporations can also be challenging. Because of the small population and inadequate infrastructure, the development organizations including businesses have limited access to the services and difficulties in enhancing economic opportunities. The development organizations in small towns like Hawley generally face several challenges including improving networks, mobilizing existing skills, and putting innovative ideas into action, to form strong functioning community that is better able to manage change. Hence, the joint community effort is required to unite in order to build local passion and motivation for the overall good. The community organizations in Hawley are the wonderful examples of the community development organizations that strive towards facing the challenges to meet the common goal.

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### **Appendix 5 Code of Ethics**

1. Those studying the community will respect the privacy of individuals and be non-judgmental, value their opinion and given due confidentiality.
2. If anyone for any reason does not want to answer a question, they can refuse to answer or withdraw from study at any time, no repercussions, we will be completely open minded to your opinion.
3. The study being carried out will focus on benefitting the entire community, collecting a wide range of opinions, and will not paint the community in a bad light.
4. Autonomy, sovereignty, self-determination of the community will be respected and preserved throughout.

## Appendix 6 Statement of Revenues, Expenses and Changes in net Position Property Funds

### CITY OF HAWLEY, MINNESOTA STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION PROPRIETARY FUNDS FOR THE YEAR ENDED DECEMBER 31, 2013

	Water	Sewer	Electric	Gas	Liquor	Total
Operating Revenues						
Sales	\$	\$	\$	\$	\$ 941,068	\$ 941,068
Cost of Sales					(703,553)	(703,553)
Gross Profit					237,515	237,515
Charges for Sales and Services	325,682	265,451	2,231,995	751,623		3,574,751
Less Dual Fuel Rebates			(72,022)			(72,022)
Other Charges and Income	2,772	16,086	47,018	3,518	1,920	71,314
Total Operating Revenue	<u>328,454</u>	<u>281,537</u>	<u>2,206,991</u>	<u>755,141</u>	<u>239,435</u>	<u>3,811,558</u>
Operating Expenses						
Purchased Power and Gas			1,508,215	369,056		1,877,271
Salaries and Wages	55,241	59,683	224,415	125,625	88,248	553,212
Employee Benefits	17,285	15,528	66,351	36,996	20,541	156,701
Repairs and Maintenance	8,511	620	29,063	21,376	1,448	61,018
Chemicals	4,023	8,743				12,766
Utilities	25,196	3,306	11,286	4,804	12,908	57,500
Insurance	4,338	4,039	6,465	4,045	5,562	24,449
Professional Fees	1,238	15,499	52,742	24,300	5,972	99,751
Supplies	2,339	215	19,913	10,405	6,426	39,298
Other Expenses	4,931	9,695	96,746	17,227	25,533	154,132
Depreciation	148,435	167,400	69,174	26,188	14,310	425,507
Total Operating Expenses	<u>271,537</u>	<u>284,728</u>	<u>2,084,370</u>	<u>640,022</u>	<u>180,948</u>	<u>3,461,605</u>
Operating Income (Loss)	56,917	(3,191)	122,621	115,119	58,487	349,953
Nonoperating Income (Expense)						
Investment Earnings	120	765	15,063	567	59	16,574
Interest Expense	(17,806)	(7,425)		(10,187)	(27,282)	(62,700)
Gain on Disposal of Capital Asset			6,000			6,000
Total Nonoperating Income (Expense)	<u>(17,686)</u>	<u>(6,660)</u>	<u>21,063</u>	<u>(9,620)</u>	<u>(27,223)</u>	<u>(40,126)</u>
Net Income (Loss) Before Contributions and Transfers	39,231	(9,851)	143,684	105,499	31,264	309,827
Capital Contributions	173,988	40,118				214,106
Transfers In			22,178			22,178
Transfers Out	<u>(98,000)</u>	<u>(87,700)</u>	<u>(141,625)</u>	<u>(75,233)</u>	<u>(5,000)</u>	<u>(407,558)</u>
Change in Net Position	115,219	(57,433)	24,237	30,266	26,264	138,553
Net Position, Beginning	<u>2,164,157</u>	<u>2,686,584</u>	<u>2,147,215</u>	<u>648,431</u>	<u>123,577</u>	<u>7,769,964</u>
Net Position, Ending	<u>\$ 2,279,376</u>	<u>\$ 2,629,151</u>	<u>\$ 2,171,452</u>	<u>\$ 678,697</u>	<u>\$ 149,841</u>	<u>\$ 7,908,517</u>

See Notes to the Financial Statements



## Appendix 7 Statement of Cash Flows Proprietary Funds for the Year Ended December

### CITY OF HAWLEY, MINNESOTA STATEMENT OF CASH FLOWS PROPRIETARY FUNDS FOR THE YEAR ENDED DECEMBER 31, 2013

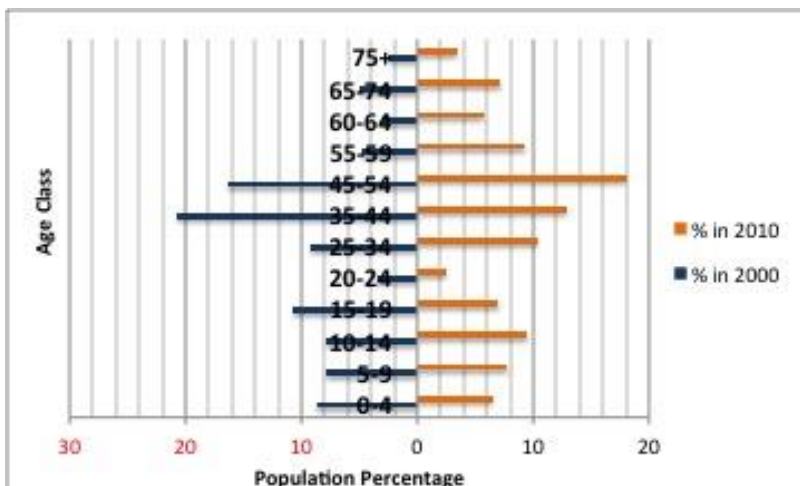
	Water	Sewer	Electric	Gas	Liquor	Total
Cash Flows From Operating Activities:						
Receipts from Customers	\$ 328,227	\$ 281,734	\$ 2,176,404	\$ 716,403	\$ 947,227	\$ 4,449,995
Payments to Suppliers	(52,527)	(41,986)	(1,663,573)	(437,112)	(770,057)	(2,965,255)
Payments to Employees	(71,771)	(72,847)	(286,529)	(159,499)	(107,088)	(697,734)
Net Cash Provided By Operating Activities	<u>203,929</u>	<u>166,901</u>	<u>226,302</u>	<u>119,792</u>	<u>70,082</u>	<u>787,006</u>
Cash Flows From Noncapital Financing Activities:						
Due from Other Funds			(16,835)			(16,835)
Due from Hawley Area Fire District		17,096				17,096
Due to Other Funds					16,835	16,835
Transfers to Other Funds	(98,000)	(87,700)	(141,625)	(53,055)	(5,000)	(385,380)
Advance to Other Funds			84,665			84,665
Net Cash Provided (Used) By Noncapital Financing Activities	<u>(98,000)</u>	<u>(70,604)</u>	<u>(73,795)</u>	<u>(53,055)</u>	<u>11,835</u>	<u>(283,619)</u>
Cash Flows From Capital and Related Financing Activities:						
Purchase of Capital Assets			(436,593)	(99,058)	(32,957)	(568,608)
Transfers from Other Funds			22,178			22,178
Transfers to Other Funds				(22,178)		(22,178)
Advance from Other Funds	(17,809)				(2,117)	(19,926)
Principal Paid on Debt	(70,000)	(65,000)		(24,000)	(15,000)	(174,000)
Interest Paid on Debt	(18,237)	(7,565)		(10,507)	(27,603)	(63,912)
Net Cash Used By Capital and Related Financing Activities	<u>(106,046)</u>	<u>(72,565)</u>	<u>(414,415)</u>	<u>(155,743)</u>	<u>(77,677)</u>	<u>(826,446)</u>
Cash Flows From Investing Activities:						
Investment Earnings	122	764	15,062	567	58	16,573
Net Cash Provided By Investing Activities	<u>122</u>	<u>764</u>	<u>15,062</u>	<u>567</u>	<u>58</u>	<u>16,573</u>
Net Increase (Decrease) In Cash and Cash Equivalents	5	24,496	(246,846)	(88,439)	4,298	(306,486)
Cash and Cash Equivalents - Beginning of Year	<u>56,126</u>	<u>467,417</u>	<u>801,269</u>	<u>289,055</u>	<u>44,357</u>	<u>1,658,224</u>
Cash and Cash Equivalents - End of Year	<u>\$ 56,131</u>	<u>\$ 491,913</u>	<u>\$ 554,423</u>	<u>\$ 200,616</u>	<u>\$ 48,655</u>	<u>\$ 1,351,738</u>

cont.

See Notes to the Financial Statements

## Appendix 8 Additional Information

Age Class	Population Numbers by Year	
	2000	2010
<b>0-4</b>	40	31
<b>5-9</b>	36	37
<b>10-14</b>	36	45
<b>15-19</b>	49	33
<b>20-24</b>	16	12
<b>25-34</b>	42	49
<b>35-44</b>	95	61
<b>45-54</b>	75	85
<b>55-59</b>	22	44
<b>60-64</b>	14	27
<b>65-74</b>	23	34
<b>75+</b>	11	16



Age Class	Population Numbers by Year	
	2000	2010
<b>0-4</b>	8.7	6.5
<b>5-9</b>	7.8	7.8
<b>10-14</b>	7.8	9.5
<b>15-19</b>	10.7	7
<b>20-24</b>	3.5	2.5
<b>25-34</b>	9.2	10.4
<b>35-44</b>	20.7	12.9
<b>45-54</b>	16.3	18
<b>55-59</b>	4.8	9.3
<b>60-64</b>	3.1	5.7
<b>65-74</b>	5	7.2
<b>75+</b>	2.4	3.4

<b>Age Class</b>	<b>Difference Between 2010-2011</b>
	% Change
<b>0-4</b>	-2.2
<b>5-9</b>	0
<b>10-14</b>	1.7
<b>15-19</b>	-3.7
<b>20-24</b>	-1
<b>25-34</b>	1.2
<b>35-44</b>	-7.8
<b>45-54</b>	1.7
<b>55-59</b>	4.5
<b>60-64</b>	2.6
<b>65-74</b>	2.2
<b>75+</b>	1

Age Class	Population Number	
	Male	Female
<b>0-4</b>	21	10
<b>5-9</b>	20	17
<b>10-14</b>	24	21
<b>15-19</b>	19	14
<b>20-24</b>	7	5
<b>25-29</b>	13	4
<b>30-34</b>	15	17
<b>35-39</b>	15	18
<b>40-44</b>	13	15
<b>45-49</b>	23	19
<b>50-54</b>	21	22
<b>55-59</b>	22	22
<b>60-64</b>	17	10
<b>65-69</b>	8	12
<b>70-74</b>	11	3
<b>75-79</b>	3	4
<b>80+</b>	5	4

