

Pursuant to due call and notice thereof, a regular meeting of the North Mankato City Council was held in the Municipal Building Council Chambers on December 6, 2021. Mayor Dehen called the meeting to order at 7:00 pm, asking that everyone join in the Pledge of Allegiance. The following were present for roll call: Council Members Steiner, Norland, Oachs and Whitlock, City Administrator Harrenstein, Finance Director McCann, and City Clerk Van Genderen.

### **Approval of Agenda**

**Council Member Steiner moved, seconded by Council Member Norland, to approve the agenda as presented. Vote on the motion Steiner, Norland, Oachs, Whitlock, and Dehen aye; no nays. Motion carried.**

### **Commendation**

WHEREAS, Lori Shure has worked for the United States Post Office since 1988; and  
WHEREAS, Lori began working for the residents of North Mankato in 2010; and  
WHEREAS, Lori has served North Mankato faithfully for 11 years; and  
WHEREAS, she is an asset to the community of North Mankato and has rigorously worked to serve the public and provide assistance to the community;

NOW, THEREFORE, I, Mark Dehen, Mayor of the City of North Mankato, Minnesota, do hereby commend Lori Shure for her outstanding work and dedication to the community and express my appreciation for her skills and work at the US Post Office in North Mankato.

### **Proclamation**

*WHEREAS, the Class AAAAA Mankato West Scarlets Football Team recently became 2021 Minnesota State Football Champions; and*

*WHEREAS, the Scarlets won three consecutive games at the State Tournament held November 13, 20, and 27, 2021 to become State Champions; and*

*WHEREAS, the team, led by Head Coach J.J. Helget, had a season record of 13-0, the first undefeated season in the program's history; and*

*WHEREAS, the team's success was achieved through hard work, dedication, teamwork, and sportsmanship; and*

*WHEREAS, the team's championship season was supported by friends, family, and the community.*

**NOW, THEREFORE, BE IT RESOLVED**, that we, Najwa Massad, Mayor of the City of Mankato, and Mark Dehen, Mayor of the City of North Mankato, in the State of Minnesota hereby proclaim December 13, 2021, as:

### **Mankato West Scarlets Day**

### **Approval of Council Minutes from November 15, 2021, Council Meeting.**

**Council Member Norland moved, seconded by Council Member Oachs, to approve the Council meeting minutes of November 15, 2021. Vote on the motion Steiner, Norland, Whitlock, and Dehen aye; no nays. Abstain; Oachs. Motion carried.**



**Public Hearing, 7 p.m. Truth in Taxation 2022 Budget and Five-Year Capital Improvement Plan, 2022-2026.**

Finance Director McCann presented the proposed 2022 Budget and Five-Year Capital Improvement Plan, 2022-2026. He reviewed the budget process timeline and a breakdown of a resident property tax composed of 45% Nicollet County, 38% North Mankato, 17% Mankato Area Public Schools, and a small amount to Region Nine and the South Central Minnesota HRA. Council Member Norland requested clarification on why Region 9's taxes are so low. Finance Director McCann reported the agency taxes over nine counties to spread out the tax burden. Finance Director McCann said the City estimates a tax rate reduction from 48.812% in 2021 to 47.897% in 2022. The proposed final 2022 levy dollar amount is \$139,667 more than the 2021 levy. Finance Director McCann reported the general property taxes needed by the City of North Mankato for 2022 are \$7,122,995 with \$5,300,575 going to the General Fund, \$75,000 to the Port Authority, \$1,346,736 to Debt Service, and \$400,684 for the Abatement Levy.

Finance Director McCann reviewed a history of the taxable Market Value, which continues to increase. He reviewed both the Tax Levy History and the Tax Capacity vs. Tax Rate. Both show a continued effort by the Council in the past ten years to decrease the tax rate. The Taxable Home Value of a median home in North Mankato (currently \$251,800) showed a taxable value increase in the past eight years of \$1,900 and a City tax decrease of \$116.00. Finance Director McCann reviewed the Median Home Value Tax Impact for a \$251,800 home with a total property tax of \$3,561, with \$1,158 of those taxes going to the City. The City taxes are then broken down into the General Fund with \$865.00, Debt Service Fund \$280, and the Port Authority \$12.00. A review of the 2021 Comparable City Tax Rates showed that the City of North Mankato had a relatively low rate with only three cities with lower tax rates.

Finance Director McCann reviewed the 2022 Budget by Department, noting the total budget is \$9,459,520, a decrease of \$45,608 mainly due to moving the swim facility to a separate fund. Increases included \$169,507 to fill a vacant position in the Police Department, and an increase of \$100,914 in the Parks Department to restore the parks plan spending to pre-covid levels.

Finance Director McCann reviewed the 2022 Personnel Costs, which included a pay plan increase up to 3% for performance, a 10% decrease in health insurance, and increasing the FTEs from 60.50 to 61.00.

Finance Director McCann reviewed the 2022 Utility Fund Expenditures. Due to wage adjustments, well repairs, and filter rehabs, the Water fund has a 23% increase from \$1,924,257 in 2021 to \$2,371,234 in 2022. The Wastewater Fund has a 2% increase from \$2,549,689 to \$2,592,114 due to wage adjustments and changes to the Mankato treatment charges. The Solid Waste Fund has a 1% increase from \$826,441 to \$835,134 due to rising landfill and clean-up costs. The Recycling Fund increased 7% from 526,401 to \$536,278 due to wages, hauling, and transfer-free changes. The Storm Water Fund has a 14% increase from \$447,504 to \$508,126 due to ravine work and levee recertification and corps station updates. A review of the utility fund revenue includes an increase in the Water Fund of \$49,840, an increase in the Wastewater Fund of \$40,100, an increase in the Solid Waste Fund of \$61,362, an increase in the Recycling Fund of \$22,936, and an increase in the Storm Water Fund of \$4,500. Finance Director McCann reviewed the 2022 Utility Rates to comparable cities, and the City of North Mankato is a lower rate than most cities except Faribault, Willmar, and New Ulm.

Finance Director McCann reviewed the Special Funds Expenditures, which includes increased spending of \$4,966,113 due to the Construction Fund expenditures. A review of the Special Funds' Revenues shows a decreased revenue of \$3,544,848 due to the Cities Sales Tax Bond proceeds received in 2021.



Finance Director McCann reviewed the proposed 2022-2026 CIP. He reported the 2021-2025 CIP was \$32.4 million, and 2022-2026 was \$45.3 million, which is an increase of \$12.8 million. The increase is largely due to the Caswell Park improvements and bonding. New items budgeted for 2022 include \$87,400 for a Police Cruiser, \$4,530 for Police Radios, a sweeper purchase, website update, mower replacement, Parks trailer and bandshell replacements, and facility improvements held for future discussion. Finance Director McCann reviewed the Sales Tax Project. The legislature approved the \$2.0 in bonding toward Caswell Park Improvements. The City has the Sales Tax Bonds totaling \$9.2 million, which is allocated for Caswell Park and Caswell North Improvements and the remaining balance of \$7.3 million to the Caswell Indoor Facility. The City continues to pursue state appropriation for Caswell indoor recreation facility. A future abatement bond may be necessary for funding gaps for the indoor recreation facility.

Finance Director McCann reported the City would be passing the tax rate and the budget at the December 20, 2021, Council Meeting.

Barb Church, 102 Wheeler Avenue, appeared before Council and requested information on how long it takes for the City to increase sales tax revenue by \$100,000. She requested information on the changes to the budget since the initial work session.

With no one else appearing, Mayor Dehen closed the Public Hearing.

### **Consent Agenda**

**Council Member Whitlock moved, seconded by Council Member Norland, to approve the Consent Agenda.**

- A. Bills and Appropriations.
- B. Res. No. 70-21 Accepting Donations/Contributions/Grants.
- C. Res. No. 71-21 Appointing Election Judges for the 2022 County Commissioner Special Election.
- D. Res. No. 72-21 Approving Polling Locations for the 2022 County Commissioner Special Election.
- E. Approved License Renewals.
- F. Res. No. 73-21 Declaring Costs to be Assessed for Municipal Charges.
- G. Approved Audio Permit for January 29-30, 2022, at Spring Lake Park for the Anthony Ford Pond Hockey Tournament.
- H. Res. No. 74-21 Amending North Mankato Fire Department By-Laws.
- I. Set Public Hearing on Stormwater and Annual Stormwater Pollution Prevention Program (SWPPP) Review.
- J. Authorized the City Administrator to Execute an Agreement with the Department of Natural Resources.

**Vote on the motion Steiner, Norland, Whitlock, and Dehen aye; no nays. Abstain; Oachs. Motion carried.**

### **Public Comments Concerning Business Items on the Agenda**

None.

### **Business Items**

**Res. No. 75-21 Authorizing Minnesota Safe Routes to School 2021 Funding Application for the Lor Ray Drive Improvements/Dakota Meadows Middle School Project.**



City Engineer Sarff reported that the funding application would request \$500,000 to cover the construction of pedestrian and bicycle facilities in 2022 as part of the Lor Ray Drive Improvements Project. Trails and sidewalks along Lor Ray Drive would provide safe routes to school for existing and future residential developments in the area. The resolution meets the application requirement, which is due on January 10, 2022. Mayor Dehen commented that the routes would help connect parks and trails around North Mankato and provide safe passage for students.

**Council Member Norland moved, seconded by Council Member Steiner, to Adopt Res. No. 75-21 Authorizing Minnesota Safe Routes to School 2021 Funding Application for the Lor Ray Drive Improvements/Dakota Meadows Middle School Project. Vote on the motion Steiner, Norland, Oachs, Whitlock, and Dehen aye; no nays. Motion carried.**

### **City Administrator and Staff Comments**

City Administrator Harrenstein reported the Taylor Library kicked off their Hometown Holiday Lights on Monday, December 6<sup>th</sup>. Maps are available online or at the library, and voting ends on December 26<sup>th</sup>, with the winner announced on December 27<sup>th</sup>.

Bells on Belgrade was held on Saturday, December 4, 2021, with approximately 1,500 people attending. Concessions on Commerce will be held on Friday, December 10<sup>th</sup> and Saturday, December 11<sup>th</sup> from 6:00 p.m. to 8:00 p.m. Stop by Curiosi-Tea for something to drink and eat.

City Administrator Harrenstein reported the Swim Facility is holding its holiday swim pass sale for 2022.

Community Development issued a building permit for a \$2,000,000 building remodel at Coloplast.

The Public Works Department reports completing the Well #6 rehab project and the Marvin Lift Station pump and controls project. Leaf collection is winding down. Staff continues to pick up as called or as observed around town. Emerald Ash borer was discovered in Nicollet County. City staff have been trained to identify ash borer and how to handle materials at the compost site. The City was also awarded a grant from the Minnesota DNR to remove between 30-45 ash trees in Lower North Mankato and replace in-kind a different species.

### **Mayor and Council Comments**

Council Member Norland thanked the staff for the park maintenance report, including information on the herbicides used.

Mayor Dehen thanked the Bells on Belgrade volunteers for the successful event.

Mayor Dehen thanked City Planner Lassonde for acquiring a SHIP grant for additional bicycle signage around the City.

Mayor Dehen reminded everyone about Hockey Day MN, which will be held in Mankato the week of January 22, 2022. He also invited everyone to the Anthony Ford Pond Hockey Tournament on January 29 and 30, 2022.

At 7:45 pm, on a motion by Council Member Steiner, seconded by Council Member Norland, the Council Meeting was adjourned.

---

Mayor

---

City Clerk



# The Free Press MEDIA

# THE LAND

P.O. Box 3287, Mankato, MN 56002

www.mankatofreepress.com phone: (507) 344-6314, fax: (507) 625-1149

## Affidavit of Publication

### STATE OF MINNESOTA, COUNTY OF BLUE EARTH, SS.

Steve Jameson, being duly sworn, on oath states as follows:

1. I am the publisher of The Free Press, or the publisher's designated agent. I have personal knowledge of the facts stated in this Affidavit, which is made pursuant to Minnesota Statutes §331A.07.

2. The newspaper has complied with all of the requirements to constitute a qualified newspaper under Minnesota law, including those requirements found in Minnesota Statutes §331A.02.

3. The dates of the month and the year and day of the week upon which the public notice attached/copied below was published in the newspaper are as follows:


The printed notice which is attached was cut from the columns of said newspaper, and was printed and published the following dates: 12/10/21, and printed below is a copy of the lower case alphabet from A to Z, both inclusive, which is hereby acknowledged as being the size and kind of type used in the composition and publication of the notice:

abcdefghijklmnopqrstuvwxyz

4. The Publisher's lowest classified rate paid by commercial users for comparable space, as determined pursuant to §331A.06, is as follows: 31.65.

5. Pursuant to Minnesota Statutes §580.033 relating to the publication of mortgage foreclosure notice: The newspaper's known office is located in Blue Earth County. The newspaper complies with the conditions described in §580.033, subd. 1, clause (1) or (2). If the newspaper's known office of issue is located in a county adjoining the county where the mortgaged premises or some part of the mortgaged premises described in the notice are located, a substantial portion of the newspaper's circulation is in the latter county.

FURTHER YOUR AFFIANT SAITH NOT.

By:   
Steve Jameson, Publisher

Sworn to and subscribed before me, this day  
12/10/2021

  
Notary Public

#### Public Notice

December 10, 2021

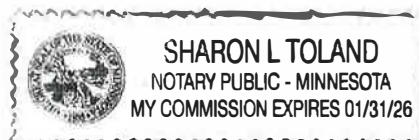
#### NOTICE OF PUBLIC HEARING ON STORMWATER AND ANNUAL STORMWATER POLLUTION PREVENTION PROGRAM (SWPPP) REVIEW

NOTICE IS HEREBY GIVEN that the City Council of the City of North Mankato, Minnesota, will meet in the Council Chambers of the Municipal Building, 1001 Belgrade Avenue, North Mankato, Minnesota at 7 pm on December 20, 2021, to hold a public hearing to provide an opportunity for the public to provide input on the adequacy of the City's Stormwater Pollution Prevention Program (SWPPP).

Such persons as desire to be heard with reference to the Stormwater Pollution Prevention Program will be heard at this meeting.

Dated this 6th day of December 2021

April Van Genderen  
City Clerk  
City of North Mankato







Real People. Real Solutions.

1960 Premier Drive  
Mankato, MN 56001-5900

Ph: (507) 625-4171  
Fax: (507) 625-4177  
Bolton-Menk.com

## MEMORANDUM

**Date:** December 13, 2021

**To:** John Harrenstein, City Administrator

**From:** Daniel R. Sarff, P.E., City Engineer

**CC:** Nathan Host, Public Works Director

**Subject:** **Public Hearing to Receive Input on the Adequacy of the City of North Mankato's Stormwater Pollution Prevention Program (SWPPP)**

The Minnesota Pollution Control Agency (MPCA) administers the requirements of the federal Clean Water Act in addition to its own State Disposal System requirements. At the MPCA, the Stormwater Program includes three general stormwater permits, including the Municipal Separate Storm Sewer System (MS4) Permit. The MS4 General Permit is designed to reduce the amount of sediment and pollution that enters surface and ground water from storm sewer systems to the maximum extent practicable. Because the City of North Mankato has a population greater than 10,000, it must comply with the MS4 permit requirements.

The City's MS4 permit requires the City to develop and maintain a stormwater pollution prevention program (SWPPP) that incorporates best management practices (BMPs) applicable to their City. The SWPPP describes the City's plan to meet each of the six Minimum Control Measures described by the permit. They are:

- No. 1 - Public Education and Outreach on Stormwater Impacts: Distribute educational materials and perform outreach activities to inform citizens about the many ways stormwater becomes polluted and the impacts polluted stormwater runoff discharges can have on water quality.
- No. 2 - Public Participation and Involvement: Provide opportunities for citizens to participate in program development and implementation, including effectively publicizing public meetings and/or encouraging citizen representatives on a stormwater management panel or committee.
- No. 3 - Illicit Discharge Elimination: Develop and implement a plan to detect and eliminate illicit discharges to the storm sewer system including developing a system map and informing the community about the hazards associated with illegal discharges and improper disposal of waste.
- No. 4 - Construction Site Stormwater Runoff Control: Develop, implement and enforce an erosion and sediment control program including ordinances for construction activities that disturb 1 or more acres of land. The City does have the freedom to extend and enforce this type of rule on some smaller area if it so desires.
- No. 5 - Post-Construction Stormwater Management in New Development and Redevelopment: Develop, implement and enforce a program to address discharges of post-construction storm water run-off from new development and redevelopment areas.



- No. 6 - Pollution Control and Good Housekeeping for Municipal Operations: Develop and implement a program with the goal of preventing or reducing pollutant runoff from municipal operations.

The tasks described are not one-time efforts - they will continue throughout the permit period and beyond to maintain water quality. Progress continues to be made on an annual basis in the various tasks listed in the SWPPP.

The SWPPP has not been updated in recent years. For the past several years, the MPCA has been working on updates to the MS4 general permit that applies to many cities in Minnesota, including North Mankato. The MPCA issued coverage for the City of North Mankato under the MS4 General Permit on September 13, 2021. The new MS4 permit includes new requirements that will need to be incorporated into the SWPPP and the City's ordinances. City staff is reviewing the requirements of the new permit and will be working on the SWPPP updates and ordinance revisions that will need to occur before September 13, 2022.

The MS4 permit includes a requirement that the City provide a minimum of one opportunity each year for the public to provide input on the adequacy of the City's SWPPP. This opportunity will be provided at the December 20<sup>th</sup> council meeting during the Public Hearing portion of the agenda. I will be at the council meeting to address any questions from the Council or the public.





City of North Mankato, MN

# Claims List - Regular

By Vendor Name

Date Range: 12-20-21

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: APBNK-APBNK						
00008	A+ SYSTEMS GROUP	12/20/2021	Regular	0	195.00	95122
00083	ANDERSON-CRANE RUBBER CO. INC.	12/20/2021	Regular	0	898.44	95123
03161	APPLE BLOSSOM BAKERY	12/20/2021	Regular	0	250.00	95124
00093	ARNOLD'S OF MANKATO, INC.	12/20/2021	Regular	0	92.00	95125
02968	ATLAS BUSINESS SOLUTIONS, INC.	12/20/2021	Regular	0	691.20	95126
02434	AUSTIN'S AUTO REPAIR CENTER, INC.	12/20/2021	Regular	0	97.26	95127
00140	BERGERSON-CASWELL, INC.	12/20/2021	Regular	0	53,590.00	95128
00142	BETHANY LUTHERAN COLLEGE	12/20/2021	Regular	0	23,250.00	95129
00145	BETTER HOUSEKEEPING VACUUMS, INC.	12/20/2021	Regular	0	62.90	95130
03344	BIRCHWOOD COTTAGES	12/20/2021	Regular	0	39,134.95	95131
00202	BROWN-NICOLLET ENVIRONMENTAL HEALTH	12/20/2021	Regular	0	251.00	95132
00233	CEMSTONE PRODUCTS COMPANY	12/20/2021	Regular	0	8.77	95133
00255	CITY OF MANKATO	12/20/2021	Regular	0	1,480.00	95134
00255	CITY OF MANKATO	12/20/2021	Regular	0	91,267.35	95135
03675	COMPUTERSHARE	12/20/2021	Regular	0	525.00	95136
00318	DM STAMPS & SPECIALTIES	12/20/2021	Regular	0	26.20	95137
00074	EARL F. ANDERSEN INC.	12/20/2021	Regular	0	930.83	95138
00392	ENERGY SALES, INC.	12/20/2021	Regular	0	173.00	95139
00397	ESS BROTHERS & SONS, INC.	12/20/2021	Regular	0	1,804.60	95140
00401	EXPRESS SERVICES, INC.	12/20/2021	Regular	0	533.03	95141
03676	GINGER P DESIGNS	12/20/2021	Regular	0	150.00	95142
00519	HACH COMPANY	12/20/2021	Regular	0	230.58	95143
00520	HAEFNER AUTO SUPPLY, INC.	12/20/2021	Regular	0	394.82	95144
00528	HANSEN SANITATION INC	12/20/2021	Regular	0	10,075.00	95145
00561	HILLTOP FLORIST & GREENHOUSE	12/20/2021	Regular	0	134.99	95146
02026	INTERNATIONAL CODE COUNCIL	12/08/2021	Regular	0	600.00	95117
00637	JETTER CLEAN, INC.	12/20/2021	Regular	0	200.00	95147
03665	KATO MANUFACTURING LLC	12/20/2021	Regular	0	3,841.00	95148
00639	KIBBLE EQUIPMENT LLC	12/20/2021	Regular	0	141.04	95149
00916	MINNESOTA CHIEFS OF POLICE ASSOCIATION	12/20/2021	Regular	0	510.00	95150
00923	MINNESOTA DEPARTMENT OF LABOR & INDU:	12/08/2021	Regular	0	50.00	95118
00988	MOTOROLA SOLUTIONS, INC.	12/20/2021	Regular	0	803.12	95151
00995	MSCIC	12/06/2021	Regular	0	750.00	95112
01037	NICOLLET COUNTY	12/20/2021	Regular	0	35.00	95152
01053	NORTH KATO SUPPLY, LLC	12/20/2021	Regular	0	104.00	95153
01106	PETTY CASH	12/20/2021	Regular	0	73.02	95154
01124	PONDEROSA LANDFILL OF BLUE EARTH CO, INC	12/20/2021	Regular	0	347.49	95155
01133	POWERPLAN/RDO EQUIPMENT	12/20/2021	Regular	0	3,814.43	95156
03487	QUADIENT	12/20/2021	Regular	0	2,726.71	95157
02734	QUICK LANE OF MANKATO	12/20/2021	Regular	0	130.59	95158
03548	RANDALL'S TREE SERVICE, INC	12/20/2021	Regular	0	3,578.25	95159
03563	SAFE-FAST, INC	12/20/2021	Regular	0	114.30	95160
01263	SCHWICKERT'S TECTA AMERICA LLC	12/20/2021	Regular	0	63,020.02	95161
01312	SOUTHWEST MINNESOTA CHAPTER OF ICC	12/08/2021	Regular	0	115.00	95119
01331	STANDARD & POOR'S	12/20/2021	Regular	0	13,387.00	95162
01352	STREICHER'S, INC	12/20/2021	Regular	0	34.99	95163
01433	TYLER TECHNOLOGIES	12/20/2021	Regular	0	7,175.17	95164
02150	U.S. BANK	12/20/2021	Regular	0	1,700.00	95165
01525	WEST CENTRAL SANITATION, INC.	12/20/2021	Regular	0	29,383.50	95166
02033	AMAZON.COM	11/29/2021	Bank Draft	0	6.63	DFT0006191
00137	BENCO ELECTRIC COOPERATIVE	12/03/2021	Bank Draft	0	30,270.47	DFT0006179
00272	CNA SURETY	12/10/2021	Bank Draft	0	118.75	DFT0006222
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	70.23	DFT0006194
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	49.72	DFT0006195
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	1,538.86	DFT0006196
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	42.94	DFT0006197
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	43.72	DFT0006198



02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	202.74	DFT0006199
02058	CONSOLIDATED COMMUNICATIONS	12/01/2021	Bank Draft	0	209.70	DFT0006200
00311	CULLIGAN (HEALTHY WATER SOLUTIONS LLC)	12/02/2021	Bank Draft	0	32.00	DFT0006204
00311	CULLIGAN (HEALTHY WATER SOLUTIONS LLC)	12/02/2021	Bank Draft	0	32.75	DFT0006205
00447	FREE PRESS	12/02/2021	Bank Draft	0	1,290.01	DFT0006207
00465	GALE/CENGAGE LEARNING	12/06/2021	Bank Draft	0	135.15	DFT0006213
00506	GREATER MANKATO GROWTH, INC.	12/10/2021	Bank Draft	0	360.00	DFT0006221
00733	LAKES GAS CO #10	12/02/2021	Bank Draft	0	116.24	DFT0006210
00733	LAKES GAS CO #10	12/10/2021	Bank Draft	0	88.43	DFT0006224
00857	MC GOWAN WATER CONDITIONING, INC.	12/02/2021	Bank Draft	0	60.49	DFT0006201
03539	METRONET	12/15/2021	Bank Draft	0	5,546.43	DFT0006226
00910	MINNESOTA VALLEY TESTING LAB, INC.	11/22/2021	Bank Draft	0	72.00	DFT0006186
00910	MINNESOTA VALLEY TESTING LAB, INC.	11/26/2021	Bank Draft	0	61.75	DFT0006188
00910	MINNESOTA VALLEY TESTING LAB, INC.	11/29/2021	Bank Draft	0	72.00	DFT0006190
00910	MINNESOTA VALLEY TESTING LAB, INC.	12/02/2021	Bank Draft	0	61.75	DFT0006209
01083	OVERDRIVE, INC.	11/23/2021	Bank Draft	0	1,345.50	DFT0006187
01322	SPRINT	11/22/2021	Bank Draft	0	35.02	DFT0006185
01335	STAPLES ADVANTAGE	11/19/2021	Bank Draft	0	135.93	DFT0006184
01335	STAPLES ADVANTAGE	12/01/2021	Bank Draft	0	432.74	DFT0006193
01335	STAPLES ADVANTAGE	12/08/2021	Bank Draft	0	222.97	DFT0006220
03279	STERICYCLE INC	11/22/2021	Bank Draft	0	26.25	DFT0006206
02591	UNITED TEAM ELITE	12/10/2021	Bank Draft	0	980.00	DFT0006223
01449	UNIVERSITY OF MINNESOTA	11/29/2021	Bank Draft	0	270.00	DFT0006192
01460	USPS	12/02/2021	Bank Draft	0	210.00	DFT0006203
01470	VERIZON WIRELESS	12/06/2021	Bank Draft	0	961.23	DFT0006211
01525	WEST CENTRAL SANITATION, INC.	12/10/2021	Bank Draft	0	4,907.56	DFT0006225
03221	ZIBSTER	11/27/2021	Bank Draft	0	31.00	DFT0006189
00028	AFFORDABLE TOWING OF MANKATO, INC.	12/22/2021	EFT	0	300.00	4661
01090	AMERICAN SOLUTIONS FOR BUSINESS	12/22/2021	EFT	0	3,479.26	4662
00105	AUTO VALUE MANKATO	12/22/2021	EFT	0	520.57	4663
00172	BOHRER, TOM	12/22/2021	EFT	0	45.39	4664
00216	C & S SUPPLY CO, INC.	12/22/2021	EFT	0	120.69	4665
02757	CINTAS	12/22/2021	EFT	0	185.41	4666
00310	CRYSTEEL TRUCK EQUIPMENT, INC	12/22/2021	EFT	0	8,464.70	4667
02294	D & K POWDER COATING	12/22/2021	EFT	0	31,970.73	4668
00428	FLAHERTY & HOOD	12/22/2021	EFT	0	206.25	4669
00439	FORSTER, DANIEL	12/22/2021	EFT	0	197.00	4670
00453	FREYBERG PETROLEUM SALES, INC.	12/22/2021	EFT	0	928.95	4671
02946	FROELICH, PAUL	12/22/2021	EFT	0	197.00	4672
00463	G & L AUTO SUPPLY, LLC	12/22/2021	EFT	0	173.98	4673
00469	GANGELHOFF, BRIAN	12/22/2021	EFT	0	160.00	4674
00478	GISH ELECTRIC, LLC	12/22/2021	EFT	0	37,000.00	4675
00482	GMS INDUSTRIAL SUPPLIES, INC.	12/22/2021	EFT	0	251.19	4676
00646	HEINTZ, KATIE	12/22/2021	EFT	0	189.25	4677
00544	HENDRICKSON, CHRISTOPHER	12/22/2021	EFT	0	370.72	4678
00680	J.J. KELLER & ASSOCIATES, INC.	12/22/2021	EFT	0	1,046.00	4679
00657	JT SERVICES	12/22/2021	EFT	0	6,195.00	4680
00691	KENNEDY & KENNEDY LAW OFFICE	12/22/2021	EFT	0	475.88	4681
00743	LARKSTUR ENGINEERING & SUPPLY, INC.	12/22/2021	EFT	0	224.11	4682
00776	LLOYD LUMBER CO.	12/22/2021	EFT	0	322.12	4683
00819	MANKATO FORD, INC.	12/22/2021	EFT	0	551.96	4684
00872	MEI TOTAL ELEVATOR SOLUTIONS	12/22/2021	EFT	0	704.61	4685
00874	MENARDS-MANKATO	12/22/2021	EFT	0	205.19	4686
00889	MIDWEST TAPE/HOOPLA	12/22/2021	EFT	0	591.66	4687
00902	MINNESOTA IRON & METAL CO	12/22/2021	EFT	0	45.60	4688
00956	MINNESOTA WASTE PROCESSING CO.	12/22/2021	EFT	0	28,580.69	4689
00985	MOSS & BARNETT	12/22/2021	EFT	0	7,355.00	4690
00997	MTI DISTRIBUTING CO	12/22/2021	EFT	0	1,492.95	4691
01052	NORTH CENTRAL INTERNATIONAL	12/22/2021	EFT	0	1,673.94	4692
03160	NOVEL SOLAR THREE LLC (DBA GREEN STREET	12/22/2021	EFT	0	6,122.41	4693
02005	PANTHEON COMPUTERS	12/22/2021	EFT	0	2,299.00	4694
01402	POMPS TIRE	12/22/2021	EFT	0	202.95	4695
01211	RIVER BEND BUSINESS PRODUCTS	12/22/2021	EFT	0	422.15	4696
01281	SIGN PRO	12/22/2021	EFT	0	757.50	4697
03674	SKANE, ANDREW	12/22/2021	EFT	0	245.00	4698
03680	STAGELINE MOBILE STAGE INC.	12/22/2021	EFT	0	46,629.00	4699
01336	STAPLES OIL CO., INC.	12/22/2021	EFT	0	953.20	4700



01486	VON BERGE, DAVID	12/22/2021	EFT	0	197.00	4701
01552	WW BLACKTOPPING, INC	12/22/2021	EFT	0	27,882.08	4702
01569	ZIMMERMANN, MICHELLE	12/22/2021	EFT	0	56.90	4703
03482	CARDCONNECT	12/03/2021	Bank Draft	0	435.95	DFT0006219
00234	CENTER POINT ENERGY	12/03/2021	Bank Draft	0	3,266.82	DFT0006180
02181	ETS CORPORATION	12/02/2021	Bank Draft	0	2,887.75	DFT0006217
02003	MINNESOTA DEPT OF REVENUE	12/03/2021	Bank Draft	0	520.98	DFT0006182
03029	OPEN EDGE	12/02/2021	Bank Draft	0	178.78	DFT0006218
02766	SPROUT SOCIAL	12/07/2021	Bank Draft	0	99.00	DFT0006216
01477	VIKING ELECTRIC SUPPLY, INC.	12/06/2021	Bank Draft	0	91.83	DFT0006183
01477	VIKING ELECTRIC SUPPLY, INC.	12/03/2021	Bank Draft	0	2,159.16	DFT0006214
01477	VIKING ELECTRIC SUPPLY, INC.	12/10/2021	Bank Draft	0	2,070.57	DFT0006227
01557	XCEL ENERGY	12/03/2021	Bank Draft	0	9,148.79	DFT0006181
				\$	649,775.13	137

## Authorization Signatures

### All Council

The above manual and regular claims lists for 12-20-21 are approved by:

---

MARK DEHEN- MAYOR

---

DIANE NORLAND- COUNCIL MEMBER

---

WILLIAM STEINER- COUNCIL MEMBER

---

SANDRA OACHS- COUNCIL MEMBER

---

JAMES WHITLOCK- COUNCIL MEMBER



## RESOLUTION APPROVING DONATIONS/CONTRIBUTIONS/GRANTS

WHEREAS, the Minnesota Statute 465.03 and 465.04 allows the governing body of any city, county, school district or town to accept gifts for the benefit of its citizens in accordance with terms prescribed by the donor;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA, that the following donations/contributions/grants are approved as follows:

Donor	Restriction	Amount
Linda Bentzen	Book Donation	\$100.00
Anonymous	Book Donation	\$10.00
Char Lusher	Library Donation	\$1,000.00
Friends of the Deep Valley Libraries	Library Program Donation	\$1,000.00
Total		\$2,110.00

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

Mayor

City Clerk



RESOLUTION SETTING FEES AND CHARGES

WHEREAS, the City of North Mankato provides various municipal services for which a fee is charged; and

WHEREAS, the City Code provides that such fees shall be set by resolution of the City Council; and

WHEREAS, a report containing recommendations for fees for certain municipal services is attached and will be effective upon approval by the City Council;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL FOR THE CITY OF NORTH MANKATO, MINNESOTA, that said fees and charges are adopted.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

---

Mayor

ATTEST:

---

City Clerk



## LICENSES AND PERMIT FEES

LICENSE / PERMIT	2021 Fees	PROPOSED 2022 FEES
Assessment Search	\$35; Rush fee of \$70 if not requested within 72 hours of closing	\$35; Rush fee of \$70 if not requested within 72 hours of closing
Band Shell Rental	\$400	\$400
Burning Permit	\$10	\$10
Cabaret	\$375 (annual)	\$375 (annual)
Carnival License	\$75 / per day	\$75 / per day
Cigarette	\$200	\$200
City Audit	\$20	\$20
City Budget	\$15	\$15
City Code	\$70	\$70
Coin Operated Amusement Device	\$20/ site; \$20 per Device	\$20/ site; \$20 per Device
City Plat Maps	\$10 + sales tax	\$10 + sales tax
Community Room Rental	\$100 – Police Annex \$100 – Fire Station \$150-Warming House Resident \$250-Warming House Organization	\$100 – Police Annex \$100 – Fire Station \$150-Warming House Resident \$250-Warming House Organization
Comprehensive Plan	\$40.00	\$40.00
Concession Permit	\$20 first day; \$5 each Additional day; \$100 deposit	\$20 first day; \$5 each Additional day; \$100 deposit
Copies of City Documents	\$.25 each page	\$.25 each page
Copies using Plat Printer	\$.50 sq. ft. black and white \$2.00 sq. ft. color	\$.50 sq. ft. black and white \$2.00 sq. ft. color
Dog License	( All 2-year) \$10 fixed female/male \$20 not fixed female/male \$2 duplicate	( All 2-year) \$10 fixed female/male \$20 not fixed female/male \$2 duplicate
Dangerous Dog License	\$250.00 (1-time fee) plus proof of liability insurance of \$300,000	\$250.00 (1-time fee) plus proof of liability insurance of \$300,000
Event Trailer (Concession Trailer)	\$60 per two-day event; \$30 each additional day	\$60 per two-day event; \$30 each additional day



Excavation Permit	\$160 plus \$1 State Surcharge \$85 plus \$1 State Surcharge – Boulevard Only	\$160 plus \$1 State Surcharge \$85 plus \$1 State Surcharge – Boulevard Only
NSF Fee	\$35	\$35
Prescribed Grazing Fee		\$75.00
Recycling Containers	\$11 + sales tax	\$11 + sales tax
<b>*LICENSE / PERMIT</b>		
Mobile Food Truck Permit	\$75.00	\$75.00
Mobile Home Park	\$60	\$60
Parade Permit	\$35	\$35
Park Shelter Reservations	\$100	\$100
Park Use Beer Permit Deposit Audio Permit	\$30 \$300 \$25	\$30 \$300 \$25
Peddlers (Per Person)	\$15 / day \$50 / week \$125 / month \$350 / 6 months	\$15 / day \$50 / week \$125 / month \$350 / 6 months
Refuse Hauling	\$35 first vehicle; \$25 each additional	\$35 first vehicle; \$25 each additional
Rental License	\$50 one-time application fee; \$45/Unit Annual License Fee	\$50 one-time application fee; \$45/Unit Annual License Fee
Short Term Rental License	\$50 one-time application fee; \$45/Unit Annual License Fee	\$50 one-time application fee; \$45/Unit Annual License Fee
Snow Removal	\$125 / hour; one hour minimum	\$125 / hour; one hour minimum
Soft Drink	\$25	\$25
Taxicab	\$75 per vehicle	\$75 per vehicle
Weed Mowing	\$125 / hour; one hour minimum	\$125 / hour; one hour minimum
<b>PLANNING</b>		
Sign Permit	\$31	\$31
<b>RESIDENTIAL PLAN REVIEW</b>		
Single Family Dwelling	\$100	\$100
Two-Family Dwelling	\$200	\$200
Townhome	65% of building permit fee (not including state surcharge)	65% of building permit fee (not including state surcharge)
Addition	\$50	\$50
Deck	\$25	\$25
Garage/Shed	\$25	\$25



Similar Plans	65% of building permit fee (not including state surcharge) for master plan – then 25% of permit fee (not including state surcharge) for similar plans.	65% of building permit fee (not including state surcharge) for master plan – then 25% of permit fee (not including state surcharge) for similar plans.
<b>COMMERCIAL PLAN REVIEW</b>	65% of building permit fee (not including state surcharge)	65% of building permit fee (not including state surcharge)
Similar Plans	65% of building permit fee (not including state surcharge) for Master Plan – then 25% of building permit fee (not including state surcharge) for similar plans.	65% of building permit fee (not including state surcharge) for Master Plan – then 25% of building permit fee (not including state surcharge) for similar plans.
Annexation Petition	\$5 per acre (Min. \$100 – Max \$600)	\$5 per acre (Min. \$100 – Max \$600)
Conditional Use Permits	\$335 plus \$2.00 per notice	\$335 plus \$2.00 per notice
Ordinance Amendment	\$335	\$335
Comprehensive Plan Amendment	\$335	\$335
Plat Subdivision – Preliminary	\$60 plus \$5 / lot	\$60 plus \$5 / lot
Plat Subdivision – Final	\$60 plus \$10 / lot over 10 lots	\$60 plus \$10 / lot over 10 lots
Rezoning	\$335 plus 2.00 per notice	\$335 plus 2.00 per notice
Sign Permit	\$35	\$35
Utility Easements, Street or Alley Vacation	\$325	\$325
Variance	\$95 Residential plus \$2.00 per notice; \$325 for all others	\$95 Residential plus \$2.00 per notice; \$325 for all others
Wetland Sequencing or Replacement Plan	\$270	\$270
Wetland Exemption or No Net Loss Determination	\$200	\$200
Notification Billing	\$2.00 for each required notice	\$2.00 for each required notice
Zoning Maps	\$10 + sales tax	\$10 + sales tax
<b>ECONOMIC DEVELOPMENT</b>		
T.I.F.	\$4,000 or actual, whichever is greater	\$4,000 or actual, whichever is greater
Grant Applications	\$4,000 or actual, whichever is greater	\$4,000 or actual, whichever is greater
Industrial Revenue Bonds	\$4,000 or actual, whichever is greater	\$4,000 or actual, whichever is greater
<b>CONDUIT DEBT</b>		
Application Fee	\$1,000 Application Fee	\$1,000 Application Fee



Bond Administration Fee	\$10,000 or 0.5% of the principal amount of the bond/ not to exceed \$50,000	\$10,000 or 0.5% of the principal amount of the bond/ not to exceed \$50,000
<b>BUILDING PERMITS</b>		
<b>TOTAL VALUATION</b>		
\$1.00 to \$500.00	\$25.30	\$25.30
\$501.00 to \$2,000.00	\$25.85 for the first \$500.00 plus \$3.36 for each additional \$100.00 or fraction thereof, to and including \$2,000.00	\$25.85 for the first \$500.00 plus \$3.36 for each additional \$100.00 or fraction thereof, to and including \$2,000.00
\$2001.00 to \$25,000.00	\$76.18 for the first \$2,000.00 plus \$15.40 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00	\$76.18 for the first \$2,000.00 plus \$15.40 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$430.38 for the first \$25,000.00 plus \$11.11 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00	\$430.38 for the first \$25,000.00 plus \$11.11 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$708.13 for the first \$50,000.00 plus \$7.70 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00	\$708.13 for the first \$50,000.00 plus \$7.70 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00
\$100,001.00 to \$500,000.00	\$1,093.13 for the first \$100,000.00 plus \$6.16 for each additional \$1,000.00 or fraction thereof, to and including \$500,000.00	\$1,093.13 for the first \$100,000.00 plus \$6.16 for each additional \$1,000.00 or fraction thereof, to and including \$500,000.00
\$500,001.00 to \$1,000,000.00	\$3,557.13 for the first \$500,000.00 plus \$5.23 for each additional \$1,000.00 or fraction thereof, to and including \$1,000,000.00	\$3,557.13 for the first \$500,000.00 plus \$5.23 for each additional \$1,000.00 or fraction thereof, to and including \$1,000,000.00
\$1,000,001.00 and up	\$6,169.63 for the first \$1,000,000.00 plus \$3.47 for each additional \$1,000.00 or fraction thereof	\$6,169.63 for the first \$1,000,000.00 plus \$3.47 for each additional \$1,000.00 or fraction thereof
<b>PLUMBING PERMIT</b>		
Per Fixture	\$1	\$1
Per Inspection	\$20	\$20
State Surcharge	\$1	\$1
Plus Reinspections	\$20	\$20
<b>LIQUOR</b>		
On-Sale Intoxicating Liquor	\$3,750	\$3,750
Sunday On-Sale	\$200	\$200



Intoxicating Liquor		
Club On-Sale	\$330	\$330
Wine License	\$275	\$275
Bottle Club (Set-Up License)	\$330	\$330
On-Sale 3.2 Liquor	\$275	\$275
Off-Sale 3.2 Liquor	\$100	\$100
Off-Sale Intoxicating	\$300	\$300
Temporary 3.2 Liquor	\$50.00	\$50.00
Temporary Intoxicating On-Sale Liquor	\$200	\$200
Seasonal Extension of Permitted Non Enclosed Area	\$250	\$250
Permanent Non Enclosed License in the License Premises	\$415	\$415
<b>INVESTIGATION FEES (LIQUOR)</b>		
On-Sale Intoxicating Liquor	\$500	\$500
Off-Sale Intoxicating Liquor	\$625	\$625
Club On-Sale	\$625	\$625
Wine	\$125	\$125
On-Sale 3.2 Liquor	\$125	\$125
Off-Sale 3.2 Liquor	\$125	\$125
Temporary 3.2 Liquor	\$30	\$30
Temporary Intoxicating	\$30	\$30
<b>POLICE DEPARTMENT FEES</b>		
Duplication of Audio Tapes	\$10 / tape	\$10 / tape
Duplication of Pictures	\$6 / 1 <sup>st</sup> picture; \$1 for each additional picture	\$6 / 1 <sup>st</sup> picture; \$1 for each additional picture
Police Reports - Accident, Case File	\$.25 each page	\$.25 each page
<b>CASWELL PARK *</b>		
Maintenance Fee	\$30.00 per field per game; max of \$120.00 per field per day	\$30.00 per field per game; max of \$120.00 per field per day
Deposit	\$100.00 per tournament Deposit will be forfeited if tournament is not held. Deposit will apply toward tournament fees if tournament is held.	\$100.00 per tournament Deposit will be forfeited if tournament is not held. Deposit will apply toward tournament fees if tournament is held.
BATTING CAGES	\$25.00 per day	\$25.00 per day
<b>SOUTH CENTRAL FIELDS</b>		



Maintenance Fee	\$20.00 per field for dragging and striping	\$20.00 per field for dragging and striping
Diamond Dry	\$11.00 per bag Diamond Dry will only be used at Tournament Director's request.	\$11.00 per bag Diamond Dry will only be used at Tournament Director's request.
Deposit	\$100.00 per tournament Deposit will be forfeited if tournament is not held. Deposit will apply toward tournament fees if tournament is held.	\$100.00 per tournament Deposit will be forfeited if tournament is not held. Deposit will apply toward tournament fees if tournament is held.
Sports and Recreation Lessons Swim Fees and Event Fees Delegated to City staff and Subject to Change **Attached please find the 2021 Pool Pass Pricing		Sports and Recreation Lessons Swim Fees and Event Fees Delegated to City staff and Subject to Change **Attached please find the 2021 Pool Pass Pricing

\*Penalty fee of 10% of fee if not submitted by due date.



## **APPOINTMENTS TO BE MADE DECEMBER 20, 2021, FOR 2022**

1. Appoint BILLY STEINER as Acting Mayor.
2. Reappoint RANDY KING and JASON CEMINSKY to the Planning Commission for a 4-year term through 2025.
3. Appoint JODI ERICKSON to the Traffic and Safety Committee for a 1-year term.
4. Reappoint CRAIG BODY and appoint KAREN TOFT to the Board of Appeal and Equalization for a 3-year term through 2024.
5. Appoint BEN KAUS to the Port Authority Commission to fill the remainder of DAVE ARNOLD'S appointment through 2025.
6. Appoint Nancy Gehrke to the Housing and Redevelopment Association Board for a 3-year term.
7. Appoint Sophia Hoiseth to the North Mankato Taylor Library Board for 3-year term through 2024.
8. Appoint BOLTON & MENK as Consulting Civil Engineer.
9. Appoint DUANE RADER as Weed Inspector.



RESOLUTION NO. 78-21

RESOLUTION APPROVING  
COMMITTEE ASSIGNMENTS

WHEREAS, the City of North Mankato is represented on various Boards, Task Forces, Committees and Commissions; and

WHEREAS, it is necessary to appoint City Council Members and staff as representatives to the various entities;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA, that the following individuals are appointed to the boards, committees, task forces and commissions as listed in Exhibit A effective January 1, 2022.

Adopted this 20<sup>th</sup> day of December 2021.

---

Mayor

---

City Clerk



2022 BOARD AND COMMITTEE ASSIGNMENTS

BOARD/COMMITTEE

REGION NINE DEVELOPMENT COMMISSION

JIM WHITLOCK

EXECUTIVE COMMITTEE

DIANE NORLAND

MARK DEHEN

ALL SEASONS ARENA BOARD

SANDRA OACHS

NICOLLET COUNTY/CITY OF NORTH MANKATO LIAISON COMMITTEE

JIM WHITLOCK

MARK DEHEN

INTERGOVERNMENTAL COMMITTEE

MARK DEHEN

JIM WHITLOCK

NICOLLET COUNTY RECYCLING TASK FORCE

SANDRA OACHS

COALITION OF GREATER MINNESOTA CITIES

MARK DEHEN

INTERGOVERNMENTAL YOUTH ASSETS

BILLY STEINER

CITIES/COLLEGES/UNIVERSITIES ADVISORY COUNCIL

MARK DEHEN

NORTH MANKATO FIRE RELIEF ASSOCIATION

MARK DEHEN

KEVIN MCCANN

HIGHWAY 14 PARTNERSHIP

MARK DEHEN

INDOOR RECREATION TASK FORCE

SANDRA OACHS

JIM WHITLOCK



NORTH MANKATO PLANNING COMMISSION

SANDRA OACHS

NORTH MANKATO PORT AUTHORITY

BILLY STEINER

MARK DEHEN

DIANE NORLAND

SANDRA OACHS

JIM WHITLOCK

NORTH MANKATO TAYLOR LIBRARY BOARD

BILLY STEINER

TRAFFIC AND SAFETY COMMITTEE

JIM WHITLOCK

PASSENGER RAIL GROUP

DIANE NORLAND

NORTH MANKATO BICYCLE COMMISSION

MARK DEHEN

METROPOLITAN PLANNING ORGANIZATION (MPO)

JIM WHITLOCK

GREENWAY CONSERVATION ADVISORY COMMITTEE

DIANE NORLAND

CITIES, COLLEGES, STUDENTS

JIM WHITLOCK

COMMUNITY EDUCATION AND RECREATION

KATIE HEINTZ

PHIL TOSTENSON

NORTH MANKATO BUSINESS ASSOCIATION LIAISON

JIM WHITLOCK

SANDRA OACHS

BUSINESS ON BELGRADE

KATIE HEINTZ



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10A	Department: Finance Director	Council Meeting Date: 12/20/21																																																																			
<b>TITLE OF ISSUE:</b> Consider Proposed 2022 Budget and Capital Improvement Plan. (Requires Separate Motions) 1. Resolution Approving the General Fund Budget and Auxiliary Fund Budget for Fiscal Year 2022. 2. Resolution Approving 2021 Tax Levy Collectible in 2022. 3. Resolution Approving the Capital Improvement Plan 2022-2026.																																																																					
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> The public hearing for the 2022 Proposed Budget and the 2022-2026 Capital Improvement Plan was held December 6, 2021. The attached resolutions are for Council to adopt the 2022 Budget, the 2021 Tax Levy Collectible in 2022 and the 2022-2026 Capital Improvement Plan. Council shall vote on each resolution separately.																																																																					
If additional space is required, attach a separate sheet																																																																					
<b>REQUESTED COUNCIL ACTION:</b> 1. Adopt Resolutions Approving the General Fund Budget and Auxiliary Fund Budget for Fiscal Year 2022. 2. Adopt Resolution Approving 2021 Tax Levy Collectible in 2022. Adopt Resolution Approving the Capital Improvement Plan 2022-2026.																																																																					
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">Vote Record:</td> <td style="width: 10%; text-align: center;">Aye</td> <td style="width: 10%; text-align: center;">Nay</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Norland</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Oachs</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Whitlock</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Steiner</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Dehen</td> </tr> </table>	Vote Record:	Aye	Nay								_____	_____						Norland		_____	_____						Oachs		_____	_____						Whitlock		_____	_____						Steiner		_____	_____						Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Resolution</td> <td style="width: 20%;">Ordinance</td> <td style="width: 20%;">Contract</td> <td style="width: 20%;">Minutes</td> <td style="width: 20%;">Map</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) _____ _____ _____ _____					Resolution	Ordinance	Contract	Minutes	Map	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vote Record:	Aye	Nay																																																																			
	_____	_____						Norland																																																													
	_____	_____						Oachs																																																													
	_____	_____						Whitlock																																																													
	_____	_____						Steiner																																																													
	_____	_____						Dehen																																																													
Resolution	Ordinance	Contract	Minutes	Map																																																																	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																																	
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____  <input type="checkbox"/> Table until: _____  <input type="checkbox"/> Other: _____																																																																				



RESOLUTION APPROVING THE GENERAL FUND BUDGET  
AND AUXILIARY FUND BUDGET  
FOR FISCAL YEAR 2022

BE IT RESOLVED by the City Council of the City of North Mankato, County of Nicollet, Minnesota, that the City Council approved the General Fund and Auxiliary Fund Budgets for the 2022 Fiscal Year as follows:

1.	General Fund	
A.	General Government	\$ 944,671
B.	Public Safety	\$ 2,715,472
C.	Public Works	\$ 2,667,177
D.	Culture-Recreation	\$ 1,719,634
E.	Other Functions	\$ 909,958
F.	Transfers	\$ 457,000
	TOTAL GENERAL FUND EXPENDITURES	\$ 9,413,912
2.	Auxiliary Fund	
A.	Special Revenue Funds	\$ 2,745,136
B.	Port Authority Funds	\$ 809,120
C.	Debt Service Funds	\$ 2,859,630
D.	Capital Project Funds	\$ 6,250,000
E.	Enterprise Funds	\$ 6,869,886
F.	Trust and Agency Funds	\$ 23,200
	TOTAL AUXILIARY FUND EXPENDITURES	\$ 19,556,972
	TOTAL BUDGET ALL FUNDS	\$ 28,970,884

BE IT FURTHER RESOLVED, that the City Council approved the Capital Improvement Plan as included in the 2022 Budget documents.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk



RESOLUTION APPROVING 2021 TAX LEVY, COLLECTIBLE IN 2022

BE IT RESOLVED by the City Council of the City of North Mankato, County of Nicollet, Minnesota, that the following sums of money be levied for the current year collectible in 2022, upon the taxable property in said City of North Mankato, for the following purposes:

General Fund	\$ 5,300,575
Port Authority Fund	\$ 75,000
Bonded Indebtedness	\$ 1,346,736
Abatement Levy	\$ 400,684

<b>Total Budgeted Levy</b>	<b>\$ 7,122,995</b>
----------------------------	---------------------

Pursuant to M.S. 475.61, Subd. 3, the City Council and City Clerk do hereby certify and state to the County Auditor that the foregoing levy for "bonded indebtedness", when taken together with excess funds on hand in existing debt service accounts, aggregates more than sufficient monies to service all irrevocable levies previously made by the City for debt service and the Auditor therefore may reduce the amount of any additional irrevocable levies accordingly.

"Provision has been made by the City for payment of \$479,406 as the City's estimated contributory share to the Public Employees' Retirement Fund as provided for in Minnesota Statutes Annotated, Sections 353.01 et seq." No further levy is required for this purpose.

The City Clerk is hereby instructed to transmit a certified copy of this resolution to the County Auditor of Nicollet County, Minnesota.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

---

Mayor

---

City Clerk



	<u>2021 Levy</u>	<u>2022 Levy</u>
<b>General</b>		
<b>Fund Levy</b>	5,218,162	\$5,300,575
<b>Port</b>		
<b>Authority</b>	75,000	75,000
<b>Debt Service</b>	1,213,070	1,346,736
<b>Tax</b>		
<b>Abatement</b>	477,096	400,684
<b>Additional</b>		
<b>Levy</b>		
<b>Total Tax</b>		
<b>Levy</b>	<b>\$6,983,328</b>	<b>\$7,122,995</b>
<b>Tax Rate &amp;</b>		
<b>Est. Tax Rate</b>	<b>48.827%</b>	<b>47.897%</b>
<b>Tax Rate</b>		
<b>Change</b>		<b>-0.930%</b>



RESOLUTION APPROVING THE  
CAPITAL IMPROVEMENT PLAN COVERING PERIOD OF 2022-2026

WHEREAS, the City of North Mankato has prepared a Capital Improvement Plan covering the period of 2022 through 2026 (Exhibit A); and

WHEREAS, during the preparation of the Capital Improvement Plan the City Council considered the following:

1. Condition of the City's existing infrastructure, including the projected need for repair or replacement,
2. Likely demand for the improvement,
3. Estimated cost of the improvement,
4. Available public resources,
5. Level of overlapping debt in the City,
6. Relative benefits and costs of alternative uses of the funds,
7. Operating costs of the proposed improvements,
8. Alternatives for providing services more efficiently through shared facilities with counties and other local governmental units; and

WHEREAS, the North Mankato City Council duly held a public hearing on the Capital Improvement Plan at 7 p.m. on December 6, 2021;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, that the Capital Improvement Plan for the period of 2022 through 2026 is hereby approved.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

---

Mayor

---

City Clerk



To: John Harrenstein, City Administrator  
From: Kevin McCann, Finance Director and Nate Host, Public Works Director  
Date: November 1, 2021  
Re: Proposed 2022-2026 CIP Schedule

### **2022-2026 CIP**

Attached you will find the proposed 2022-2026 CIP Schedule (**Exhibit A**) for the City of North Mankato. This document is the first draft of a multi-year planning instrument identifying the needs and financing sources for vehicles, equipment, public infrastructure, and amenities over the next five years. The CIP also serves as a tool to inform residents, businesses, and other stakeholders how the City plans to address significant capital needs over the next five to ten years. The attached Exhibit A includes additional future needs, and potential projects planned for the future as identified but not yet scheduled. These projects have been identified during strategic planning efforts or during regular deliberations of the City Council.

The first years of the CIP (2022-2026) become a capital budget. Items placed in the identified but not yet scheduled category should not be seen as fixed commitments, but future placeholders for projects and equipment/vehicles on the horizon. The City prepares the CIP separately from the operating budgets, but they are closely linked. Expenditures budgeted for 2021 in the operating budgets of the General Fund, Construction Funds, Capital Facilities & Equipment Replacement Fund and Utility funds are identified in the CIP with the identified funding source(s). The CIP has been split into two parts: cash expenditures and bonding. The cash expenditures are for equipment and small-scale projects as part of the operating budgets, while the bonding section is for large scale infrastructure and recreational projects.

### **Five-Year Capital Improvements**

At \$45,284,750, the total value of projects identified in the 2022-2026 CIP is over \$12.8 million larger than the 2021-2025 CIP. This includes increasing the Caswell Indoor Recreation Project from \$5.5 million in the 2021-2025 CIP to \$17.0 million in the 2022-2026 CIP, due to the latest cost estimates and anticipation of being awarded \$8.5 million in matching funds from the State of Minnesota. In 2021, \$9.15 million in sales tax bonds were issued to complete phase 1 and phase 2 of the Caswell Regional Sporting Complex Updates and Expansion. Of this amount, it is estimated \$6.5 million will be available to match the State funds and the remaining is proposed to be funded with an abatement bond. Other projects include the various street improvements and staggering when large ravine improvement projects could occur. The proposed CIP is larger due to taking into consideration many of the projects identified through the various planning efforts of the City, equipment and infrastructure needs based on staff input, and anticipated continued new development in the City. A new change in the CIP document is show the total project costs, compared to the historic practice of only showing the city cost of a project after grants and other funds.



The increase of \$12.8 million is the result of the following:

- \$ (120,070) decrease in the Capital Facilities and Equipment Replacement as noted below
- \$ 150,000 increase in the Pavement Management Plan due to an increase of \$50,000/year.
- \$ 200,000 increase in the Parks Management Plan due to a donation and ARPA funds toward a \$350,000 splash pad.
- \$ 111,800 increase in the Water Fund improvements due to water tower painting
- \$ 1,500 increase in the Sewer Fund improvements
- \$ 12,490,000 increase in the major capital improvements due to the Caswell Park Improvements and utilizing the total project's cost.

#### **2022-2026 Proposed Cash Expenditures**

The 2022 CIP proposes the following cash expenditures:

Project or Activity	2021-2025	2022-2026	Variance
Website		40,000	40,000
Loader	175,000	-	(175,000)
Loader Snow Blower	160,000	-	(160,000)
Sweeper		215,000	215,000
Excavator	200,000	-	(200,000)
General Equipment - Trucks, Skid loaders, Mowers, etc.	500,000	500,000	-
Police Cruiser	287,600	375,000	87,400
Police Radios	95,470	100,000	4,530
Police Evidence Room Heat	3,000	3,000	-
Sirens - Upgrade (from 2012), Plant #2, Expansion, City Shop	27,000	27,000	-
Dump Truck	140,000	140,000	-
Tandem Dump Truck with Plow, Wing and Sander (3)	270,000	270,000	-
Roller (2)	-	-	-
Fire Engine	110,000	110,000	-
Replace roof on Station #2	90,000	-	(90,000)
Replace HVAC units at Station #2	72,000	-	(72,000)
Breathing Air Compressor & Cascade Bottles	40,000	40,000	-
Overhaul Air Pack/Work Room	-	-	-
Exhaust Capture System	7,500	7,500	-
Overhaul Community Room Kitchen	50,000	50,000	-
Replace overhead doors at Station #2 (5 Doors: 4 in front and one in back)	30,000	30,000	-
Fire Pumper	-	-	-
Mower Replacement	90,000	170,000	80,000
Parks Trailer/Band Shell	-	150,000	150,000
Library Bookdrop Off Station	6,000	6,000	-
Sub-Total Cash / Capital Facilities & Equipment Replacement	2,353,570	2,233,500	(120,070)



## **2022-2026 Bonding**

The 2022-2026 CIP proposes the following debt expenditures:

Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs
Belgrade Ave. Improvements (lights, charging station, ped crossing)	Infrastructure	425,000						-
Cliff Ct.	Infrastructure	1,000,000						-
Harrison Ave. (Cross to Range)	Infrastructure	750,000						-
Caswell Park Phase #1 - Artificial Turf	Recreation	1,673,749						-
Caswell Park Phase #1 - Fieldhouse Design	Recreation	599,516						-
Caswell Park Phase #1 - Softfall deferred maint.	Recreation		2,600,000					2,600,000
McKinley Ave. (300,400,500 Block)	Infrastructure		1,675,000					1,675,000
Lor Ray Dr. (Monarch Meadow to Summeræst)	Infrastructure		3,690,000					3,690,000
Caswell Park Phase #2 Fieldhouse Construction	Recreation		8,500,000	8,500,000				17,000,000
Garfield Ave. (Center to Range)	Infrastructure					1,300,000		1,300,000
Howard Dr./Lor Ray Dr. Roundabout - City Portion	Infrastructure			1,500,000				1,500,000
Cross St. (Monroe to Webster)	Infrastructure					1,706,260		1,706,260
Sherman St. (South to Garfield)	Infrastructure						1,750,000	1,750,000
Ravine Improvements	Infrastructure							-
Quincy St. (McKinley to Webster)	Infrastructure							-
Page Ave. (Center to Range)	Infrastructure						1,300,000	1,300,000
Clare Ct.	Infrastructure							-
Clare Dr.	Infrastructure							-
Marvin Blvd	Infrastructure							-
Wheeler Ave (300 Block)	Infrastructure						625,000	625,000
Somersæst Dr. Improvements	Infrastructure			1,000,000	1,500,000			2,500,000
PW Building	Infrastructure							-
<b>Sub-Total Bonds</b>		<b>4,448,265</b>	<b>16,465,000</b>	<b>11,000,000</b>	<b>1,500,000</b>	<b>3,006,260</b>	<b>3,675,000</b>	<b>35,646,260</b>

## **Sales Tax Project**

As proposed, the 2022-2026 CIP includes the \$17.0 million Caswell Indoor Recreation Facility construction. As currently proposed, \$6.5 million has been allocated from the 2021A Sales Tax Bonds, with another bonding request from the State for \$8.5 million and the balance from a future abatement bond.

## **Parks Plan**

The 2022 budget includes \$600,000 in parks funding in 2022 toward a splash pad. The city will receive a \$150,000 donation toward the splash pad and \$150,000 will be coming from ARPA funds, with \$50,000 coming from the Parks Plan annual funding. For years 2023-2026, \$300,000 in Parks funding has been allocated annually. Staff has identified the following projects in Exhibit B as the 2022-2026 Parks Plan. Minor revisions may be needed to stay within the budgeted amounts.



### **Streets Plan**

The 2022 budget includes \$500,000 in street funding. This includes reducing the spending of \$550,000 in the General Fund in 2021 to \$500,000 in 2022 to go back to historic levels. Exhibit C identifies the street maintenance projects for 2022-2026. Minor revisions may be needed to stay within the budgeted amounts.

### **Water Fund Plan**

The 2022 budget includes \$480,000 in water capital funding. Exhibit D identifies the water fund capital projects for 2022-2026.

### **Sewer Fund Plan**

The 2022 budget includes \$285,000 in sewer capital funding. Exhibit E identifies the sewer fund capital projects for 2022-2026.



# Exhibit A

## Five-Year Capital Improvement Schedule For Years 2022-2026

Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Website	Admin/Log.									40,000	Cash / Capital Facilities & Equipment Replacement
Loader	Infrastructure	175,000		40,000							Cash / Capital Facilities & Equipment Replacement
Sweeper	Infrastructure				215,000			215,000		215,000	Cash / Capital Facilities & Equipment Replacement
Excavator	Infrastructure										Cash / Capital Facilities & Equipment Replacement
General Equipment - Trucks, Skid loaders, Mowers, etc.	Infrastructure	100,000	100,000			100,000	100,000	500,000		500,000	Cash / Capital Facilities & Equipment Replacement
Police Cruiser	Public Safety		75,000			75,000	75,000	375,000		375,000	Cash / Capital Facilities & Equipment Replacement
Police Radios	Public Safety	19,094	20,000			20,000	20,000	100,000		100,000	Cash / Capital Facilities & Equipment Replacement
Police Evidence Room Heat	Public Safety					3,000		3,000		3,000	Cash / Capital Facilities & Equipment Replacement
Detective Squad	Public Safety										Cash / Capital Facilities & Equipment Replacement
Sirens - Upgrade (from 2012), Plant #2,	Public Safety										Cash / Capital Facilities & Equipment Replacement
Expansion, City Shop	Public Safety	27,000	27,000					27,000		27,000	Cash / Capital Facilities & Equipment Replacement
Dump Truck	Infrastructure						140,000	140,000		140,000	Cash / Capital Facilities & Equipment Replacement
Tandem Dump Truck with Plow, Wing and Sander (3)	Infrastructure			270,000				270,000		270,000	Cash / Capital Facilities & Equipment Replacement
Roller (2)	Infrastructure										Cash / Capital Facilities & Equipment Replacement
Fire Engine	Public Safety								30,000	30,000	Cash / Capital Facilities & Equipment Replacement
Replace roof on Station #2	Public Safety										Cash / Capital Facilities & Equipment Replacement
Replace HVAC units at Station #2	Public Safety				110,000			110,000		110,000	Cash / Capital Facilities & Equipment Replacement
Breathing Air Compressor & Cascade Bottles	Public Safety										Cash / Capital Facilities & Equipment Replacement
Overhaul Air Pack/Work Room	Public Safety	40,000	40,000					40,000		40,000	Cash / Capital Facilities & Equipment Replacement
Exhaust Capture System	Public Safety	7,500	7,500					7,500		7,500	Cash / Capital Facilities & Equipment Replacement
Overhaul Community Room Kitchen	Public Safety						50,000	50,000		50,000	Cash / Capital Facilities & Equipment Replacement
Replace overhead doors at Station #2 (5 Doors, 4 in front and one in back)	Public Safety						30,000	30,000		30,000	Cash / Capital Facilities & Equipment Replacement
Fire Pumper	Public Safety										Cash / Capital Facilities & Equipment Replacement
Mower Replacement	Recreation	90,000	70,000					160,000		160,000	Cash / Capital Facilities & Equipment Replacement
Parks Trailer/Bandshell	Recreation		150,000					150,000		150,000	Cash / Capital Facilities & Equipment Replacement
Bluff Park Overlook	Recreation										Cash / Capital Facilities & Equipment Replacement
Library Outdoor Music	Recreation										Cash / Capital Facilities & Equipment Replacement
Library Furniture	Recreation		6,000					6,000		6,000	Cash / Capital Facilities & Equipment Replacement
Library Bookdrop Off Station	Recreation										Cash / Capital Facilities & Equipment Replacement
Benson Park North Parking Lot	Recreation										Cash / Capital Facilities & Equipment Replacement
Bluff Park Tree Planting	Recreation										Cash / Capital Facilities & Equipment Replacement
Benson Park Interpretation & Plant/Prairie	Recreation								100,000	100,000	Cash / Capital Facilities & Equipment Replacement
Benson Park Informal Amphitheater	Recreation								25,000	25,000	Cash / Capital Facilities & Equipment Replacement
Benson Park Natural Play Area	Recreation								400,000	400,000	Cash / Capital Facilities & Equipment Replacement
Benson Park Linear Pond Bridge	Recreation								100,000	100,000	Cash / Capital Facilities & Equipment Replacement
Facility Improvements - Library	Recreation								600,000	600,000	Cash / Capital Facilities & Equipment Replacement
Facility Improvements - City Hall	Infrastructure								100,000	100,000	Cash / Capital Facilities & Equipment Replacement
Sub-Total Cash / Capital Facilities & Equipment Replacement		458,594	805,500	510,000	308,000	365,000	245,000	2,233,500	1,985,000	4,198,500	



Exhibit A

Five-Year Capital Improvement Schedule For Years 2022-2026											
Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Pavement Management Plan	Infrastructure	550,000	500,000	500,000	500,000	500,000	500,000	2,500,000		2,500,000	Cash / General Fund / MSA Dollars
Park Improvements	Recreation	200,000	600,000	300,000	300,000	300,000	300,000	1,800,000		1,800,000	Cash / General Fund / Donations
Sub-Total Cash / General Fund		750,000	1,100,000	800,000	800,000	800,000	800,000	4,300,000	-	4,300,000	
Pull & Repair Well Pumps	Infrastructure	100,000	65,000	65,000	65,000	65,000	100,000	395,000		395,000	Cash / Water Fund
Micrometer Valve Inserts, Reservoir Repair	Infrastructure	13,200									Cash / Water Fund
Reroof Water Plant	Infrastructure	25,000			125,000			125,000		125,000	Cash / Water Fund
Water Tower Painting	Infrastructure					150,000		150,000		150,000	Cash / Water Fund
Rehab Filters	Infrastructure		350,000	350,000				700,000		700,000	Cash / Water Fund
Vehicles	Infrastructure	35,000	35,000	35,000	35,000	35,000	35,000	175,000		175,000	Cash / Water Fund
Capital Contributions	Infrastructure	20,000	30,000	20,000	20,000	20,000	20,000	110,000		110,000	Cash / Water Fund
Sub-Total Cash / Water Fund		193,200	480,000	470,000	245,000	305,000	155,000	1,685,000	-	1,685,000	
250 KW Portable Generator	Infrastructure										Cash / Sewer Fund
Carol Ct. Foremain	Infrastructure	35,000	35,000	35,000	35,000	35,000	35,000	175,000		175,000	Cash / Sewer Fund
Vehicles	Infrastructure	255,500	250,000	255,000	260,000	250,000	260,000	1,275,000		1,275,000	Cash / Sewer Fund
Capital Contributions	Infrastructure										
Lift Station on Howard/Timm	Infrastructure								TBD	TBD	
Sub-Total Cash / Sewer Fund		290,500	285,000	290,000	295,000	285,000	295,000	1,450,000	-	1,450,000	



**Exhibit A**

Five-Year Capital Improvement Schedule For Years 2022-2026											
Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Belgrade Ave. Improvements (lights, charging station, ped crossing)	Infrastructure	425,000						-		-	G.O. Improvement Bonds / Property Tax & Assessments
Cliff Ct.	Infrastructure	1,000,000						-		-	G.O. Improvement Bonds / Property Tax & Assessments
Harrison Ave. (Cross to Range)	Infrastructure	750,000						-		-	G.O. Improvement Bonds / Property Tax & Assessments
Caswell Park Phase #1 - Artificial Turf	Recreation	1,673,749						-		-	G.O. Sales Tax Bonds
Caswell Park Phase #1 - Fieldhouse Design	Recreation	599,516						-		-	G.O. Sales Tax Bonds
Caswell Park Phase #1 - Softball deferred maint.	Recreation		2,500,000					2,500,000		2,600,000	State Appropriation 2.0 million / Sales tax bonds 0.6 mil
McKinley Ave. (300,400-500 Block)	Infrastructure		1,675,000					1,675,000		1,675,000	Fed Funds 0.2 mil / City Funds 1.5 mil
Lor Ray Dr. (Monarch Meadow to Summerset)	Infrastructure		3,690,000					3,690,000		3,690,000	State Grant and Fed Funds 1.9 mil / City Funds 1.8 mil
Caswell Park Phase #2 Fieldhouse Construction	Recreation		8,500,000	8,500,000				17,000,000		17,000,000	State Appropriation 8.5 / Sales Tax Bonds \$6.5 / City Ab
Garfield Ave. (Center to Range)	Infrastructure					1,300,000		1,300,000		1,300,000	G.O. Improvement Bonds / Property Tax & Assessments
Howard Dr./Lor Ray Dr. Roundabout - City Portion	Infrastructure			1,500,000				1,500,000		1,500,000	G.O. Improvement Bonds / Property Tax & Assessments
Cross St. (Monroe to Webster)	Infrastructure					1,706,250		1,706,250		1,706,250	G.O. Improvement Bonds / Property Tax & Assessments
Sherman St. (South to Garfield)	Infrastructure						1,750,000	1,750,000		1,750,000	G.O. Capital Project Bonds
Ravine Improvements	Infrastructure							-	1,150,000	1,150,000	G.O. Improvement Bonds / Property Tax & Assessments
Quincy St. McKinley to Webster	Infrastructure							-	550,000	550,000	G.O. Improvement Bonds / Property Tax & Assessments
Page Ave. (Center to Range)	Infrastructure						1,300,000	1,300,000		1,300,000	G.O. Improvement Bonds / Property Tax & Assessments
Clare Ct.	Infrastructure							-	1,500,000	1,500,000	G.O. Improvement Bonds / Property Tax & Assessments
Clare Dr.	Infrastructure							-	1,200,000	1,200,000	G.O. Improvement Bonds / Property Tax & Assessments
Marvin Blvd	Infrastructure							-	1,750,000	1,750,000	G.O. Improvement Bonds / Property Tax & Assessments
Wheeler Ave (300 Block)	Infrastructure						625,000	625,000		625,000	G.O. Improvement Bonds / Property Tax & Assessments
Somerset Dr. Improvements	Infrastructure			1,000,000	1,500,000			2,500,000		2,500,000	G.O. Improvement Bonds / Property Tax & Assessments
PW Building	Infrastructure	4,448,265	16,465,000	11,000,000	1,500,000	3,006,250	3,675,000	-	TBD	TBD	G.O. Improvement Bonds / Property Tax & Assessments
Sub-Total Bonds		6,140,559	19,135,500	13,070,000	3,148,000	4,781,250	5,170,000	35,646,250	6,150,000	41,796,250	G.O. Improvement Bonds / Property Tax & Assessments
Total 2022-2026 CIP			19,135,500	13,070,000	3,148,000	4,781,250	5,170,000	45,284,750	8,115,000	53,399,750	



**Exhibit A**

**Five-Year Capital Improvement Schedule  
For Years 2022-2026**

Project or Activity	Strategic Program Area	2021 ADOPTED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
---------------------	------------------------	--------------	---------------	---------------	---------------	---------------	---------------	------------------------	------------------------------	-----------	----------------

Strategic Program Area	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	Future Years	TOTAL CIP	Strategic Program Area
Public Safety	93,594	169,500	85,000	208,000	125,000	145,000	742,500	550,000	1,292,500	Public Safety
Recreation	2,563,265	11,926,000	8,900,000	300,000	300,000	300,000	300,000	1,385,000	23,111,000	Recreation
Infrastructure	3,483,700	7,000,000	4,075,000	2,640,000	4,336,250	4,725,000	22,776,250	6,180,000	28,956,250	Infrastructure
Comm. Dev.	-	-	-	-	-	-	-	-	-	Comm. Dev.
Admin/Leq.	-	40,000	-	-	-	-	-	40,000	40,000	Admin/Leq.
North Kato Ideas	6,140,559	19,135,500	13,070,000	3,148,000	4,761,250	5,170,000	45,284,750	8,115,000	53,399,750	North Kato Ideas

Funding Source	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST	Estimated 5 year costs	Future Years	TOTAL CIP	Funding Source
Cash / Donation	-	-	-	-	-	-	-	-	-	Cash / Donation
Cash / State of MN / G.O. Sales Tax Bonds	-	-	-	-	-	-	-	-	-	Cash / State of MN / G.O. Sales Tax Bonds
Cash / General Fund	-	-	-	-	-	-	-	-	-	Cash / General Fund
Cash / General Fund / Donations	200,000	600,000	300,000	300,000	300,000	300,000	1,800,000	-	1,800,000	Cash / General Fund / Donations
Cash / General Fund / MSA Dollars	550,000	500,000	500,000	500,000	500,000	500,000	2,500,000	-	2,500,000	Cash / General Fund / MSA Dollars
Cash / Capital Facilities & Equipment Replacement	458,594	805,500	510,000	308,000	365,000	245,000	2,233,500	1,965,000	4,198,500	Cash / Capital Facilities & Equipment Replacement
Community Development Block Grant	-	-	-	-	-	-	-	-	-	Community Development Block Grant
Cash / Water Fund	193,200	480,000	470,000	245,000	305,000	155,000	1,655,000	-	1,655,000	Cash / Water Fund
Cash / Sewer Fund	280,500	285,000	280,000	295,000	285,000	295,000	1,450,000	-	1,450,000	Cash / Sewer Fund
G.O. Bonds	-	-	-	-	-	-	-	-	-	G.O. Bonds
G.O. Abatement Bonds	-	-	-	-	-	-	-	-	-	G.O. Abatement Bonds
G.O. Capital Project Bonds	-	-	-	-	-	-	-	-	-	G.O. Capital Project Bonds
G.O. Improvement Bonds / Property Tax & Assessments	2,175,900	-	-	1,500,000	3,008,250	1,925,000	8,931,250	6,150,000	15,081,250	G.O. Improvement Bonds / Property Tax & Assessments
G.O. Improvement Bonds and Municipal State Aid	-	-	-	-	-	-	-	-	-	G.O. Improvement Bonds and Municipal State Aid
Utility Funds/Assessments	-	-	-	-	-	-	-	-	-	Utility Funds/Assessments
Remaining Bond Proceeds	-	-	-	-	-	-	-	-	-	Remaining Bond Proceeds
G.O. Sales Tax Bonds	2,273,265	-	-	-	-	-	-	-	-	G.O. Sales Tax Bonds
G.O. Utility Bonds	-	-	-	-	-	-	-	-	-	G.O. Utility Bonds
G.O. TIF Bonds	-	-	-	-	-	-	-	-	-	G.O. TIF Bonds
State Appropriation 2.0 million / Sales tax bonds 0.6 mil.	-	2,600,000	-	-	-	-	2,600,000	-	2,600,000	State Appropriation 2.0 million / Sales tax bonds 0.6 mil.
Fed Funds 0.2 mil / City Funds 1.5 mil	-	1,675,000	-	-	-	-	1,675,000	-	1,675,000	Fed Funds 0.2 mil / City Funds 1.5 mil
State Grant and Fed Funds 1.8 mil / City Funds 1.8 mil	-	3,690,000	-	-	-	-	3,690,000	-	3,690,000	State Grant and Fed Funds 1.8 mil / City Funds 1.8 mil
State Appropriation 8.5 / Sales Tax Bonds \$6.5 / City Abatement Bonds \$2.0	-	8,500,000	8,500,000	-	-	-	17,000,000	-	17,000,000	State Appropriation 8.5 / Sales Tax Bonds \$6.5 / City Abatement Bonds \$2.0
TBD	-	-	-	-	-	-	-	-	-	TBD
	6,140,559	19,135,500	13,070,000	3,148,000	4,761,250	5,170,000	45,284,750	8,115,000	53,399,750	



PARK CAPITAL IMPROVEMENT PLAN AND PARK MAINTENANCE UPDATES						
Item	Category	2022	2023	2024	2025	2026
Update Playground Structures	Capital Improvement	\$ 50,000.00				
Splash Pad at Fallenstein (\$50,000 GF - Balance donation & ARPA)	Capital Improvement	\$ 350,000.00				
Benson Park: Lady Bug Lake Improvements	Capital Improvement	\$ 150,000.00				
Pave Old Belgrade Hill Trail	Capital Improvement		\$ 45,000.00			
Pleasantview Park Shelter	Capital Improvement		\$ 125,000.00			
Update Playground Equipment	Capital Improvement		\$ 50,000.00			
Wheeler Park Bandshell	Capital Improvement			\$ 125,000.00		
Update Playground Equipment	Capital Improvement			\$ 50,000.00		
North Ridge Park Shelter	Capital Improvement			\$ 125,000.00		
Natural Playscape at Benson Park	Capital Improvement				\$ 250,000.00	
Update Playground Structure	Capital Improvement					\$ 50,000.00
Benson Park Capital Improvement Project	Capital Improvement					\$ 150,000.00
Mobile Pump Track	Capital Improvement					
Playground Structures	Capital Improvement					
Shelter at Wheeler Horseshoe Pit	Capital Improvement					
Park Playground Structures	Capital Improvement					
Park Sign Replacements	Maintenance	\$ 25,000.00				
Crack Seal and Resurface Wheeler Park Tennis Court	Maintenance	\$ 13,000.00				
Resurface King Arthur Tennis Court	Maintenance	\$ 15,000.00				
Spring Lake Park Bridge Replacements	Maintenance		\$ 30,000.00			\$ 30,000.00
Park Structure Updates	Maintenance		\$ 20,000.00		\$ 20,000.00	
Update Spring Lake Park Baseball Field 4	Maintenance		\$ 2,500.00			
Resurface Langness, Walter S Farm and Forest Heights Basketball Courts	Maintenance		\$ 15,000.00			
Wailyn Park Retaining Wall Replacement	Maintenance		\$ 20,000.00			
Levee Trail Seal Coating	Maintenance				\$ 15,000.00	
Crackseal and Resurface Forrest Heights Tennis Courts	Maintenance				\$ 17,000.00	
Mill and Overlay Northridge Park Basketball Court	Maintenance					\$ 15,000.00
Seal Coat Spring Lake Park Trails	Maintenance					\$ 25,000.00
Replace Centennial Park Concrete	Maintenance					\$ 20,000.00
Crack Seal and Resurface Tower Park Tennis Court	Maintenance					\$ 17,000.00
Crack Seal and Resurface Wheeler Park Tennis Court	Maintenance					
Park Structure Updates	Maintenance					
Seal Coat Bluff Park Trails	Maintenance					
Crack Seal and Resurface King Arthur Tennis Court	Maintenance					
Unidentified Projects	Maintenance					
	<b>Total Capital Improvement</b>	\$ 550,000.00	\$ 220,000.00	\$ 300,000.00	\$ 250,000.00	\$ 200,000.00
	<b>Total Maintenance</b>	\$ 53,000.00	\$ 87,500.00	\$ -	\$ 52,000.00	\$ 107,000.00
	<b>Total</b>	\$ 603,000.00	\$ 307,500.00	\$ 300,000.00	\$ 302,000.00	\$ 307,000.00



# CITY FUNDED PROJECTS - STREETS CAPITAL IMPROVEMENT PLAN

Street Name	Start/Finish	Type	2022	2023	2024	2025	2026
Peregrine Lane		Mill and Overlay					
Lor Ray	Lee Blvd to South End	Mill and Overlay					
Nottingham	Lor Ray to James	Mill and Overlay					
Commerce Lane	Lookout Dr to Commerce Dr	Mill and Overlay					
Hodgeson Rd	James to cul de sac	Mill and Overlay					
Clare Dr	Roe Crest to Clare Ct	Mill and Overlay					
Valerie Lane		Mill and Overlay					
Marvin Blvd	Entire Road	Mill and Overlay					
Cliff Dr	Marie to Clare	Mill and Overlay					
Sharon Dr	James to Collette	Mill and Overlay					
Collette	Sharon Dr to North End	Mill and Overlay					
Clare Dr	Roe Crest to Clare Ct	Mill and Overlay					
Clare Ct	Clare Dr to Clare Dr	Mill and Overlay					
Marie Ct	Marie to Cul de sac	Mill and Overlay					
Carol Ct	Cul-de-sac	Mill and Overlay					
Queen Ct	Cul-de-sac	Mill and Overlay	\$ 17,000.00				
King Ct	Cul-de-sac	Mill and Overlay	\$ 15,000.00				
Nottingham	James to End of 2020 Project	Mill and Overlay	\$ 50,000.00				
Roe Crest Dr	Including Roe Crest CT	Mill and Overlay	\$ 135,000.00				
North River Dr	City Limit to Intersection	Mill and Overlay	\$ 30,000.00				
Garfield	Lake Street to End	Mill and Overlay	\$ 35,000.00				
Sherman St	Belgrade to Monroe	Mill and Overlay	\$ 80,000.00				
Shady Oak Dr	Marie to Marie	Mill and Overlay	\$ 65,000.00				
Village Ct	Cul-de-sac	Mill and Overlay	\$ 15,000.00				
Candi CT	Candi Lane	Mill and Overlay	\$ 10,000.00				
Sherman St	Monroe to Webster	Mill and Overlay		\$ 80,000.00			
James CT	James Dr	Mill and Overlay		\$ 15,000.00			
Sharon Dr	James to James	Mill and Overlay		\$ 115,000.00			
Oak Terrace Dr	Marie to Marie	Mill and Overlay		\$ 125,000.00			
Lor Ray	Carlson to Timm Rd	Mill and Overlay		\$ 115,000.00			
Linda Lane	Myer Lane to Peggy Lane	Mill and Overlay		\$ 50,000.00			
James Dr	Lor Ray to Roe Crest	Mill and Overlay		\$ 85,000.00			
Haughton Ave	Countryside to Howard	Mill and Overlay		\$ 125,000.00			
Mary Circle	Candi to Mary Lane	Mill and Overlay		\$ 130,000.00			
Collette Dr	Sharon Dr to North End	Mill and Overlay		\$ 70,000.00			
Peggy Lane	Candi Lane to Commerce	Mill and Overlay					
2 Alleys		Mill and Overlay					
Unidentified Projects		Mill and Overlay					
Bolton and Menk Bid Package		Mill and Overlay	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 40,000.00	\$ 30,000.00
		Mill and Overlay				\$ 370,000.00	\$ 370,000.00
		Mill and Overlay	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
		Mill and Overlay Total:	\$ 497,000.00	\$ 495,000.00	\$ 505,000.00	\$ 455,000.00	\$ 415,000.00



WATER CAPITAL IMPROVEMENT AND MAINTENANCE PLAN						
Item	Category	2022	2023	2024	2025	2026
Reroof Plant 2	Capital Improvement			\$ 125,000.00		
SCADA Upgrades	Capital Improvement	\$ 10,000.00				
Water Tower Re-Painting (Tower)	Capital Improvement				\$ 150,000.00	
Vehicles	Capital Improvement	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Rehab Filter 1 at Plant 2	Maintenance	\$ 350,000.00				
Rehab Filter 2 at Plant 2	Maintenance		\$ 350,000.00			
Pull and Repair Well 6	Maintenance					
Pull and Repair Well 9	Maintenance	\$ 65,000.00				
Pull and Repair Well 7	Maintenance		\$ 65,000.00			
Pull and Repair Well 8	Maintenance					
Pull and Repair Well 5	Maintenance			\$ 65,000.00	\$ 100,000.00	
Pull and Repair Well	Maintenance					\$ 100,000.00
Pull And Service High Service Pump at Water Plant 1 (Pump 1)	Maintenance					
Pull And Service High Service Pump at Water Plant 2 (Pump 1)	Maintenance	\$ 15,000.00				
Pull And Service High Service Pump at Water Plant 1 (Pump 2)	Maintenance		\$ 15,000.00			
Pull And Service High Service Pump at Water Plant 2 (Pump 2)	Maintenance			\$ 15,000.00		
Pull And Service High Service Pump at Water Plant 1 (Pump 3)	Maintenance				\$ 15,000.00	\$ 15,000.00
Pull And Service High Service Pump at Water Plant 2 (Pump 3)	Maintenance					
Wellhead Protection Measures	Maintenance	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	Total Capital Improvement	\$ 45,000.00	\$ 35,000.00	\$ 160,000.00	\$ 185,000.00	\$ 35,000.00
	Total Maintenance	\$ 435,000.00	\$ 435,000.00	\$ 85,000.00	\$ 120,000.00	\$ 120,000.00
	Total	\$ 480,000.00	\$ 470,000.00	\$ 245,000.00	\$ 305,000.00	\$ 155,000.00



SEWER CAPITAL IMPROVEMENT AND MAINTENANCE PLAN						
Item	Category	2022	2023	2024	2025	2026
Marvin Lift Station Pump and Control Improvements	Capital Improvement					
Carol Court Gravity Overflow Replacement	Capital Improvement	\$ 50,000				
Marvin Lift Station Forcemain Replacement	Capital Improvement	\$ 110,000				
Northridge Forcemain Replacement	Capital Improvement		\$ 120,000			
Marie Lane Forcemain Replacement	Capital Improvement			\$ 150,000		
Howard Dr Forcemain Replacement	Capital Improvement				\$ 88,000	
Vehicles	Capital Improvement					
Unidentified	Capital Improvement	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
VFD at Main Lift Station 2, Pump 6	Capital Improvement				\$ 17,000	\$ 160,000
Replace Howard Lift Station Pump 1 and 2	Maintenance	\$ 5,000				
Replace Oak Terrace Pump 1	Maintenance		\$ 40,000			
Replace Oak Terrace Controls	Maintenance			\$ 20,000	\$ 25,000	
Manhole Lining Project	Maintenance				\$ 20,000	
Sewer Main Lining Projects	Maintenance	\$ 35,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	Maintenance	\$ 50,000	\$ 70,000	\$ 65,000	\$ 75,000	\$ 75,000
	Total Capital Improvement	\$ 195,000	\$ 155,000	\$ 185,000	\$ 140,000	\$ 195,000
	Total Maintenance	\$ 90,000	\$ 135,000	\$ 110,000	\$ 145,000	\$ 100,000
	Total	\$ 285,000	\$ 290,000	\$ 295,000	\$ 285,000	\$ 295,000



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10B	Department: Finance Director	Council Meeting Date: 12/20/21																												
<b>TITLE OF ISSUE:</b> Consider Resolution Setting Rates and Charges for Refuse Monthly Rates.																														
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> Resolution 85-21 increases refuse rates. Finance Director McCann will answer any questions concerning the Resolution.																														
<i>If additional space is required, attach a separate sheet</i>																														
<b>REQUESTED COUNCIL ACTION:</b> Adopt Resolution Setting Rates and Charges for Refuge Monthly Rates.																														
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  Vote Record: <table style="margin-left: 40px; border: none;"> <tr> <td style="text-align: center;">Aye</td> <td style="text-align: center;">Nay</td> <td></td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Aye	Nay		_____	_____	Norland	_____	_____	Oachs	_____	_____	Whitlock	_____	_____	Steiner	_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Resolution</td> <td style="text-align: center;">Ordinance</td> <td style="text-align: center;">Contract</td> <td style="text-align: center;">Minutes</td> <td style="text-align: center;">Map</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aye	Nay																													
_____	_____	Norland																												
_____	_____	Oachs																												
_____	_____	Whitlock																												
_____	_____	Steiner																												
_____	_____	Dehen																												
Resolution	Ordinance	Contract	Minutes	Map																										
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																										
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____ <input type="checkbox"/> Table until: _____ <input type="checkbox"/> Other: _____																													



RESOLUTION NO. 82-21

RESOLUTION SETTING RATES AND CHARGES FOR  
REFUSE MONTHLY RATES

WHEREAS, Section 50.02 of the City Code requires the City Council to fix and determine all rates and charges for municipal utilities in the City of North Mankato;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA, pursuant to Section 50.02 of the City Code that the following monthly municipal recycling charge be set effective for billings on and after January 1, 2022:

REFUSE MONTHLY RATES		
	2021 RATE	2022 RATE
35 GALLON	\$9.00	\$10.00
65 GALLON	\$14.00	\$15.00
95 GALLON	\$19.00	\$20.00

Adopted by the City Council this 20<sup>TH</sup> day of December 2021.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10C	Department: Finance Director	Council Meeting Date: 12/20/21																																		
<b>TITLE OF ISSUE:</b> Consider Resolution Adopting Amendment to the Budget Reserve Policy.																																				
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> Finance Director McCann will review the proposed change to the Budget Reserve Policy.																																				
<i>If additional space is required, attach a separate sheet</i>																																				
<b>REQUESTED COUNCIL ACTION:</b> Adopt Resolution Adopting Amendment to the Budget Reserve Policy.																																				
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">Vote Record:</td> <td style="width: 10%; text-align: center;">Aye</td> <td style="width: 10%; text-align: center;">Nay</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Vote Record:	Aye	Nay			_____	_____	Norland		_____	_____	Oachs		_____	_____	Whitlock		_____	_____	Steiner		_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Resolution</td> <td style="text-align: center;">Ordinance</td> <td style="text-align: center;">Contract</td> <td style="text-align: center;">Minutes</td> <td style="text-align: center;">Map</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) _____ _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vote Record:	Aye	Nay																																		
	_____	_____	Norland																																	
	_____	_____	Oachs																																	
	_____	_____	Whitlock																																	
	_____	_____	Steiner																																	
	_____	_____	Dehen																																	
Resolution	Ordinance	Contract	Minutes	Map																																
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____ <input type="checkbox"/> Table until: _____ <input type="checkbox"/> Other: _____																																			



**RESOLUTION ADOPTING AMENDMENT TO THE BUDGET RESERVE POLICY**

WHEREAS, the City of North Mankato adopted a Budget Reserve Policy on December 19, 2011;  
and

WHEREAS, the policy outlines specific guidelines for the maintenance of reserve funds to provide for working capital requirements and contingency needs for various funds; and

WHEREAS, it is appropriate to review and update the Budget Reserve Policy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA, the Budget Reserve Policy is hereby amended to include Sales Tax Fund policy for the years 2022 through 2038 and the policy is attached as part of the resolution.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

---

Mayor

---

City Clerk



## **Section One: Objectives**

It is the policy of the Governing Body to maintain prudent reserve amounts in City funds in order to maintain working capital, fund capital asset replacement, and fund debt retirement. The appropriate amount of reserves for a given fund will vary due to differences in cash flow, revenue and expenditure volatility, services provided, and statutory considerations.

The Governing Body believes it is important to maintain prudent reserves to mitigate current and future risks (such as revenue shortfalls and unanticipated expenditures), ensure stable tax rates, and protect the city's creditworthiness.

## **Section Two: Scope**

The Calculation of prudent reserve targets shall include consideration of the following factors:

### **A. Maintain Working Capital:**

1. Maintain reserves to meet cash flow requirements
2. Maintain reserves to provide contingencies for unpredictable revenue sources
3. Maintain reserves to provide contingencies for unpredictable expenditures and emergencies (such as natural disasters)

### **B. Fund Capital Asset Replacement and Debt Retirement**

1. Accumulate reserves to provide funding for capital asset replacement
2. Maintain reserves to meet debt reserve covenants/requirements
3. Accumulate reserves to prepay outstanding debt

### **C. This policy shall apply to the following City Funds:**

1. General Fund
2. Debt Service Fund
3. Water Fund
4. Wastewater Fund



## Section Three: Definitions

**DEBT SERVICE FUND:** Describes the fund(s) used to account for the city's payment of principal and interest on the city's outstanding debt obligations, excluding those associated with any utilities operated by the city.

**GENERAL FUND:** The primary operating fund of the City for general government services.

**WATER FUND:** Describes the fund used to account for the city's operation of the North Mankato Water Utility

**WASTEWATER FUND:** Describes the fund used to account for the city's operation of the North Mankato Wastewater Utility

**RESERVE TARGET:** The difference between the assets and the liabilities of a city fund also commonly referred to as Fund Balance in the city's comprehensive annual financial report (CAFR).

## Section Four: Provisions

A. General Fund: The General Fund reserve target amount shall be calculated according to the following guidelines:

Reserve Category	Policy Calculations
Meet Cash flow Requirements (maintain working capital)	Maintain 35% of current year budgeted Ad Valorem Revenue
Meet Cash flow Requirements (maintain working capital)	Maintain 25% of Local Government Aid for the current budgeted year
Provide contingencies for unpredictable revenue sources (maintain working capital)	Maintain minimum reserve equal to 1% of current year budgeted Franchise Tax revenue in the General fund



## Budget Reserve Policy

Provide contingencies for unpredictable revenue sources	Maintain minimum reserve equal to 5% of current year budgeted Hotel Tax revenue in the General Fund
Provide contingencies for unpredictable revenue sources (maintain working capital)	Maintain minimum reserve equal to 20% of current year budgeted of Business License & Permit revenue in the general fund.
Provide contingencies for unpredictable revenue sources (maintain working capital)	Maintain minimum reserve equal to 35% of current year budgeted of Building Permit revenue in the general fund.
Provide contingencies for unpredictable revenue sources (maintain working capital)	Maintain minimum reserve equal to 15% of the current year budgeted of Charges for Service in the general fund.
Provide contingencies for unpredictable revenue sources (maintain working capital)	Maintain minimum reserve equal to 20% of the current year budgeted of Fines & Forfeitures revenue in the general fund.
Provide contingencies for unpredictable expenditures (maintain working capital)	Maintain minimum reserve equal to \$250,000 for potential new expenditures to address growth of the community or fiscal emergencies

The total dollar amount of the reserve target for the General Fund (which is the sum of the calculations listed in the preceding table) will vary each year according to the policy calculations. As a general guideline, the policy calculations are expected to generate total reserve amount that ranges between 25% - 35% (3 – 4 months) of budgeted annual expenditures.

1. Any General Fund reserve amounts in excess of 30% of the budgeted annual General Fund expenditures are one-time revenues only for the following purposes:

Resolution 81-11  
Amended by Resolution xx-13  
Amended by Resolution xx-21



## Budget Reserve Policy

---

- For one-time expenditures such as capital purchases and studies
- For capital projects through transfers to the Capital Improvement Fund and other City funds
- For increasing reserve amounts to the appropriate level for that fund
- To offset the impact of economic downturns on a short-term basis (1 to 2 fiscal years)
- To accomplish community priorities deemed necessary by the Governing Body

**C. Water Fund:** The Water Fund reserve target amount shall be calculated according to the following guidelines:

1. 33% of yearly budgeted on-going revenues or 120 days of operating expenditures, whichever is the greatest.

The total dollar amount of the reserve target for the Water Fund will vary each year according to the policy calculations. As a general guideline, the policy calculations are expected to generate total reserve amount that ranges between 30% - 35% of budgeted annual expenditures.

1. Any Water Fund reserve amounts in excess of 33% of the budgeted annual Water Fund expenditures are one-time revenues only for the following purposes:
  - For one-time expenditures such as capital purchases and studies
  - For transfers to the Capital Improvement Fund or General Fund
  - For increasing reserve amounts to the appropriate level for that fund
  - To offset the impact of economic downturns on a short-term basis (1 to 2 fiscal years)
  - To accomplish community priorities deemed necessary by the Governing Body

**D. Wastewater Fund:** The Wastewater Fund reserve target amount shall be calculated according to the following guidelines:

1. 33% of yearly budgeted on-going revenues or 120 days of operating expenditures, whichever is the greatest.

The total dollar amount of the reserve target for the Wastewater Fund will vary each year according to the policy calculations. As a general guideline, the policy calculations are expected to generate total reserve amount that ranges between 30% - 35% of budgeted annual expenditures.



1. Any Wastewater Fund reserve amounts in excess of 33% of the budgeted annual Wastewater Fund expenditures are one-time revenues only for the following purposes:

- For one-time expenditures such as capital purchases and studies
- For transfers to the Capital Improvement Fund or General Fund
- For increasing reserve amounts to the appropriate level for that fund
- To offset the impact of economic downturns on a short-term basis (1 to 2 fiscal years)
- To accomplish community priorities deemed necessary by the Governing Body

**E. Bond & Interest Fund:** The city will maintain a reserve in the city's Bond & Interest Fund between 5% and 10% of the annual principal and interest amounts due on outstanding bonds and temporary notes.

Any debt service fund reserve amounts in excess of 10% can only be used to reduce the amount of outstanding debt or to reduce the Bond & Interest property tax levy.

**F. Sales Tax Fund:** All revenue collected from the North Mankato local sales and use tax between calendar years 2022 and 2038 will be held in reserve and used for the payment of bonds issued under the special sales tax legislation.

### Section Five: PROCEDURES

A. The Finance Director shall annually prepare the status of Reserve Targets in relation to this policy and present to the city council in conjunction with the development of the annual budget.

B. If the Reserve Target amount for any fund or funds should fall below the minimum Reserve Target, the Finance Director shall submit a recovery plan for the fund or funds to the Governing Body as part of development of the annual budget.



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10D	Department: Administration	Council Meeting Date: 12/20/21
------------------	----------------------------	--------------------------------

**TITLE OF ISSUE:** Consider Adopting the Strategic Plan 2022-2026.

**BACKGROUND AND SUPPLEMENTAL INFORMATION:** City Administrator Harrenstein will review the Strategic Plan.

*If additional space is required, attach a separate sheet*

**REQUESTED COUNCIL ACTION:** Adopt the Strategic Plan 2022-2026.

**For Clerk's Use:**  
  
 Motion By: \_\_\_\_\_  
 Second By: \_\_\_\_\_  
  

Vote Record:	Aye	Nay	
	_____	_____	Norland
	_____	_____	Oachs
	_____	_____	Whitlock
	_____	_____	Steiner
	_____	_____	Dehen

**SUPPORTING DOCUMENTS ATTACHED**  
  

Resolution	Ordinance	Contract	Minutes	Map
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (specify) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<input type="checkbox"/>	Workshop
<input checked="" type="checkbox"/>	Regular Meeting
<input type="checkbox"/>	Special Meeting

<input type="checkbox"/>	Refer to: _____
<input type="checkbox"/>	Table until: _____
<input type="checkbox"/>	Other: _____



# 2020 ANNUAL REPORT & **STRATEGIC PLAN** **2022-2026**



City of North Mankato







# TABLE OF CONTENTS

---

3	Executive Summary
6	2021 updated Strategic Plan
9	Strategic Plan Overview
	City Department Goals:
11	• City Clerk
11	• Public Information
11	• Finance Department
17	• Library & Bookmobile
20	• Community Development
23	• Swim Facility & Recreation Programs
24	• Fire
24	• Port Authority
25	• Police
27	• Streets, Street Lighting, and Fleet
27	• Parks
27	• Wastewater & Stormwater
27	• Solid Waste & Recycling
37	• Caswell Sports
	Attachments:
39	• A: 2015 Strategic Plan
43	• B: 2017 Strategic Plan
47	• C: Strategic Planning Session notes
59	• D: Data:
	◦ Demographics
	◦ Economy
	◦ Transportation
	◦ Infrastructure
	◦ Employees
	◦ Recreation & Amenities
	◦ Land Use
	◦ Public Safety
	◦ Education
	◦ Events
	◦ Communication
	◦ Business groups & Corridors
	◦ Regional Connections & Groups





## Background

From March 2020 to March 2021, the North Mankato City Council and senior leadership team engaged in strategic planning process. The proposed strategic plan outlines goals and objectives for 2022-2026. This follows two previous strategic plans adopted in 2015 and 2017 which included successful completion of many initiatives for the City. Some of the successes from previous plans include the following:

- Restore prairie at Benson and Bluff Park
- Complete Parks master plan
- Reconstruct Spring Lake Park Swim Facility
- Implement Pavement Management Plan
- Complete plan for the future of Webster Avenue and Highway 169
- Complete improvements to Lookout Drive
- Complete Well #9 installation
- Replace ladder truck for fire department
- Implement new records management system in police department
- Implement online building permit system
- Implement new financial management software system
- Adopt formal debt policy
- Re-establish trail from Lake Street to Mary Lane
- Complete Improvements to outdoor hockey rinks
- Pursue indoor recreational facility at Caswell Park
- Implement Ash Bore prevention plan
- Improve Carol Court and Marvin BLVD lift stations
- Implement radio read meter program
- Expand use of public art and beautification efforts
- Complete an organization communication/marketing plan



The previous plans and goals are attached to this document and provide continued guidance to the staff and City Council on prior strategic goals that are ongoing. Goals from previous plans establishing new services or goals that are still being completed will continue to inform actions of the City staff and City Council during the new strategic planning phase from 2022-2026 and continue to be funded as part of the regular budgeting process.



# EXECUTIVE SUMMARY (cont.)



## Previous Plans

Prior strategic plans established foundational elements for the organization related to vision, strategic program areas, and values. The first two plans established North Mankato's strategic program areas:

1. Safe Community
2. Outstanding Recreational Assets
3. Well Maintained Infrastructure
4. Vibrant Business Districts and Neighborhoods
5. Excellent Quality of Life

The five strategic programs are the lens through which both the staff and the governing body act. Each strategic program area includes several goals and the department(s) responsible for their implementation. Please note some of these goals are in addition to the regular services necessary for administration of the government.

## September 2020 Strategic Planning session

In September of 2020 the City Council and Executive Staff met to discuss the prior strategic plans and develop any edits or additions to the future plan. The notes from this session are included as an attachment to the plan. In addition to the discussion, each executive team member provided an overview of their operations from a strategic viewpoint based on the organizational development book studied by the department heads entitled Good to Great by Jim Collins. The department level feedback is also attached to this document.

The discussion in September included suggested changes to the vision statement as well as discussion about adding a mission statement. A few key edits were suggested to the definition of the value section of the plan. The Council also discussed emphasizing quality of life, economic vitality, sustainability, and fiscal resource management in the new plan. Finally, the Council and executive team performed an environmental scan of several areas affecting the community and additional priorities to be added to the new plan.



# EXECUTIVE SUMMARY (cont.)



## Vision, Mission, and Values update

Edits and additions to the vision statement, mission statement, and value definitions are underlined below:

### ***Vision***

North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.

### ***Mission***

Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.

### ***Values***

**Adaptability:** The ability to innovate and adjust means and methods to resolve changing situations.

**Excellence:** Going above and beyond expectations.

**Responsibility:** Taking initiative, ownership and being accountable for performance.

**Integrity:** Being honest, impartial and aligning actions with principles.

**Leadership:** Achieving a common goal through empathy and by motivating others







**VISION** – *North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.*

**MISSION** - *Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.*

**ADAPTABILITY:** The ability to innovate and adjust means and methods to resolve changing situations.

**RESPONSIBILITY:** Taking initiative, ownership and being accountable for performance.

**LEADERSHIP:** Achieving a common goal through empathy and by motivating others.

**INTEGRITY:** Being honest, impartial and aligning actions with principles.

**EXCELLENCE:** Going above and beyond expectations.

## Values







**VISION** - North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life that cultivates economic development and diversity.

**MISSION** - Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, pursue economic development, communicate with the public, manage future growth, and fulfill public trust.

## Goals

Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
---------------------------------------	--	----------------	---	------------------------------

## Strategic Program Areas

Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement
----------------------------	----------------------------------	---------------	--	---

## Program Action Areas

<ul style="list-style-type: none"> <li>Taylor Library</li> <li>Caswell Sports</li> <li>Parks Department</li> <li>Spring Lake Park</li> <li>Swim Facility</li> <li>Culture &amp; Recreation Events</li> </ul>	<ul style="list-style-type: none"> <li>Street Department</li> <li>Maintenance &amp; Equipment</li> <li>Water</li> <li>Wastewater</li> <li>Solid Waste &amp; Recycling</li> <li>Storm Water</li> <li>Capital Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Police Department</li> <li>Fire Department</li> <li>Emergency Management</li> <li>Flood Control</li> </ul>	<ul style="list-style-type: none"> <li>Community Development &amp; Planning</li> <li>Planning Commission</li> <li>Port Authority</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>City Clerk</li> <li>Public Information Office</li> <li>Finance &amp; Utility Billing</li> </ul>
--	--	---	---	--





# STRATEGIC GOALS

## Strategic Program Areas

### Outstanding Recreational Assets

### Well Planned & Maintained Infrastructure

### Safe Community

### Growing & Vibrant Business, Industrial & Residential Districts

### Excellent Quality of Life

## Strategic Goals

- Provide a comprehensive and balanced system of parks, green ways, and trails that meet the high standards set by the City of North Mankato and government to enhance resident and visitor quality of life.
- The North Mankato Taylor Library will continue to be the library of choice for citizens and regional patrons.
- Continue role as leader of programming and events in the region.
- Caswell Park will be the premier softball complex in Minnesota and the Midwest United States for adult and girls fast pitch softball tournaments.
- Caswell Park will be the Mankato/North Mankato MSA's premier site for adult softball.
- Caswell will serve as a regional and state tourism destination for the state of Minnesota.
- Caswell will provide the highest level of turf facility maintenance for all softball facilities in Minnesota and the Upper Midwest United States.
- Establish a Culture, Recreation and Quality of Life Department.

- Provide safe and clean streets with good driving surfaces for North Mankato residents.
- Identify replacement plan for public works facility by end of 2022.
- Implement energy conservation measures across all public works department.
- Purchase and maintain a fleet of vehicles to meet the city's infrastructure and recreational demands.
- Install and maintain appropriate infrastructure to collect and convey waste to the Mankato Wastewater and Water Recovery Treatment Center.
- Provide clean drinking water to homes and businesses in North Mankato.
- Provide for the weekly collection of solid waste from residences in North Mankato.
- Provide for the bi-weekly collection of recycling from residences in North Mankato.
- Provide for the protection of life and property through oversight of North Mankato's storm water utility and flood control system.

- Protect & preserve the life of safety of property and residents.
- Continue public outreach, community policing approach, and coordination with outside agencies.
- Advance emergency preparedness.
- Continue staff development, wellness, and training efforts.

- Ensure North Mankato continues to be a place of growth and choice for residential, commercial, and industrial uses.
- Provide a supportive community for business recruitment, retention, and expansion for business growth and health in North Mankato.

- Provide secure, accurate, and well managed elections.
- Utilize new technology for better access and storage of records, service to customers, and human resource functions.
- Inform and educate the public and organizational partners of activities and services of North Mankato.
- Deploy best practice and meet Council expectations for financial targets and management of the City's finances.
- Coordinate the activities of several departments into one division related to Culture, Recreation and Quality of Life initiatives and promote events for the enjoyment of residents and visitors.
- Provide an exceptional user experience and offer a place of belonging for residents and visitors.
- Invest in local partnerships with sponsors to enhance the quality of life amenities for residents and visitors.
- Develop partnerships, programming and planning, and obtain funding for the Caswell Indoor Recreation Facility





# STRATEGIC PLAN OVERVIEW



## Outstanding Recreational Assets

North Mankato has long been known for its recreational assets and a healthy appetite for fun! This includes a large offering of parks and natural areas focusing on active and passive recreational pursuits in areas like Benson, Bluff, Spring Lake, and Wheeler parks. It also includes institutional investments in tourism and economic development assets like Spring Lake Park Swim Facility, Caswell Softball Park, Caswell North Soccer Complex, Taylor Library, Fallenstein Playground, and the planned indoor fieldhouse expansion. Adding value to each of the natural and institutional investments is the wide array of leagues, tournaments, recreational programming, celebrations, and music focused events held at these venues. The 2022-26 plan calls for commitment to recreation as a bedrock focus area of the city and additional offerings to be added to the existing and well respected repertoire already present in the community.

## Well Planned & Maintained Infrastructure

Clean drinking water, wastewater collection, safe streets, emergency response, ravine maintenance, trash and recycling collection, and infrastructure updates are the critical backbone of North Mankato's future. Because infrastructure consumes the majority of the city's operating and capital budgets, their activities ensure neighborhoods and business districts remain vibrant. The 2022-26 strategic plan calls for continued maintenance practices, investments in aging infrastructure, and road expansions to be a top priority of North Mankato. These priorities include commitments to sustainable practices and water quality initiatives. Included in the 2022-26 plan is a goal of reviewing opportunities to update the existing public works yard within the Capital Improvement Budget.

## Safe Community

Long recognized as one of the safest communities in Minnesota, the 2022-26 strategic plan calls for continued excellence in preserving the life and safety of property and residents by the North Mankato Police and Fire Department. Utilizing our widely respected community policing approach to law enforcement, the 2022-26 plan calls for continued public outreach, coordination with outside agencies, updates to communities emergency operations plan, and maintaining staff development and trainings. Investment in the volunteer fire department and active efforts to ensure strong recruiting classes, training opportunities, and equipment used to prevent risk to property and life in the City are all identified as priorities in the updated plan.



# STRATEGIC PLAN OVERVIEW



## Growing & Vibrant Business Industrial & Residential Districts

Through the efforts of the Community Development Team and the North Mankato Port Authority, the 2022-26 strategic plan identifies growth in both business and neighborhoods as a top priority for the City. This includes a commitment to making North Mankato a city of choice to reside and conduct business in as well as providing a supportive environment for resident, business, and industrial recruitment and expansion. Continued investment and growth in the North Port Industrial Park and additional investments in neighborhoods providing housing of all types to families, workers, and individual is highlighted in the plan including key targets for population and new development growth.



## Excellent Quality of Life

North Mankato has long prided itself on the amenities provided to residents which offer a distinct advantage for enjoying life. Partnering with the State of Minnesota, the opportunity to construct an indoor recreational fieldhouse furthers the City's mission in providing active recreation options for youth and adults. Alongside local residents, sporting groups, and institutions in the area, North Mankato seeks in the 2022-26 strategic plan to create destination spaces for the enjoyment of families and individuals. In addition, building on the prior success of the newly created public information office, North Mankato seeks to continue a robust public information campaign through traditional offerings, new electronic offerings, partnering with the newly created North Mankato Magazine, and local businesses and institutions to effectively and continually communicate with residents and visitors about the quality of life offered in North Mankato.







## Finance, City Clerk & Public Information 2022 - 2026 Strategic Planning Goals

---



### **Goal 1: Provide secure, accurate, and well managed elections.**

- *1.1 Objective: Conduct and administer election process.*
  - Tactic 1.1.1: Promote public awareness of elections to enhance voter confidence and participation.
  - Tactic 1.1.2: Provide adequate, resources, facilities, and staff at all polling locations.

### **Goal 2: Utilize new technology for better access and storage of records, service to customers, and human resource functions.**

- *2.1 Objective: Continue to deploy new technology for improved service.*
  - Tactic 2.1.1: Review Tyler software human resource functionality and consider deploying appropriate functions.
  - Tactic 2.1.2: Update personnel handbook.
  - Tactic 2.1.3: Formalize an employee recognition program.
  - Tactic 2.1.4: Establish a computer, server, and technology replacement plan and increase use of mobile applications for field use by employees.
  - Tactic 2.1.5: Begin digitizing all document and records of the City.

### **Goal 3: Inform and educate the public and organizational partners of activities and services of North Mankato.**

- *3.1 Objective: Continue public information and outreach efforts.*
  - Tactic 3.1.1: Continue to promote public engagement with City social media accounts.
  - Tactic 3.1.2: Expand video segments with Council Members and City staff.
  - Tactic 3.1.3: Increase utilization of Nixle system.
  - Tactic 3.1.4: Explore new communication mediums for maximum message reach.
  - Tactic 3.1.5: Partner with departments and city groups to proactively market North Mankato to enhance local participation in events, leagues, programs, and to promote the visitor economy.





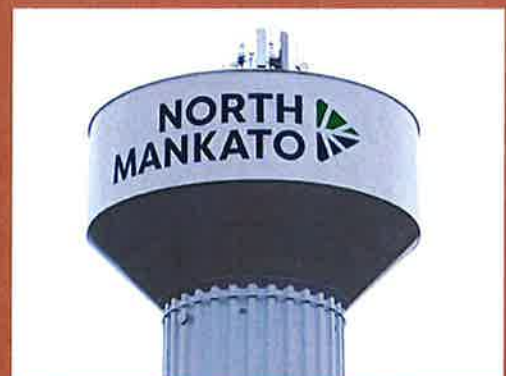
## Finance, City Clerk & Public Information 2022 - 2026 Strategic Planning Goals (continued)

**Goal 4: Deploy best practice and meet Council expectations for financial targets and management of the City's finances.**

- 4.1 Objective: Continue to provide excellent management of financial resources of the city.
  - Tactic 4.1.1: Present annual budget, audit, and capital improvement plan for council consideration.
  - Tactic 4.1.3: Monitor Utility revenue to ensure rates are adequate to maintain service.
  - Tactic 4.1.3: Ensure cash reserves are invested according to state statutes and produce a return for taxpayers.
  - Tactic 4.1.4: Monitor debt and cash levels of the city to ensure compliance with debt and fund balance policies.
  - Tactic 4.1.5: Administer payroll, benefits utility collection, accounts payable/receivable in accordance with state statute and city council approved policies.
  - Tactic 4.1.6: Monitor revenue collections to ensure budget targets are met, make recommendations for adjustments as necessary.
  - Tactic 4.1.7: Produce monthly department report, and monthly budget update for City Administrator and City Council review.

**Goal 5: Coordinate the activities of several departments into one division related to Culture, Recreation, and Quality of Life Initiatives and promote events for the enjoyment of residents and visitors.**

- 5.1 Objective: Create a new city division for Culture, Recreation, & Quality of life initiatives and support critical relationships with business and institutions in the North Mankato / Mankato MSA.
  - Tactic 5.1.1: Finalize community marketing strategy.
  - Tactic 5.1.2: Continue to implement passive and active recreational programs for youth and adults.
  - Tactic 5.1.3: Continue to implement, create, and promote events drawing economic development and visitor tourism.
  - Tactic 5.1.4: Work with local businesses, business associations, and institutions to promote North Mankato.
  - Tactic 5.1.5: Involve staff in the activities of local nonprofits and initiatives and leadership trainings.







## Finance Department 2020 Annual Report

### Finance Department Summary

	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
Cash and Investments	\$ 9,000,000	\$ 12,855,191	\$ 8,964,972	\$ 11,219,076	\$ 9,249,125	103%
Existing Loans (dollar amount)	\$ 1,000,000	\$ 795,573	\$ 1,015,195	\$ 940,692	\$ 972,865	97%
Hotel/Motel Tax	\$ 18,000	\$ 1,165	\$ 1,358	\$ -	\$ 13,346	74%
Food & Beverage Tax	\$ 46,217	\$ 4,188	\$ 4,879	\$ -	\$ 25,633	55%
Local Option Sales Tax	\$ 600,000	\$ 59,841	\$ 60,846	\$ 136,368	\$ 624,239	104%
<b>Employment Information/ Payroll</b>						
Health Benefit Enrollment	48	48	50	47	50.58333333	105%
Total Number of Pay Periods	27	5	3	2	30	111%
Timecards Processed	2450	244	175	142	2571	105%
<b>Accounts Payable &amp; Receivable</b>						
Accounts Payable (# Invoices)	10000	838	720	925	9736	97%
Accounts Receivable (# Invoices)	450	33	38	33	452	100%
Cash Receipts Processed	51,000	4,996	4,187	4,870	50,956	100%
<b>Utility Billing &amp; Meters</b>						
# Utility Bills Sent Out	65,000	5,454	5,453	5,347	65,165	100%
Auto Pay Enrollment	115	14	22	13	156	136%
Water Meters Issued (New)	75	4	2	9	90	120%
Water Meters Replaced	200	19	8	9	98	49%
Waiting List for Meters	0	6	21	11	6	N/A
Meters Yet to Be Replaced	0	6899	6918	0	6899	N/A
Mall Items Processed	14,890	975	1,209	1,053	14,106	95%
Rate Class Water Revenue	\$ 1,850,000	\$ 145,685	\$ 154,204	\$ 143,579	\$ 1,936,820	105%
Rate Class Sewer Revenue	\$ 2,495,000	\$ 214,509	\$ 217,045	\$ 203,615	\$ 2,599,670	104%
Rate Class Recycling Revenue	\$ 387,000	\$ 32,915	\$ 32,978	\$ 32,520	\$ 393,785	102%
Rate Class Storm Revenue	\$ 400,000	\$ 33,531	\$ 33,522	\$ 33,326	\$ 401,044	100%
Rate Class Solid Waste Revenue	\$ 747,000	\$ 63,672	\$ 63,769	\$ 62,727	\$ 760,439	102%
<b>Garbage</b>						
Garbage Carts (Swapped & New)	150	15	15	13	180	120%
Billed By City - Garbage 35G	10944	907	912	na	10,911	100%
Billed By City - Garbage 65G	38724	3,232	3,223	na	38,667	100%
Billed By City - Garbage 95G	7080	616	615	na	7,178	101%
Billed By City - Valet Service	48	4	4	na	51	106%
Billed By West Central - Garbage 35G	11052	916	922	na	11,041	100%
Billed By West Central - Garbage 65G	38064	3,180	3,177	na	38,114	100%
Billed By West Central - Garbage 95G	7476	646	641	na	7,544	101%
Billed By West Central - Valet Service	60	4	4	na	54	90%
Bag Tags Issued	350	35	38	6	335	96%
Bag Tags Billed By West Central	156	35	38	na	372	238%





## Finance Department 2020 Annual Report (continued)

Finance Department Summary						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Recycling</b>						
Billed By City - Recycle	54792	4,596	4,590	na	54,987	100%
Billed By City - Valet Service	48	4	4	na	51	106%
Billed By West Central - Recycle 35G	6948	579	582	na	6,962	100%
Billed By West Central - Recycle 65G	14424	1,219	1,216	na	14,499	101%
Billed By West Central - Recycle 95G	34980	2,923	2,922	na	35,008	100%
Billed By West Central - Valet Service	60	4	4	na	54	90%
<b>Licenses, Permits &amp; Rentals</b>						
Dog Licenses (# Issued)	200	156	23	5	237	119%
Audio Permits (# Issued)	60	-	7	1	46	77%
Community Room Rentals	75	-	1	12	25	33%
Park Reservations	90	1	1	4	79	88%
<b>Transportation</b>						
Fixed Route	18000	1,071	1,119	na	12,009	67%
Mobility	2000	108	127	na	1,279	64%
Ruby Rides	6,000	262	153	na	1,679	28%
Times Electric Charger Used	365	-	8	na	47	13%
Revenue from Charger	\$ 3,650.00	\$ -	\$ 131.40	na	\$ 427.05	12%







## City Clerk 2020 Annual Report

PERMITS AND LICENSES SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Permits and Licenses</b>						
Burn Permits	5	0	0	0	0	0%
Band Shell Rentals	20	0	0	1	17	85%
Peddler Permits	12	0	2	1	7	58%
Parade Permit	20	0	0	3	10	50%
Audio Permit	35	0	7	4	52	149%
Block Party Permits	5	0	0	0	9	180%
Temporary Intoxicating On-Sale Liquor	4	0	0	0	0	0%
Temporary 3.2 Liquor	2	0	0	0	0	0%
Seasonal Extension of Permitted Non Enclosed Area	4	0	0	0	0	0%
Assessment Searches	300	47	34	28	534	178%
On-Sale Intoxicating Liquor	8	0	0	7	7	88%
Sunday On-Sale Intoxicating Liquor	9	0	0	8	7	78%
Club On-Sale	1	0	0	1	1	100%
Wine License	1	0	0	0	0	0%
On-Sale 3.2 Liquor	1	0	0	0	0	0%
Off-Sale 3.2 Liquor	2	0	0	2	2	100%
Brewer Off-Sale Growler/Sunday	1	0	0	1	1	100%
Tap Room On-Sale	1	0	0	1	1	100%
Consumption and Display	1	0	0	0	1	100%
Tobacco License	8	0	0	8	8	100%
Cabaret License	6	0	0	7	5	83%
Soft Drink License	25	0	0	25	26	104%
Off-Sale Intoxicating	5	0	0	4	5	100%



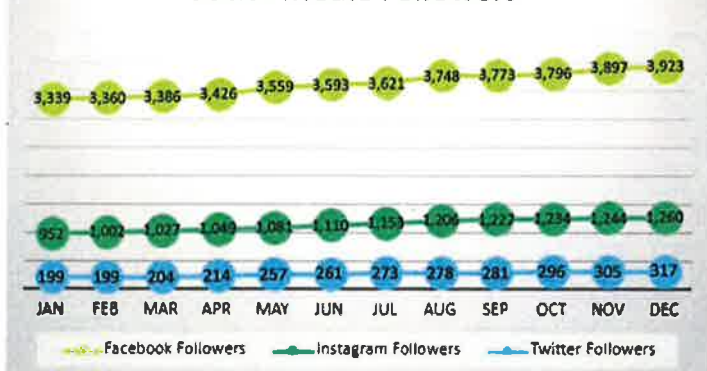




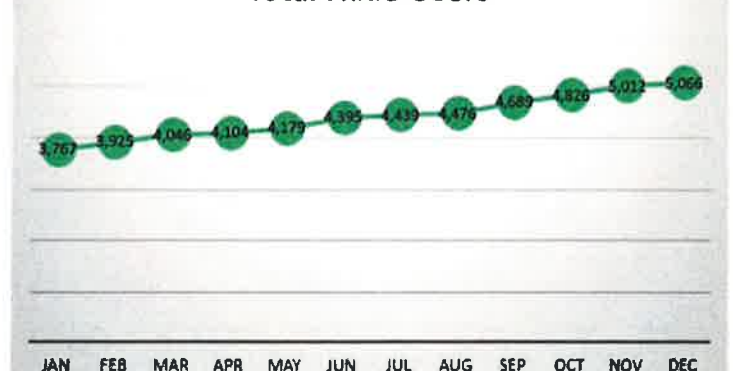
## Public Information 2020 Annual Report

PUBLIC INFORMATION						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>SOCIAL MEDIA</b>						
Facebook Posts	500	35	32	na	518	104%
Facebook Likes	4,000	3,713	3,689	na	3,713	93%
Facebook Followers	4,000	3,923	3,897	na	3,923	98%
Facebook Impressions/Reach	500,000	28,482	27,574	na	573,001	115%
Instagram Posts	500	29	28	na	449	90%
Instagram Followers	1,500	1,260	1,244	na	1,260	84%
Instagram Impressions/Reach	96,000	9,986	8,742	na	100,034	104%
Twitter Posts	500	33	28	na	476	95%
Twitter Followers	350	317	305	na	317	91%
Twitter Impressions/Reach	108,000	7,288	7,837	na	112,267	104%
City E-Newsletters Sent	52	5	4	na	52	100%
City E-Newsletters Subscribers	1,500	1,235	1,230	na	1,235	82%
Videos	30	6	4	na	40	133%
Events Attended	60	4	2	na	50	83%
PSA/News Releases	100	5	11	na	86	86%
<b>CITY NOTIFICATIONS</b>						
Nixle Messages - Library	12	1	1	na	9	75%
Nixle Messages - Pool	12	0	0	na	1	8%
Nixle Messages - Caswell	12	0	0	na	7	58%
Nixle Messages - Street	12	3	0	na	5	42%
Nixle Messages - Community Events	12	0	2	na	10	83%
Nixle Messages - Emergency Alerts	12	0	0	na	5	42%
New Nixle Sign Ups	1,000	54	186	na	1,404	140%
Total Nixle Users	5,000	5,066	5,012	na	5,066	101%

### Social Media Followers



### Total Nixle Users







## Taylor Library 2022 - 2026 Strategic Planning Goals

**Goal 1: The North Mankato Taylor Library will continue to be the library of choice for citizens and regional patrons.**

- *Objective 1: Maintain an excellent collection and remain a site where the collection can be enjoyed.*
  - Tactic 1.1.1: Maintain an annual circulation of 150,000.
  - Tactic 1.1.2: Attract at least 85,000 visitors to the library annually.
  - Tactic 1.1.3: Continue an up to date and fresh collection by replacing material not checked out every 18 and 36 months.
  - Tactic 1.1.4: Continue to provide a collection of movies, music, audio books, e-books, comics, and TV shows through online services to support and increase circulation.
  - Tactic 1.1.5: Continue to promote use of collection through You've Been Booked Program, Stem Kits and new collections.
- *Objective 2: Continue to provide excellent programming for residents and visitors.*
  - Tactic 1.2.1: Offer a broad array of programming for children, young adults, and adults by providing approximately 800 programs annually with a goal of 16,000 attendees.
  - Tactic 1.2.2: Continue Bookmobile service to the community with 900 stops and 10,000 interactions per year.
  - Tactic 1.2.3: Complete a strategic plan for the library by 2022.
  - Tactic 1.2.4: Secure additional space for programming and community use.
  - Tactic 1.2.4: Provide internet access for community with public computer space, laptop checkout, and Wi-Fi Hot Spots for enjoyment and workforce development.

**Goal 2: Continue role as leader of programming and events in the community.**

- *Objective 1: Promote and host community, recreational, and cultural events.*
  - Tactic 2.1.1: Continue to host annual events like ArtSplash, Party on the Prairie, the Pumpkin Walk, Bookin' on Belgrade, and Music in the Park. Refresh, discontinue, or change events as needed.
  - Tactic 2.1.2: Continue to host community read with a goal of 500 participants.
  - Tactic 2.1.3: Continue to host a summer reading program with 2,000 participants.
  - Tactic 2.1.4: Host authors and other events 50 times per month.
  - Tactic 2.1.5: Continue to evolve service to meet the changing expectations and needs of the community through public relationships, events, and maintaining an updated collection of materials digitally and in the library.



*"The Taylor Library is always searching for new ways to help us better serve our patrons. We plan to continue to provide new programs and activities to both kids and adults alike, improve our technology resources, and gather more reading and learning materials for our collection. We recognize that the Taylor Library acts as a place for learning, gathering, and fun for many in our community.*

*~Taylor Library Director Katie Heintz*



**NORTH MANKATO**  
*Taylor Library*





## Taylor Library 2020 Annual Report

TAYLOR LIBRARY SUMMARY						
	YEARLY GOAL	2018	2019	2020	2020 +/- Goal	% YEARLY GOAL
Visitors	88,000	87,882	88,385	38,309	-49,691	44%
Interlibrary Loans	1,504	1,986	1,730	600	-904	40%
Interlibrary loan requests outside North Mankato	729	1,212	1,184	438	-291	60%
Interlibrary loan requests from BEC	452	718	544	162	-290	36%
Bookmobile Stops	900	828	847	277	-623	31%
Bookmobile Attendance	10,500	0	0	3,245	-7,255	31%
<b>Circulation</b>						
Library	153,065	140,663	132,315	81,247	-71,818	53%
Overdrive eBook	14,006	12,389	14,658	18,083	4,077	129%
Bookmobile	18,238	18,238	18,217	5,638	-12,600	31%
Hoopla	9,540	5,421	6,583	8,578	-962	90%
Audio Books	2,308	2,235	3,350	4,236	1,928	184%
Movies	805	577	604	680	-125	84%
TV Shows	422	250	377	419	-3	99%
Music	571	571	527	425	-146	74%
eBooks	870	870	1,491	2,374	1,504	273%
Comics	175	83	234	444	269	254%
<b>Total Circulation</b>	<b>200,000</b>	<b>176,711</b>	<b>171,773</b>	<b>113,546</b>	<b>-86,454</b>	<b>57%</b>
<b>Collections</b>						
Library	5,743	5,743	5,607	3,988	-1,755	69%
Overdrive eBook	681	510	748	916	235	135%
Bookmobile	856	853	738	689	-167	81%
Discarded	-1,000	-943	-1,635	-4,868	-3,868	487%
<b>Total Collection Development</b>	<b>6,279</b>	<b>6,163</b>	<b>5,458</b>	<b>725</b>	<b>-5,554</b>	<b>12%</b>
<b>Programs</b>						
Children's Programs	250	246	228	111	-139	44%
Young Adult Programs	95	53	78	27	-68	28%
Adult Programs	200	150	176	93	-107	47%
Family Programs	20	0	0	9	-11	45%
Storytime (Bookmobile)	265	264	249	78	-187	29%
<b>Total Programs</b>	<b>830</b>	<b>713</b>	<b>731</b>	<b>318</b>	<b>-512</b>	<b>38%</b>
<b>Program Attendance</b>						
Children's Program Attendance	5,000	5,932	6,637	9,934	4,934	199%
Young Adult Program Attendance	1,000	1,333	856	700	-300	70%
Adult Program Attendance	2,000	1,621	2,996	6,255	4,255	313%
Family Program Attendance	5,000	0	0	6,279	1,279	126%
Storytime Attendance	3,200	3,197	3,666	1,156	-2,044	36%
<b>Total Program Attendance</b>	<b>16,200</b>	<b>12,083</b>	<b>14,155</b>	<b>24,324</b>	<b>8,124</b>	<b>150%</b>



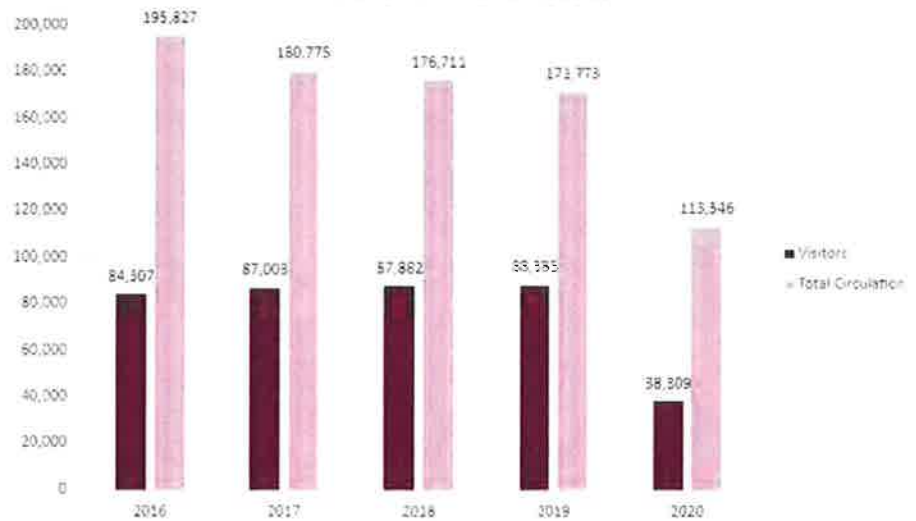


## Taylor Library 2020 Annual Report

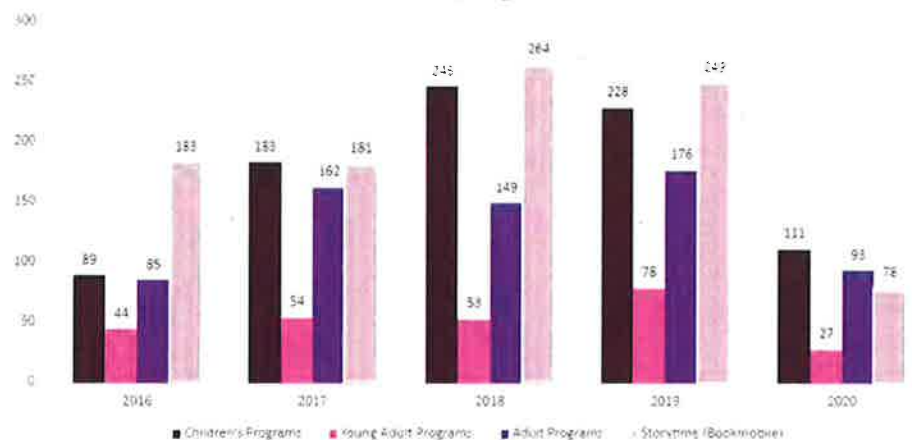
### 2020 Highlights

- 100 January Spelling Bee attendees at the Mankato Brewery
- 112 Blood Drive participants throughout the year
- 23 Edible Book Festival entries & 150 attendees
- 386 Books by Mail packages
- 72 Bookin' on Belgrade runners
- 245 Virtual Bingo players
- 30 attendees at Dogs' Night Out
- 10 Music in the Park events
- Over 1,085 Kids' Take-Home Crafts given out
- 575 movie-goers at 2 Drive-In Movie nights
- 135 attendees at the Ice Cream Social
- 2,800 people went through the Jack-O-Lantern Walk
- 1,300 trick-or-treaters at Trunk or Treat
- 4 Stories with Santa videos
- 3 hours of Santa touring North Mankato Neighborhoods
- 300 Holiday Sharing Tree cards given out
- 46 homes lit up for Hometown Holiday Lights
- 750 Hometown Holiday Lights maps given out
- 23 Nights of Hometown Holiday Lights

Visitors vs Total Circulation



Library Programs







## Community Development 2022 - 2026 Strategic Planning Goals

### Goal 1: Ensure North Mankato continues to be a place of growth and choice for residential, commercial, and industrial uses.

- *Objective 1: Issue permits and licenses according to the State of Minnesota Building Code and North Mankato City Ordinances in a timely manner and perform necessary building inspections.*
  - Tactic 1.1.1: Issue between 1,250 and 1,750 building permits per year.
  - Tactic 1.1.2: Complete approximately 2,500 building and safety inspections each year.
  - Tactic 1.1.3: Renew 626 rental licenses per year and conduct 100 number of rental unit safety inspections per year.
  - Tactic 1.1.4: Complete between 200 and 300 plan reviews per year.
  - Tactic 1.1.5: Ensure the permitting process is accessible to residents for online applications and provide excellent customer service to inquiries related to development and permit requests.
- *Objective 2: Implement and develop land use plans and transportation plans for North Mankato.*
  - Tactic 1.2.1: Implement the goals and objectives of the North Mankato Comprehensive plan and other land use plans adopted by the Planning Commission and North Mankato City Council. Recommend amendments or updates as needed. Provide annual updates to the Planning Commission and North Mankato City Council on the progress of implementation.
  - Tactic 1.2.2: Complete one land use plan, transportation, or other applicable study each year.
  - Tactic 1.2.3: Receive, review and submit annexation, zoning, conditional use, planned unit development application requests by the public to the Planning Commission and City Council in accordance with Minnesota Statutes, City of North Mankato Code of Ordinances, Comprehensive Land Use Plan, and adopted land use map.
  - Tactic 1.2.4: Recommend updates and revisions to the existing city code or provide recommendations on additional sections or chapters when appropriate.
- *Objective 3: Respond to nuisance complaints and city code violations.*
  - Tactic 1.3.1. Resolve the approximately 25 nuisance complaints and city code violations a year if present in the community.
  - Tactic 1.3.2: Consider creation of a Board of appeals for code and zoning violations.
- *Objective 4: Promote economic growth of the community through residential, commercial, and industrial development.*
  - Tactic 1.4.1: Work to secure \$45,00,000 in annual value of all permits issued.
  - Tactic 1.4.2: Diversify housing stock by adding 35 single family homes and 50 units of multi-family development to the housing stock per year.
  - Tactic 1.4.3: Secure \$10-15 million dollars of commercial building permit value and industrial permit value per year.
  - Tactic 1.4.4: Continue to work with North Mankato Port Authority, Mankato/North Mankato Metropolitan planning organization, local businesses, Greater Mankato Growth, and the Minnesota Department of Employment and Economic Development to recruit and locate businesses to the community.







## Community Development 2020 Annual Report

### • Issued Building Permits

#### ◦ Number of Permits:

- Single Family - 18
- Duplex - 0
- Twin Homes - 0
- Townhome Condos - 2
- Additional TH Permits - 17
- Apartment/Assisted Living - 4
- Garages - 0
- Industry Commercial - 76
- Mobile Homes - 13
- Other - 14
- Residential Remodel - 1,326
- **Total: 1,470**

#### ◦ Number of Units:

- Single Family - 18
- Duplex - 0
- Twin Homes - 0
- Townhome Condos - 19
- Additional TH Permits - 0
- Apartment/Assisted Living - 16
- Garages - 0
- Industry Commercial - 0
- Mobile Homes - 13
- Other - 0
- Residential Remodel - 0
- **Total: 66**

#### ◦ Dollar Value:

- Single Family - \$6,199,210
- Duplex - \$0
- Twin Homes - \$0
- Townhome Condos - \$3,414,490
- Additional TH Permits - \$0
- Apartment/Assisted Living - \$1,672,000
- Garages - 0
- Industry Commercial - \$8,473,790
- Mobile Homes - \$248,719
- Other - \$28,010
- Residential Remodel - \$11,405,046
- **Total: \$31,441,265**

#### ◦ Revenue:

- Single Family - \$52,557
- Duplex - \$0
- Twin Homes - \$0
- Townhome Condos - \$39,358
- Additional TH Permits - \$0
- Apartment/Assisted Living - \$16,189
- Garages - \$0
- Industry Commercial - \$84,849
- Mobile Homes - \$4,564
- Other - \$570
- Residential Remodel - \$203,358
- **Total: \$401,445**

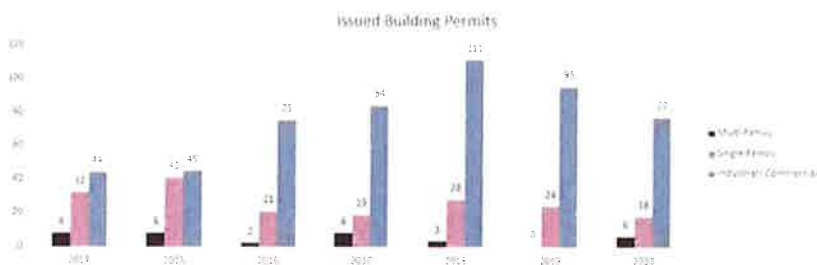






## Community Development 2020 Annual Report

COMMUNITY DEVELOPMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Issued Building Permits</b>						
Multi-Family	5	0	0	0	6	120%
Duplex	0	0	0	0	0	0%
Town Homes	4	0	0	0	2	0%
Twin Homes	0	0	0	0	0	0%
Apt/ Assisted Living	1	0	0	0	4	0%
Single-Family	25	0	0	1	18	72%
Mobile Homes	0	0	0	48	13	200%
Residential (Garages, Roofing, Siding, Remodel, etc.)	1,080	107	59	1	1,333	123%
Other (Signs, Demolition, etc.)	30	0	1	1	14	47%
Industrial/ Commercial	106	2	2	2	77	73%
<b>Number of Permits</b>	<b>1,246</b>	<b>109</b>	<b>62</b>	<b>52</b>	<b>1,471</b>	<b>118%</b>
<b>Number of Units</b>	<b>91</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>64</b>	<b>70%</b>
<b>Dollar Value</b>	<b>\$ 36,500,000</b>	<b>\$ 1,061,221</b>	<b>\$ 257,729</b>	<b>\$ 757,200</b>	<b>\$ 31,439,564</b>	<b>86%</b>
<b>Revenue</b>	<b>\$ 400,000</b>	<b>\$ 21,284</b>	<b>\$ 6,542</b>	<b>\$ 8,269</b>	<b>\$ 386,407</b>	<b>97%</b>
Rental Licenses Issued	20	1	0	3	13	65%
Rental Inspections - Fire Dept.	100	0	0	0	0	0%
Rental Inspections - Staff	100	3	6	8	72	72%
Inspections Conducted	2,500	75	73	163	2,481	99%
Inflow and Infiltration Inspections	75	12	12	3	207	276%
Plan Reviews Completed	200	9	3	1	252	126%
Code Letters Sent	25	3	4	0	87	348%
Code Cases Closed	20	9	5	1	79	395%
Planning Studies Underway	5	4	6	1	7	140%
Zoning Clanges	3	0	0	1	1	33%
Annexation Requests	3	1	0	0	6	200%
CUP Requests	0	0	0	0	0	0%
PUD Requests	0	0	0	0	0	0%







## Culture & Recreation 2022 - 2026 Strategic Planning Goals

### Goal 1: Provide an exceptional user experience and offer a place of belonging for residents and visitors.

- *Objective 1: Produce an array of recreational programs for all ages.*
  - Tactic 1.1.1: Host 220 programs annually
  - Tactic 1.1.2: Programs overall will attract a goal of 36,375 participants annually
  - Tactic 1.1.3: Generate \$625,500 annually
  - Tactic 1.1.4: Establish a Department for Culture & Recreation and Quality of Life
- *Objective 2: Maintain excellent facilities.*
  - Tactic 1.2.1: Implement routine improvements to keep existing facilities up to date.
- *Objective 3: Lead the region by creating innovative programming.*
  - Tactic 1.3.1: Offer a Sports Sampler program for youth athletes that will allow them to experience a variety of sports at various North Mankato facilities.
  - Tactic 1.3.2: Expand existing programming to include more age groups and abilities.



### Goal 2: Invest in local partnerships with sponsors to enhance the quality of life amenities for residents and visitors.

- *Objective 1: Establish a unified sponsorship system and agreements across all programs and facilities.*
  - Tactic 1.1.1: Create an inventory of existing sponsorships and agreements.
  - Tactic 1.1.2: Set annual sponsorship revenue goals for each program and facility.
- *Objective 2: Generate a market assessment on area partnerships and opportunities.*
  - Tactic 2.1.1: Produce market analysis.
  - Tactic 2.1.2: Define capacity of each program and facility.
- *Objective 3: Connect with existing sponsors and build on current agreements.*
- *Objective 4: Reach out to area organizations and businesses to establish relationships.*



### Goal 3: Develop partnerships, programming and planning, and obtain funding for the Caswell Indoor Recreation Facility.

- *Objective 1: Obtain bonding dollars from the MN State Legislature to fund the construction of the building.*
- *Objective 2: Build a foundation of programming that will be located in the facility and support the facility's growth.*
- *Objective 3: Foster relationships with sponsors that will invest in the facility.*
- *Objective 4: Establish relationships with outside recreational programs that will utilize the facility.*
- *Objective 5: Hire employees to staff the facility and run programming.*







## Fire Department 2022 - 2026 Strategic Planning Goals

### Goal 1: Protect & preserve the life and safety of property and residents

- *Objective 1.1. Provide response to fire and alarm calls through volunteer service.*
  - Tactic 1.1.1: Recruit, train, and equip necessary cadre of volunteers to respond to calls for service.
  - Tactic 1.1.2: Maintain experienced officer leadership to continue excellent service.
  - Tactic 1.1.3: Conduct monthly training, department meetings, and officer meetings.
  - Tactic 1.1.4: Perform public outreach and fire prevention training.
  - Tactic 1.1.5: Acquire & maintain fleet of response equipment and vehicles necessary to perform protect and preserve the life and safety of property and residents



## Port Authority 2022 - 2026 Strategic Planning Goals



### Goal 1: Provide a supportive community for business recruitment, retention, and expansion for business growth and health in North Mankato

- *Objective 1.1. Perform the economic development and redevelopment functions of the City*
  - Tactic 1.1.1: Recruit businesses to North Port Industrial Park
  - Tactic 1.1.2: Receive and review applications for business incentives and loans
  - Tactic 1.1.3: Consider methods of increasing development activity for residential, commercial, and industrial activity
  - Tactic 1.1.4: Offer assistance to qualifying businesses for private activity revenue bonds (conduit debt)
  - Tactic 1.1.5: Promote beautification of the community through grants and loans targeted to business corridors for qualifying businesses.





## Police Department 2022 - 2026 Strategic Planning Goals

### Goal 1: North Mankato will remain one of the safest cities in Minnesota

- *Objective 1.1: Improve vehicle and pedestrian safety in the city by target crosswalk violations, speeding violations, distracted/aggressive driving, and actively patrol school zones/routes to schools.*
  - Tactic 1.1.1: The department will continue to respond approximately 1,750 times for traffic stops, accidents, motorist assists, traffic complaints, extra patrols, and neighborhood issues
  - Tactic 1.2.1: Continue participation in toward zero death campaign enforcement.
  - Tactic 1.3.1: Utilize automatic speed device measures in neighborhoods.
  - Tactic 1.4.1: Utilize social media to inform public of traffic safety messages.
- *Objective 1.2: Preserve and maintain neighborhoods as quiet, safe, and peaceful areas to live.*
  - Tactic 1.2.1: Maintain an average response time of between 3 and 5 minutes to calls.
  - Tactic 1.2.2: Report code enforcement violations to the building inspection department and assist with resolution when requested. Continue to use rental strike ordinance to maintain the quality of life for tenants and for the removal of blight, noise complaints, and narcotics.
  - Tactic 1.2.3: Continue to be a member of Minnesota River Valley Drug Taskforce.
  - Tactic 1.2.4: Continue to maintain an annual clearance rate consistent with similar sized communities. Continue to maintain the community's crime rate at less than 3%.

### Goal 2: Continue public outreach, community policing approach, and coordination with outside agencies.

- *Objective 2.1: Maintain commitment to community policing by building relationships through proactive one-on-one interactions between residents and officers during patrol.*
  - Tactic 2.1.1: Host 20 public education events per year.
  - Tactic 2.1.2: Continue regular walk through of Hoover Elementary, Monroe Elementary, Futures, Bridges, Dakota Meadows Middle School, and private institutions to promote quality relationships with students.
  - Tactic 2.1.3: Promote sign up for the NIXLE emergency communication system with 1,000 new users per year.
  - Tactic 2.1.4: Continue building relationships with minority communities through outreach with MN Council of Churches, Mankato Islamic Center, and HyLife Foods.

### Goal 3: Advance emergency preparedness

- *Objective 3.1: Ensure the community is prepared to respond to emergencies & disasters.*
  - Tactic: 3.1.1: Complete update of Emergency Operations plan by December of 2021.
  - Tactic: 3.1.2: Conduct emergency operations trainings with appropriate stakeholders.
  - Tactic: 3.1.3: Coordinate with Public Works Department and Nicollet County Call center to ensure emergency siren system is active and functioning by conducting 12 tests per year.
  - Tactic: 3.1.4: Monitor Minnesota River Level for flooding.

### Goal 4: Continue staff development, wellness, and training efforts

- *Objective 4.1: Ensure staff is well prepared, equipped, and trained to provide public safety services to residents.*
  - Tactic 4.1.1: Provide NMPD personnel with training opportunities to support licensing requirements and career development plans.
  - Tactic 4.1.2: Increase awareness of warning signs of physical and mental health concerns for employees and provide resources through the EAP program when needed.
  - Tactic 4.1.3: Continue to provide improved equipment and technology for use by the department.





## Police Department 2020 Highlights

- Department Training
  - 466 hours of in person training
  - 316 hours of online training
  - 199 hours of crisis intervention and mental illness; conflict management and mediation; and recognizing and valuing community diversity training
- Calls for Service: 8,377
- Citations: 205
- Part 1 & Part 2 Crimes: 599
- Investigations: 191
- Administrative Support
  - Records Request: 843
  - The Police Chief is an active member of the community and serves on many boards including but not limited to:
    - Committee Against Domestic Abuse (CADA) – Board of Directors
    - North Mankato Traffic and Safety Committee – Member
    - TAPESTRY Refuge Program Planning Team - Member
    - Regional Emergency Management Team – Member
    - Regional Drug Task Force – Board member
    - Tactical Response Team – Board Member
    - Nicollet County Adolescent Chemical Wellness - Advocate
- Police Reserves
  - 17 officers
  - 10 trainings
  - 1,067 hours of activities
- Community Outreach
  - Public Education Events: 8
  - School Patrols: 147
  - Community Events: 32

For expanded information, please see the 2020 Police Department Annual Report on our website at [northmankato.com/police](http://northmankato.com/police)







## Public Works Department 2022 - 2026 Strategic Planning Goals

### STREETS

#### Goal 1: Provide safe and clean streets with good driving surfaces for North Mankato residents

- *Objective 1.1: Implement standard street maintenance & reconstruction plan each year.*
  - Tactic 1.1.1: Remove approximately 550 tons of debris by sweeping streets each year.
  - Tactic 1.1.2: Apply approximately 15,000 lbs. of crack seal to city streets each year.
  - Tactic 1.1.3: Seal coat 15 miles of city streets each year.
  - Tactic 1.1.4: Overlay 8 miles of city streets each year.
  - Tactic 1.1.5: 500 Hours' worth of Painting of all crosswalks and no parking areas.
  - Tactic 1.1.6: Straighten, paint, replace, or repair 250 street signs per year.
  - Tactic 1.1.7: Apply 500 Tons of asphalt patching to streets each year.
  - Tactic 1.1.8: Conduct snow/ice removal program for each event that safely opens roads for motorists in a timely manner.
  - Tactic 1.1.10: Repair 750 linear feet of concrete each year.
  - Tactic 1.1.11: Implement recommendations of Pavement Management Plan, update plan by 2024, request increase budget of \$60,000 for street sealing program.
  - Tactic 1.1.12: Annually recommend projects for street reconstruction totaling \$1.5-\$3.0 million dollars in accordance with Capital Improvement Budget.
  - Tactic 1.1.13: Remove rain/wind storm damage from roads within 48 hours of event, oversee brush dump & organic recycling program.
  - Tactic 1.1.14: Conduct annual spring and fall junk pickup/drop-off events.

#### Goal 2: Identify replacement plan for public works facility by end of 2021.

- *Objective 2.1: The public works facility on Webster Avenue must be updated*
  - Tactic 2.1.1: Complete landfill delineation reporting requirements for MPCA
  - Tactic 2.1.2: Develop construction and funding phase plan.
  - Tactic 2.1.3: Research grants available for replacement of Public Works Facility by end of 2021.





## Public Works Department 2022 - 2026 Strategic Planning Goals



### STREETS (cont.)

**Goal 3: Implement energy conservation measures across all public works departments.**

- *Objective 3.1: Reduce energy consumption.*
  - Tactic 3.1.1: Cover all City of North Mankato owned streetlights to LED by 2025.
  - Tactic 3.1.2: Install VFD at all pump stations by 2025.
  - Tactic 3.1.3: Purchase electric vehicles for public works and other departments as appropriate by 2025.
  - Tactic 3.1.4: Convert 75% of trimming equipment to electric motors by 2025.

**Goal 4: Purchase and Maintain a fleet of vehicles to meet the city's infrastructure demands.**

- *Objective 4.1: Deploy best practices in the maintenance and replacement of the city's fleet of vehicles and equipment.*
  - Tactic 4.1.1: Implement fleet evaluation for all fleet vehicles and equipment worth more than \$5,000.
  - Tactic 4.1.2: Develop 5 year replacement schedule based upon equipment evaluation.
  - Tactic 4.1.3: Sell assets within the fleet that are no longer being used.



### WASTEWATER

**Goal 1: Install and maintain appropriate infrastructure to collect and convey waste to the Mankato Wastewater and Water Recovery Treatment plant (approximately 525 million gallons per year).**

- *Objective 1.1: Deploy best practices in the installation and maintenance of the North Mankato wastewater collection system.*
  - Tactic 1.1.1: Ensure lift stations are function properly and respond to notifications of malfunction
  - Tactic 1.1.2: Perform 50,000 linear feet of jetting each year for the sewer system
  - Tactic 1.1.3: Perform inspection of 500 wastewater manholes each year.
  - Tactic 1.1.4: Respond to 8 main breaks per year and resolve.
  - Tactic 1.1.5: Televiser all city sewer lines and have uploaded to GIS by 2022.







## Public Works Department 2022 - 2026 Strategic Planning Goals (continued)

### WATER

#### Goal 1: Provide clean drinking water to homes and businesses in North Mankato

- *Objective 1: Deploy best practices to produce and distribute water to meet the demand of residents and businesses in the community.*
  - Tactic 1.1.1: Maintain city wells to produce demand to meet the needs of North Mankato residents and businesses (approximately 450-490 million gallons per year)
  - Tactic 1.1.2: Treat, distribute, and sample drinking water per state of Minnesota guidelines in the most efficient manner possible (approximately 450-475 million gallons per year)
  - Tactic 1.1.2: Minimize water loss through leak detection program and other means to below 10% per year
  - Tactic 1.1.4: Perform daily rounds to ensure equipment is functioning properly and conduct locates for water lines in response to utility locate requests. Resolve and upgrade equipment as necessary and respond to emergencies in the water system (approximately 3,000 hours per year, 1,450 hydrants, 2,500 locates per year, 170 valves per year).
  - Tactic 1.1.5: Flush all hydrants once per year and conduct regular valve exercises for emergency response. (approximately 600 hours per year).
  - Tactic 1.1.6: Perform utility shutoffs upon request from the finance department. (115-300 hours per year or 270 shutoffs)
  - Tactic 1.1.7: Convert 50% of water meters in the city to auto water meters by 2025.
  - Tactic 1.1.8: Complete filter rehab project on filter #1 and #2 at plant 2 by end of 2023. Complete generator transfer switch to water plant 1 by 2023.
  - Tactic 1.1.9: Complete risk and resilience plan and emergency response plan by end of 2021.
  - Tactic 1.1.10: Develop lead service line inventory by end of 2024.



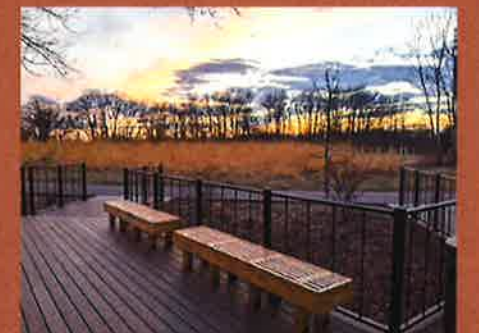


## Public Works Department 2022 - 2026 Strategic Planning Goals (continued)

### PARKS

**Goal 1: Provide a comprehensive and balanced system of parks, greenways, and trails that meet the high standards set by the City of North Mankato residents and government to enhance resident and visitor quality of life.**

- *Objective: Conduct a comprehensive maintenance plan for playground, turf, tree, and weed management.*
  - Tactic 1.1.1: Mow, trim, and treat approximately 230 acres of parks and greenways in the city. (Approximately 6,000 hours per year.)
  - Tactic 1.1.2: Plant, remove, and inspect trees throughout the city. (Approximately 150 tree inspections, 750 trees trimmed, and 120 trees removed annually. Complete tree inventory of city.)
  - Tactic 1.1.3: Implement Emerald Ash Boer mitigation plan.
  - Tactic 1.1.4: Conduct annual inspections of all play structures in the city (28).
  - Tactic 1.1.5: Conduct daily rounds of parks for routine maintenance, debris removal, and cleaning. (Approximately 1,200 hours per year.)
  - Tactic 1.1.6: Perform installation and maintenance of city skating and hockey rinks each year. (Approximately 500 hours per year.)
  - Tactic 1.1.7: Conduct annual maintenance and tending of prairies and greenways in the park system in accordance with the Greenway management policy.
  - Tactic 1.1.8: Upgrade one park a year with new play equipment. Implement the recommendations of the parks master plan and maintain existing park structures. (Approximately 1,500 hours per year.)
  - Tactic 1.1.9: Plant and maintain flowers throughout the city annually. (Approximately 600 hours per year.)
  - Tactic 1.1.10: Winterize park system, conduct snow removal on trails and walkways, install Christmas lights (Approximately 400 hours per year.)
  - Tactic 1.1.11: Perform necessary maintenance and upkeep of Spring Lake Park Swim facility including treatment of water for aquatic guests.
- *Objective 2: Complete necessary capital upgrades to park system.*
  - Tactic 1.2.1: Renovate Band shelter at Wheeler park by 2022.
  - Tactic 1.2.2: Complete babbling brook project and pond connections at Benson Park by 2023.
  - Tactic 1.2.3: Complete linear lake bridge project at Benson Park by 2023.
  - Tactic 1.2.4: Install Pleasant View Park shelter by 2024.
  - Tactic 1.2.5: Complete sign replacement at all parks by 2025.
  - Tactic 1.2.6: Seal all park trails by 2023.
  - Tactic 1.2.7: Replace mobile band shelter by 2024.
  - Tactic 1.2.8: Update Parks Master Plan in 2024.







## Public Works Department 2022 - 2026 Strategic Planning Goals (continued)

### SOLID WASTE

**Goal 1: Provide for the weekly collection of solid waste from residences in North Mankato.**

- *Objective 1.1: Collect waste from residences and dispose of it in accordance with the Nicollet County Solid Waste Plan and applicable Minnesota Statutes.*
  - Tactic 1.1.1: Provide trash collection carts to residents and replace as necessary.
  - Tactic 1.1.2: Collection approximately 3,600 pounds of solid waste each year.
  - Tactic 1.1.3: Maintain contract with solid waste provider to collect waste each week.

### RECYCLING

**Goal 1: Provide for the bi-weekly collection of recycling from residences in North Mankato.**

- *Objective 1.1: Collect recycling from residences and dispose of it in accordance with the Nicollet County Solid Waste Plan and applicable Minnesota Statutes.*
  - Tactic 1.1.1: Continue operation of the Riverbend recycling center including organic waste option.
  - Tactic 1.1.2: Continue operation of the North Mankato brush dump.
  - Tactic 1.1.3: Provide recycling collection carts to residents and replace as necessary.
  - Tactic 1.1.4: Maintain contract with recycling waste provider to collect recycling bi-weekly and disposal.

### STORM WATER / FLOOD CONTROL

**Goal 1: Provide for the protection of life and property through oversight of North Mankato's storm water utility and flood control system.**

- *Objective 1: Maintain the system of storm water mains, ravines, holding ponds, manholes, and pumping stations necessary protect life and property.*
  - Tactic 1.1.1: Conduct regular maintenance of catch basins, inlets, and ponds.
  - Tactic 1.1.2: Ensure compliance with new MS4 permit by end of 2022.
  - Tactic 1.1.3: Ensure storm water stations #1 and #2 are functioning properly. Remove debris from wet wells twice a year.
  - Tactic 1.1.4: Monitor Minnesota River Level daily and implement levy patrols when necessary.
  - Tactic 1.1.5: Maintain levy system in accordance with Army Corp of Engineers.
  - Tactic 1.1.6: In accordance with the Ravine maintenance plan conduct 25 inspections per year and recommend ravine improvement projects in response to erosion as necessary.





# CITY OF NORTH MANKATO 2020 PERFORMANCE INDICATOR REPORT



## Public Works Department 2020 Annual Report - Street Department

STREET DEPARTMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Units</b>						
Rain/Wind Storm Cleanup (Events)	12	0	0	0	4	33%
Storm Sewer Main Breaks/ Repairs (Events)	10	0	0	0	5	50%
Sanitary Sewer Main Breaks/Repairs (Events)	10	0	0	0	0	0%
Water Main Breaks/ Repairs (Events)	5	1	0	0	5	100%
Sewer Jetting (Linear Feet)	25,000	11,130	1,250	1,200	52,826	211%
Sewer Televising (Linear Feet)	50,000	3,900	500	650	100,079	200%
Structure Inspections (EA)	500	0	0	82	246	49%
Concrete curb repair (Linear Feet)	750	0	0	0	285	38%
Snow Removal (Events)	16	8	2	5	22	138%
Sanding and Pre-Treatment (Events)	24	0	1	4	14	58%
Crack Sealing (lbs)	10,000	0	0	0	14,875	149%
Seal Coating and Fog Sealing (Lane Miles)	12	0	0	0	11	92%
Patching/ Asphalt (Tons)	750	10	0	0	756	101%
Mill and Overlay (Lane Miles)	12	0	0	0	0	0%
Street Sweepings Hauled (Tons)	450	29	56	0	535	119%
Grass/Leaves/Brush Hauled (Tons)	4,000	0	0	0	0	0%
Recycling (Tons)	1,750	119	91	0	1,679	96%
Organics Recycling (Tons)	40	8	8	0	96	240%
Solid Waste (Tons)	3,400	305	281	0	3,381	99%
Spring Clean Up and Fall Drop Off (Tons)	350	0	0	0	569	163%
Street Signs Fixed (Straightened, Painted, Replaced)	500	0	12	6	251	50%



STREET DEPARTMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Units</b>						
Rain/Wind Storm Clean Up	200	0	0	0	225	113%
Levee Certification	1	0	0	0	0	0%
MS 4 & Ravalne Maintenance	1000	448	12	84	588	59%
Storm Sewer Maintenance (Catch Basins, Inlets, Etc.)	450	8	4	0	242	54%
Sanitary Sewer Breaks/Repairs	450	0	8	0	10	2%
Sewer Jetting and Televising	450	129	38	24	1,334	296%
Storm Sewer Main Breaks/ Repairs	450	0	0	0	24	5%
Water Main Breaks/Repairs	600	56	0	8	139	23%
Crack Sealing	280	0	0	0	486	174%
Seal Coating	650	0	0	0	569	88%
Mill & Overlay Support (Underdrain, Elevation Adj., Etc)	400	0	0	0	1,267	317%
Patching/ Asphalt	5000	1	0	0	3,535	71%
Street Sweeping	960	91	101	0	884	92%
Concrete curb repair	500	0	0	0	418	84%
Snow Removal	3500	101	88	248	2,048	59%
Sanding & Pre-Treatment of Roads	350	0	5	28	105	30%
Manhole/Structure Inspections (Sanitary and Storm Sewer)	150	0	0	67	90	60%
Manhole/Structure Maintenance (Sanitary and Storm Sewer)	200	6	0	6	102	51%
Sign Repair & Installation	500	8	9	88	451	90%
Crosswalks/ Curbs Painted	500	0	0	0	473	95%
Flags & Banners	250	0	9	8	162	65%
Festivals (Fun Days, Blues, Bier, Bells, Misc.)	500	0	0	43	7	1%
Christmas Decoration	250	1	146	2	245	98%
Employee Trainings	400	0	56	16	99	25%
Clean and Maintain City Buildings	500	24	26	72	289	58%
Shop (Street Crew Helping in Equipment Shop)	1000	171	119	262	1,293	129%
Help Other Departments	400	24	30	60	942	236%
Special Projects	500	32	40	14	253	51%
Resident Call Outs	150	0	0	0	3	2%
Leaf Collection	640	8	277	8	669	105%
Grass/Brush Hauled	40	0	16	0	48	120%
Spring Clean Up and Fall Drop Off	960	0	0	0	336	35%







## Public Works Department 2020 Annual Report - Parks Department

PARKS DEPARTMENT SUMMARY						
	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Units</b>						
Greenway Inspections (EA)	75	0	0	0	37	49%
Greenway Sprayed (EA)	25	0	0	0	24	96%
Greenway Mowing and Trimming (EA)	25	0	0	0	15	60%
Weed Inspections - Parks (EA)	63	0	0	0	21	33%
Weed Spraying Parks - EA (21 parks, 1 Application each Fall Season)	42	0	0	0	21	50%
Mowing - Acres (230 Acres mowed 1 Time per Week for 20 Weeks)	4,600	0	0	0	3,955	86%
Trimming - Acres (230 Acres trimmed every other week for 20 week)	2,300	0	0	0	1,100	48%
Tree Inspections (EA)	150	4	8	11	151	101%
Resident Call Outs (EA)	150	0	6	13	39	26%
Playground Inspections	40	0	0	0	19	48%
Playground Upgrades Completed	10	0	0	0	5	50%
Park Building and Structure Repairs/Painting	7	1	0	0	4	57%
Blvd and Park Trees Planted (By Contractor or staff)	30	0	0	0	2	7%
Trees Trimmed	750	50	25	6	745	99%
Trees Removed (All Trees Excluding Ash)	200	36	0	6	115	58%
Ash Trees Removed	35	0	0	5	45	129%

## PARKS DEPARTMENT SUMMARY

	YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	YEARLY TOTAL	% YEARLY GOAL
<b>Hours of Regular Service and Maintenance</b>						
Playground Inspections & Repairs (20 playgrounds, 2 hours per insp)	40	0	3	0	18	45%
Playground Upgrades Completed	100	0	0	0	289	289%
Park Building and Structure Repairs/Painting	400	8	0	0	204	51%
Park Rounds (Opening Bathrooms, Garbage, Cleaning)	1,248	68	78	35	949	76%
Court Maintenance (Volleyball, Tennis, Basketball, Pickleball, Baseball)	500	46	57	0	223	45%
Flowers & Planters (May to Oct)	500	2	0	0	512	102%
Tree Inventory	240	3	0	0	52	22%
Tree Removal (All Excluding Ash Trees)	500	90	0	26	433	87%
Ash Tree Removal	175	0	0	25	157	90%
Tree Trimming	480	65	10	30	470	98%
Tree Inspections	250	4	4	11	130	52%
Buckthorn Management	640	0	0	0	14	2%
Rink Cleanup and Flooding	720	150	0	204	445	62%
Rinks Zamboni	60	6	0	8	48	80%
Snow Removal (trails, sidewalks, alleys, parking lots, etc.)	700	68	35	137	469	67%
Winterize and Spring Start-Up (Bathrooms, Irrigation, Drinking Fountains)	400	2	29	0	163	41%
Christmas Decorations	160	6	50	1	104	65%
Festivals (Fun Days, Blues, Bier, Misc.)	600	0	0	11	154	26%
Caswell Sporting Events	2,500	28	0	0	28	1%
Helping Other Departments	150	3	0	20	278	185%
Resident Call Outs	150	0	1	13	65	43%
Training	700	2	25	55	195	28%
Special Projects (Bluff Park Drain Tile, Pavers, Fountains, Pond Treatments)	400	24	116	34	1,375	344%
<b>Hours of Greenway Management</b>						
Greenway Inspections (Ponds and Outlots)	32	0	0	0	26	81%
Greenway Sprayed (Ponds and Outlots)	80	0	0	0	20	25%
Greenway Mowing and Trimming (Ponds and Outlots)	80	0	0	0	13	16%
<b>Hours of Parks Management (May to October)</b>						
Weed Inspections (Parks, Boulevards, Roundabouts, Trails)	50	0	0	0	21	42%
Weed Spraying (Parks, Boulevards, Roundabouts, Trails)	120	0	0	0	103	85%
Mowing (Parks, Boulevards, Roundabouts, Trails)	3,000	0	0	0	1,366	46%
Trimming (Parks, Boulevards, Roundabouts, Trails)	1,000	0	0	0	385	38%
Prairie Management and Maintenance (Burning, Spraying, Mowing)	80	0	0	0	151	189%







## Public Works Department 2020 Annual Report - Water &amp; Sewer Department

WATER DEPARTMENT SUMMARY 2020						
	2020 YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	2020 YEARLY TOTAL	% YEARLY TOTAL of YEARLY GOAL
<b>Mankato Meter Total Flow (MGD)</b>						
Minimum		0.929	1.008	1.191	0.929	
Maximum		1.351	1.478	1.647	4.479	
Average		1.140	1.204	1.439	1.435	
Total		35.355	36.105	44.613	525.603	
<b>River Levels</b>						
High River Level		3.770	4.310	na	9.963	
Low River Level		2.810	3.430	na	5.071	
<b>Hours</b>						
Rounds	1,836	70.00	66.75	na	949.75	52%
Locates and Locate Meets	234	15.00	34.50	na	679.00	290%
Training	60	12.50	28.50	na	80.00	133%
Equipment Maintenance	612	27.50	39.00	na	400.50	65%
Building Maintenance	0	15.50	8.00	na	125.00	0%
Equipment Repairs	0	0.00	0.00	na	0.50	0%
Cleaning and Maintaining Wet Wells and Lift Stations	402	42.50	56.50	na	387.50	96%
Flushing	0	0.00	0.00	na	319.00	0%
Shut-offs	324	0.00	15.50	na	114.00	35%
Administrative	732	16.00	8.00	na	224.50	31%
Helping Other Departments	24	11.00	16.00	na	215.00	896%
Festivals	0	0.00	0.00	na	0.00	0%
Call-outs	282	23.50	14.00	na	248.00	88%
Stormwater Corp Station	684	31.50	6.00	na	135.50	20%
Backwash	204	10.00	7.00	na	116.00	57%
Fire Hydrant Repairs	258	23.50	3.75	na	169.50	66%
Christmas Lights	0	0.50	16.00	na	16.50	0%
Tree Trimming	0	0.00	0.00	na	0.00	0%
Snow Removal	726	5.50	2.50	na	70.50	10%
Mainbreak, Valve Repairs, Curb Box Repairs	138	49.00	8.00	na	301.00	218%
Sampling	252	3.50	2.50	na	76.00	30%
Chemical Treatments	78	3.00	2.00	na	61.50	79%
Inventory Supplies	144	0.00	0.00	na	12.00	8%
Water Tower Maintenance	0	0.00	0.00	na	4.50	0%
Mowing and Trimming	0	0.00	0.00	na	229.00	0%
Winterize	0	0.00	0.00	na	32.00	0%
Miscellaneous Projects	0	16.00	9.50	na	168.50	0%
Total	6,990	376	344	0	5,135	73%
<b>Units</b>						
Locates (EA)	500	67	90	50	2,250	450%
Water Mains Flushed (Lineal Feet)	285,000	0	0	0	0	0%
Hydrants Flushed (EA)	1,500	0	0	0	1,434	96%
Valves Exercised (EA)	250	0	0	0	126	50%
Corp Station Gate Open/Close (EA)	24	0	0	na	14	58%
Main Breaks Repaired (EA)	12	1	0	2	6	50%
Curb Boxes Located (Shut off)	375	0	28	0	267	71%





## Public Works Department 2020 Annual Report - Water & Sewer Department Continued

WATER DEPARTMENT SUMMARY 2020						
	2020 YEARLY GOAL	THIS MONTH	LAST MONTH	LAST YEAR	2020 YEARLY TOTAL	% YEARLY TOTAL of YEARLY GOAL
<b>Water Units (Gallons)</b>						
Gallons Pumped from Well #5	750,000	0	0	0	334,600	45%
Gallons Pumped from Well #6	125,000,000	9,337,000	9,543,000	10,948,000	129,046,000	103%
Gallons Pumped from Well #7	170,000,000	8,861,000	10,219,000	11,171,000	147,953,000	87%
Gallons Pumped from Well #8	65,000,000	5,752,000	10,365,000	10,498,000	100,653,000	155%
Gallons Pumped from Well #9	65,000,000	9,502,000	3,350,000	1,686,000	113,464,000	175%
Total	425,750,000	33,452,000	33,477,000	34,303,000	491,450,600	115%
Gallons Distributed from Plant #1	130,000,000	8,853,000	9,086,000	9,581,000	122,904,000	95%
Gallons Distributed from Plant #2	320,000,000	24,041,000	22,713,000	21,900,000	350,852,000	110%
Total	450,000,000	32,894,000	31,799,000	31,481,000	473,756,000	105%
<b>Water Usage Tracking</b>						
Residential (5/8"-11/4")	220,656,696	17,934,064	18,435,345	na	220,202,702.0	100%
Residential & Commercial 11/2"-3"	39,294,960	4,058,930	3,440,640	na	40,079,310.0	102%
Commercial 5/8"-11/4"	19,907,400	1,698,020	2,003,470	na	19,946,470.0	100%
Commercial 4"-6"	7,087,233	203,860	185,420	na	6,700,490.0	95%
Residential and Commercial Outside Meters	54,597,418	402,660	3,479,310	na	50,450,293.0	92%
Rural Water (5/8"-11/4")	963,960	54,470	111,020	na	938,100.0	97%
Rural 1 1/2"-3"	92,945	2,500	4,900	na	87,700.0	94%
Multiple Dwelling Unit Rate per Unit	33,568,429	2,863,490	3,056,500	na	33,634,550.0	100%
Total Gallons Billed	376,169,041	27,217,994	30,716,605	na	372,039,615	99%
City Used Water - Non-Billable	34,556,148	1,567,374	1,464,118	na	35,504,714.0	103%
Unaccountable Water	9,246,000	770,500	970,500	na	9,446,000.0	102%
Non-Revenue Percentage of Water	9%	6.99%	7.27%	na	9.07%	101%
<b>Lift Station Pumping Hours</b>						
Lift Station #1 - Oak Terrace	165	11.9	12.6	15.3	178.6	108%
Lift Station #2 - Marvin Boulevard	450	41.3	40.5	40.0	609.5	135%
Lift Station #3 - Carol Court	520	34.1	41.7	46.4	597.3	115%
Lift Station #4 - Marie Lane	1,200	97.2	102.6	102.7	1,342.6	112%
Lift Station #5 - NorthRidge Drive	800	65.3	66.5	67.6	846.9	106%
Lift Station #6 - Aspen Lane	375	30.5	30.2	30.8	402.4	107%
Lift Station #7 - Howard Drive	700	47.4	49.2	64.0	655.4	94%
Lift Station #8 - Parks Edge	175	15.5	14.6	14.9	171.8	98%
Lift Station #9 - Reserve	100	8.2	8.2	8.2	113.9	114%
Lift Station #10 - Golf Course	50	1.5	2.7	4.0	107.3	215%
Total	4,535	353	369	394	5,016	111%
<b>Lift Station Flow (Gallons)</b>						
Main Lift #1	200,000,000	14,000	22,000	12,717,000	400,720,000	200%
Main Lift #2	325,000,000	35,287,000	35,937,000	31,776,000	124,458,000	38%
	525,000,000	35,301,000	35,959,000	44,493,000	525,178,000	100%
<b>Storm Water Pumping Hours</b>						
Storm Water Station #001 - Sherman Corp Station	600	0.00	0.00	20.60	220.20	37%
Storm Water Station #002 - Wheeler Corp Station	150	0.00	0.00	5.90	45.80	31%
Total	750	0	0	27	266	35%



# Public Works Department 2020 Annual Report - Water & Sewer Department Continued

Gallons Distributed



Mankato Meter Total Flow (MGD)



Pumping Hours







## Caswell Sports 2022 - 2026 Strategic Planning Goals

**Goal 1: Caswell Park exists to be the premier softball complex in Minnesota and the Midwest United States for adult and girls fast pitch softball tournaments.**

- *Objective 1.1: Complete needed enhancements to the park and obtain maximum capacity for tournaments at the park.*
  - Tactic 1.1.1: Complete \$2.5 million in upgrades and deferred maintenance to the facility in 2021.
  - Tactic 1.1.2: Caswell Park typically operates 25 weekends per year. Each year the park will host at least 24 tournaments on the weekend between April and September.
  - Tactic 1.1.3: Tournaments held at Caswell will draw 300 out of town teams to the area each year.
  - Tactic 1.1.4: Caswell will continue to host the Minnesota Girl's State High School League Championship Softball Tournament.

**Goal 2: Caswell Park will be the Mankato/North Mankato MSA's premier site for adult softball.**

- *Objective 2.1: Caswell Park will operate an active and thriving adult softball league.*
  - Tactic 2.1.1: Caswell Park will continue to operation the Mankato Area Softball Association's summer and fall leagues with a goal of 120 combined teams for the year.
  - Tactic 2.1.2: Caswell Park will be used Monday through Thursday evenings during the season to host summer and fall softball leagues.
  - Tactic 2.1.3: Caswell Park will seek to add users (local groups) for rentals of softball fields.

**Goal 3: Caswell Park will serve as a regional and state tourism destination for the state of Minnesota.**

- *Objective: 3.1: Direct economic impact will be derived from Caswell Park to the local economy.*
  - Tactic 3.1.1: Caswell Park will annually generate between 4-8 million dollars in economic benefit to the Mankato and North Mankato MSA (see economic impact report).
  - Tactic 3.1.2: Caswell Park will generate \$130,00 in annual gross concession sales.
  - Tactic 3.1.3: Caswell Park will generate \$15,000 in annual alcohol sales.
  - Tactic 3.1.4: Caswell Park will generate \$45,000 in banner sales from sponsorships.
  - Tactic 3.1.5: Caswell Park will annually attract 35,000 - 55,000 visitors to the region.
  - Tactic 3.1.6: Caswell park will secure a 7 day tournament or international event/exhibition each year.
  - Tactic 3.1.7: Caswell park will utilize social media to promote programs and events and increase followers in social media by 5% annually.

**Goal 4: Caswell Park will provide the highest level of turf facility maintenance for all softball facilities in Minnesota and the Upper Midwestern United States.**

- *Objective 4.1: Produce a top quality playing surface.*
  - Tactic 4.1.1: Caswell Park will expand its turf management program on tournament facilities.
  - Tactic 4.1.2: Caswell Park will increase the topdressing program to apply half an inch of sand to all six fields at the facility.
  - Tactic 4.1.3: Caswell Park will increase aeration hours by 15% and increase core aeration to twice a year with monthly deep tine aeration.







## Caswell Sports 2020 Annual Report

CASWELL SPORTS 2020 ANNUAL REPORT						
	YEARLY GOAL	2018	2019	2020	2020 +/- GOAL	% YEARLY GOAL
<b>Tournaments</b>						
Quantity of Tournaments Played	22	29	24	17	-5	77%
In State Teams	300	406	509	514	214	171%
Out of State Teams	300	105	155	73	-227	24%
Total Teams	600	511	664	587	-13	98%
Local Visitors	18000	14234	19336	15446	-2554	86%
Out of Town Visitors	11000	32566	21121	6462	-4538	59%
Total Visitors	19000	46800	40457	21908	2908	115%
Concession Items Sold	55000	40449	55285	20658	-34342	38%
Alcohol Sales	\$ 8,000	\$ 7,454	\$ 27,198	\$ 10,517	\$ 2,517	131%
Sponsorship Revenue	\$ 31,200	\$ 4,600	\$ 26,450	\$ 30,899	\$ (301)	99%
Estimated Number of Hotel Rooms	4000	4748	7460	5994	1994	150%
Economic Impact	\$ 7,000,000	\$ 4,986,203	\$ 5,139,499	\$ 4,508,682	\$ (2,491,318)	64%
<b>Teams/Programs</b>						
Summer Softball Teams	108	-	-	83	(25)	77%
Fall Softball Teams	25	-	-	32	7	128%
Volleyball Teams	92	-	-	64	(28)	70%
Tennis Programs	50	-	-	24	(26)	48%
Tennis Flex League	25	-	-	23	(2)	92%
<b>Website Management</b>						
Website Hits	27,000	24,713	27,990	32,681	5,681	121%
Page Views	75,000	-	-	126,314	51,314	168%
<b>Other</b>						
Banners Purchased	6	0	29	8	2	133%
Number of Caswell Advisory Meetings	2	1	1	0	-2	0%
Total Revenue	\$ 375,195	\$ 743,165	\$ 411,401	\$ 289,916	\$ (85,279)	77%
Total Expenditures	\$ 488,319	\$ 883,390	\$ 528,740	\$ 285,040	\$ (203,279)	58%

To view the Caswell Sports 2020 Economic Impact Report visit  
[www.northmankato.com/file/caswell-economic-impact-report-2020pdf](http://www.northmankato.com/file/caswell-economic-impact-report-2020pdf)





# **ATTACHMENT A: 2015 STRATEGIC PLAN**





**VISION** - North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.

**ADAPTABILITY:** The ability to adjust means and methods to resolve changing situations.

**EXCELLENCE:** Going above and beyond expectations.

**RESPONSIBILITY:** Taking ownership and being accountable for performance.

**INTEGRITY:** Being honest, impartial and aligning actions with principles.

**LEADERSHIP:** Achieving a common goal by motivating others.

Values





**VISION** – North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.

## Goals

Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
---------------------------------	--	----------------	--	---------------------------

## Strategic Program Areas

Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement
-------------------------	-------------------------------	---------------	----------------------------------	---

## Action Steps

<ul style="list-style-type: none"> <li>• 11th Annual Art Splash</li> <li>• Conduct Community Read</li> <li>• Host author presentations</li> <li>• Almost 5K Fun Run</li> <li>• Implementation Benson Park Prairie Restoration</li> <li>• Finish Parks Master Plan</li> <li>• Analyze library expansion</li> <li>• Expand Imagination Station services</li> <li>• Conduct one fundraising event for the library</li> <li>• Determine future needs for Spring Lake Swim Facility</li> <li>• Develop plan to maximize Caswell North Soccer Fields</li> <li>• Determine funding options for Parks Master Plan</li> <li>• Replace two bridges in Spring Lake Park</li> <li>• Seal walking trails</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Pavement Management System</li> <li>• Analyze future traffic plan for Webster Avenue &amp; 169 intersection</li> <li>• Determine funding options for deferred street maintenance</li> <li>• Complete Main Lift Station upgrade</li> <li>• Complete improvements to Lookout Drive interchange</li> <li>• Conduct regular street maintenance sealing</li> <li>• Complete Wall #9</li> <li>• Begin Wellhead Protection Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain crime prevention programs</li> <li>• Begin searching for options to replace ladder truck</li> <li>• Implement new records management system in police department</li> <li>• Increase community police involvement in schools</li> <li>• Continue improvement in fire safety public education to further decrease calls</li> <li>• Utilize training to address changing emergency needs of our community</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase building permit software</li> <li>• Act on portions of Comprehensive Plan</li> <li>• Orderly Annexation Agreement</li> <li>• Sell five acres in North Port in 2015</li> <li>• Determine long term parking strategy for downtown</li> <li>• Propose policy for commercial grant &amp; loan program</li> <li>• Propose planned unit development language to zoning code</li> <li>• Participate in Safe Routes to School initiative</li> <li>• Participate in Envision 2020 Process</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management system upgrade</li> <li>• Develop long term strategy for information technology</li> <li>• Create Revenue Guide</li> <li>• Implement credit card and online payment system</li> <li>• Continue weekly E-newsletter</li> <li>• Update Personnel Handbook</li> <li>• Review Storm Water Utility Fee</li> <li>• Review Debt Policy</li> <li>• Update Special Assessment Policy</li> <li>• Employee Recognition Program</li> </ul>
--	--	--	---	--





## Strategic Program Areas

Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement
-------------------------	-------------------------------	---------------	----------------------------------	---

## Existing Services

- Operate Caswell Park
- Maintain Spring Lake Swim Facility
- Operate Caswell North Soccer Complex
- Maintain Benson Park
- Maintain the ghostflood parks [19]
- Maintain greenways and trails
- Schedule & host softball tournaments
- Act as liaison between recreation groups and city
- Drag, paint, and maintain ball fields
- Maintain volleyball, tennis, football, & soccer fields/courts
- Maintain & plant trails, city boulevard sidewalks
- Weed abatement
- Mow parks
- Tree management (trimming/planting/watering)
- Turf management
- Install park equipment and features
- Plant and maintain flowers
- Act as representative on Regional Sports Commission
- Host High School Girls Softball Tournament
- Winter ice rinks and warming house maintenance
- Snow removal for alleyways
- Maintain storm water detention and retention ponds
- Operate Bookmobile
- Interlibrary loan
- Adult programming
- Children programming
- Teen programming
- Provide & maintain an up-to-date collection of materials
- Assist patrons in finding information and materials
- Provide community meeting space
- Seek additional funding from other sources
- Partner with outside organizations to provide new services

- Sweep streets
- Patch streets
- Seal streets
- Conduct structural maintenance
- Hang flags & banners
- Jet & televise sewers
- Manage brush pile
- Haul grass clippings
- Haul sweepings
- Repair concrete curbs
- Conduct manhole inspections
- Repair manholes
- Paint crosswalks
- Repair sewer main breaks
- Clean vehicles, buildings, & catch basins
- Repair & install signs
- Maintain ravines
- Weather event cleanups
- Pump water
- Produce water
- Distribute water
- Flush fire hydrants
- Inspect & repair fire hydrants
- Exercise valves
- Repair water main breaks
- Conduct water samples
- Maintain lift stations
- Conduct wastewater samples
- Locates
- Clear snow from hydrants
- Big iron pickup
- Maintain storm water pumping stations
- Meter replacements
- Plow snow
- Preventative maintenance on water system
- Maintain backflow prevention (RPZ)
- Flood control

- Maintain 24/7 patrol
- Pd & Id response to calls for service
- Conduct & clear investigations
- Provide security for special events
- Recruitment & retention of volunteers
- Traffic control for special events
- Coordinate training for emergency management: (natural disasters, missing persons, fire, rescue, terrorist, hazardous material)
- Training
- Public education (elementary schools, day cares, businesses, annual fire prevention open house, safety camp)
- Maintain civil defense system
- Regional emergency management team
- Regional tactical response team
- Regional drug taskforce

- Issue building permits
- Conduct building inspections
- Manage rental licensing
- Manage LGDB funding
- Economic development
- Planning & zoning
- Plan reviews
- Construction inspection
- Code enforcement
- Transportation planning
- Record and prepare planning commission minutes, packets, and agendas
- Participate in Regional Economic Development Alliance
- Participate in City Center Partnership
- Implement city art sculpture walk
- Coordinate with DEED & Region Nine on local programs
- Administer wetland conservation act
- Staff traffic & safety committee
- Participate in Envision 2020 subcommittees
- Produce annual audit
- Produce annual budget
- Produce annual capital improvement plan
- Provide customer service to citizens
- Utility billing & collection
- Risk management
- Administer health benefits
- Administer payroll
- Administer accounts payable
- Administer accounts receivable / cashing
- Licensing (liquor, dog)
- Elections
- Record and prepare council minutes, packets, and agendas
- Record and prepare port authority minutes, packets, and agendas
- Records management
- Human resources
- Assessment searches
- Public information officer
- Public service announcements
- Website & newsletter
- Record minutes for IWA
- Mail processing
- Community room & park rental
- Issue water meters





# **ATTACHMENT B: 2017 STRATEGIC PLAN**





**VISION** – North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.

**ADAPTABILITY:** The ability to adjust means and methods to resolve changing situations.

**EXCELLENCE:** Going above and beyond expectations.

**RESPONSIBILITY:** Taking ownership and being accountable for performance.

**INTEGRITY:** Being honest, impartial and aligning actions with principles.

**LEADERSHIP:** Achieving a common goal by motivating others.





**VISION** – North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.

## Goals

### Outstanding Recreational Assets

### Well Planned & Maintained Infrastructure

### Safe Community

### Growing & Vibrant Business, Industrial & Residential Districts

### Excellent Quality of Life

## Strategic Program Areas

### Library, Parks & Trails

### Public Works & Infrastructure

### Public Safety

### Community & Economic Development

### Legislation, Administration & Public Engagement

## Action Steps

- ☐ Continue implementing Benson Park Master Plan & Improvements
- ☐ Complete Bluff Park Master Plan including environmental classroom & overlook
- ☐ Re-establish Trail from Lake Street to Mary Lane
- ☐ Complete Warming House / Community Space at Spring Lake Park
- ☐ Complete improvements to outdoor hockey rinks at Spring Lake Park
- ☐ Complete upgrades to Spring Lake Park Swim Facility
- ☐ Pursue hosting Hockey Day Minnesota at Spring Lake Park
- ☐ Complete Master Plan for Wheeler Park incorporating upgrades to bandshell, and a historical marker facility at Caswell Park
- ☐ Expand trail network for interconnectivity and add signage to the trail system
- ☐ Complete strategic plan for Taylor Library
- ☐ Implement Ash Bore Prevention plan
- ☐ Complete Master Plan for Walter S. Farm Park
- ☐ Continue Implementing Parks Master Plan
- ☐ Continue programming and events for residents at Taylor Library

- ☐ Implement Well Head Master Plan
- ☐ Review benefits of sewer lining program
- ☐ Consider upgrades to Carol Court / Marvin Blvd Lift Stations
- ☐ Continue implementing the Pavement Management Plan
- ☐ Complete Facility Assessment for Public Works Facility
- ☐ Transition street lighting to LED
- ☐ Review funding for storm water utility
- ☐ Assess what actions can be taken to promote water quality
- ☐ Explore renewable energy and energy conservation options
- ☐ Implement sidewalk Master Plan
- ☐ Consider Radio Read Meters

- ☐ Train residents and first responders in active violence and active shooter response
- ☐ Continue participation in Tapestry Program
- ☐ Conduct an in-house safety audit of public facilities and make upgrades as necessary
- ☐ Continue nuisance abatement enforcement program
- ☐ Continue rental inspection program
- ☐ Consider the benefits of shared School Resource Officer with Mankato Area Schools
- ☐ Continue the culture of community policing
- ☐ Public education in schools, businesses, and neighborhoods

- ☐ Continue implementing technology upgrades for ease of access to permits and licenses
- ☐ Implement goals and policies of the Comprehensive Land Use Plan
- ☐ Continue development of North Port Industrial Park
- ☐ Implement Northside renews housing rehabilitation program
- ☐ Implement Belgrade Avenue Master Plan
- ☐ Pursue and increase property available for single family residential development
- ☐ Complete Commerce Drive Redevelopment and Beautification Plan
- ☐ Review pedestrian connectivity options north and south of Highway 14
- ☐ Partner with Mankato Area Schools for expansion of facilities
- ☐ Complete inventory of historically relevant properties
- ☐ Recruit complementary businesses to service industrial and residential growth
- ☐ Partner with South Central College to maintain North Mankato's attractiveness to the workforce
- ☐ Pursue orderly annexation agreement with Belgrade Township

- ☐ Expand the use of Public Art and Beautification efforts
- ☐ Formalize a wellness program for city employees
- ☐ Complete an organization communication/marketing plan
- ☐ Consider airspace policies for drones
- ☐ Update Christmas Lights
- ☐ Review existing transit service
- ☐ Encourage opportunities for neighborhood networking
- ☐ Consider becoming a Blue Zone community
- ☐ Continue implementing Greenway maintenance policy
- ☐ Continue to use community engagement and participatory leadership strategies
- ☐ Affirm support for community events and groups that produce a sense of place and destination through tourism (i.e. BoB, Fun Days, Caswell, etc)
- ☐ Continue boulevard tree program





# EXISTING SERVICES

## Strategic Program Areas

### Library, Parks & Trails

- Operate Caswell Park
- Maintain Spring Lake Swim Facility
- Operate Caswell North Soccer Complex
- Maintain Benson Park
- Maintain neighborhood parks (11)
- Maintain greenways and trails
- Schedule & host softball tournaments
- Act as liaison between recreation groups and city
- Dog, paint, and maintain ball fields
- Maintain volleyball, tennis, football, & soccer fields/courts
- Maintain & pave trails, city boulevard sidewalks
- Woods abatement
- Mow parks
- Tree management (trimming/planting/watering)
- Irrigation management
- Install park equipment and features
- Plant and maintain flowers
- Act as representative on Regional Sports Council
- Host High School Girls Softball Tournament
- Winter ice rinks and warming house maintenance
- Snow removal for alleyways
- Maintain storm water detention and retention ponds
- Operate Boatmobile
- Interlibrary loan
- Adult programming
- Children's programming
- Teen programming
- Provide & maintain an up-to-date collection of materials
- Assist patrons in finding information and materials
- Provide community meeting space
- Seek additional funding from other sources
- Partner with outside organizations to provide new services

### Public Works & Infrastructure

- Sweep streets
- Patch streets
- Seal streets
- Conduct structural maintenance
- Hang flags & banners
- Jet & televisa sewers
- Manage brush pile
- Haul grass clippings
- Haul sweepings
- Repair concrete curbs
- Conduct manhole inspections
- Repair manholes
- Paint crosswalks
- Repair sewer main breaks
- Clean vehicles, buildings, & catch basins
- Repair & install signs
- Maintain ravines
- Weather event closures
- Pump water
- Produce water
- Distribute water
- Flush fire hydrants
- Inspect & repair fire hydrants
- Exercise valves
- Repair water main breaks
- Conduct water samples
- Maintain lift stations
- Conduct wastewater samples
- Locates
- Clear snow from hydrants
- Rig item pickup
- Maintain storm water pumping stations
- Meter replacements
- Plow snow
- Preventative maintenance on water system
- Maintain backflow prevention (BFP)
- Flood control

### Public Safety

- Maintain 24/7 patrol
- Pe & fd response to calls for service
- Conduct & report investigations
- Provide security for special events
- Recruitment & retention of volunteers
- Traffic control for special events
- Coordinate training for emergency management (natural disasters, missing persons, river rescue, terrorist, hazardous material)
- Training
- Public education (elementary schools, day cares, businesses, annual fire prevention open house, safety camp)
- Maintain civil defense system
- Regional emergency management team
- Regional tactical response team
- Regional drug taskforce

### Community & Economic Development

- Issue building permits
- Conduct building inspections
- Manage rental licensing
- Manage CGO8 lending
- Economic development
- Planning & zoning
- Plan reviews
- Construction inspection
- Code enforcement
- Transportation planning
- Record and prepare planning commission minutes, packets, and agendas
- Participate in Regional Economic Development Alliance
- Participate in City Center Partnership
- Implement city art sculpture walk
- Coordinate with DFEQ & Region Nine on local programs
- Administer wetland conservation act
- Staff traffic & safety committee
- Participate in Envision 2020 subcommittees

### Legislation, Administration & Public Engagement

- Produce annual audit
- Produce annual budget
- Produce annual capital improvement plan
- Provide customer service to citizens
- Utility billing & collection
- Risk management
- Administer health benefits
- Administer payroll
- Administer accounts payable
- Administer accounts receivable / cashing
- Licensing (liquor, dog)
- Elections
- Record and prepare council minutes, packets, and agendas
- Record and prepare port authority minutes, packets, and agendas
- Records management
- Human resources
- Assessment searches
- Public information officer
- Public service announcements
- Website & newsletter
- Record minutes for hra
- Mail processing
- Community room & park rental
- Issue water meters





**ATTACHMENT C:  
STRATEGIC PLANNING  
SESSION NOTES  
SEPTEMBER 15, 2020**







## City of North Mankato Strategic Planning Session

September 15, 2020

### Meeting Purpose

Revise strategic plan in dialogue with both City Council and senior staff leadership.

### Participants

City Council	City Staff	Guests
Mark Dehen, Mayor  Diane Norland Sandra Oachs Billy Steiner Jim Whitlock	John Harrenstein Administrator  Anna Grown, Public Information Michael Fischer, Community Development Nate Host, Public Works Katie Heintz, Taylor Library & Spring Lake Park Swim Facility Kevin McCann, Finance Phil Tostenson, Caswell Park April Van Genderan Clerk  Not Present <i>Ross Gullickson, Police; Dan Giefer, Fire</i>	Sara A. Peterson – Facilitator

## Agenda

*times are approximate*

12:00	Introductions & Overview	
12:30	Where We Are	<ul style="list-style-type: none"> <li>Accomplishments &amp; SWOT from Departments (12:30 – 1:10)</li> <li>Council Response &amp; Priorities (1:10 – 1:50)</li> </ul>
1:50	Break	
2:00	(re)Grounding	<ul style="list-style-type: none"> <li>Mission, Vision, Goals &amp; Pillars of North Mankato</li> </ul>
2:45	Looking Ahead	<ul style="list-style-type: none"> <li>Identifying Priorities within Goals &amp; Pillars (2:45 – 3:30)</li> <li>Break (3:30)</li> <li>Critical Issues &amp; Objectives: Top 3 in Next 3 (3:45 – 4:45)</li> </ul>
4:45	Next Steps & Wrap Up	
5:00	Adjourn	





# Discussion Summary

## Where We Are

Following detailed reports from each of the department leaders (attached), Council and staff discussed the opportunities and issues or concerns before North Mankato at this point in time, including:

Opportunities	Issues
<b>The North Mankato community</b> <ul style="list-style-type: none"> <li>Changing community demographics are opportunities to grow.</li> </ul>	<ul style="list-style-type: none"> <li>Increased diversity and social change also bring growing pains.</li> </ul>
<b>North Mankato engagement in/with the community</b> <ul style="list-style-type: none"> <li>Changes in communications staffing and approach represent a “rising star” for the city, though opportunities to continue message and image clarification remain.</li> <li>Collection of operations data expands the city’s ability to target outreach.</li> </ul>	<ul style="list-style-type: none"> <li>The way the community consumes communication, the types it consumes, and the expectations it has of government can be difficult to keep up with.</li> <li>The city has a specific need to deepen its messaging re culture, recreation, and business strategies.</li> </ul>
<b>City of North Mankato operations</b> <ul style="list-style-type: none"> <li>The city’s team environment is an ongoing benefit.</li> <li>New systems and technology (online, automatization) enhance customer service as well as staff capacity in the field.</li> <li>The COVID-19 crisis may allow the city to rethink its space.</li> </ul>	<ul style="list-style-type: none"> <li>The city clearly needs a new public works facility.</li> <li>The city will need to shift its balance between capital expansion and capital maintenance.</li> <li>The future of customer service is unclear</li> </ul>
<b>City of North Mankato advantages</b> <ul style="list-style-type: none"> <li>The city has made transportation investments.</li> <li>The city has shovel-ready property for development.</li> <li>The city is ready to engage the changing role of libraries.</li> <li>The city has built amenities as a destination (e.g., trails, parks, swim, Caswell, sports, events, indoor recreation) and has the relationships and revenue to support them.</li> </ul>	<ul style="list-style-type: none"> <li>The city still needs transportation services.</li> <li>There is limited space for commercial development</li> <li>The city needs to budget for improvement and maintenance costs at the amenities.</li> </ul>
<b>Other shifts</b> <ul style="list-style-type: none"> <li>The city has can its park system apart with the right inputs.</li> <li>The city has opportunities to expand housing choice, green space, and revenues (sponsorships)</li> </ul>	<ul style="list-style-type: none"> <li>Housing is an ongoing concern.</li> <li>The city needs to address its ravines and bluffs.</li> <li>Uncertainty may affect revenue streams.</li> </ul>

Across departments, these reports revealed the following as common goals and points of pride.

Common Goals	Points of Pride
<ul style="list-style-type: none"> <li>Pursue safety, quality, and productivity</li> <li>Create/operate the city as a destination</li> <li>Sustain our competitive advantage, its gems, and its quality of life</li> <li>Grow the city and its tax base (industrial, commercial, residential)</li> <li>Use a proactive approach (analysis, preparation, planning, upkeep)</li> <li>Provide accessible, online, accurate information</li> <li>Maintain strong business relationships</li> </ul>	<ul style="list-style-type: none"> <li>North Mankato Touch – Welcome <ul style="list-style-type: none"> <li>Our pride of place, quality of life,</li> <li>Our relationships as a good/easy partner</li> <li>Customer service (internal and external)</li> <li>The citizen interaction / experience provided</li> </ul> </li> <li>Our regional perspective, goals, and draw</li> </ul>

The Council’s response to these reports emphasized their individual and collective:

- Support for the city’s proactive operation, fiscal management, and efforts to cut red tape
- Pride in the city’s enviable team and assets.
- Recognition that the city has resource needs in HR, facilities, and technology.

***It became clear in the course of discussion that the North Mankato Touch and all that it embodies should become either a value, goal/priority, or perhaps a portion of mission.***



## (re)Grounding the Current Plan

Before shifting its focus to the future, the group noted North Mankato's current vision and values.

North Mankato's stated vision is:

***North Mankato is a growing and safe community with outstanding recreational assets, well maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life.***

As the city moves forward, it might consider breaking apart mission (why we exist) from vision (where we want to be). Taking into account the meeting as a whole, one Council member suggested the following as a starting point for such a conversation.

Mission	Vision
Deliver citizens a clean and safe community through responsive, financially sound municipal services that balance resources and responsibilities to maintain public infrastructure, enable economic development, encourage community involvement, manage future growth, and fulfil public trust.	North Mankato is a destination city with outstanding recreational assets, vibrant business districts and neighborhoods that provides an exceptional quality of life to residents and cultivates economic development and diversity

Likewise, its values are as follows. *(Highlighted text are suggestions for consideration.)*

- **Adaptability:** *The ability to innovate adjust means and methods to resolve changing situations*
- **Excellence:** *Going above and beyond expectations*
- **Responsibility:** *Taking initiative, ownership and being accountable for performance*
- **Integrity:** *Being honest, impartial and aligning actions with principles*
- **Leadership:** *Achieving a common goal through empathy and by motivating others*

Current goals and strategic program areas are as follows:

Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
<b>Strategic Program Areas</b>				
Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement

In addition, staff highlight the following as North Mankato's "gems."

Quality Neighborhoods	Outstanding Recreational Assets	Industrial Recruitment
-----------------------	---------------------------------	------------------------

When asked, Council members listed the following as potential priorities going forward:

- Find the good to come out of the pandemic – creative and useful responses that uplift and move forward.
- Become more environmentally friendly, pursuing improved water quality and related goals.
- Ensure the health and safety of the community.
- Focus on these four strategic areas:

Quality of Life	Economic Vitality
Safety, Health & Wellness, Recreational Assets	Growing Business, Industrial & Residential Districts
Sustainability	Fiscal & Resource Management
Well Planned & Maintained Infrastructure, Environmental	Workforce Care, Improving Services, Financial Responsibility, Technology, Maintaining Transparency

Having discussed North Mankato's current position and reflected on the structure of its 2017 plan, Council and staff shifted focus to the future.



## Looking Ahead

We cannot effectively envision the future without first considering the long-term impacts of the COVID-19 crisis. Council and staff believe that will include at least the following:

Work Life	Both	Home Life
<ul style="list-style-type: none"> <li>Continued work from home</li> <li>Location matters less</li> <li>Less office space needed                             <ul style="list-style-type: none"> <li>Changed cube/office balance</li> <li>Fewer in offices</li> </ul> </li> <li>Business leaving larger cities</li> <li>Reduced business travel</li> </ul>	<ul style="list-style-type: none"> <li>Less face to face interaction</li> <li>Less distance travel</li> <li>Expanded internet infrastructure</li> <li>Expanded broadband access</li> <li>More hygiene awareness</li> <li>Unclear what comfort with crowds or indoor/outdoor might be</li> </ul>	<ul style="list-style-type: none"> <li>More family time</li> <li>More cord cutting</li> <li>More day trips and car travel</li> <li>More outdoor recreation (e.g., camping, parks, cycling)</li> </ul>
Government & Education	Business Sectors	Health & Health Care
<ul style="list-style-type: none"> <li>Changed but how is not yet clear                             <ul style="list-style-type: none"> <li>Transportation and roads</li> <li>Housing need, use pattern, market</li> </ul> </li> <li>Increased mixed use development</li> <li>Sports tourism will continue</li> <li>More remote education, hybrid</li> </ul>	<ul style="list-style-type: none"> <li>Changed but unclear how: retail, movies, restaurants, higher education</li> <li>Entertainment: more live outside</li> <li>Alternative material development (e.g., 3D printing)</li> </ul>	<ul style="list-style-type: none"> <li>More telemedicine</li> <li>Long-term health impact</li> <li>Ongoing mental health impacts of distance and the disease</li> </ul>

The reality of the COVID-19 crisis is such that the city (any city) may not be able to move at the same pace as during pre-covid conditions. However, while some projects or change efforts may necessarily slow, others may be able to accelerate.

Given the above, Council and staff envisioned North Mankato both as an organization and a community in 2025. Their focus for a future built on successful work between now and then included the following:

As an Organization	Government/Community Interface	As a Community
<ul style="list-style-type: none"> <li>City works as team and team within teams in flexible family-friendly work environment</li> <li>Content team in place</li> <li>Council steady, effective, high trust</li> <li>Work sessions have deepened</li> </ul>	<ul style="list-style-type: none"> <li>Family focused</li> <li>Citizen and business engagement                             <ul style="list-style-type: none"> <li>Deepened (age, demographic)</li> <li>Represent range of views</li> </ul> </li> <li>Leadership directly engaged in community and each other</li> <li>Structured for on demand world</li> </ul>	<ul style="list-style-type: none"> <li>Population 20,000</li> <li>Far more diverse community</li> <li>Active community/citizenry</li> <li>Jobs and housing growth</li> <li>Rebounded economy</li> <li>Safe neighborhoods</li> </ul>
Government	Completed Recreation Projects	Business
<ul style="list-style-type: none"> <li>Smart funding</li> <li>Food and beverage tax passed</li> <li>Public works facility complete</li> <li>New school(s)</li> <li>Improved environmental controls                             <ul style="list-style-type: none"> <li>Reduced erosion</li> <li>Improved water quality</li> <li>Direction shift overall</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Library expansion</li> <li>Splash pad</li> <li>Trail to Nicollet</li> <li>Pedestrian overpass</li> <li>More accessible (physically) parks</li> <li>Indoor recreation facility</li> <li>Expanded Caswell</li> </ul>	<ul style="list-style-type: none"> <li>New hotel</li> <li>Business park development</li> <li>Grocery store on top of hill and more healthy options (e.g., restaurants) in general</li> </ul>

This view, while consistent with North Mankato's current vision and values, also lend support for a plan built on the four strategic areas suggested earlier.

Quality of Life	Economic Vitality
Safety, Health & Wellness, Recreational Assets	Growing Business, Industrial & Residential Districts
Sustainability	Fiscal & Resource Management
Well Planned & Maintained Infrastructure, Environmental	Workforce Care, Improving Services, Financial Responsibility, Technology, Maintaining Transparency



## Priorities & Goals

The Council use the structure of the last plan (below) as its framework for discussing coming priorities and goals.

Goals				
Outstanding Recreational Assets	Well Planned & Maintained Infrastructure	Safe Community	Growing & Vibrant Business, Industrial & Residential Districts	Excellent Quality of Life
Strategic Program Areas				
Library, Parks & Trails	Public Works & Infrastructure	Public Safety	Community & Economic Development	Legislation, Administration & Public Engagement

Within that structure, the Council prioritized the following:

Library, Parks & Trails	Public Works & Infrastructure	Public Safety
<ul style="list-style-type: none"> <li>Reorganize operational structure – build single department as comprehensive strategy *</li> <li>Complete capital projects (see <i>Public Works priorities and CIP</i>)</li> </ul>	<p>In priority order</p> <ol style="list-style-type: none"> <li>Indoor recreational facility</li> <li>Library facility planning</li> <li>Public works facility</li> <li>Smaller parks improvements</li> <li>Environmental improvements – ravines, bluffs, water, remediation, streets, LED, other</li> </ol>	<p>Not in priority order</p> <ul style="list-style-type: none"> <li>Support the fire department's recruiting efforts</li> <li>Continue the police department's proactive, community policing approach and training</li> <li>Continue to develop emergency readiness (event preparedness)</li> </ul>
Community & Economic Development	Legislation & Administration	Public Engagement
<p>Not in priority order</p> <ul style="list-style-type: none"> <li>Continue commercial retail development efforts <ul style="list-style-type: none"> <li>Webster Ave. / I69 study – MNDot</li> <li>Lookout Dr. study</li> <li>Opportunity zones</li> <li>Commerce and Belgrade plans</li> </ul> </li> <li>Connect with colleges</li> <li>Prepare NW area for future growth and low-income housing development</li> </ul>	<p>Not in priority order</p> <ul style="list-style-type: none"> <li>Explore creative ways to support staff with additional help</li> <li>Continue to cultivate Internal pipeline for staff</li> <li>Enhance Cyber security plans</li> <li>Enhance emergency and continuity of operations plans</li> </ul>	<p>Not in priority order</p> <ul style="list-style-type: none"> <li>Continue to develop/evolve public engagement across communications channels</li> <li>Cultivate volunteerism in the community</li> </ul>

The reality of the COVID-19 crisis is such that the city (any city) may not be able to move at the same pace as during pre-covid conditions. However, while some projects or change efforts may necessarily slow, others may be able to accelerate.

\* John Harrington, Katie Heintz, Phil Tostenson, and Sara Peterson met on September 16 to begin this process.

### Culture & Recreation Department

- Purpose: 1) Health, Engaged Community; 2) High Quality of Life & Fun for Families, 3) Economic Development as Destination
- Key Functions
  - Culture:** Public Art, Library Programs & Services, Community Events, Space/Event Management
  - Recreation:** Community Programs, Leagues, Sports Tourism, Space/Event Management (in parks, fields, shelters)
  - Parks/facility management** becomes a function of Public Works
- Coordinated activities:
  - Planning, technology, scheduling, rules/standards
  - Business relationships (provide volunteers and sponsorships to the above functions, support positive collaborations)
  - Fundraising and marketing
- Led by Katie Heintz
- 2021 Priorities: 1) Scheduling & Communications Plan, 2) Publication of Comprehensive Schedule, 3) Gradual Development of new programs and services



## Attached Materials

# Where We Are

### Key Concepts – John Harrenstein

- Confront the Brutal Facts
- Hedgehog Concept
- Technology Accelerators
- Next Turn of the Fly Wheel
- What does breakthrough look like?

### Department Updates

- Finance/Utility Billing – Kevin McCann
- Public Works & Parks – Nate Host
- Caswell Park – Phil Tostenson
- Spring Lake Park Swim Facility & Taylor Library – Katie Heintz
- Community Development – Mike Fischer
- Public Information – Anna Brown
- City Clerk – April VanGenderan
- Police Department – Ross Gullickson

### Cross Cutting Area Updates – John Harrenstein

- Culture & Recreation
- Business Outreach & Development

<b>Facts</b>	<b>Confront the Brutal Facts:</b> Determination you can and will prevail in the end regardless of your difficulties and at the same time confront the brutal facts of your reality, whatever they might be.
<b>Concept</b> <i>Passion(s)</i> <i>Best at</i> <i>Driver(s)</i> <i>Concept</i>	<b>Hedgehog Concept:</b> Prioritize what you can be best at instead of focusing on goals that may be unattainable by answering: <ul style="list-style-type: none"> <li>• What are you <u>passionate</u> about?</li> <li>• What can you be the <u>best in the world</u> at?</li> <li>• What drives your <u>economic engine</u>?</li> </ul>
<b>Accelerators</b>	<b>Technology Accelerators:</b> How are we using technology to accelerate momentum of achieving our Hedgehog concepts?
<b>Flywheel</b>	<b>Next Turn of the Fly Wheel:</b> Great companies aren't created in one fell swoop or single action. Rather the process of becoming great resembles pushing a giant flywheel in one direction, with several turns that build momentum until the point of breakthrough
<b>Breakthrough</b>	<b>What does breakthrough look like?</b> What, in your estimation will be the result of disciplined action around what you are passionate about?



# Can't Run Without

	FINANCE/UTILITY BILLING	PUBLIC INFORMATION	CITY CLERK
<b>Facts</b>	<ul style="list-style-type: none"> <li>Long-term capital, infrastructure, and operational needs, costs, funding</li> <li>Tax policy limits levy growth to new development + increases need for continued community growth</li> <li>Budgets (Caswell, Swim, &amp; rec programs) rely on special revenues, fees and sponsorships which need more adaptability to adjust course</li> <li>Lack dedicated funds for ravine maintenance/bluff improvements – compete for dollars</li> <li>State funding or contributions needed to complete upgrades to Sporting Complex.</li> </ul>	<ul style="list-style-type: none"> <li>City services are numerous and impactful, but will be unnoticed by the public if they are not promoted</li> <li>Need dedicated time/relationship-building with employees, public, press</li> <li>Citizens expect high qual. communication</li> <li>If you don't share your story, someone else will tell it differently</li> <li>Numerous stories to tell: Council, Capital Projects, Caswell, Swim, Library..</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring elections are administered according to state regulation and promoting voter participation</li> <li>Misleading office title: handles risk management, technology services, HR, freedom of information officer, and custodial services</li> <li>Statutory duties: record keeping, minutes, open meeting/records law</li> <li>Workforce health initiatives</li> </ul>
<b>Concept</b> <i>Passion(s)</i> <i>Best at</i>	<ul style="list-style-type: none"> <li>Excellent customer service: resident, dept, Council</li> </ul>	<ul style="list-style-type: none"> <li>Communicating!</li> </ul>	<ul style="list-style-type: none"> <li>Great service and assistance to residents, employees, and Council</li> <li>(<i>same as passion</i>)</li> </ul>
<b>Driver(s)</b> <i>Concept</i>	<ul style="list-style-type: none"> <li>Taking everyone's ideas + putting together a plan</li> <li>Property tax base growth, state aid, utilities</li> <li>We answer the phones for residents</li> </ul>	<ul style="list-style-type: none"> <li>Public/press communication, social media, quality informational videos</li> <li>Property tax base growth, utility rates, sponsorships</li> </ul>	
<b>Accelerators</b>	<ul style="list-style-type: none"> <li>Tyler financial system implementation</li> <li>Pool software management system</li> </ul>	<ul style="list-style-type: none"> <li>Camera/video camera equipment, drone, up-to-date creative software</li> </ul>	<ul style="list-style-type: none"> <li>Online permitting applications</li> <li>Updated and current website</li> <li>Accessible online meeting info.</li> <li>Tyler Tech. payroll/timecard system</li> </ul>
<b>Flywheel</b>	<ul style="list-style-type: none"> <li>Improve budget document for reader ease &amp; communication</li> <li>Renovate front office 1) customer service center, 2) improve security</li> <li>Prioritize strategic directives adopted by the City Council</li> </ul>	<ul style="list-style-type: none"> <li>Expand video segments with Council members and City staff, explore new platforms such as podcasts or new social media applications, and improve use of the Nixel system</li> </ul>	<ul style="list-style-type: none"> <li>Great resident interactions,</li> <li>Accessible website with searchable meetings and interactive agendas</li> <li>Paperless records management</li> <li>Updated Personnel Handbook, applicant tracking/onboarding software integrates Payroll Software and improved review process.</li> <li>Using technology for enterprise performance evaluation system</li> </ul>
<b>Breakthrough</b>	<ul style="list-style-type: none"> <li>Balanced budget considering state funding</li> <li>Repetition of capital improvement spending</li> <li>Support great customer service at front desk</li> <li>Secure special activities revenue (Swim, Caswell)</li> <li>Continue maintaining bond rating</li> </ul>	<ul style="list-style-type: none"> <li>An accurately represented City image and well-connected, informed residents</li> </ul>	<ul style="list-style-type: none"> <li>Improved accessibility for residents, Council and staff</li> <li>Improved onboarding for employees</li> <li>Updated management of employee records and retention of talent</li> </ul>



# Traditional Core

COMMUNITY DEVELOPMENT			PUBLIC WORKS	PUBLIC SFETY
Facts	<ul style="list-style-type: none"><li>Need tax base growth through industrial, commercial, and residential development for long-term success</li><li>Planning needs new, updated planning docs which requires time, precision, &amp; community engagement</li><li>Need top notch customer service (plan reviews, inspections, permits), agreement to build community</li><li>Areas are aging, need more code enforcement</li><li>Additional regional collaborations require leadership from City (MAPO, REDA, etc.)</li></ul>	<ul style="list-style-type: none"><li>Need new public works facility</li><li>Replacement cost and continued investment in aging equipment, facilities, and infrastructure</li></ul>	<ul style="list-style-type: none"><li>Eroding public trust and respect for law enforcement considering events across the state and nation (North Kato City residents maintain high degree of trust and respect)</li><li>Officer retention and recruitment</li><li>Mental health response issues</li><li>Confusion as to society expectations</li><li>Highly charged political climate</li><li>Available funding</li></ul>	
Concept Passion(s)	<ul style="list-style-type: none"><li>Best and easiest place to do business for contractors, developers, and homeowners</li><li>Cutting through red tape and provide top notch customer service</li><li>Issuing plan reviews, permits, and inspections</li></ul>	<ul style="list-style-type: none"><li>Staff safety, well-maintained infrastructure</li><li>The North Mankato Touch: face to face, going above ...</li><li>Teamwork, efficiency, response, customer service</li></ul>	<ul style="list-style-type: none"><li>Values based behavior, professionalism, change, updating resources and practices, visibility, professionalism, preventing crime, and service</li></ul>	
Best at			<ul style="list-style-type: none"><li>Providing law enforcement services with fairness, voice, transparency and impartiality (a.k.a. procedural justice)</li></ul>	
Driver(s)	<ul style="list-style-type: none"><li>Property tax base growth</li></ul>	<ul style="list-style-type: none"><li>Property tax base, utility rates, state aid, state grants/loans</li></ul>	<ul style="list-style-type: none"><li>Low crime rates, clearance rates</li><li>Citizen perceptions of safety as a whole</li><li>Property tax base growth</li></ul>	
Concept		<ul style="list-style-type: none"><li>Plan your work, work your plan.</li></ul>		
Accelerators			<ul style="list-style-type: none"><li>Revamped property room management and oversight (e- and physical tracking)</li><li>Improved record management processes</li><li>Web-based employee scheduling</li><li>Updated car mobile and office computers</li><li>Smartphones for car with emergency apps</li><li>Email server (BCA security compliant)</li></ul>	
Flywheel		<ul style="list-style-type: none"><li>Planning and execution of department services</li><li>Continued implementation of Capital Improvement Program</li><li>“North Mankato touch”</li></ul>	<ul style="list-style-type: none"><li>Reiterate the importance of proactively and continually building relationships and trust with community members.</li><li>Build on technology and replace aging equipment (car fleet and emergency)</li></ul>	
Breakthrough		<ul style="list-style-type: none"><li>Getting ahead of fleet maintenance and replacement</li><li>New Public Works Facility</li></ul>	<ul style="list-style-type: none"><li>Restored (and increased) public trust and confidence in law enforcement</li><li>Surrounding agencies note “better way” we conduct ourselves and provide service</li></ul>	



# Amenities

## PARKS

## CASWELL PARK

<b>Facts</b>	<ul style="list-style-type: none"> <li>Balance 1) maintaining of existing with 2) expansion of park system and 3) replacement of aging equipment</li> <li>Need user input for future enhancements</li> <li>Increased need to service sport groups on fields requires additional maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Competition for maintaining Caswell's status as the best softball complex in Minnesota</li> <li>Competition to maintain status as major tourism destination for softball tournaments</li> <li>Required capital replacement and enhancements at softball and soccer complex</li> <li>Changing nature of sports and sport associations and increased user expectations</li> <li>Require hands on relationship management to maintain status as service leader</li> <li>Sponsorship revenue increasingly important to cover operating costs</li> <li>Special revenue (lodging/food &amp; beverage tax) required to support ongoing operations</li> <li>Service pivot: "mow &amp; maintain" to "create &amp; operate" sports leagues, clinics, tournament</li> <li>State funding or major donor contributions required for indoor expansion</li> <li>The Park and operating system is in expansion mode</li> </ul>
<b>Concept Passion(s)</b>	<ul style="list-style-type: none"> <li>Creating the best parks and greenspaces for the enjoyment of the public in Southern Minnesota</li> </ul>	<ul style="list-style-type: none"> <li>1) attracting teams from around the region and world to play, 2) producing the best tournaments in the country, 3) building relationships with local sporting associations and groups, 4) hosting events and tournaments for the enjoyment of the public and to benefit the local economy, 5) building relationships with sponsors, 6) operating the best sporting leagues and clinics in the region</li> </ul>
<b>Best at</b>	<ul style="list-style-type: none"> <li>Neighborhood, community, and regional park development</li> </ul>	<ul style="list-style-type: none"> <li>We are the best softball facility in the state to host a tournament</li> </ul>
<b>Driver(s)</b>	<ul style="list-style-type: none"> <li>Property tax base growth</li> </ul>	<ul style="list-style-type: none"> <li>Tournament Fees &amp; Sales, Sponsorships, Youth and Adult League fees/rentals, Lodging Tax, Food/Beverage Tax, Property Tax Base, attracting teams from outside the region to benefit local economy</li> </ul>
<b>Concept</b>		
<b>Accelerators</b>		<ul style="list-style-type: none"> <li>Sports Engine website, Square concessions system</li> </ul>
<b>Flywheel</b>	<ul style="list-style-type: none"> <li>Continued parks management plan implementation</li> <li>Continued Tree Trimming program</li> <li>Continued prairie restoration and noxious weed abatement</li> <li>Continued beautification efforts by staff</li> </ul>	<ul style="list-style-type: none"> <li>Back to Back summer weekend tournaments in 2021</li> <li>2<sup>nd</sup> year operating Adult Softball and Volleyball Leagues</li> <li>Continue to partner with youth sports associations</li> <li>Host Aussie Peppers in 2021</li> <li>Plan facility improvements depending on state funding</li> <li>Continue to add operating revenues to cover expenditures</li> </ul>
<b>Breakthrough</b>	<ul style="list-style-type: none"> <li>Completion of Benson and Bluff Parks plan</li> <li>Continued enjoyment and pleasure for residents and visitors to the park system</li> <li>Continued enhancement of recreation, nature, and trail features for a connected system</li> </ul>	<ul style="list-style-type: none"> <li>Back to Back summer weekend tournaments in 2021</li> <li>2nd year operating Adult Softball and Volleyball Leagues</li> <li>Continue to partner with youth sports associations</li> <li>Host Aussie Peppers in 2021</li> <li>Plan facility improvements depending on state funding</li> <li>Continue to add operating revenues to cover expenditures</li> </ul>



## SPRING LAKE PARK SWIM FACILITY

## TAYLOR PUBLIC LIBRARY

<b>Facts</b>	<ul style="list-style-type: none"> <li>• Maintaining and growing community use and excitement for facility</li> <li>• Sale of memberships and passes critical to operating revenues</li> <li>• Continue developing creative events for community</li> <li>• Increase sponsorship revenue for 2021 to meet budget targets</li> <li>• Maintain and recruit high quality guarding and attendant staff</li> </ul>	<ul style="list-style-type: none"> <li>• The public's needs and use of libraries has changed from simply checking out books to dual focus on programming and collections</li> <li>• The Library is emerging as a leader in the organization for hosting and developing culture and recreation events for the community</li> <li>• Existing space cannot accommodate increased types and attendance for programming</li> </ul>
<b>Concept</b> <i>Passion(s)</i>	<ul style="list-style-type: none"> <li>• Being the regional destination for recreational aquatics in Southern Minnesota. Partnering with the community for creative use of the facility. Providing safety programs like swim lessons, CPR trainings, and lifeguard certifications. Maintaining a high-quality staff</li> </ul>	<ul style="list-style-type: none"> <li>• Being the best library in southern Minnesota by offering an unmatched collection and series of programs and e</li> </ul>
<b>Best at</b> <i>Driver(s)</i>	<ul style="list-style-type: none"> <li>• Aquatic experience and swim lessons</li> <li>• Swim membership sales, daily pass sales, concessions, program revenue, sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Programming</li> <li>• Property tax base growth</li> </ul>
<b>Concept</b>		
<b>Accelerators</b>		
<b>Flywheel</b>	<ul style="list-style-type: none"> <li>• 2020 Season Repeat</li> <li>• Additional Sponsorships, expanded programming</li> </ul>	<ul style="list-style-type: none"> <li>• Continued programming for 2021</li> <li>• Planning space for co-location at indoor recreation facility if space and money allow</li> <li>• Provide executive leadership for Spring Lake Park Swim Facility</li> <li>• Continue role as leader of liaison for City to outside groups</li> </ul>
<b>Breakthrough</b>	<ul style="list-style-type: none"> <li>• A lot like 2020 without COVID-19 impact</li> <li>• Splash Pad</li> </ul>	<ul style="list-style-type: none"> <li>• New programming space</li> <li>• Establish North Mankato event series</li> <li>• Continue to expand programming</li> </ul>



# Big Ideas

## CULTURE & RECREATION

Facts		BUSINESS DEVELOPMENT & OUTREACH
<ul style="list-style-type: none"> <li>• North Mankato has increased the number of events, programs, and amenities for residents</li> <li>• We are partnering with numerous outside groups, organizations, nonprofits, business groups, and individuals to host activities</li> <li>• This increased activity has required additional coordination because it relies on staff time</li> <li>• Improving the coordination and messaging around these activities will contribute to the livability of North Mankato and our regional branding efforts.</li> </ul>		<ul style="list-style-type: none"> <li>• North Mankato works with several different business organizations and units</li> <li>• Business on Belgrade, Connecting Commerce, Greater Mankato Growth, Regional Economic Development Alliance, City Center Partnership, Visit Mankato, North Mankato Port Authority, Civic &amp; Commerce Association</li> <li>• COVID-19 provided an opportunity to host regular Monday morning business meetings where all these groups can participate and receive updates from the City and each other</li> <li>• These Monday Meetings can serve as a catalyst to coordinate future activity, connect our Culture and Rec Division with Businesses, and protect the “Brand Management” or community aspect of events that have been created.</li> </ul>
Concept Passion(s) Best at Driver(s)		
Concept		
Accelerators		
<b>Flywheel</b> <ul style="list-style-type: none"> <li>• Six divisions – Taylor Library, Swim Facility, Caswell, Recreation Programs, Event Management (Bob, Music in the Park, Fun Days, etc.), Business Relationship Development</li> <li>• Creation of a “North Mankato presents” series to be developed and promoted in January for the following year</li> <li>• Formal relationships with sport associations through Caswell Sports</li> <li>• Monday meetings with businesses for coordination of Events</li> <li>• Continue to promote through Public Information and other sources</li> </ul>		<ul style="list-style-type: none"> <li>• Zoom, etc.</li> <li>• Continue Monday Morning meetings</li> <li>• Emphasize collaboration (shop small, etc.)</li> <li>• Organize quarterly social gatherings</li> <li>• Garner support for the “North Mankato Hosts” series</li> <li>• Continue business support by visiting local businesses, hosting the annual business luncheon, and maintaining our membership in each of the business organizations</li> </ul>
<b>Breakthrough</b>	<ul style="list-style-type: none"> <li>• Coordinated and unified support for series of events and programs under the Culture and Recreation Banner.</li> </ul>	<ul style="list-style-type: none"> <li>• Growing and thriving businesses that are supported by the City and partner together to create one of a kind culture and rec experiences. Improvement in the quality of life of the community to create a place that retains talent for employees. Continued tax base and population growth.</li> </ul>



# **ATTACHMENT D: CITY OF NORTH MANKATO DATA**



---

**Attachment D can be found online at  
[www.northmankato.com/strategic-plan](http://www.northmankato.com/strategic-plan)**



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10E	Department: City Engineer	Council Meeting Date: 12/20/21																												
<b>TITLE OF ISSUE:</b> Consider Resolution Supporting Pursuit of Local Road Improvement Program Funding from the Minnesota Department of Transportation for the Garfield Avenue Improvement Project.																														
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> A memo regarding the resolution is attached. City Engineer Sarff will provide information concerning the application.																														
If additional space is required, attach a separate sheet																														
<b>REQUESTED COUNCIL ACTION:</b> Adopt Resolution Supporting Pursuit of Local Road Improvement Program Funding from the Minnesota Department of Transportation for the Garfield Avenue Improvement Project.																														
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  Vote Record: <table style="margin-left: 40px; border: none;"> <tr> <td style="text-align: center;">Aye</td> <td style="text-align: center;">Nay</td> <td></td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Aye	Nay		_____	_____	Norland	_____	_____	Oachs	_____	_____	Whitlock	_____	_____	Steiner	_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Resolution</td> <td style="text-align: center;">Ordinance</td> <td style="text-align: center;">Contract</td> <td style="text-align: center;">Minutes</td> <td style="text-align: center;">Map</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) _____ _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aye	Nay																													
_____	_____	Norland																												
_____	_____	Oachs																												
_____	_____	Whitlock																												
_____	_____	Steiner																												
_____	_____	Dehen																												
Resolution	Ordinance	Contract	Minutes	Map																										
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																										
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____ <input type="checkbox"/> Table until: _____ <input type="checkbox"/> Other: _____																													



RESOLUTION NO. 86-21

RESOLUTION SUPPORTING PURSUIT OF LOCAL ROAD IMPROVEMENT PROGRAM  
FUNDING FROM THE MINNESOTA DEPARTMENT OF TRANSPORTATION FOR THE  
GARFIELD AVENUE IMPROVEMENT PROJECT

WHEREAS, approximately \$2.6 million in federal funds are available in fiscal year 2026 for the improvement of streets and bridges in cities with population over 5,000 in MnDOT District 7 through the Surface Transportation Program (STP – Small Urban), and

WHEREAS, Garfield Avenue is and will continue to be an important transportation corridor within the City of North Mankato, providing vehicular and pedestrian/bicycle access to existing residential areas and schools, and

WHEREAS, Garfield Avenue from Center Street to Range Street is in very poor condition and is in need of improvement in order enhance safety and reliability for vehicular and pedestrian traffic, and

WHEREAS, the City of North Mankato has determined that the reconstruction of Garfield Avenue from Center Street to Range Street is necessary and meets the eligibility requirements of the STP-Small Urban funding program.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA that the City Council hereby supports the reconstruction of Garfield Avenue from Center Street to Range Street.

BE IT FURTHER RESOLVED that the City of North Mankato agrees to act as sponsoring agency for the STP – Small Urban federal funding and has reviewed and approved the project as proposed.

BE IT FURTHER RESOLVED that the City of North Mankato, if awarded the federal funds for said project, agrees to secure and guarantee the local share of costs associated with this project and agrees to see this project through to its completion, with compliance of all applicable laws, rules, and regulations.

BE IT FURTHER RESOLVED that the City of North Mankato agrees to design and construct said project and agrees to operate and maintain the facilities constructed with federal transportation funds for the useful life of the improvement.

Adopted by the City Council this 20<sup>th</sup> day of December 2021.

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk





Real People. Real Solutions.

1960 Premier Drive  
Mankato, MN 56001-5900

Ph: (507) 625-4171  
Fax: (507) 625-4177  
Bolton-Menk.com

## MEMORANDUM

**Date:** December 15, 2021  
**To:** John Harrenstein, City Administrator  
**From:** Daniel R. Sarff, P.E., City Engineer  
**CC:** Nathan Host, Public Works Director  
Michael Fisher, Community Development Director  
**Subject:** Federal Funding Application for Garfield Avenue Improvements  
Surface Transportation Program – Small Urban

Federal funding is available through the Surface Transportation Program (STP) for the improvement of streets and bridges in cities within District 7 with population greater than 5,000. This is a competitive grant opportunity available to the eight eligible cities in MnDOT District 7. Selected projects from the current solicitation will be placed on the Statewide Transportation Improvement Program (STIP) and funded in fiscal year 2026. Up to 80 percent of the eligible project costs would be reimbursed with federal funds if the City was successful with the grant application.

Through discussions with City staff, it is recommended that a funding application for improvements to Garfield Avenue from Center Street to Range Street be submitted for funding under the current solicitation.

The proposed project would include the reconstruction of the existing street with a 44-foot-wide bituminous street with curb and gutter on both sides. The new street section would accommodate two driving lanes, parking lane on both sides of the street, and a on-street dedicated bicycle lane on the south side. The existing sidewalk on the north side would be widened to 8 feet. New storm sewer and streets lights would be provided along the length of the project.

The estimated cost of the items that would be grant eligible items (street, storm sewer, sidewalk/trail, street lighting, and other miscellaneous improvements) is approximately \$760,000. Of this cost, the federal funding would cover approximately \$510,000 which represents 80% of the construction cost of the eligible items.

The reconstruction project would also include the construction of a new watermain on Garfield Avenue, the cost of which would not be eligible for funding under the STP Small Urban program. The estimated cost of the watermain improvements is approximately \$93,000, which would bring the total project cost to \$852,000 and the City's share of the overall project to approximately \$342,000.

A resolution authorizing the application for funding of this project are included in the City Council packet for your consideration. I will be available at the December 20 council meeting to answer any questions you may have.



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10F	Department: Administration	Council Meeting Date: 12/20/21																												
<b>TITLE OF ISSUE:</b> Consider Authorizing the City Administrator to execute an Agreement with the City of Mankato for Public Transit Services.																														
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> The attached resolution and agreement continues the transit agreement between the City of Mankato and North Mankato. Transit services include a Fixed Route, Paratransit Bus Service and Demand Response Service (Kato Flex). Ridership hours and a breakdown of service costs are included in the agreement.																														
<i>If additional space is required, attach a separate sheet</i>																														
<b>REQUESTED COUNCIL ACTION:</b> Authorize the City Administrator to execute an Agreement with the City of Mankato for Public Transit Services.																														
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  Vote Record: <table style="margin-left: 40px; border: none;"> <tr> <td style="text-align: center;">Aye</td> <td style="text-align: center;">Nay</td> <td></td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Aye	Nay		_____	_____	Norland	_____	_____	Oachs	_____	_____	Whitlock	_____	_____	Steiner	_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Resolution</td> <td style="text-align: center;">Ordinance</td> <td style="text-align: center;">Contract</td> <td style="text-align: center;">Minutes</td> <td style="text-align: center;">Map</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) <u>    Memo    </u> _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aye	Nay																													
_____	_____	Norland																												
_____	_____	Oachs																												
_____	_____	Whitlock																												
_____	_____	Steiner																												
_____	_____	Dehen																												
Resolution	Ordinance	Contract	Minutes	Map																										
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																										
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____ <input type="checkbox"/> Table until: _____ <input type="checkbox"/> Other: _____																													



**RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE  
AN AGREEMENT WITH MANKATO FOR PUBLIC TRANSIT SERVICES**

WHEREAS, the City of Mankato and the City of North Mankato have entered into an agreement to provide transit service in North Mankato; and

WHEREAS, the City of North Mankato and the City of Mankato have agreed to continue the transit service for calendar year 2022; and

WHEREAS, under the agreement the City of North Mankato will be provided transit services through Fixed Route service for commercial industrial, and academic centers during peak ridership levels that warrant fixed route service as can reasonably be achieved with current service levels, Paratransit services made available to eligible residents with disabilities, and Demand Response service with curb-to-curb pickup during off-peak hours; and

WHEREAS, the term of this agreement is January 1 to December 31, 2022.

NOW THEREFORE BE IT RESOVLED BY THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA that the City Administrator is hereby authorized to execute an agreement for public transit services between the City of Mankato and City of North Mankato.

Adopted this 20<sup>th</sup> day of December 2021.

---

Mayor

---

ATTEST



## **Agreement Between the City of North Mankato and the City of Mankato for Transit Services**

**WHEREAS**, the City of North Mankato and the City of Mankato have entered into an agreement to provide transit service in North Mankato; and

**WHEREAS**, the City of North Mankato and the City of Mankato have agreed to continue the transit service for calendar year 2022; and

**WHEREAS**, the City of North Mankato desires transit services be provided to residents through Fixed Route service for commercial industrial, and academic centers during peak ridership levels that warrant fixed route service as can reasonably be achieved with current service levels, Paratransit services made available to eligible residents with disabilities, and Demand Response service with curb-to-curb pickup during off-peak hours; and

**WHEREAS**, the term of this agreement shall be January 1, to December 31, 2022; and

**WHEREAS**, the conditions of payment shall be stated below;

NOW THEREFORE, the parties agree:

**Section 1. Fixed Route (Bus Route 5):** The City of Mankato will provide nine weekday fixed route trips on a thirty-minute frequency, departing the Cherry Street Station between the hours of 6:05 – 8:35 a.m., for a 2.5 revenue hour block, and again between 3:05 – 5:05 p.m., for a 2.0 revenue hour block. For budgeting purposes, it is assumed the fixed route service will operate 1,152 revenue hours. The routing for the fixed route service will be consistent with the attached route map (Attachment A). Stops are scheduled only; flag down service is unavailable.

*Bus Stop Logistics:* The City of Mankato and the City of North Mankato will work collaboratively to identify bus stop locations, necessary improvements, and maintenance using the Transit Development Plan<sup>1</sup> as guidance.

**Section 2. Paratransit Bus Service:** The City of Mankato will make available complementary paratransit service as a “safety net” to eligible City of North Mankato residents and visitors who are unable to use the fixed route service between the hours of 6:00 a.m. and 6:00 p.m. on weekdays. Complimentary paratransit service is an origin-to-destination service anywhere within the Mankato Transit System service area. Paratransit bus service is an advanced reservation system, reservations will be accepted for next day service and up to four weeks in advance.

---

<sup>1</sup> <https://mnmapo.org/planning-documents/>



## **Agreement Between the City of North Mankato and the City of Mankato for Transit Services**

**Section 3. Demand Response Service (Kato Flex):** The City of Mankato will provide demand response service known as “Kato Flex”, available on weekdays between the hours of 9:00 a.m. and 3:00 p.m. (6.0 revenue hours). For budgeting purposes, it is assumed the service will operate 1,536 revenue hours. It is understood Kato Flex operates on an advanced reservation basis. There may be times for efficient scheduling that more than one bus is scheduled in North Mankato to meet requested service. Similarly, there may be times where buses may be scheduled in other parts of the service area. This is a shared ride, curb-to-curb service, where registered patrons will be able to travel anywhere within the Mankato Transit System service area. The City of Mankato will track and report trip denials. A denial is a ride request that cannot be scheduled. If a ride can be agreed upon and scheduled at an alternate time it is not considered a denial. The City of Mankato and the City of North Mankato agree to discuss possible service options should trip denials exceed 7% of total requests for two consecutive months.

*New Service Expansion<sup>2</sup>:* The City of Mankato will provide demand response service between the hours of 8:00 – 9:00 a.m. and 3:00 – 4:00 p.m. (2.0 revenue hours) as new service. This service is not available within a corridor width of one-quarter of a mile<sup>3</sup> on each side of the fixed route (Bus Route 5) when in service. This service will operate as Kato Flex indicated in Section 3.

**Section 4. No Service Days:** Mankato Transit System does not provide transit service on New Year’s Day, Easter Sunday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, or Christmas Day.

**Section 5. Costs:** All costs are estimated. The federal Coronavirus Aid Relief and Economic Security (CARES) Act<sup>4</sup> is not planned to cover operating costs for 2022 due to expected spend-down rates.

*Fixed Route and Paratransit Charge:* The fixed route and paratransit services are combined for billing. The cost of service will be accounted for and reported on a total operating costs per hour basis. Fixed route service will be charged to the City of North Mankato on a net costs per hour basis, representing total operating costs of all services minus eligible fares, operating subsidies from non-City of North Mankato sources, applicable grants or special revenues, advertising or other operating revenues associated with the provisions of fixed route and paratransit services. Operating revenues and grants will be subtracted from total operating costs first, determining operating subsidy needed.

---

<sup>2</sup> The City of North Mankato requested the City of Mankato apply for 10 revenue hours of demand response service through a MnDOT New Service Grant, which was approved and operationally funded at 100%.

<sup>3</sup> Mankato Transit Development Plan - Goals, Objectives, and Design Guidelines Report, June 2018.

<sup>4</sup> MTS is not eligible for Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA) Funding. American Rescue Plan Act (ARP) funding remains available and unobligated with a deadline of year 2029.



## **Agreement Between the City of North Mankato and the City of Mankato for Transit Services**

Net operating costs is divided by the total service hours of fixed route services, to determine net cost per hour. Route 5 billing will be the per hour net operating cost multiplied by the total fixed route service hours for the route.

*Demand Response Charge:* The Kato Flex service will be charged to the City of North Mankato on a net cost per hour basis, representing total operating costs of all services minus eligible fares, operating subsidies from non-City of North Mankato sources, applicable grants or special revenues, advertising or other operating revenues associated with the provisions of demand response services. Operating revenues and grants will be subtracted from total operating costs first, determining operating subsidy needed. Net operating costs is divided by the total service hours of demand response services, to determine net cost per hour. Kato Flex billing will be the per hour net operating cost multiplied by the total demand response service hours.

**Section 6: Capital Replacement Account:** All participating Mankato Transit System municipalities are assumed to contribute to the system revenue vehicle and facility replacement account on a proportional basis. Revenue vehicle replacement on an approved retirement schedule is eligible for federal and state capital grants. Currently, the federal share of vehicle replacement funding is 80% of the total capital cost. To account for the local share of the facility related capital expenses, Mankato Transit System depreciates 60% of the total vehicle purchase price over the useful life of the vehicle. The yearly total is divided by the total fixed route and demand response service hours to develop an hourly rate. The hourly rate is multiplied by the total revenue hours of fixed Route 5 (projected to be 1,152 hours) and North Mankato base demand response revenue hours (projected to be 2,048 hours).

**Section 7: Special Operations Funding Assumptions:** In the event of a projected funding shortfall from federal or state sources in 2022, that would otherwise require additional local subsidy from the City of North Mankato, the City reserves the right to curtail service hours within the city to maintain a balanced budget. Mankato Transit System agrees to reduce the service hours within 30-days of notice from the City of North Mankato. It is understood any planned service reductions would comply with all applicable federal, state, and local public comment policy requirements.

**Section 8: Advertising:** The City of Mankato and the City of North Mankato recognize advertising is one form of revenue that reduces the public share of transit operating expenses. The City of Mankato may place advertising on transit vehicles used in the City of North Mankato. Advertising in the City of North Mankato public right of way (e.g., shelters or benches) require the approval jointly by the City of North Mankato and the City of Mankato.



## **Agreement Between the City of North Mankato and the City of Mankato for Transit Services**

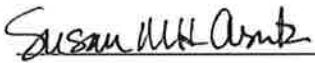
**Section 9: Performance Reporting:** The City of Mankato will be responsible for providing City the North Mankato a monthly transit performance report. The report will include, at a minimum, monthly ridership, and revenue hours for each type of service delivered, and trip denials for Paratransit and Demand Response services.

**Section 10: Future Agreements:** This contract does not preclude the City of North Mankato from discontinuing transit service in future calendar years. The City of North Mankato will advise the City of Mankato of their projected intentions by March 30 to allow forecasting and budgeting.

The City of North Mankato will notify the City of Mankato, in writing, by June 30 in the year prior to the cancellation, of any intention to cancel any of the transit services provided and new service requests to allow time for grant development.

---

John Harrenstein  
City Administrator  
North Mankato, MN



---

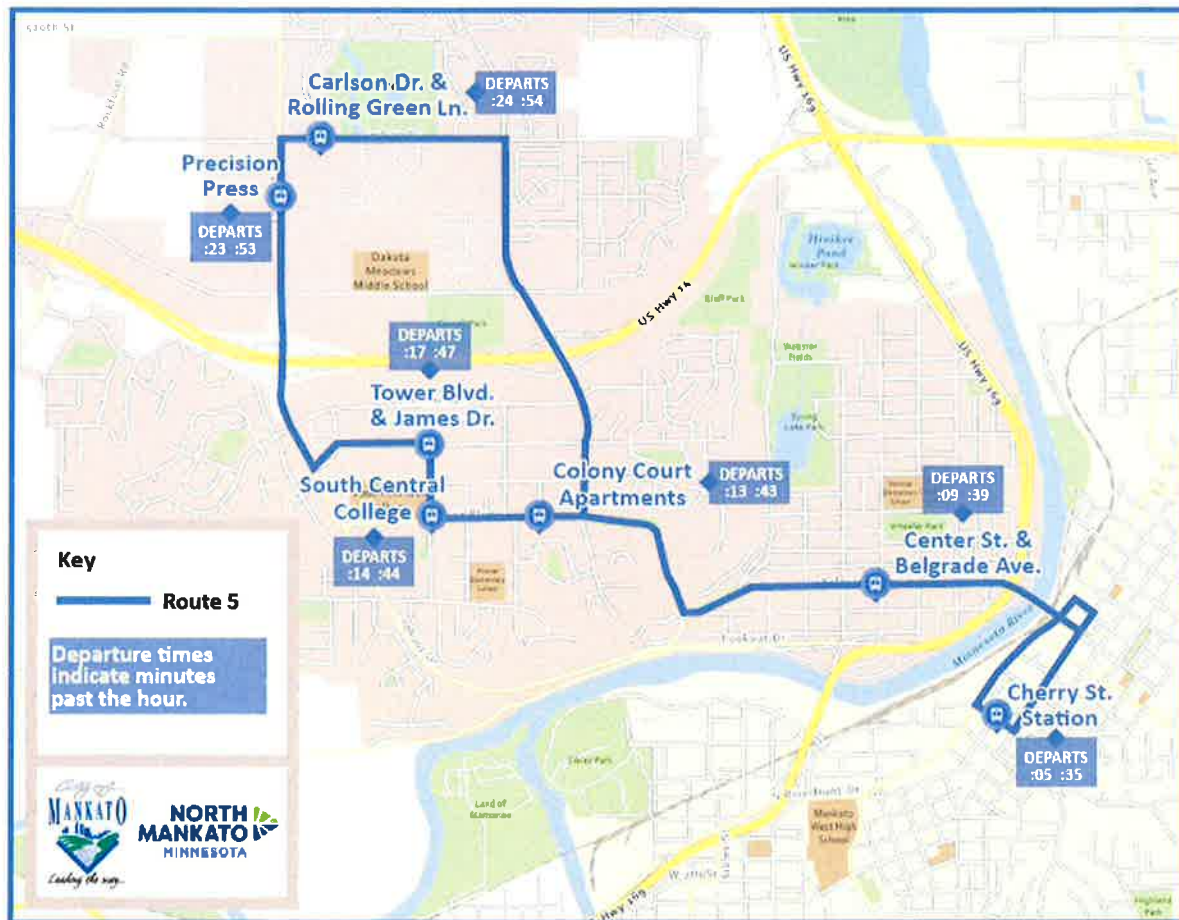
Susan MH Arntz  
City Manager  
Mankato, MN

### **Attachments:**

- A – Route 5 Map
- B – Historical Cost Summary
- C – Service Cost Summary
- D - 2021 Ridership Figures



## Attachment A – Route 5 Map





**Attachment B: Historical Cost Summary**

<u>Year</u>	<u>Annual Amount</u>	<u>Hours of Service</u>
2015 Transit Services	\$74,550	1536.0
2016 Transit Services	\$68,773	1533.0
2017 Transit Services	\$55,378	1530.0
2018 Transit Services	\$53,350	1966.5
2019 Transit Services and New Service Expansion	\$27,265 <sup>5</sup>	2805.0
2020 Transit Services	\$27,902 <sup>6</sup>	2827.0
2021 Transit Services est.	\$18,890 <sup>7</sup>	2698.5
2022 Transit Services with New Service Expansion	\$80,668.16	3200.0
<i>2023 Transit Services (Planning use)</i>	<i>\$95,625</i>	<i>3187.5</i>

---

<sup>5</sup> New service expansion through June 30, 2019, and a 10% increase in funding from the State.

<sup>6</sup> CARES Act funded the remaining share of operational costs (February 1 – December 2020)

<sup>7</sup> CARES Act funded the remaining share of operational costs (January – December 2021)



Agreement Between the City of North Mankato and the City of Mankato for Transit Services

**Attachment C: Service Cost Summary**

2022 North Mankato Estimated Budget

Operating Expense Per Hour     \$20.82  
Capital Replacement             \$ 7.72  
Total Cost Per Revenue Hour     \$28.54

<b>2022 North Mankato with new service expansion</b>	<b>Hours per day</b>	<b>Days of Service</b>	<b>Hours per year</b>	<b>Cost Per Year</b>
*Route 5 – Fixed Route	4.5	256	1152	\$32,878.08
Kato Flex - Demand Response	6.0	256	1536	\$43,837.44
2022 New Service Expansion (Demand Response) (Capital Replacement only)	2.0	256	512	\$ 3,952.64
2022 Estimated Budget	12.5	256	3200	\$80,668.16

\*Includes Paratransit Service

2023 North Mankato Estimated Budget

Operating Expense Per Hour     \$20.82  
Capital Replacement             \$ 7.72  
Total Cost Per Revenue Hour     (Rounding to \$30.00)

<b>2023 North Mankato</b>	<b>Hours per day</b>	<b>Days of Service</b>	<b>Hours per year</b>	<b>Cost Per Year</b>
*Route 5 – Fixed Route	4.5	255	1147.5	\$34,425.00
Kato Flex - Demand Response	8.0	255	2040	\$61,200.00
2023 Estimated Budget	12.5	255	3187.5	\$95,625.00

\*Includes Paratransit Service

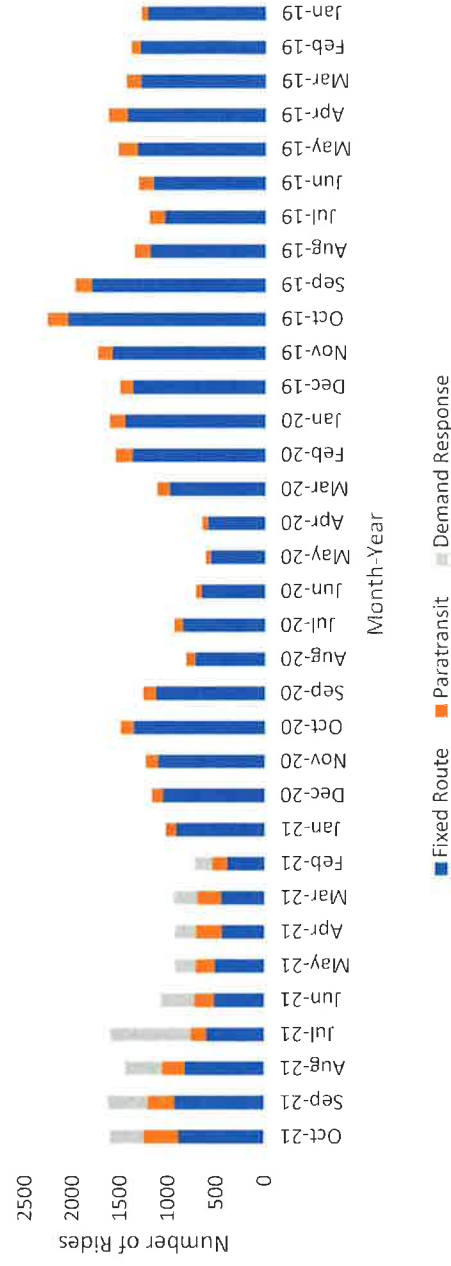


Agreement Between the City of North Mankato and the City of Mankato for Transit Services

Attachment D –2021 Ridership Figures

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totals
<b>Fixed Route (Route 5)</b>													
<b>Ridership</b>	925	398	458	449	521	532	608	830	936	893			6,550
<b>Route Hours</b>	220.00	90.00	103.50	99.00	90.00	99.00	99.00	99.00	94.50	94.50			1088.5
<b>Rides per Hour</b>	4.20	4.42	4.43	4.54	5.79	5.37	6.14	8.38	9.90	9.45			
<b>Paratransit/Mobility</b>													
<b>Ridership</b>	107	157	244	264	195	197	157	236	284	365			2,206
<b>Hours</b>	53.5	78.5	122	132	97.5	98.5	78.5	118	142	182.5			1,103.0
<b>Rides per Hour</b>	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00			
<b>Demand Response (Kato Flex)</b>													
<b>Ridership</b>		179	251	220	223	353	846	388	419	355			3,234.0
<b>Hours</b>	0	120	138	132	121.25	136.25	153.5	135	132.5	129.8			1,198.25
<b>Rides per Hour</b>		1.49	1.82	1.67	1.84	2.59	5.51	2.87	3.16	2.73			

North Mankato Transit Monthly Ridership





## **Agreement Between the City of North Mankato and the City of Mankato for Transit Services**

**WHEREAS**, the City of North Mankato and the City of Mankato have entered into an agreement to provide transit service in the North Mankato; and

**WHEREAS**, the City of North Mankato and the City of Mankato have agreed to continue the transit service for calendar year 2021; and

**WHEREAS**, the City of North Mankato desires transit services to be provided to residents through dial a ride on demand service with curb to curb pickup, transit services to be made available to residents with disabilities, and fix route service to be provided for commercial, industrial and academic centers during peak ridership levels that warrant fixed route service as can reasonably be achieved with current service levels; and

**WHEREAS**, the term of this agreement shall be January 1<sup>st</sup> 2021 to December 31<sup>st</sup> 2021; and

**WHEREAS**, the conditions of payment shall be stated below;

**NOW THEREFORE**, the parties agree:

**Section 1. Fixed Route and Schedule for Bus Route 5:** The City of Mankato will provide eleven weekday fixed route trips on a thirty-minute frequency, departing the Cherry Street Station between the hours of 6:05 – 8:35 AM, for a three hour block, and again between 3:05 – 5:05 PM, for a two and one half hour block. For budgeting purposes, it is assumed the fixed route service will operate 1,403 service hours in 2021. The revised routing for the fixed route service will be consistent with the attached route map (see attachment A).

**Section 2. Mobility Bus Service:** The City of Mankato will make available mobility bus services to ADA eligible City of North Mankato residents and visitors between the hours of 6:00 AM and 6:00 PM on weekdays (Monday-Friday), except for observed holidays. Eligible patrons will be able to travel anywhere within the MTS mobility service area. Mobility bus service is an advanced reservation system, and in 2021 reservations will be accepted for next day service and up to four weeks in advance. The City of Mankato's ADA goal is for no trip denials in response to service requests made during the allowed reservation windows. The City of North Mankato supports the City of Mankato's initiative to advance technology and operating practices allowing for real-time reservations for mobility services.



**Section 3. Flex Route Bus Service:** The City of Mankato will implement the demand response service "Kato Flex", available on weekdays between the hours of 9:00 AM and 3:00 PM, except for observed holidays. For budgeting purposes, it is assumed the Flex service will operate 1,530 base hours in 2021. It is understood the Flex service operates on an advanced reservation basis. There may be times for efficient scheduling that more than one bus is scheduled in North Mankato to meet requested service. Similarly, there may be times where buses may be scheduled in other parts of the service area. Registered patrons will be able to travel anywhere within the MTS service area. The City of Mankato will track and report trip denials on Flex service. A denial is a ride request that cannot be scheduled. If a ride can be agreed upon and scheduled at an alternate time it is not considered a denial. The City of Mankato and the City of North Mankato agree to discuss possible service options should trip denials exceed 7% of total requests for two consecutive months.

**Section 4. Costs:**

All cost are estimated.

*Fixed Route and Mobility Charge:* The fixed route and mobility services are combined for billing. The cost of service will be accounted for and reported on a total operating cost per hour basis. Fixed route service will be charged to the City of North Mankato on a net cost per hour basis, representing total operating costs of all services minus eligible fares, operating subsidies from non-City of North Mankato sources, applicable grants or special revenues, advertising or other operating revenues associated with the provision of fixed route and mobility services. Operating revenues and grants will be subtracted from total operating costs first, determining operating subsidy needed. Net operating cost is divided by the total service hours of fixed route services, to determine net cost per hour. Route 5 billing will be the per hour net operating cost multiplied by the total fixed route service hours for the route. For 2021, the City of North Mankato's projected costs are estimated to consist of the capital replacement portion of the yearly cost. It is planned for the CARES ACT funding to cover all operating cost for 2021.

*Flex Service Charge:* The Flex Service billing is charged at a net operating cost to be determined at year end. For 2021, the City of North Mankato's projected costs are estimated to consist of the capital replacement portion of the yearly cost. It is planned for the CARES ACT funding to cover all operating cost for 2021.

**Section 5: Capital Replacement Account:** All participating MTS municipalities are assumed to contribute to the system revenue vehicle and facility replacement account on a proportional basis. Revenue vehicle replacement on an approved retirement schedule are eligible for federal and state capital grants. Currently the federal share of vehicle replacement funding is 80% of the total capital cost. To account for the local share of the facility related capital expenses, MTS depreciates 60% of the total vehicle purchase price over the useful life of the vehicle. The yearly total is divided by total fixed route and Flex service hours to develop an hourly rate. The hourly rate is multiplied by the total route service hours of fixed Route 5 (projected to be 1,403 in 2021) and North Mankato base Flex service hours (projected to be 1530 in 2021).



**Section 6: Special Operations Funding Assumptions:** In 2021, it is assumed that remaining federal Coronavirus Aid Relief and Economic Security (CARES) Act funds will be used to assist local communities and affected individuals recover from the pandemic impacts. The 2021 MTS operating budget assumes the City of North Mankato will not be charged any local subsidy for operating expenses. If a shortfall of funds occurs the remaining cost will be prorated to all routes throughout the MTS system. If an excess of funds occurs the remaining funds will be allocated to CY 2022. Local subsidies and passenger fares are anticipated to be restored in 2022 if the service contract is renewed.

In the event of a projected funding shortfall from federal or state sources in 2021 that would otherwise require additional local subsidy from the City of North Mankato, the City reserves the right to curtail service hours within the city to maintain a balanced budget. Mankato Transit System agrees to reduce the service hours within 30 days of notice from the City of North Mankato. It is understood any planned service reductions would comply with all applicable federal, state, and local public comment policy requirements.

**Section 7: Advertising:** The City of Mankato and the City of North Mankato recognize advertising is one form of revenue that reduces the public share of transit operating expense. The City of Mankato may place advertisement on transit vehicles used in the City of North Mankato. Advertising in the City of North Mankato public right of way (e.g. shelters, benches) require the approval jointly by the City of North Mankato and the City of Mankato.

**Section 8: Performance Reporting:** The City of Mankato will be responsible for providing City of North Mankato a monthly transit performance report. The report will include, at a minimum, monthly ridership and revenue hours for each type of service delivered, and trip denials for mobility and flex services. Twice yearly the City of Mankato will provide the City of North Mankato with comparable performance information by route and service type in the MTS transit system.

This contract does not preclude City of North Mankato from discontinuing transit service in future calendar years. The City of North Mankato must notify the City of Mankato, in writing, by June 30 in the year prior to the cancellation, of any intention to cancel any of the transit services provided.

City of North Mankato

  
John Harrenstein  
City Administrator

City of Mankato

  
Susan Arntz  
City Manager



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10G	Department: Administration	Council Meeting Date: 12/20/21																												
<b>TITLE OF ISSUE: Consider Setting a Public Hearing for 7 p.m. on January 3, 2022, Amending City Code Chapter 32: Departments, Boards and Commissions.</b>																														
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION: City Administrator Harrenstein will review the proposed Ordinance.</b>																														
<i>If additional space is required, attach a separate sheet</i>																														
<b>REQUESTED COUNCIL ACTION: Set a Public Hearing for 7 p.m. on January 3, 2022, Amending City Code Chapter 32: Departments, Boards and Commissions.</b>																														
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  Vote Record: <table style="margin-left: 40px; border: none;"> <tr> <td style="text-align: center;">Aye</td> <td style="text-align: center;">Nay</td> <td></td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Aye	Nay		_____	_____	Norland	_____	_____	Oachs	_____	_____	Whitlock	_____	_____	Steiner	_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Resolution</td> <td style="text-align: center;">Ordinance</td> <td style="text-align: center;">Contract</td> <td style="text-align: center;">Minutes</td> <td style="text-align: center;">Map</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) <u>Memo</u> _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aye	Nay																													
_____	_____	Norland																												
_____	_____	Oachs																												
_____	_____	Whitlock																												
_____	_____	Steiner																												
_____	_____	Dehen																												
Resolution	Ordinance	Contract	Minutes	Map																										
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																										
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____  <input type="checkbox"/> Table until: _____  <input type="checkbox"/> Other: _____																													



## **NOTICE OF PUBLIC HEARING**

NOTICE IS HEREBY GIVEN that the City Council of the City of North Mankato will hold a public hearing on Monday, January 3, 2022, commencing at 7:00 pm in the Council Chambers of the North Mankato Municipal Building, North Mankato, MN, to consider adopting an Ordinance Amending City Code Chapter 32: Departments, Boards and Commissions and adding City Code Section 32.10 Entitled Culture, Recreation, & Quality of Life Department. A copy of the proposed Ordinance is available upon request by contacting 507-625-4141 or visiting [www.northmankato.com](http://www.northmankato.com).

Dated this 20<sup>th</sup> day of December 2021.

April Van Genderen  
City Clerk  
City of North Mankato



**ORDINANCE NO.** \_\_\_\_\_

**AN ORDINANCE ESTABLISHING A CULTURE, RECREATION, & QUALITY OF  
LIFE DEPARTMENT IN THE CITY OF NORTH MANKATO**

THE CITY COUNCIL OF THE CITY OF NORTH MANKATO, MINNESOTA,  
ORDAINS:

**SECTION I.** Chapter 32 of the North Mankato City Code is amended as follows:

**Sec. 32.10. CULTURE, RECREATION, & QUALITY OF LIFE DEPARTMENT**

The City Administrator may, in his or her discretion, create a Culture, Recreation, and Quality of Life Department. The head of this Department shall be the Culture, Recreation, & Quality of Life Director who shall be the City Administrator, or such other person as may be designated by him or her. The activities of this Department shall be assigned to it by the City Administrator and may include the coordination of the Taylor Library, Caswell Sports, the Swim Facility, adult and youth recreation, community events, promotion and marketing of the City of North Mankato, and other duties determined so by the City Administrator.

**SECTION II.** This Ordinance shall be in full force and effect from and after its passage and publication.

**ADOPTED** by the City Council this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



# CITY OF NORTH MANKATO

## REQUEST FOR COUNCIL ACTION



Agenda Item: 10H	Department: Finance	Council Meeting Date: 12/20/21																																		
<b>TITLE OF ISSUE:</b> Consider Resolution Approving the Memorandum of Agreement (MOA) between the State of Minnesota and Local Governments and Authorizing Participation in National Opioid Settlements.																																				
<b>BACKGROUND AND SUPPLEMENTAL INFORMATION:</b> The City of North Mankato received notice from Minnesota Attorney General Keith Ellison of two proposed nationwide settlement agreements.																																				
If additional space is required, attach a separate sheet																																				
<b>REQUESTED COUNCIL ACTION:</b> Adopt Resolution Approving the Memorandum of Agreement (MOA) between the State of Minnesota and Local governments and Authorizing Participation in National Opioid Settlements.																																				
<b>For Clerk's Use:</b>  Motion By: _____ Second By: _____  <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">Vote Record:</td> <td style="width: 10%; text-align: center;">Aye</td> <td style="width: 10%; text-align: center;">Nay</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Norland</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Oachs</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Whitlock</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Steiner</td> </tr> <tr> <td></td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td>Dehen</td> </tr> </table>	Vote Record:	Aye	Nay			_____	_____	Norland		_____	_____	Oachs		_____	_____	Whitlock		_____	_____	Steiner		_____	_____	Dehen	<b>SUPPORTING DOCUMENTS ATTACHED</b>  <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Resolution</td> <td style="width: 20%;">Ordinance</td> <td style="width: 20%;">Contract</td> <td style="width: 20%;">Minutes</td> <td style="width: 20%;">Map</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> Other (specify) <u>Memo</u> _____ _____ _____ _____		Resolution	Ordinance	Contract	Minutes	Map	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vote Record:	Aye	Nay																																		
	_____	_____	Norland																																	
	_____	_____	Oachs																																	
	_____	_____	Whitlock																																	
	_____	_____	Steiner																																	
	_____	_____	Dehen																																	
Resolution	Ordinance	Contract	Minutes	Map																																
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																
<input type="checkbox"/> Workshop  <input checked="" type="checkbox"/> Regular Meeting  <input type="checkbox"/> Special Meeting	<input type="checkbox"/> Refer to: _____  <input type="checkbox"/> Table until: _____  <input type="checkbox"/> Other: _____																																			



**RESOLUTION APPROVING THE MEMORANDUM OF AGREEMENT (MOA)  
BETWEEN THE STATE OF MINNESOTA AND LOCAL GOVERNMENTS AND  
AUTHORIZING PARTICIPATION IN NATIONAL OPIOID SETTLEMENTS**

**WHEREAS**, the State of Minnesota, Minnesota counties and cities, and their people, have been harmed by misconduct committed by certain entities that engage in the manufacture, marketing, promotion, distribution, or dispensing of opioids; and

**WHEREAS**, the State of Minnesota and numerous Minnesota cities and counties joined with thousands of local governments across the country to file lawsuits against opioid manufacturer and pharmaceutical distribution companies and hold those companies accountable for their misconduct; and

**WHEREAS**, representatives of local Minnesota governments, the League of Minnesota Cities, the Association of Minnesota Counties, the Coalition of Greater Minnesota Cities, the State of Minnesota, and the Minnesota Attorney General's Office have negotiated and prepared a Memorandum of Agreement (MOA) to provide for the equitable distribution of proceeds to the State of Minnesota and to individual local governments from recent settlements in the national opioid litigation; and

**WHEREAS**, by signing onto the MOA, the state and local governments maximize Minnesota's share of opioid settlement funds, demonstrate solidarity in response to the opioid epidemic, and ensure needed resources reach the most impacted communities; and

**WHEREAS**, it is in the best interests of the State of Minnesota and the residents of the City of North Mankato, and the County of Nicollet, that the City participate in the national opioid litigation settlements.

**NOW, THEREFORE**, be it resolved by the City Council of the City of North Mankato, Minnesota:

1. Participation in the opioid litigation settlements promotes the public health, safety, and welfare of the residents of the City of North Mankato.
2. The City of North Mankato supports and opts-in to the national opioid litigation settlements with the Distributors McKesson, Cardinal Health, and Amerisource Bergen, and with the Manufacturer Johnson & Johnson.
3. The Memorandum of Agreement (MOA) between the State of Minnesota and Local Governments relating to the distribution of settlement funds is hereby approved by the City of North Mankato.
4. City Staff is hereby authorized to take such measures as necessary to sign the MOA and otherwise participate in the national opioid settlements, including executing the Participation Agreement and accompanying Release.



Adopted this 20<sup>th</sup> day of December 2021.

---

Mayor

---

City Clerk



## **MINNESOTA OPIOIDS STATE-SUBDIVISION MEMORANDUM OF AGREEMENT**

**WHEREAS**, the State of Minnesota, Minnesota counties and cities, and their people have been harmed by misconduct committed by certain entities that engage in or have engaged in the manufacture, marketing, promotion, distribution, or dispensing of an opioid analgesic;

**WHEREAS**, certain Minnesota counties and cities, through their counsel, and the State, through its Attorney General, are separately engaged in ongoing investigations, litigation, and settlement discussions seeking to hold opioid manufacturers and distributors accountable for the damage caused by their misconduct;

**WHEREAS**, the State and Local Governments share a common desire to abate and alleviate the impacts of the misconduct described above throughout Minnesota;

**WHEREAS**, while the State and Local Governments recognize the sums which may be available from the aforementioned litigation will likely be insufficient to fully abate the public health crisis caused by the opioid epidemic, they share a common interest in dedicating the most resources possible to the abatement effort;

**WHEREAS**, the investigations and litigation with Johnson & Johnson, AmerisourceBergen, Cardinal Health, and McKesson have resulted in National Settlement Agreements with those companies, which the State has already committed to join;

**WHEREAS**, Minnesota's share of settlement funds from the National Settlement Agreements will be maximized only if all Minnesota counties, and cities of a certain size, participate in the settlements;

**WHEREAS**, the National Settlement Agreements will set a default allocation between each state and its political subdivisions unless they enter into a state-specific agreement regarding the distribution and use of settlement amounts;

**WHEREAS**, this Memorandum of Agreement is intended to facilitate compliance by the State and by the Local Governments with the terms of the National Settlement Agreements and is intended to serve as a State-Subdivision Agreement under the National Settlement Agreements;

**WHEREAS**, this Memorandum of Agreement is also intended to serve as a State-Subdivision Agreement under resolutions of claims concerning alleged misconduct in the manufacture, marketing, promotion, distribution, or dispensing of an opioid analgesic entered in bankruptcy court that provide for payments (including payments through a trust) to both the State and Minnesota counties and cities and allow for the allocation between a state and its political subdivisions to be set through a state-specific agreement; and

**WHEREAS**, specifically, this Memorandum of Agreement is intended to serve under the Bankruptcy Resolutions concerning Purdue Pharma and Mallinckrodt as a qualifying Statewide Abatement Agreement.



## **I. Definitions**

As used in this MOA (including the preamble above):

“Approved Uses” shall mean forward-looking strategies, programming, and services to abate the opioid epidemic that fall within the list of uses on **Exhibit A**. Consistent with the terms of the National Settlement Agreements and Bankruptcy Resolutions, “Approved Uses” shall include the reasonable administrative expenses associated with overseeing and administering Opioid Settlement Funds. Reimbursement by the State or Local Governments for past expenses are not Approved Uses.

“Backstop Fund” is defined in Section VI.B below.

“Bankruptcy Defendants” mean Purdue Pharma L.P. and Mallinckrodt plc.

“Bankruptcy Resolution(s)” means resolutions of claims concerning alleged misconduct in manufacture, marketing, promotion, distribution, or dispensing of an opioid analgesic by the Bankruptcy Defendants entered in bankruptcy court that provide for payments (including payments through a trust) to both the State and Minnesota counties and municipalities and allow for the allocation between the state and its political subdivisions to be set through a state-specific agreement.

“Counsel” is defined in Section VI.B below.

“County Area” shall mean a county in the State of Minnesota plus the Local Governments, or portion of any Local Government, within that county.

“Governing Body” means (1) for a county, the county commissioners of the county, and (2) for a municipality, the elected city council or the equivalent legislative body for the municipality.

“Legislative Modification” is defined in Section II.C below.

“Litigating Local Governments” mean a Local Government that filed an opioid lawsuit(s) on or before December 3, 2021, as defined in Section VI.B below.

“Local Abatement Funds” are defined in Section II.B below.

“Local Government” means all counties and cities within the geographic boundaries of the state of Minnesota.

“MDL Matter” means the matter captioned *In re National Prescription Opiate Litigation*, MDL 2804, pending in the United States District Court for the Northern District of Ohio.

“Memorandum of Agreement” or “MOA” mean this agreement, the Minnesota Opioids State-Subdivision Memorandum of Agreement.



“National Settlement Agreements” means the national opioid settlement agreements with the Parties and one or all of the Settling Defendants concerning alleged misconduct in manufacture, marketing, promotion, distribution, or dispensing of an opioid analgesic.

“Opioid Settlement Funds” shall mean all funds allocated by the National Settlement Agreements and any Bankruptcy Resolutions to the State and Local Governments for purposes of opioid remediation activities or restitution, as well as any repayment of those funds and any interest or investment earnings that may accrue as those funds are temporarily held before being expended on opioid remediation strategies.

“Opioid Supply Chain Participants” means entities that engage in or have engaged in the manufacture, marketing, promotion, distribution, or dispensing of an opioid analgesic, including their officers, directors, employees, or agents, acting in their capacity as such.

“Parties” means the State and the Participating Local Governments.

“Participating Local Government” means a county or city within the geographic boundaries of the State of Minnesota that has signed this Memorandum of Agreement and has executed a release of claims with the Settling Defendants by signing on to the National Settlement Agreements. For the avoidance of doubt, a Local Government must sign this MOA to become a “Participating Local Government.”

“Region” is defined in Section II.H below.

“Settling Defendants” means Johnson & Johnson, AmerisourceBergen, Cardinal Health, and McKesson, as well as their subsidiaries, affiliates, officers, and directors named in a National Settlement Agreement.

“State” means the State of Minnesota by and through its Attorney General, Keith Ellison.

“State Abatement Fund” is defined in Section II.B below.

## **II. Allocation of Settlement Proceeds**

- A. Method of distribution. Pursuant to the National Settlement Agreements and any Bankruptcy Resolutions, Opioid Settlement Funds shall be distributed directly to the State and directly to Participating Local Governments in such proportions and for such uses as set forth in this MOA, provided Opioid Settlement Funds shall not be considered funds of the State or any Participating Local Government unless and until such time as each annual distribution is made.
- B. Overall allocation of funds. Opioid Settlement Funds will be initially allocated as follows: (i) 25% directly to the State (“State Abatement Fund”), and (ii) 75% directly to abatement funds established by Participating Local Governments (“Local Abatement Funds”). This initial allocation is subject to modification by Sections II.F, II.G, and II.H, below.



C. Statutory change.

1. The Parties agree to work together in good faith to propose and lobby for legislation in the 2022 Minnesota legislative session to modify the distribution of the State's Opiate Epidemic Response Fund under Minnesota Statutes section 256.043, subd. 3(d), so that "50 percent of the remaining amount" is no longer appropriated to county social services, as related to Opioid Settlement Funds that are ultimately placed into the Minnesota Opiate Epidemic Response Fund ("Legislative Modification").<sup>1</sup> Such efforts include, but are not limited to, providing testimony and letters in support of the Legislative Modification.
2. It is the intent of the Parties that the Legislative Modification would affect only the county share under section 256.043, subd. 3(d), and would not impact the provision of funds to tribal social service agencies. Further, it is the intent of the Parties that the Legislative Modification would relate only to disposition of Opioid Settlement Funds and is not predicated on a change to the distribution of the Board of Pharmacy fee revenue that is deposited into the Opiate Epidemic Response Fund.

D. Bill Drafting Workgroup. The Parties will work together to convene a Bill Drafting Workgroup to recommend draft legislation to achieve this Legislative Modification. The Workgroup will meet as often as practicable in December 2021 and January 2022 until recommended language is completed. Invitations to participate in the group shall be extended to the League of Minnesota Cities, the Association of Minnesota Counties, the Coalition of Greater Minnesota Cities, state agencies, the Governor's Office, the Attorney General's Office, the Opioid Epidemic Response Advisory Council, the Revisor's Office, and Minnesota tribal representatives. The Workgroup will host meetings with Members of the Minnesota House of Representatives and Minnesota Senate who have been involved in this matter to assist in crafting a bill draft.

E. No payments until August 1, 2022. The Parties agree to take all steps necessary to ensure that any Opioid Settlement Funds ready for distribution directly to the State and Participating Local Governments under the National Settlement Agreements or Bankruptcy Resolutions are not actually distributed to the Parties until on or after August 1, 2022, in order to allow the Parties to pursue legislative change that would take effect before the Opioid Settlement Funds are received by the Parties. Such steps may include, but are not limited to, the Attorney General's Office delaying its filing of Consent Judgments in Minnesota state court memorializing the National Settlement Agreements. This provision will cease to apply upon the effective date of the Legislative Modification described above, if that date is prior to August 1, 2022.

---

<sup>1</sup> It is the intent of the Parties that counties will continue to fund child protection services for children and families who are affected by addiction, in compliance with the Approved Uses in **Exhibit A.**



- F. Effect of no statutory change by August 1, 2022. If the Legislative Modification described above does not take effect by August 1, 2022, the allocation between the Parties set forth in Section II.B shall be modified as follows: (i) 40% directly to the State Abatement Fund, and (ii) 60% to Local Abatement Funds. The Parties further agree to discuss potential amendment of this MOA if such legislation does not timely go into effect in accordance with this paragraph.
- G. Effect of later statutory change. If the Legislative Modification described above takes effect after August 1, 2022, the allocation between the Parties will be modified as follows: (i) 25% directly to the State Abatement Fund, and (ii) 75% to Local Abatement Funds.
- H. Effect of partial statutory change. If any legislative action otherwise modifies or diminishes the direct allocation of Opioid Settlement Funds to Participating Local Governments so that as a result the Participating Local Governments would receive less than 75 percent of the Opioid Settlement Funds (inclusive of amounts received by counties per statutory appropriation through the Minnesota Opiate Epidemic Response Fund), then the allocation set forth in Section II.B will be modified to ensure Participating Local Governments receive 75% of the Opioid Settlement Funds.
- I. Participating Local Governments receiving payments. The proportions set forth in **Exhibit B** provide for payments directly to: (i) all Minnesota counties; and (ii) all Minnesota cities that (a) have a population of more than 30,000, based on the United States Census Bureau's Vintage 2019 population totals, (b) have funded or otherwise managed an established health care or treatment infrastructure (e.g., health department or similar agency), or (c) have initiated litigation against the Settling Defendants as of December 3, 2021.
- J. Allocation of funds between Participating Local Governments. The Local Abatement Funds shall be allocated to Participating Local Governments in such proportions as set forth in **Exhibit B**, attached hereto and incorporated herein by reference, which is based upon the MDL Matter's Opioid Negotiation Class Model.<sup>2</sup> The proportions shall not change based on population changes during the term of the MOA. However, to the extent required by the terms of the National Settlement Agreements, the proportions set forth in **Exhibit B** must be adjusted: (i) to provide no payment from the National Settlement Agreements to any listed county or municipality that does not participate in the National Settlement Agreements; and (ii) to provide a reduced payment from the National Settlement Agreements to any listed county or city that signs on to the National Settlement Agreements after the Initial Participation Date.
- K. Redistribution in certain situations. In the event a Participating Local Government merges, dissolves, or ceases to exist, the allocation percentage for that Participating Local

---

<sup>2</sup> More specifically, the proportions in Exhibit B were created based on Exhibit G to the National Settlement Agreements, which in turn was based on the MDL Matter's allocation criteria. Cities under 30,000 in population that had shares under the Exhibit G default allocation were removed and their shares were proportionally reallocated amongst the remaining subdivisions.



Government shall be redistributed equitably based on the composition of the successor Local Government. In the event an allocation to a Local Government cannot be paid to the Local Government, such unpaid allocations will be allocated to Local Abatement Funds and be distributed in such proportions as set forth in Exhibit B.

- L. City may direct payments to county. Any city allocated a share may elect to have its full share or a portion of its full share of current or future annual distributions of settlement funds instead directed to the county or counties in which it is located, so long as that county or counties are Participating Local Governments[s]. Such an election must be made by January 1 each year to apply to the following fiscal year. If a city is located in more than one county, the city's funds will be directed based on the MDL Matter's Opioid Negotiation Class Model.

### **III. Special Revenue Fund**

- A. Creation of special revenue fund. Every Participating Local Government receiving Opioid Settlement Funds through direct distribution shall create a separate special revenue fund, as described below, that is designated for the receipt and expenditure of Opioid Settlement Funds.
- B. Procedures for special revenue fund. Funds in this special revenue fund shall not be commingled with any other money or funds of the Participating Local Government. The funds in the special revenue fund shall not be used for any loans or pledge of assets, unless the loan or pledge is for an Approved Use. Participating Local Governments may not assign to another entity their rights to receive payments of Opioid Settlement Funds or their responsibilities for funding decisions, except as provided in Section II.L.
- C. Process for drawing from special revenue funds.
  - 1. Opioid Settlement Funds can be used for a purpose when the Governing Body includes in its budget or passes a separate resolution authorizing the expenditure of a stated amount of Opioid Settlement Funds for that purpose or those purposes during a specified period of time.
  - 2. The budget or resolution must (i) indicate that it is an authorization for expenditures of opioid settlement funds; (ii) state the specific strategy or strategies the county or city intends to fund, using the item letter and/or number in **Exhibit A** to identify each funded strategy, if applicable; and (iii) state the amount dedicated to each strategy for a stated period of time.
- D. Local government grantmaking. Participating Local Governments may make contracts with or grants to a nonprofit, charity, or other entity with Opioid Settlement Funds.
- E. Interest earned on special revenue fund. The funds in the special revenue fund may be invested, consistent with the investment limitations for local governments, and may be



placed in an interest-bearing bank account. Any interest earned on the special revenue funds must be used in a way that is consistent with this MOA.

#### **IV. Opioid Remediation Activities**

- A. Limitation on use of funds. This MOA requires that Opioid Settlement Funds be utilized only for future opioid remediation activities, and Parties shall expend Opioid Settlement Funds only for Approved Uses and for expenditures incurred after the effective date of this MOA, unless execution of the National Settlement Agreements requires a later date. Opioid Settlement Funds cannot be used to pay litigation costs, expenses, or attorney fees arising from the enforcement of legal claims related to the opioid epidemic, except for the portion of Opioid Settlement Funds that comprise the Backstop Fund described in Section VI. For the avoidance of doubt, counsel for Litigating Local Governments may recover litigation costs, expenses, or attorney fees from the common benefit, contingency fee, and cost funds established in the National Settlement Agreements, as well as the Backstop Fund described in Section VI.
- B. Public health departments as Chief Strategists. For Participating Local Governments that have public health departments, the public health departments shall serve as the lead agency and Chief Strategist to identify, collaborate, and respond to local issues as Local Governments decide how to leverage and disburse Opioid Settlement Funds. In their role as Chief Strategist, public health departments will convene multi-sector meetings and lead efforts that build upon local efforts like Community Health Assessments and Community Health Improvement Plans, while fostering community focused and collaborative evidence-informed approaches that prevent and address addiction across the areas of public health, human services, and public safety. Chief Strategists should consult with municipalities located within their county in the development of any Community Health Assessment, and are encouraged to collaborate with law enforcement agencies in the county where appropriate.
- C. Administrative expenses. Reasonable administrative costs for the State or Local Government to administer its allocation of the Opioid Settlement Funds shall not exceed actual costs, 10% of the relevant allocation of the Opioid Settlement Funds, or any administrative expense limitation imposed by the National Settlement Agreements or Bankruptcy Resolution, whichever is less.
- D. Regions. Two or more Participating Local Governments may at their discretion form a new group or utilize an existing group (“Region”) to pool their respective shares of settlement funds and make joint spending decisions. Participating Local Governments may choose to create a Region or utilize an existing Region under a joint exercise of powers under Minn. Stat. § 471.59.
- E. Consultation and partnerships.
  - 1. Each county receiving Opioid Settlement Funds must consult annually with the municipalities in the county regarding future use of the settlement funds in the



county, including by holding an annual meeting with all municipalities in the county in order to receive input as to proposed uses of the Opioid Settlement Funds and to encourage collaboration between Local Governments both within and beyond the county. These meetings shall be open to the public.

2. Participating Local Governments within the same County Area have a duty to regularly consult with each other to coordinate spending priorities.
  3. Participating Local Governments can form partnerships at the local level whereby Participating Local Governments dedicate a portion of their Opioid Settlement Funds to support city- or community-based work with local stakeholders and partners within the Approved Uses.
- F. Collaboration. The State and Participating Local Governments must collaborate to promote effective use of Opioid Settlement Funds, including through the sharing of expertise, training, and technical assistance. They will also coordinate with trusted partners, including community stakeholders, to collect and share information about successful regional and other high-impact strategies and opioid treatment programs.

## **V. Reporting and Compliance**

- A. Construction of reporting and compliance provisions. Reporting and compliance requirements will be developed and mutually agreed upon by the Parties, utilizing the recommendations provided by the Advisory Panel to the Attorney General on Distribution and Allocation of Opioid Settlement Funds.
- B. Reporting Workgroup. The Parties will work together to establish a Reporting Workgroup that includes representatives of the Attorney General's Office, state stakeholders, and city and county representatives, who will meet on a regular basis to develop reporting and compliance recommendations. The Reporting Workgroup must produce a set of reporting and compliance measures by June 1, 2022. Such reporting and compliance measures will be effective once approved by representatives of the Attorney General's Office, the Governor's Office, the Association of Minnesota Counties, and the League of Minnesota Cities that are on the Workgroup.

## **VI. Backstop Fund**

- A. National Attorney Fee Fund. The National Settlement Agreements provide for the payment of all or a portion of the attorney fees and costs owed by Litigating Local Governments to private attorneys specifically retained to file suit in the opioid litigation ("National Attorney Fee Fund"). The Parties acknowledge that the National Settlement Agreements may provide for a portion of the attorney fees of Litigating Local Governments.
- B. Backstop Fund and Waiver of Contingency Fee. The Parties agree that the Participating Local Governments will create a supplemental attorney fees fund (the "Backstop Fund") to be used to compensate private attorneys ("Counsel") for Local Governments that filed opioid lawsuits on or before December 3, 2021 ("Litigating Local Governments"). By



order<sup>3</sup> dated August 6, 2021, Judge Polster capped all applicable contingent fee agreements at 15%. Judge Polster's 15% cap does not limit fees from the National Attorney Fee Fund or from any state backstop fund for attorney fees, but private attorneys for local governments must waive their contingent fee agreements to receive payment from the National Attorney Fee Fund. Judge Polster recognized that a state backstop fund can be designed to incentivize private attorneys to waive their right to enforce contingent fee agreements and instead apply to the National Attorney Fee Fund, with the goals of achieving greater subdivision participation and higher ultimate payouts to both states and local governments. Accordingly, in order to seek payment from the Backstop Fund, Counsel must agree to waive their contingency fee agreements relating to these National Settlement Agreements and first apply to the National Attorney Fee Fund.

- C. Backstop Fund Source. The Backstop Fund will be funded by seven percent (7%) of the share of each payment made to the Local Abatement Funds from the National Settlement Agreements (annual or otherwise), based upon the initial allocation of 25% directly to the State Abatement Fund and 75% directly to Local Abatement Funds, and will not include payments resulting from the Purdue or Mallinckrodt Bankruptcies. In the event that the initial allocation is modified pursuant to Section II.F. above, then the Backstop Fund will be funded by 8.75% of the share of each payment made to the Local Abatement Funds from the National Settlement Agreements (annual or otherwise), based upon the modified allocation of 40% directly to the State Abatement Fund and 60% directly to the Local Abatement Funds, and will not include payments resulting from the Purdue or Mallinckrodt Bankruptcies. In the event that the allocation is modified pursuant to Section II.G. or Section II.H. above, back to an allocation of 25% directly to the State Abatement Fund and 75% directly to Local Abatement Funds, then the Backstop Fund will be funded by 7% of the share of each payment made to the Local Abatement Funds from the National Settlement Agreements (annual or otherwise), and will not include payments resulting from the Purdue or Mallinckrodt Bankruptcies.
- D. Backstop Fund Payment Cap. Any attorney fees paid from the Backstop Fund, together with any compensation received from the National Settlement Agreements' Contingency Fee Fund, shall not exceed 15% of the total gross recovery of the Litigating Local Governments' share of funds from the National Settlement Agreements. To avoid doubt, in no instance will Counsel receive more than 15% of the amount paid to their respective Litigating Local Government client(s) when taking into account what private attorneys receive from both the Backstop Fund and any fees received from the National Settlement Agreements' Contingency Fee Fund.
- E. Requirements to Seek Payment from Backstop Fund. A private attorney may seek payment from the Backstop Fund in the event that funds received by Counsel from the National Settlement Agreements' Contingency Fee Fund are insufficient to cover the amount that would be due to Counsel under any contingency fee agreement with a Litigating Local Government based on any recovery Litigating Local Governments receive from the National Settlement Agreements. Before seeking any payment from the Backstop Fund,

---

<sup>3</sup> Order, In re: Nat'l Prescription Opiate Litig., Case No. 17-MD-02804, Doc. No. 3814 (N.D. Ohio August 6, 2021).



private attorneys must certify that they first sought fees from the National Settlement Agreements' Contingency Fee Fund, and must certify that they agreed to accept the maximum fees payments awarded to them. Nothing in this Section, or in the terms of this Agreement, shall be construed as a waiver of fees, contractual or otherwise, with respect to fees that may be recovered under a contingency fee agreement or otherwise from other past or future settlements, verdicts, or recoveries related to the opioid litigation.

- F. Special Master. A special master will administer the Backstop Fund, including overseeing any distribution, evaluating the requests of Counsel for payment, and determining the appropriate amount of any payment from the Backstop Fund. The special master will be selected jointly by the Minnesota Attorney General and the Hennepin County Attorney, and will be one of the following individuals: Hon. Jeffrey Keyes, Hon. David Lillehaug; or Hon. Jack Van de North. The special master will be compensated from the Backstop Fund. In the event that a successor special master is needed, the Minnesota Attorney General and the Hennepin County Attorney will jointly select the successor special master from the above-listed individuals. If none of the above-listed individuals is available to serve as the successor special master, then the Minnesota Attorney General and the Hennepin County Attorney will jointly select a successor special master from a list of individuals that is agreed upon between the Minnesota Attorney General, the Hennepin County Attorney, and Counsel.
- G. Special Master Determinations. The special master will determine the amount and timing of any payment to Counsel from the Backstop Fund. The special master shall make one determination regarding payment of attorney fees to Counsel, which will apply through the term of the recovery from the National Settlement Agreements. In making such determinations, the special master shall consider the amounts that have been or will be received by the private attorney's firm from the National Settlement Agreements' Contingency Fee Fund relating to Litigating Local Governments; the contingency fee contracts; the dollar amount of recovery for Counsel's respective clients who are Litigating Local Governments; the Backstop Fund Payment Cap above; the complexity of the legal issues involved in the opioid litigation; work done to directly benefit the Local Governments within the State of Minnesota; and the principles set forth in the Minnesota Rules of Professional Conduct, including the reasonable and contingency fee principles of Rule 1.5. In the interest of transparency, Counsel shall provide information in their initial fee application about the total amount of fees that Counsel have received or will receive from the National Attorney Fee Fund related to the Litigating Local Governments.
- H. Special Master Proceedings. Counsel seeking payment from the Backstop Fund may also provide written submissions to the special master, which may include declarations from counsel, summaries relating to the factors described above, and/or attestation regarding total payments awarded or anticipated from the National Settlement Agreements' Contingency Fee Fund. Private attorneys shall not be required to disclose work product, proprietary or confidential information, including but not limited to detailed billing or lodestar records. To the extent that counsel rely upon written submissions to support their application to the special master, the special master will incorporate said submission or summary into the record. Any proceedings before the special master and documents filed with the special master shall be public, and the special master's determinations regarding



any payment from the Backstop Funds shall be transparent, public, final, and not appealable.

- I. Distribution of Any Excess Funds. To the extent the special master determines that the Backstop Fund exceeds the amount necessary for payment to Counsel, the special master shall distribute any excess amount to Participating Local Governments according to the percentages set forth in **Exhibit B**.
- J. Term. The Backstop Fund will be administered for (a) the length of the National Litigation Settlement payments; or (b) until all Counsel for Litigating Local Governments have either (i) received payments equal to the Backstop Fund Payment Cap above or (ii) received the full amount determined by the special master; whichever occurs first.
- K. No State Funds Toward Attorney Fees. For the avoidance of doubt, no portion of the State Abatement Fund will be used to fund the Backstop Fund or in any other way to fund any Litigating Local Government's attorney fees and expenses. Any funds that the State receives from the National Settlement Agreements as attorney fees and costs or in lieu of attorney fees and costs, including the Additional Restitution Amounts, will be treated as State Abatement Funds.

## **VII. General Terms**

- A. Scope of agreement. This MOA applies to all settlements under the National Settlement Agreements with Settling Defendants and the Bankruptcy Resolutions with Bankruptcy Defendants.<sup>4</sup> The Parties agree to discuss the use, as the Parties may deem appropriate in the future, of the settlement terms set out herein (after any necessary amendments) for resolutions with Opioid Supply Chain Participants not covered by the National Settlement Agreements or a Bankruptcy Resolution. The Parties acknowledge that this MOA does not excuse any requirements placed upon them by the terms of the National Settlement Agreements or any Bankruptcy Resolution, except to the extent those terms allow for a State-Subdivision Agreement to do so.
- B. When MOA takes effect.
  - 1. This MOA shall become effective at the time a sufficient number of Local Governments have joined the MOA to qualify this MOA as a State-Subdivision Agreement under the National Settlement Agreements or as a Statewide Abatement Agreement under any Bankruptcy Resolution. If this MOA does not thereby qualify as a State-Subdivision Agreement or Statewide Abatement Agreement, this MOA will have no effect.
  - 2. The Parties may conditionally agree to sign on to the MOA through a letter of intent, resolution, or similar written statement, declaration, or pronouncement declaring

---

<sup>4</sup> For the avoidance of doubt, this includes settlements reached with AmerisourceBergen, Cardinal Health, and McKesson, and Janssen, and Bankruptcy Resolutions involving Purdue Pharma L.P., and Mallinckrodt plc.



their intent to sign on to the MOA if the threshold for Party participation in a specific Settlement is achieved.

C. Dispute resolution.

1. If any Party believes another Party has violated the terms of this MOA, the alleging Party may seek to enforce the terms of this MOA in Ramsey County District Court, provided the alleging Party first provides notice to the alleged offending Party of the alleged violation and a reasonable opportunity to cure the alleged violation.
2. If a Party believes another Party, Region, or individual involved in the receipt, distribution, or administration of Opioid Settlement Funds has violated any applicable ethics codes or rules, a complaint shall be lodged with the appropriate forum for handling such matters.
3. If a Party believes another Party, Region, or individual involved in the receipt, distribution, or administration of Opioid Settlement Funds violated any Minnesota criminal law, such conduct shall be reported to the appropriate criminal authorities.

D. Amendments. The Parties agree to make such amendments as necessary to implement the intent of this MOA.

E. Applicable law and venue. Unless otherwise required by the National Settlement Agreements or a Bankruptcy Resolution, this MOA, including any issues related to interpretation or enforcement, is governed by the laws of the State of Minnesota. Any action related to the provisions of this MOA must be adjudicated by the Ramsey County District Court. If any provision of this MOA is held invalid by any court of competent jurisdiction, this invalidity does not affect any other provision which can be given effect without the invalid provision.

F. Relationship of this MOA to other agreements and resolutions. All Parties acknowledge and agree that the National Settlement Agreements will require a Participating Local Government to release all its claims against the Settling Defendants to receive direct allocation of Opioid Settlement Funds. All Parties further acknowledge and agree that based on the terms of the National Settlement Agreements, a Participating Local Government may receive funds through this MOA only after complying with all requirements set forth in the National Settlement Agreements to release its claims. This MOA is not a promise from any Party that any National Settlement Agreements or Bankruptcy Resolution will be finalized or executed.

G. When MOA is no longer in effect. This MOA is effective until one year after the last date on which any Opioid Settlement Funds are being spent by the Parties pursuant to the National Settlement Agreements and any Bankruptcy Resolution.

H. No waiver for failure to exercise. The failure of a Party to exercise any rights under this MOA will not be deemed to be a waiver of any right or any future rights.



- I. No effect on authority of Parties. Nothing in this MOA should be construed to limit the power or authority of the State of Minnesota, the Attorney General, or the Local Governments, except as expressly set forth herein.
- J. Signing and execution. This MOA may be executed in counterparts, each of which constitutes an original, and all of which constitute one and the same agreement. This MOA may be executed by facsimile or electronic copy in any image format. Each Party represents that all procedures necessary to authorize such Party's execution of this MOA have been performed and that the person signing for such Party has been authorized to execute the MOA in an official capacity that binds the Party.



This **Minnesota Opioids State-Subdivision Memorandum of Agreement** is signed

this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ by:

\_\_\_\_\_

Name and Title: \_\_\_\_\_

On behalf of: \_\_\_\_\_



## **EXHIBIT A**

### **List of Opioid Remediation Uses**

Settlement fund recipients shall choose from among abatement strategies, including but not limited to those listed in this Exhibit. The programs and strategies listed in this Exhibit are not exclusive, and fund recipients shall have flexibility to modify their abatement approach as needed and as new uses are discovered.

<b>PART ONE: TREATMENT</b>
----------------------------

#### **A. TREAT OPIOID USE DISORDER (OUD)**

Support treatment of Opioid Use Disorder (“*OUD*”) and any co-occurring Substance Use Disorder or Mental Health (“*SUD/MH*”) conditions through evidence-based or evidence-informed programs<sup>5</sup> or strategies that may include, but are not limited to, those that:<sup>6</sup>

1. Expand availability of treatment for OUD and any co-occurring SUD/MH conditions, including all forms of Medication for Opioid Use Disorder (“*MOUD*”) <sup>7</sup> approved by the U.S. Food and Drug Administration.
2. Support and reimburse evidence-based services that adhere to the American Society of Addiction Medicine (“*ASAM*”) continuum of care for OUD and any co-occurring SUD/MH conditions.
3. Expand telehealth to increase access to treatment for OUD and any co-occurring SUD/MH conditions, including *MOUD*, as well as counseling, psychiatric support, and other treatment and recovery support services.
4. Improve oversight of Opioid Treatment Programs (“*OTPs*”) to assure evidence-based or evidence-informed practices such as adequate methadone dosing and low threshold approaches to treatment.

---

<sup>5</sup> Use of the terms “evidence-based,” “evidence-informed,” or “best practices” shall not limit the ability of recipients to fund innovative services or those built on culturally specific needs. Rather, recipients are encouraged to support culturally appropriate services and programs for persons with OUD and any co-occurring SUD/MH conditions.

<sup>6</sup> As used in this Exhibit, words like “expand,” “fund,” “provide” or the like shall not indicate a preference for new or existing programs.

<sup>7</sup> Historically, pharmacological treatment for opioid use disorder was referred to as “Medication-Assisted Treatment” (“*MAT*”). It has recently been determined that the better term is “Medication for Opioid Use Disorder” (“*MOUD*”). This Exhibit will use “*MOUD*” going forward. Use of the term *MOUD* is not intended to and shall in no way limit abatement programs or strategies now or into the future as new strategies and terminology evolve.



5. Support mobile intervention, treatment, and recovery services, offered by qualified professionals and service providers, such as peer recovery coaches, for persons with OUD and any co-occurring SUD/MH conditions and for persons who have experienced an opioid overdose.
6. Provide treatment of trauma for individuals with OUD (*e.g.*, violence, sexual assault, human trafficking, or adverse childhood experiences) and family members (*e.g.*, surviving family members after an overdose or overdose fatality), and training of health care personnel to identify and address such trauma.
7. Support detoxification (detox) and withdrawal management services for people with OUD and any co-occurring SUD/MH conditions, including but not limited to medical detox, referral to treatment, or connections to other services or supports.
8. Provide training on MOUD for health care providers, first responders, students, or other supporting professionals, such as peer recovery coaches or recovery outreach specialists, including telementoring to assist community-based providers in rural or underserved areas.
9. Support workforce development for addiction professionals who work with persons with OUD and any co-occurring SUD/MH or mental health conditions.
10. Offer fellowships for addiction medicine specialists for direct patient care, instructors, and clinical research for treatments.
11. Offer scholarships and supports for certified addiction counselors, licensed alcohol and drug counselors, licensed clinical social workers, licensed mental health counselors, and other mental and behavioral health practitioners or workers, including peer recovery coaches, peer recovery supports, and treatment coordinators, involved in addressing OUD and any co-occurring SUD/MH or mental health conditions, including, but not limited to, training, scholarships, fellowships, loan repayment programs, continuing education, licensing fees, or other incentives for providers to work in rural or underserved areas.
12. Provide funding and training for clinicians to obtain a waiver under the federal Drug Addiction Treatment Act of 2000 (“*DATA 2000*”) to prescribe MOUD for OUD, and provide technical assistance and professional support to clinicians who have obtained a DATA 2000 waiver.
13. Dissemination of web-based training curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service–Opioids web-based training curriculum and motivational interviewing.
14. Develop and disseminate new curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service for Medication–Assisted Treatment.



**B. SUPPORT PEOPLE IN TREATMENT AND RECOVERY**

Support people in recovery from OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the programs or strategies that:

1. Provide comprehensive wrap-around services to individuals with OUD and any co-occurring SUD/MH conditions, including housing, transportation, education, job placement, job training, or childcare.
2. Provide the full continuum of care of treatment and recovery services for OUD and any co-occurring SUD/MH conditions, including supportive housing, peer support services and counseling, community navigators, case management, and connections to community-based services.
3. Provide counseling, peer-support, recovery case management and residential treatment with access to medications for those who need it to persons with OUD and any co-occurring SUD/MH conditions.
4. Provide access to housing for people with OUD and any co-occurring SUD/MH conditions, including supportive housing, recovery housing, housing assistance programs, training for housing providers, or recovery housing programs that allow or integrate FDA-approved medication with other support services.
5. Provide community support services, including social and legal services, to assist in deinstitutionalizing persons with OUD and any co-occurring SUD/MH conditions.
6. Support or expand peer-recovery centers, which may include support groups, social events, computer access, or other services for persons with OUD and any co-occurring SUD/MH conditions.
7. Provide or support transportation to treatment or recovery programs or services for persons with OUD and any co-occurring SUD/MH conditions.
8. Provide employment training or educational services for persons in treatment for or recovery from OUD and any co-occurring SUD/MH conditions.
9. Identify successful recovery programs such as physician, pilot, and college recovery programs, and provide support and technical assistance to increase the number and capacity of high-quality programs to help those in recovery.
10. Engage non-profits, faith-based communities, and community coalitions to support people in treatment and recovery and to support family members in their efforts to support the person with OUD in the family.



11. Provide training and development of procedures for government staff to appropriately interact and provide social and other services to individuals with or in recovery from OUD, including reducing stigma.
12. Support stigma reduction efforts regarding treatment and support for persons with OUD, including reducing the stigma on effective treatment.
13. Create or support culturally appropriate services and programs for persons with OUD and any co-occurring SUD/MH conditions, including but not limited to new Americans, African Americans, and American Indians.
14. Create and/or support recovery high schools.
15. Hire or train behavioral health workers to provide or expand any of the services or supports listed above.

**C. CONNECT PEOPLE WHO NEED HELP TO THE HELP THEY NEED  
(CONNECTIONS TO CARE)**

Provide connections to care for people who have—or are at risk of developing—OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Ensure that health care providers are screening for OUD and other risk factors and know how to appropriately counsel and treat (or refer if necessary) a patient for OUD treatment.
2. Fund Screening, Brief Intervention and Referral to Treatment (“SBIRT”) programs to reduce the transition from use to disorders, including SBIRT services to pregnant women who are uninsured or not eligible for Medicaid.
3. Provide training and long-term implementation of SBIRT in key systems (health, schools, colleges, criminal justice, and probation), with a focus on youth and young adults when transition from misuse to opioid disorder is common.
4. Purchase automated versions of SBIRT and support ongoing costs of the technology.
5. Expand services such as navigators and on-call teams to begin MOUD in hospital emergency departments.
6. Provide training for emergency room personnel treating opioid overdose patients on post-discharge planning, including community referrals for MOUD, recovery case management or support services.
7. Support hospital programs that transition persons with OUD and any co-occurring SUD/MH conditions, or persons who have experienced an opioid overdose, into clinically appropriate follow-up care through a bridge clinic or similar approach.



8. Support crisis stabilization centers that serve as an alternative to hospital emergency departments for persons with OUD and any co-occurring SUD/MH conditions or persons that have experienced an opioid overdose.
9. Support the work of Emergency Medical Systems, including peer support specialists, to connect individuals to treatment or other appropriate services following an opioid overdose or other opioid-related adverse event.
10. Provide funding for peer support specialists or recovery coaches in emergency departments, detox facilities, recovery centers, recovery housing, or similar settings; offer services, supports, or connections to care to persons with OUD and any co-occurring SUD/MH conditions or to persons who have experienced an opioid overdose.
11. Expand warm hand-off services to transition to recovery services.
12. Create or support school-based contacts that parents can engage with to seek immediate treatment services for their child; and support prevention, intervention, treatment, and recovery programs focused on young people.
13. Develop and support best practices on addressing OUD in the workplace.
14. Support assistance programs for health care providers with OUD.
15. Engage non-profits and the faith community as a system to support outreach for treatment.
16. Support centralized call centers that provide information and connections to appropriate services and supports for persons with OUD and any co-occurring SUD/MH conditions.

**D. ADDRESS THE NEEDS OF CRIMINAL JUSTICE-INVOLVED PERSONS**

Address the needs of persons with OUD and any co-occurring SUD/MH conditions who are involved in, are at risk of becoming involved in, or are transitioning out of the criminal justice system through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support pre-arrest or pre-arraignment diversion and deflection strategies for persons with OUD and any co-occurring SUD/MH conditions, including established strategies such as:
  1. Self-referral strategies such as the Angel Programs or the Police Assisted Addiction Recovery Initiative (“*PAARP*”);
  2. Active outreach strategies such as the Drug Abuse Response Team (“*DART*”) model;



3. “Naloxone Plus” strategies, which work to ensure that individuals who have received naloxone to reverse the effects of an overdose are then linked to treatment programs or other appropriate services;
  4. Officer prevention strategies, such as the Law Enforcement Assisted Diversion (“*LEAD*”) model;
  5. Officer intervention strategies such as the Leon County, Florida Adult Civil Citation Network or the Chicago Westside Narcotics Diversion to Treatment Initiative; or
  6. Co-responder and/or alternative responder models to address OUD-related 911 calls with greater SUD expertise.
2. Support pre-trial services that connect individuals with OUD and any co-occurring SUD/MH conditions to evidence-informed treatment, including MOUD, and related services.
  3. Support treatment and recovery courts that provide evidence-based options for persons with OUD and any co-occurring SUD/MH conditions.
  4. Provide evidence-informed treatment, including MOUD, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are incarcerated in jail or prison.
  5. Provide evidence-informed treatment, including MOUD, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are leaving jail or prison or have recently left jail or prison, are on probation or parole, are under community corrections supervision, or are in re-entry programs or facilities.
  6. Support critical time interventions (“*CTP*”), particularly for individuals living with dual-diagnosis OUD/serious mental illness, and services for individuals who face immediate risks and service needs and risks upon release from correctional settings.
  7. Provide training on best practices for addressing the needs of criminal justice-involved persons with OUD and any co-occurring SUD/MH conditions to law enforcement, correctional, or judicial personnel or to providers of treatment, recovery, harm reduction, case management, or other services offered in connection with any of the strategies described in this section.

**E. ADDRESS THE NEEDS OF THE PERINATAL POPULATION, CAREGIVERS, AND FAMILIES, INCLUDING BABIES WITH NEONATAL OPIOID WITHDRAWAL SYNDROME.**

Address the needs of the perinatal population and caregivers with OUD and any co-occurring SUD/MH conditions, and the needs of their families, including babies with



neonatal opioid withdrawal syndrome (“*NOWS*”), through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support evidence-based or evidence-informed treatment, including MOUD, recovery services and supports, and prevention services for the perinatal population—or individuals who could become pregnant—who have OUD and any co-occurring SUD/MH conditions, and other measures to educate and provide support to caregivers and families affected by Neonatal Opioid Withdrawal Syndrome.
2. Expand comprehensive evidence-based treatment and recovery services, including MOUD, for uninsured individuals with OUD and any co-occurring SUD/MH conditions for up to 12 months postpartum.
3. Provide training for obstetricians or other healthcare personnel who work with the perinatal population and their families regarding treatment of OUD and any co-occurring SUD/MH conditions.
4. Expand comprehensive evidence-based treatment and recovery support for *NOWS* babies; expand services for better continuum of care with infant-caregiver dyad; and expand long-term treatment and services for medical monitoring of *NOWS* babies and their caregivers and families.
5. Provide training to health care providers who work with the perinatal population and caregivers on best practices for compliance with federal requirements that children born with *NOWS* get referred to appropriate services and receive a plan of safe care.
6. Provide child and family supports for caregivers with OUD and any co-occurring SUD/MH conditions, emphasizing the desire to keep families together.
7. Provide enhanced support for children and family members suffering trauma as a result of addiction in the family; and offer trauma-informed behavioral health treatment for adverse childhood events.
8. Offer home-based wrap-around services to persons with OUD and any co-occurring SUD/MH conditions, including, but not limited to, parent skills training.
9. Provide support for Children’s Services—Fund additional positions and services, including supportive housing and other residential services, relating to children being removed from the home and/or placed in foster care due to custodial opioid use.



PART TWO: PREVENTION
----------------------

**F. PREVENT OVER-PRESCRIBING AND ENSURE APPROPRIATE PRESCRIBING AND DISPENSING OF OPIOIDS**

Support efforts to prevent over-prescribing and ensure appropriate prescribing and dispensing of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding medical provider education and outreach regarding best prescribing practices for opioids consistent with the Guidelines for Prescribing Opioids for Chronic Pain from the U.S. Centers for Disease Control and Prevention, including providers at hospitals (academic detailing).
2. Training for health care providers regarding safe and responsible opioid prescribing, dosing, and tapering patients off opioids.
3. Continuing Medical Education (CME) on appropriate prescribing of opioids.
4. Providing Support for non-opioid pain treatment alternatives, including training providers to offer or refer to multi-modal, evidence-informed treatment of pain.
5. Supporting enhancements or improvements to Prescription Drug Monitoring Programs (“PDMPs”), including, but not limited to, improvements that:
  1. Increase the number of prescribers using PDMPs;
  2. Improve point-of-care decision-making by increasing the quantity, quality, or format of data available to prescribers using PDMPs, by improving the interface that prescribers use to access PDMP data, or both; or
  3. Enable states to use PDMP data in support of surveillance or intervention strategies, including MOUD referrals and follow-up for individuals identified within PDMP data as likely to experience OUD in a manner that complies with all relevant privacy and security laws and rules.
6. Ensuring PDMPs incorporate available overdose/naloxone deployment data, including the United States Department of Transportation’s Emergency Medical Technician overdose database in a manner that complies with all relevant privacy and security laws and rules.
7. Increasing electronic prescribing to prevent diversion or forgery.
8. Educating dispensers on appropriate opioid dispensing.



## **G. PREVENT MISUSE OF OPIOIDS**

Support efforts to discourage or prevent misuse of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding media campaigns to prevent opioid misuse, including but not limited to focusing on risk factors and early interventions.
2. Corrective advertising or affirmative public education campaigns based on evidence.
3. Public education relating to drug disposal.
4. Drug take-back disposal or destruction programs.
5. Funding community anti-drug coalitions that engage in drug prevention efforts.
6. Supporting community coalitions in implementing evidence-informed prevention, such as reduced social access and physical access, stigma reduction—including staffing, educational campaigns, support for people in treatment or recovery, or training of coalitions in evidence-informed implementation, including the Strategic Prevention Framework developed by the U.S. Substance Abuse and Mental Health Services Administration (“*SAMHSA*”).
7. Engaging non-profits and faith-based communities as systems to support prevention.
8. Funding evidence-based prevention programs in schools or evidence-informed school and community education programs and campaigns for students, families, school employees, school athletic programs, parent-teacher and student associations, and others.
9. School-based or youth-focused programs or strategies that have demonstrated effectiveness in preventing drug misuse and seem likely to be effective in preventing the uptake and use of opioids.
10. Create or support community-based education or intervention services for families, youth, and adolescents at risk for OUD and any co-occurring SUD/MH conditions.
11. Support evidence-informed programs or curricula to address mental health needs of young people who may be at risk of misusing opioids or other drugs, including emotional modulation and resilience skills.
12. Support greater access to mental health services and supports for young people, including services and supports provided by school nurses, behavioral health



workers or other school staff, to address mental health needs in young people that (when not properly addressed) increase the risk of opioid or another drug misuse.

## **H. PREVENT OVERDOSE DEATHS AND OTHER HARMS (HARM REDUCTION)**

Support efforts to prevent or reduce overdose deaths or other opioid-related harms through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Increased availability and distribution of naloxone and other drugs that treat overdoses for first responders, overdose patients, individuals with OUD and their friends and family members, schools, community navigators and outreach workers, persons being released from jail or prison, or other members of the general public.
2. Public health entities providing free naloxone to anyone in the community.
3. Training and education regarding naloxone and other drugs that treat overdoses for first responders, overdose patients, patients taking opioids, families, schools, community support groups, and other members of the general public.
4. Enabling school nurses and other school staff to respond to opioid overdoses, and provide them with naloxone, training, and support.
5. Expanding, improving, or developing data tracking software and applications for overdoses/naloxone revivals.
6. Public education relating to emergency responses to overdoses.
7. Public education relating to immunity and Good Samaritan laws.
8. Educating first responders regarding the existence and operation of immunity and Good Samaritan laws.
9. Syringe service programs and other evidence-informed programs to reduce harms associated with intravenous drug use, including supplies, staffing, space, peer support services, referrals to treatment, fentanyl checking, connections to care, and the full range of harm reduction and treatment services provided by these programs.
10. Expanding access to testing and treatment for infectious diseases such as HIV and Hepatitis C resulting from intravenous opioid use.
11. Supporting mobile units that offer or provide referrals to harm reduction services, treatment, recovery supports, health care, or other appropriate services to persons that use opioids or persons with OUD and any co-occurring SUD/MH conditions.



12. Providing training in harm reduction strategies to health care providers, students, peer recovery coaches, recovery outreach specialists, or other professionals that provide care to persons who use opioids or persons with OUD and any co-occurring SUD/MH conditions.
13. Supporting screening for fentanyl in routine clinical toxicology testing.

<b>PART THREE: OTHER STRATEGIES</b>
-------------------------------------

**I. FIRST RESPONDERS**

In addition to items in section C, D and H relating to first responders, support the following:

1. Law enforcement expenditures related to the opioid epidemic.
2. Education of law enforcement or other first responders regarding appropriate practices and precautions when dealing with fentanyl or other drugs.
3. Provision of wellness and support services for first responders and others who experience secondary trauma associated with opioid-related emergency events.

**J. LEADERSHIP, PLANNING AND COORDINATION**

Support efforts to provide leadership, planning, coordination, facilitations, training and technical assistance to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, the following:

1. Statewide, regional, local or community regional planning to identify root causes of addiction and overdose, goals for reducing harms related to the opioid epidemic, and areas and populations with the greatest needs for treatment intervention services, and to support training and technical assistance and other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
2. A dashboard to (a) share reports, recommendations, or plans to spend opioid settlement funds; (b) to show how opioid settlement funds have been spent; (c) to report program or strategy outcomes; or (d) to track, share or visualize key opioid- or health-related indicators and supports as identified through collaborative statewide, regional, local or community processes.
3. Invest in infrastructure or staffing at government or not-for-profit agencies to support collaborative, cross-system coordination with the purpose of preventing overprescribing, opioid misuse, or opioid overdoses, treating those with OUD and any co-occurring SUD/MH conditions, supporting them in treatment or recovery, connecting them to care, or implementing other strategies to abate the opioid epidemic described in this opioid abatement strategy list.



4. Provide resources to staff government oversight and management of opioid abatement programs.
5. Support multidisciplinary collaborative approaches consisting of, but not limited to, public health, public safety, behavioral health, harm reduction, and others at the state, regional, local, nonprofit, and community level to maximize collective impact.

**K. TRAINING**

In addition to the training referred to throughout this document, support training to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, those that:

1. Provide funding for staff training or networking programs and services to improve the capability of government, community, and not-for-profit entities to abate the opioid crisis.
2. Support infrastructure and staffing for collaborative cross-system coordination to prevent opioid misuse, prevent overdoses, and treat those with OUD and any co-occurring SUD/MH conditions, or implement other strategies to abate the opioid epidemic described in this opioid abatement strategy list (*e.g.*, health care, primary care, pharmacies, PDMPs, etc.).

**L. RESEARCH**

Support opioid abatement research that may include, but is not limited to, the following:

1. Monitoring, surveillance, data collection and evaluation of programs and strategies described in this opioid abatement strategy list.
2. Research non-opioid treatment of chronic pain.
3. Research on improved service delivery for modalities such as SBIRT that demonstrate promising but mixed results in populations vulnerable to opioid use disorders.
4. Research on novel harm reduction and prevention efforts such as the provision of fentanyl test strips.
5. Research on innovative supply-side enforcement efforts such as improved detection of mail-based delivery of synthetic opioids.
6. Expanded research on swift/certain/fair models to reduce and deter opioid misuse within criminal justice populations that build upon promising approaches used to address other substances (*e.g.*, Hawaii HOPE and Dakota 24/7).



7. Epidemiological surveillance of OUD-related behaviors in critical populations, including individuals entering the criminal justice system, including, but not limited to approaches modeled on the Arrestee Drug Abuse Monitoring (“*ADAM*”) system.
8. Qualitative and quantitative research regarding public health risks and harm reduction opportunities within illicit drug markets, including surveys of market participants who sell or distribute illicit opioids.
9. Geospatial analysis of access barriers to MOUD and their association with treatment engagement and treatment outcomes.

**M. POST-MORTEM**

1. Toxicology tests for the range of opioids, including synthetic opioids, seen in overdose deaths as well as newly evolving synthetic opioids infiltrating the drug supply.
2. Toxicology method development and method validation for the range of synthetic opioids observed now and in the future, including the cost of installation, maintenance, repairs and training of capital equipment.
3. Autopsies in cases of overdose deaths resulting from opioids and synthetic opioids.
4. Additional storage space/facilities for bodies directly related to opioid or synthetic opioid related deaths.
5. Comprehensive death investigations for individuals where a death is caused by or suspected to have been caused by an opioid or synthetic opioid overdose, whether intentional or accidental (overdose fatality reviews).
6. Indigent burial for unclaimed remains resulting from overdose deaths.
7. Navigation-to-care services for individuals with opioid use disorder who are encountered by the medical examiner’s office as either family and/or social network members of decedents dying of opioid overdose.
8. Epidemiologic data management and reporting to public health and public safety stakeholders regarding opioid overdose fatalities.



## **EXHIBIT B**

### **Local Abatement Funds Allocation**

<b>Subdivision</b>	<b>Allocation Percentage</b>
AITKIN COUNTY	0.5760578506020%
Andover city	0.1364919450741%
ANOKA COUNTY	5.0386504680954%
Apple Valley city	0.2990817344560%
BECKER COUNTY	0.6619330684437%
BELTRAMI COUNTY	0.7640787092763%
BENTON COUNTY	0.6440948102319%
BIG STONE COUNTY	0.1194868774775%
Blaine city	0.4249516912759%
Bloomington city	0.4900195550092%
BLUE EARTH COUNTY	0.6635420704652%
Brooklyn Center city	0.1413853902225%
Brooklyn Park city	0.2804136234778%
BROWN COUNTY	0.3325325415732%
Burnsville city	0.5135361296508%
CARLTON COUNTY	0.9839591749060%
CARVER COUNTY	1.1452829659572%
CASS COUNTY	0.8895681513437%
CHIPPEWA COUNTY	0.2092611794436%
CHISAGO COUNTY	0.9950193750117%
CLAY COUNTY	0.9428475281726%
CLEARWATER COUNTY	0.1858592042741%
COOK COUNTY	0.1074594959729%
Coon Rapids city	0.5772642444915%
Cottage Grove city	0.2810994719143%
COTTONWOOD COUNTY	0.1739065270025%
CROW WING COUNTY	1.1394859174804%
DAKOTA COUNTY	4.4207140602835%
DODGE COUNTY	0.2213963257778%
DOUGLAS COUNTY	0.6021779472345%
Duluth city	1.1502115379896%
Eagan city	0.3657951576014%
Eden Prairie city	0.2552171572659%
Edina city	0.1973054822135%
FARIBAULT COUNTY	0.2169409335358%
FILLMORE COUNTY	0.2329591105316%
FREEBORN COUNTY	0.3507169823793%
GOODHUE COUNTY	0.5616542387089%



<b>Subdivision</b>	<b>Allocation Percentage</b>
GRANT COUNTY	0.0764556498477%
HENNEPIN COUNTY	19.0624622261821%
HOUSTON COUNTY	0.3099019273452%
HUBBARD COUNTY	0.4582368775192%
Inver Grove Heights city	0.2193400520297%
ISANTI COUNTY	0.7712992707537%
ITASCA COUNTY	1.1406408131328%
JACKSON COUNTY	0.1408950443531%
KANABEC COUNTY	0.3078966749987%
KANDIYOHI COUNTY	0.1581167542252%
KITTSOON COUNTY	0.0812834506382%
KOOCHICHING COUNTY	0.2612581865885%
LAC QUI PARLE COUNTY	0.0985665133485%
LAKE COUNTY	0.1827750320696%
LAKE OF THE WOODS COUNTY	0.1123105027592%
Lakeville city	0.2822249627090%
LE SUEUR COUNTY	0.3225703347466%
LINCOLN COUNTY	0.1091919983965%
LYON COUNTY	0.2935118186364%
MAHNOMEN COUNTY	0.1416417687922%
Mankato city	0.3698584320930%
Maple Grove city	0.1814019046900%
Maplewood city	0.1875101678223%
MARSHALL COUNTY	0.1296352091057%
MARTIN COUNTY	0.2543064014046%
MCLEOD COUNTY	0.1247104517575%
MEEKER COUNTY	0.3744031515243%
MILLE LACS COUNTY	0.9301506695846%
Minneapolis city	4.8777618689374%
Minnetonka city	0.1967231070869%
Moorhead city	0.4337377037965%
MORRISON COUNTY	0.7178981419196%
MOWER COUNTY	0.5801769148506%
MURRAY COUNTY	0.1348775389165%
NICOLLET COUNTY	0.1572381052896%
NOBLES COUNTY	0.1562005111775%
NORMAN COUNTY	0.1087596675165%
North St. Paul city	0.0575844069340%
OLMSTED COUNTY	1.9236715094724%
OTTER TAIL COUNTY	0.8336175418789%
PENNINGTON COUNTY	0.3082576394945%
PINE COUNTY	0.5671222706703%



<b>Subdivision</b>	<b>Allocation Percentage</b>
PIPESTONE COUNTY	0.1535154503112%
Plymouth city	0.1762541472591%
POLK COUNTY	0.8654291473909%
POPE COUNTY	0.1870129873102%
Proctor city	0.0214374127881%
RAMSEY COUNTY	7.1081424150498%
RED LAKE COUNTY	0.0532649128178%
REDWOOD COUNTY	0.2809842366614%
RENVILLE COUNTY	0.2706888807449%
RICE COUNTY	0.2674764397830%
Richfield city	0.2534018444052%
Rochester city	0.7363082848763%
ROCK COUNTY	0.2043437335735%
ROSEAU COUNTY	0.2517872793025%
Roseville city	0.1721905548771%
Savage city	0.1883576635033%
SCOTT COUNTY	1.3274301645797%
Shakopee city	0.2879873611373%
SHERBURNE COUNTY	1.2543449471994%
SIBLEY COUNTY	0.2393480708456%
ST LOUIS COUNTY	4.7407767169807%
St. Cloud city	0.7330089009029%
St. Louis Park city	0.1476314588229%
St. Paul city	3.7475206797569%
STEARNS COUNTY	2.4158085321227%
STEELE COUNTY	0.3969975262520%
STEVENS COUNTY	0.1439474275223%
SWIFT COUNTY	0.1344167568499%
TODD COUNTY	0.4180909816781%
TRAVERSE COUNTY	0.0903964133868%
WABASHA COUNTY	0.3103038996965%
WADENA COUNTY	0.2644094336575%
WASECA COUNTY	0.2857912156338%
WASHINGTON COUNTY	3.0852862512586%
WATONWAN COUNTY	0.1475626355615%
WILKIN COUNTY	0.0937962507119%
WINONA COUNTY	0.7755267356126%
Woodbury city	0.4677270171716%
WRIGHT COUNTY	1.6985269385427%
YELLOW MEDICINE COUNTY	0.1742264836427%





## LEE BLVD FLOOD WALL MURAL OCTOBER 15, 2021

### SCOPE OF WORK

The City of North Mankato (NORTH MANKATO) asks Twin Rivers Council for the Arts (TWIN RIVERS) to support beautification and design for the low flood wall on Lee Blvd near the intersection of Lee Blvd., South Avenue, and Lookout Dr.

Twin Rivers further suggests paint might be applied to the triangular pedestrian platform at the same intersection.

- Definition of project requirements and artists' scope
- Creation and publication of RFQ and RFP materials
- Administer artist call including proposal review, selection, and contracts for selected artist(s)
- Facilitation of project completion including and continuing liaison between the artist, and NORTH MANKATO.

Artists will submit examples of their current and previous work as applications. One artist will be chosen to design and create a mural on the flood wall. TWIN RIVERS will facilitate a group of stakeholders for selection (5-9 city staff and community members). The selected artist will be paid to develop their work of art which will be approved by NORTH MANKATO. Following approval, the artist will complete the mural. *Mural painting should begin in Spring, as temperatures for the remainder of Fall may be too cold for paint to achieve a durable cure.*

### FEES DESCRIPTION

NORTH MANKATO agrees to pay TWIN RIVERS a **total fee of \$4,000 paid in two installments** for this work according to the following schedule. TWIN RIVERS will pay the selected artists a proposal development fee. For the mural, itself, TWIN RIVERS will pay the artist 70% on approval and 30% at completion.

The wall is approximately 345 sq. ft. The cost per sq ft considers market expectations for artists located in the metro. It does not include pressure washing or priming.

\$500	ONE artist selected from the RFQ process paid for designs to be approved prior to mural painting
\$700	TWIN RIVERS services
\$2,800	Payment to selected proposal

---

---

**\$4,000**

### SCHEDULE

#### PHASE I

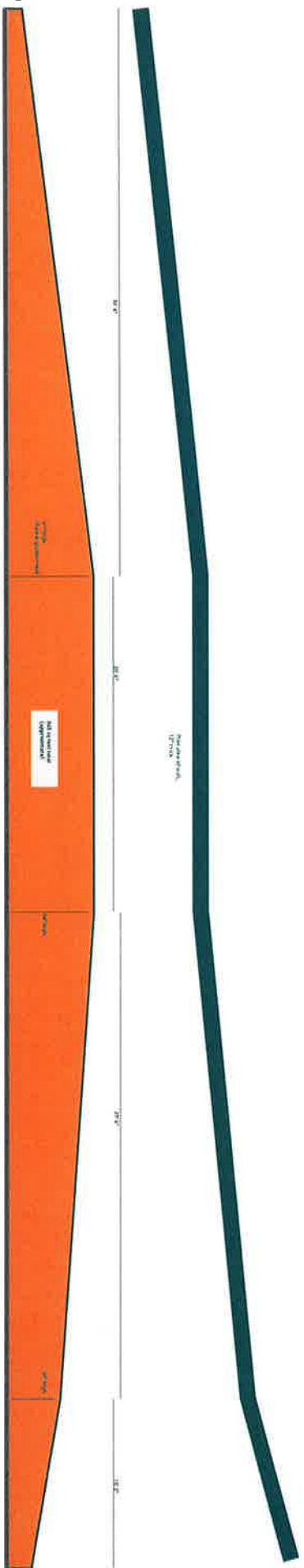
TWIN RIVERS administers RFQ, selection, contracts with three selected artists and makes first payment to artists.  
**\$1,000 due by invoice from start of work.**

#### PHASE II

Second proposal payments made to artists. TWIN RIVERS oversees proposal selection, artwork delivered, liaison continues through project completion. Artist receives 80% to begin project and 20% at completion.  
**\$3,000 due by invoice at artwork delivery.**

Jan 2022	Draft and publish RFQ (3-4 weeks for submissions)
Feb 22	Artist Qualifications Due (1-2 weeks selection) Selected artist notified (3-4 weeks, proposal development)
Feb/March 22	Proposal due (1-2 weeks approval)
April 22	Successful proposal announced
May 22	Project completion (1-2 weeks typical, dependent on weather)





## WALL PREP NOTES

Preparation includes pressure washing and priming with a white or light gray coat of paint. This work can be done by any paint contractor or public works and is not included in the fees, but can be added at North Mankato's request.

An 'isolation varnish' is a best practice to preserve artwork against vandalism. This, too, can be performed by a paint contractor or by the artist. It is not included in this proposal.





## LEE BLVD MURAL RFQ DECEMBER 2021

### WHAT IS THIS PROJECT?

North Mankato is asking artists to create an artwork that adds a spirit of welcome and beauty to North Mankato. Artists are asked only to send examples of their previous work at this time. Artists with some mural experience are preferred, but not required.

ONE artist will be chosen to propose a mural design. That artist will be paid \$500. The North Mankato City Council and city staff must approve it. The artist will be paid \$2,800 to complete the mural in Spring of 2022. Wall preparation, including pressure washing and priming of the mural wall, will be done by North Mankato and is not the responsibility of the artist. All other costs including paint and materials are the responsibility of the artist.

The project is located at the heavy traffic intersections of Lee Blvd, South Ave., and Lookout Dr in North Mankato, MN. This highly visible wall is directly across from North Mankato's City Offices.

### WHO SHOULD APPLY?

Everyone! We hope *lots* of people apply. You don't need special training, and you don't even need to call yourself an artist. Examples of artwork that you've already done *are* required, however. An artist applying for the mural project *must* have experience designing and leading group artmaking.

### HOW TO APPLY

Every application must include these things:

- 3-5 examples of finished artwork that you think relates to this project
- IF you'd like to be part of the mural project, explain your experience with helping others make art
- Tell us who you are! A brief description of your experience as an artist OR a Bio and Artist's Resume
- Contact information

There are two ways to apply, through a regular submission or with a video.

- Put the application materials in an email or a PDF.
- Show and describe the application materials in a video and put it on Vimeo or YouTube. Email the link to us.

**DUE [ON DUE DATE]  
SEND APPLICATION TO:  
INFO@TWINRIVERSARTS.ORG**



**TWIN RIVERS**  
COUNCIL FOR THE ARTS

### WHAT IS A RFQ FOR ARTISTS?

A Request for Qualifications (RFQ) is the fairest way for a project to find artists. The RFQ describes the project. Artists show they want to work on a project by replying to the RFQ.

- Artists do not pay to apply.
- Artists are not asked to make new work for free.

Next, a few artists are chosen and they are paid to make their proposals. A **proposal** is the plan for making a new piece of art. Making a proposal is a big part of making new works of art. Making a proposal is work. It includes the whole design of the art. Artists should be paid when they make proposals.

Some projects start with a **Request for Proposals (RFP)**. RFPs ask artists to plan and design new work. This is not fair unless the artists are being paid.

### HOW DOES THIS WORK?

Most RFQ/RFP processes work the same. Common requests include 3-5 work samples, a Web site, an artist statement, and an artist resume. Artists keep these things handy so they can respond to RFQs quickly and easily.

1. Artists submit images of their existing work and answer questions about themselves.
2. A committee uses that information to pick artists.
3. One to three artists are picked to make proposals. They are paid to do this.
4. One of the proposals is picked to become the final artwork.
5. The artist whose proposal is picked is paid to make and finish the artwork.

The Lee Blvd Flood wall Mural project is run by **Twin Rivers Council for the Arts** on behalf of **North Mankato, MN.**