

# Organizational Work Presentation to City Council



**DDA**

**Human Resources, Inc.**  
*a David Drown Associates Company*

# Agenda

Discuss Project Plan/Objectives

Discuss Timeline

Address action items

Answer Questions

# Dr. Tessia Melvin

Leads Practice Area

Worked 15 years in City and County government  
Former City Administrator

Received Doctorate in Public Administration

# Our Team

Mark Goldberg

Kelly Jones

George Gmach

Roxanne Chmielecki

Melanie Ault

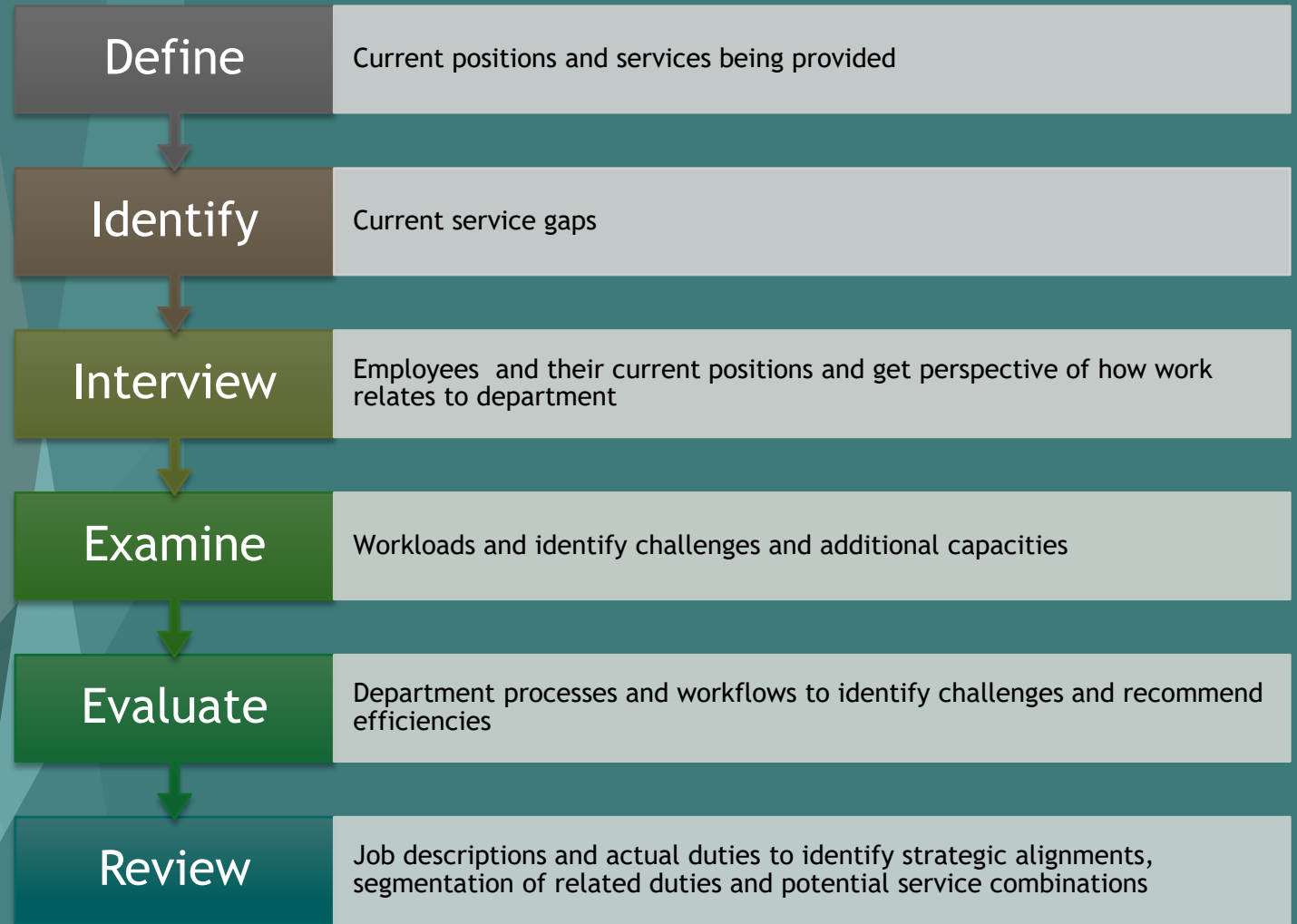
David Drown



# Discussion on Cultural and Recreation Department

- ▶ What programs are being provided?
- ▶ Who manages programs?
- ▶ What revenues are generated?
- ▶ What expenses occur?
- ▶ Who maintains facilities?
- ▶ Review of current job descriptions
- ▶ Discussion on workload
- ▶ Discussion on department organization
  - ▶ How it was formed?
  - ▶ How it is currently working?

# Scope of Work



# Information Gathering



Strategic Direction



Organizational Structure



Budget and long-term financial planning



Job Descriptions



Facility Information



Environmental scan of major outside influence



Other relevant information

# Working Committee

Caswell Sports Director

Youth Sports Coordinator

Parks Maintenance

Aquatics and Recreation manager



# Role of Working Committee

Interview

Review findings  
with

Review  
recommendations

# Leadership Team

City Administrator

City Clerk

Library, Culture and  
Recreation Director

# Role of Leadership Team

Provide 10,000 foot  
level data and input

Interview

Review findings with

Review  
recommendations

Assist with  
implementation

# Goal

- Understanding the current organizational structure of the Department
- Understand individual roles and responsibilities.
- Identifying issues that impact the City.
- Discussion about future trends that might impact the staffing and services of the City.
- Other topics

# Assessment Summary

- ▶ All individuals agreed that the current Department was created without the full scope of services. Since its inception, people have been given the autonomy to provide the services that they do, expand in areas of interest and with little supervision.
- ▶ All are in agreement that North Mankato provides great programs to the residents. However, without a Community Center, the programs are seasonal. New facilities will allow the expansion into other areas of sports and continue to grow the youth recreation program.
- ▶ While staff believe their programs are successful, there is lack of measurement of success of the department, especially financial responsibility. There is an inconsistency between communication platforms and staff is not equally trained in on all software applications.
- ▶ Staff does not interact with Council

# Assessment Summary

- ▶ Staff is happy with their job descriptions and like the autonomy they have
- ▶ There is anxiety around the potential of an Indoor Facility being built
  - ▶ Who will run it?
  - ▶ How will jobs change?
  - ▶ What will be offered?

# Assessment Deficiencies

- ▶ Lack of team communications
- ▶ Lack of cross-training
- ▶ Finding good help to care about the kids and ensure the programs are fun.
- ▶ Each program director is responsible for revenues and expenses, there is no collaboration or entire picture.
- ▶ One staff member collects sponsorships.
  - ▶ There are questions whether the time is being spent equally to get equal sponsorships for all programs, facilities and events.

# Assessment Deficiencies

- ▶ During summer and fall maybe 60-70 hours, but then slow.
- ▶ No monitoring of time or work completed.
- ▶ There is a general concern among staff about the lack of accountability of staff members.
- ▶ There is a perception that there is no discipline for staff who consistently prove that they cannot do their job to the standards of the residents and the Director.
- ▶ There is a lack of accepting change and working together. Some staff would rather work alone.
- ▶ Casswell, Football and Culture do not bring in enough to cover costs



# Recommendations

- ▶ 1) Continue to maintain good relationships with residents, business owners and other jurisdictions.

- ▶ **Action:** The programs offered are a benefit to residents and businesses. This collaboration assists with sponsorships. Maintaining these relationships is critical to future programs and services.

- 2) Continue to provide great customer service.

- ▶ **Action:** There was some concern about the lack of communications that come from some staff members to volunteer coaches, parents and participants. Create commonly used communications and identify a clear process for the communications of each program. Train all staff in the communication tools and set expectations of clear, concise and consistent communications.

- ▶ 3) Work on improving work culture.

- ▶ **Action:** Team building is necessary to build relationships and eventually create an atmosphere where collaboration and sharing will naturally occur.

# Recommendations

- 4) Automate as much as possible.
  - a. Use the same registration tools. This would create a consistent front-end for users.
  - b. Use city platform that accepts money. All employees should be trained on registration software.
  - c. If you want to use sports engines to communicate to teams after the fact, that is fine.
  - d. All employees should be trained on how to update website.
- 5) Review exempts vs. non-exempt employee status
- 6) Create a community survey to see what services residents desire.
  - a. What new programs are people looking for?
  - b. What programs do they not like?
  - c. What areas of improvement would residents like to see?
  - d. What do residents appreciate
- 7) Create individual development plans on what employees want to improve or focus their work on.
- 8) Create performance evaluation sheet to help hold employees accountable. Let employees create growth goals.

# Consideration

Where does the Council want to go or grow with this area?

► **If grow**

- a. Increase sponsorships.**
- b. Charge non-residents more for program fees**
- c. Require volunteer hours from families to reduce staff time.**
- d. Charge more for associations that use facilities.**

# Decision Point

- ▶ Future of Parks, Recreation and Culture?
- ▶ Stay the same
- ▶ Continue to grow
- ▶ Make current more efficient

How is current set up going? What were past expectations? What are current expectations? What is future plan for City? How important is Parks and Recreation to City? What should the budget look like in Parks?



### Current Set up

Continue as is

Expand

Reduce



Staff (4 FT Aquatics Manager, Caswell Director, Youth Sports Director and Parks Maintenance)

Leave as is

Reduce (Aquatics and Recreat Manager, Facilities Supervisor and Recreation Coordinator (PT?))

Change job descriptions

Wait until decision on Community Center



### Cost Analysis

What is Council Expectation?

How much should be City subsidized?

# Next Steps

- 1) Council direction
- 2) Update job descriptions
  - a. Accept employee comments.
  - b. Have DDA rewrite.
  - c. What time is needed to do the job?
  - d. What other responsibilities can be completed to help out understaff departments?
- 3) Create core competencies for employees.
  - a. Hold employees accountable for their actions.
  - b. Discipline employees that are not accountable

Any Questions?





## **Staffing Analysis**

Submitted by **DDA Human Resources, Inc.**



## **Background Information**

DDA Human Resources, Inc. was retained to provide the City of North Mankato the following services:

- Review Culture, Recreation and Quality of Life Department and City organizational study
- Review Culture, Recreation and Quality of Life Department overall budget
- Review job descriptions Culture, Recreation and Quality of Life Department
- Review current document business practices.
- Review City facilities
- Meet with staff as a group and hold individual meetings for all employees.

Consultant Dr. Melvin conducted this organizational study. Dr. Melvin is a management consultant with extensive City and County experience including working for the cities of Shoreview and Maple Plain and Dakota County.

## **Assessment Process Summary**

This analysis focused on the employee review process, scoring process, and goal settings throughout the organization. The study included the following items:

- Understanding the current organizational structure of the Department
- Understand individual roles and responsibilities.
- Identifying issues that impact the City.
- Discussion about future trends that might impact the staffing and services of the City.
- Other topics

Discussions were held with all staff. The total number of people interviewed for this process was five. All individuals were offered an in-person interview. This included the staff consisting of Sandy Bromley, Aquatics and Recreation Manager; Neal Krause, Youth Sports Coordinator; Phil Tostenson, Caswell Sports Director; Katie Heintz, Culture and Recreation Director; and Roger Coyour, Parks Maintenance II.

All individuals were provided a questionnaire and participated in a one-on-one interview. The list of the interview questions is provided at Appendix A. The list of those interviewed is provided as Appendix B is attached at the end of this Report.

## Current Organizational Structure

In 2021 the City of North Mankato experienced a lot of internal organizational changes. With the resignation of the City Administrator, the Culture, Recreation and Quality of Life Department was created. It was to include the following activities, programs and events:

- Caswell Sports: Caswell sports includes the facilities of Caswell North (a premier softball complex) and Caswell Soccer Complex. Youth programs that are served through Caswell Sports include youth soccer, youth t-ball, youth golf, tennis, youth wrestling, youth football and volleyball camps. In addition, an Adult Summer and Fall Softball Leagues are hosted here as well as an Adult Sand Volleyball league. Caswell Sports is also home to events that include the High School Invite, Shoot-Out, USA Softball Tournaments, Summer Cup and Men's Fastpitch.
- 
- The North Mankato Taylor Library was created to provide quality materials and services which fulfill educational, informational, cultural and recreational needs of the community. In addition to library services, many educational events are hosted here.
- Swim Facility: This facility has concession stands, dressing rooms with showers, bathrooms, picnic tables, umbrellas and deck chairs. The swim facility features two large water slides, two kiddie slides, zip line, climbing wall, dive platforms, Lilypad, toddler splash area, basketball courts and volleyball nets. From passes to swim lessons, the Swim Facility is also a home to events.
- Fitness and Wellness classes are offered year-round.
- Assist Outside Groups and Events:
  - Business on Belgrade: an organization created to promote, enhance and preserve beautiful Lower North Mankato as a diverse business, cultural and residential destination for the benefit of the entire community. (501C)
  - North Mankato Fun Days: a community-wide event that includes parade, concessions, carnival and rides, entertainment and more. (North Mankato Business and Activities Association (501C)

## Assessment Process Summary

The list of those interviewed is attached as Addendum B. Each person interviewed was asked to respond to the same set of questions, which are attached in Addendum A.

**As a result of employee interviews and the analysis of other data, the following observations are put forth by the Consultant for consideration. These comments are not attributable to any individual and are verbatim the opinion of the Consultant and to be considered in decision making.**

1. All individuals agreed that the current Department was created without the full scope of services. Since its inception, people have been given the autonomy to provide the services that they do, expand in areas of interest and with little supervision.
  - a. All individuals are hopeful this process will identify a better way to monitor goals, progress, and create better communications between staff and council.
  - b. All agreed that increased communications are needed between staff.

- c. All agreed that there is little guidance provided to staff and they are allowed to focus their time as they see fit.
  - d. Due to the lack of team communication, a disconnect has been created between staff and some programs like soccer are not implemented effectively because of lack of completion of entire process by one individual.
  - e. There is uncertainty around the growth of the department. This mainly resides from the unknown of the building of a Community Center being executed or not.
- 2. All are in agreement that North Mankato provides great programs to the residents. However, without a Community Center, the programs are seasonal. New facilities will allow the expansion into other areas of sports and continue to grow the youth recreation program. In the past two years, North Mankato has not only provided programs and services to its residents, but residents of surrounding communities. An example of this success is the football program. It now has 1000 kids participating from 10 towns or communities. For seven Saturdays, this program alone brings in 2,000-3,000 people.
- 3. While staff believe their programs are successful, there is lack of measurement of success of the department, especially financial responsibility. There is an inconsistency between communication platforms and staff is not equally trained in on all software applications.
- 4. Currently staff does not interact with Council.
  - a. The Director does interact with the Council.
  - b. Staff are unclear about Council's priorities and mission.
- 5. Areas where the department can improve.
  - a. Team communications
  - b. Team trained in all aspects of recreation.
  - c. Working smarter, not harder (This means working together and helping each other out.)
  - d. Finding good help to care about the kids and ensure the programs are fun.
  - e. Each program director is responsible for revenues and expenses.
  - f. One staff member collects sponsorships.
    - i. There are questions whether the time is being spent equally to get equal sponsorships for all programs, facilities and events.
- 6. There is an inconsistency in hours worked.
  - a. During summer and fall maybe 60-70 hours, but then slow.
  - b. No monitoring of time or work completed.
  - c. There is a general concern among staff about the lack of accountability of staff members.
  - d. There is a perception that there is no discipline for staff who consistently prove that they cannot do their job to the standards of the residents and the Director.

- e. There is a lack of accepting change and working together. Some staff would rather work alone.
7. Staff is happy with their job descriptions.
    - a. They do not want anything removed.
    - b. There is a general concern about what the other team members do with their time.
    - c. While staff believe that they are busy and work hard, this is not the belief of other staff members.
  8. Staff agrees that the services provided are great.
    - a. Some staff do not want to take on new responsibilities or programs.
    - b. Other team members create and administer new programs.
    - c. Staffing levels are too low to begin new programs or events.
    - d. It is believed that when properly staff, the programs are successful when they are not properly trained, the programs have developed an unsatisfactory reputation.
  9. There is anxiety around the potential of an Indoor Facility being built.
    - a. An indoor facility would allow the expansion of programs to be year-round.
    - b. There is the question of who would manage the new facility. Multiple individuals thought it would be them.
    - c. There are many programs that could be offered, but there is no facility available currently.
  10. There is no cross-training of programs or processes.
  11. The program areas are not self-sustaining. See the below figures to determine how much of the budget is subsidized.

Program	Current Revenues Brought In	What needs to be subsidized to break even
Caswell		\$77,000 (typical annual transfer) \$61,480 (an additional transfer needed in 2023 due to renovation)
Football		\$23,537 (sometimes fund is short, like in 2021)
Culture and Recreation		\$19,972 (typical annual transfer)

## Job Description Review

As part of our scope of work, DDA agreed to review job descriptions. Employees were to review before their scheduled interviews. Below you will see concerns with job descriptions.

Job Description	DDA Notes	DDA Recommendations
Caswell Sports Director	<ul style="list-style-type: none"> <li>This is not a director position. It is responsible for turf management and events on outside sports facilities.</li> <li>With the work being seasonal, not sure how this fills 40 hours per week for the entire year.</li> <li>This is a non-exempt position.</li> <li>Supervises one employee.</li> </ul>	<ul style="list-style-type: none"> <li>This position should assist public works with snow removal and plowing.</li> <li>This position should not be exempt.</li> <li>This position should have expectations of communications.</li> <li>This position should move all registration to City platform, so there is consistency from the end-user's perspective.</li> <li>Could this position be combined with parks maintenance and hire some seasonal help for turf management</li> </ul>
Youth Sports Coordinator	<ul style="list-style-type: none"> <li>What other programs does this position coordinate?</li> <li>This is a non-exempt position.</li> <li>With football and soccer, this does not seem to be enough work for 40 hours per week</li> </ul>	<ul style="list-style-type: none"> <li>This position should assist public works with snow removal and plowing.</li> <li>This position should not be exempt.</li> <li>This position should have expectations of communications.</li> </ul>
Parks Maintenance II	<ul style="list-style-type: none"> <li>Do you need a Parks I and II</li> <li>This is what a facilities position should do</li> </ul>	<ul style="list-style-type: none"> <li>Nice to see partnership with PW.</li> </ul>
Aquatics and Recreation Coordinator	<ul style="list-style-type: none"> <li>The Aquatics and Recreation Coordinator assesses the recreation requirements of the community and plans activity programs that meet those needs. They communicate with the community members, and ensure a variety of sport, recreation and cultural programs are planned and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Some programs are listed under here.</li> <li>Would be nice to see one position oversee all programs to create consistency.</li> <li>Would be nice to set up a recreation program under one umbrella.</li> </ul>

In summary, these job descriptions are very vague, and are missing some of the following critical factors:

### **Essential Duties and Responsibilities:**

- Coordinates the development and maintenance of the City's recreation programs.
  - Develops, plans, coordinates, promotes and implements a variety of recreation programs, including marketing of programs, creating budgets and schedules, facilitating registrations, scheduling facilities and coordinating use of City and non-City facilities.
  - Co-directs the general recreation programs, services and special events.
  - Evaluates and recommends purchases of equipment and supplies.
  - Evaluates programs, organization and staffing and make recommendations which may improve economy, efficiency and quality of operation.
  - Serves as advisor to and attends board meetings of youth athletic associations, as assigned.
  - Drafts, updates and prepares reports, letters, news releases, brochures, and other documents.
  - Writes grants for funding.
  - Collects sponsorships and advertisements from community members.
  - Provides information to and answers questions from program attendees and the general public via telephone, email, mail or in-person.
  - Enters data into database and maintains records.
- Provides supervision and leadership to seasonal staff.
  - Provides training and work direction.
  - Recommends hiring, termination, and promotions.
  - Sets goals and objectives and monitors performance of direct reports.
  - Conducts ongoing feedback, coaching, mentoring and timely performance reviews.
- Creates professional communications and maintains working relationships with others in carrying out job functions.
  - Represents the City to the community, with stakeholders and on various committees.
  - Provides professional communications and program plans.
- Maintains professional competence and stays updated on trends and innovations.
  - Attends training, conferences, meetings, and reviews relevant literature.
  - Assists in the preparation of grant or sponsorship application and other fundraising efforts.
  - Monitors expenditures and revenues and submits appropriate reports.
  - Monitor facilities and grounds for cleanliness and hazardous conditions and provides information to appropriate staff; prepares and maintains user accident reports.
  - Performs general administrative tasks including assisting the registration process, facility rentals, receives and responds to inquiries or complaints.

#### **Knowledge, Skills and Abilities Required for Successful Job Performance:**

- Knowledge of governmental processes and policies.
- Knowledge of competitive market pricing for comparable recreation programs.

- Knowledge of budgeting terminology and techniques.
- The ability to perform work requiring a high degree of concentration and judgment in interpreting practices and procedures to solve problems.
- The ability to work independently and to prioritize work requests.
- Knowledge of and ability to operate standard office software sufficient to manipulate data, draft reports and maintain records.
- Verbal and written communication skills sufficient to effectively present information and respond to questions from a wide variety of audiences, including residents and community groups, and reading comprehension skills sufficient to read, understand and interpret varied work-related materials.
- Demonstrates the desired standard of conduct and work performance including confidentiality and privacy requirements of the Department.
- Interpersonal skills sufficient to exchange and/or convey information, receive work direction, and maintain effective working relationships.

## Recommendations

The following is a summary of the recommendations coming out of this Report:

- 1) Continue to maintain good relationships with residents, business owners and other jurisdictions.

**Action: The programs offered are a benefit to residents and businesses. This collaboration assists with sponsorships. Maintaining these relationships is critical to future programs and services.**

- 2) Continue to provide great customer service.

**Action: There was some concern about the lack of communications that come from some staff members to volunteer coaches, parents and participants. Create commonly used communications and identify a clear process for the communications of each program. Train all staff in the communication tools and set expectations of clear, concise and consistent communications.**

- 3) Work on improving work culture.

**Action: Team building is necessary to build relationships and eventually create an atmosphere where collaboration and sharing will naturally occur.**

1. Update job descriptions.
2. Determine what is expected of employees.
3. Host a retreat to discuss roles, responsibilities and goal setting for Council and staff.
4. Set clear expectations and goals.
5. Clearly communicate goals and expectations.

4) In looking at the recreational programs from a financial standpoint, all of them do not break even.

**Action: Have a conversation about the programs that do not break even and if they continue, how to create more revenue.**

**a. Increase sponsorships.**

**b. Charge non-residents more for program fees**

**c. Require volunteer hours from families to reduce staff time.**

**d. Charge more for associations that use facilities.**

City	Staff under Parks, Recreation, Aquatic and Library	City Facilities	DDA Findings
Albert Lea	Parks Maintenance Recreation Coordinator Recreation Manager	Aquatic Center City Arena Community Dog Park Community Gardens Marion Ross Performing Arts Center Fields Senior Citizens Center	Significant recreation programming
Anoka	Public Services Administrator Recreation Manager Administrative Assistant	Aquatic Center Senior Center Cemetery Fields	Limited programming
Belle Plaine	Under Public Works Aquatic Center and Parks Recreational Manager Office Assistant	Aquatic Center Fields	No significant recreational programming
Brainerd	Recreation Coordinator Admin Specialist Maintenance foreman Maintenance Technician	Lyman White Park Pavilion RV Camping Splash Pad Skating Rinks Fields	No significant recreational programming
City	Staff under Parks, Recreation, Aquatic and Library	City Facilities	DDA Findings
Buffalo	Parks and Rec Director Parks Maintenance Parks Superintendent	Civic Center Ice Arena Fields	Significant recreational programming



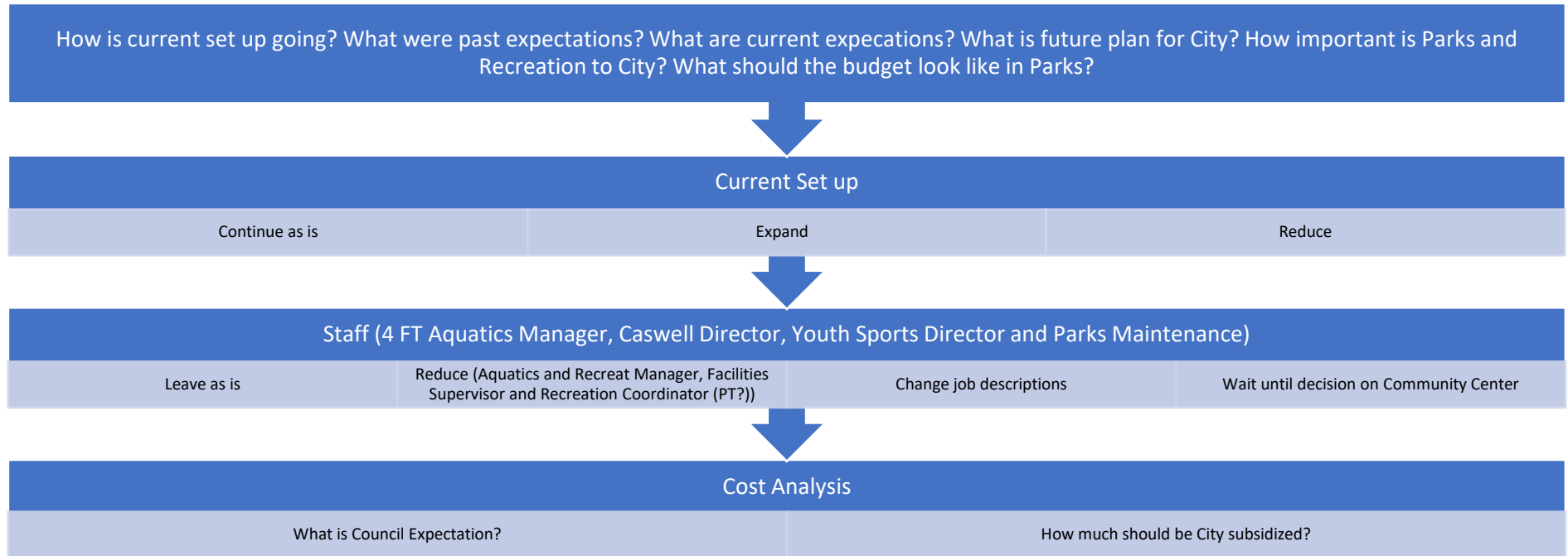
Fairmont	Director of Parks and Recreation (Under PW) Parks superintendent Parks Maintenance	Aquatic Park Fields	No significant recreational programming
Farmington	Director of Parks and Recreation Parks Worker Parks and Facilities Supervisor Recreation Supervisor	Ice Arena Rambling River Center Fields	Significant recreational programming
Hutchinson	Facility Manager Parks Equipment Operator Parks Lead Recreational Facilities Operational Manager Recreation facility maintenance technician Recreation services Coordinator Events manager Admin Assistant	Aquatic Center Ice Arena Senior Center Fields Recreation Center	Recreation Center Senior Center Significant recreational programs
Lake Crystal	Under Public Works	Fields	No significant recreational programming
Mankato	Under Public Works	Civic Center Pool Fields	Limited recreational programs
Marshall	Community Services Department Parks superintendent Parks Maintenance Recreation Coordinator Community Education Coordinator Community Services Admin	Community Center Aquatics Arena Fields	Significant recreational programs
<b>City</b>	<b>Staff under Parks, Recreation, Aquatic and Library</b>	<b>City Facilities</b>	<b>DDA Findings</b>
New Ulm	Facilities Maintenance supervisor Parks and Rec Director Assistant Parks and Rec Director	Civic Center Community Center Recreation Center	Significant Recreational programs

	Parks worker Recreation Program Supervisor	Fields Pool	
Northfield	Streets and Parks Manager Streets and Parks supervisor	Fields Ice Arena Soccer Complex Pool	No significant recreational programs (partners with school district)
Rogers	Recreation and Facilities Director Parks Facility Maintenance Supervisor Parks Worker I Parks Worker II Ice Arena Assistant Ice arena Events Coordinator	Activity Center Ice Arena Senior Center Fields Rentals	Some recreation events
St. Peter	Recreation Leisure Director Assistant Program Supervisor Senior Center Director (PW takes care of parks)	Fields Park Shelter Campground Pool Community Center	Significant recreation programs Youth programs Adult Programs Senior Programs Senior Center Community Center
Waseca	Parks Superintendent	Fields	No significant recreational programs
Worthington	None (PW takes care of parks)	Fields Park Shelter	No significant recreational programs

The City uses 16 benchmarks to gather data on compensation market competitiveness. Of those communities, only seven have significant recreational programming and designated positions to assist with the recreational programs. From the above analysis, it appears that most communities do not prioritize

recreational programming as much as North Mankato. In those cities that do, there are Parks and Recreation Director to monitor expenses and revenues, clearly define scope of services and create future budgets to support staff and resources. The above data collected is not complete but based off of City websites.

Based on the surrounding community's dedication to recreational programs, I would encourage Council to set its business priorities. If recreational programs are a priority, then a better department layout is necessary. The Council needs to determine what the goal of these programs are. If to maintain, then some readjusting seems appropriate. If the Council is looking to increase services and programs and potentially have a Community Center some additional jobs may be needed, such as a Parks and Recreation Director. The expansion may not be yet known, but the City can plan for this by restructuring current positions. If the Council decides to reduce current programs, we will need to revisit the workload and job positions.



- 5) With three full-time people running seasonal programs, I would measure the time spent on work. There have been comments on slow months. Can you reduce payroll by combining positions or create Part-Time?

## Current Structure

<b>Job Title</b>	<b>Current Grade</b>	<b>Reports to</b>	<b>FLSA Status</b>	<b>DDA Comments</b>
Culture and Rec Director	14	City Administrator	Exempt	Rated too low
Caswell Sports Director	12	Culture and Rec Director	Exempt	Rated too high, does not need to be FT-should be non-exempt
Youth Sports Coordinator	5	Culture and Rec Director	Exempt	Does not need to be FT-should be non-exempt
Aquatics and Recreation Manager	9	Culture and Rec Director	Non-Exempt	
Parks Maintenance II		Caswell Sports Director-6 months out of the year	Non-Exempt	
Caswell Concessions Manager Seasonal Employee		Caswell Sport Director	Non-Exempt	
Caswell concession 27 Seasonal Employees		Caswell Concessions Manager	Non-Exempt	
Caswell Park-Seasonal Employees 11 seasonal Employees		Caswell Sports Director/Parks Maintenance II	Non-Exempt	
Lifeguards, Pool Attendants and Concession Workers 82 Seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	
Sand Volleyball Referees 11 seasonal Employees		Caswell Sports Director	Non-Exempt	
Soccer Coach 1 seasonal Employee		Aquatics and Recreation Manager	Non-Exempt	
Youth Golf instructors 4 seasonal Employees		Youth Sports Director	Non-Exempt	
Youth Football 3 seasonal Employees		Youth Sports Director	Non-Exempt	

Proposed Option 1

<b>Job Title</b>	<b>Proposed Grade</b>	<b>Reports to</b>	<b>FLSA Status</b>	<b>DDA Changes</b>
Library Director and Events Planner	Update job description and review	City Administrator	Exempt	Remains as Library Director and manages citywide events
Parks and Recreation Coordinator	8	Aquatics and Recreation Manager	Non-Exempt	
Youth Sports Coordinator		Aquatics and Recreation Manager	Non-Exempt/ PT	
Aquatics and Recreation Manager	Increase Grade due to supervision. Update job description and review	PW Director	Non-Exempt	In this scenario, this employee would need to be talked to about increased supervision and decision making
Parks Maintenance II		Aquatics and Recreation Manager	Non-Exempt	
Caswell Concessions Manager		Aquatics and Recreation Manager	Non-Exempt	
Caswell concession 27 Seasonal Employees		Caswell Concessions Manager	Non-Exempt	
Caswell Park-Seasonal Employees 11 seasonal Employees		Parks and Recreation Coordinator	Non-Exempt	
Lifeguards, Pool Attendants and Concession Workers 82 Seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	82 Seasonal Employees
11 seasonal Employees		Caswell Sports Director	Non-Exempt	11 seasonal Employees
Soccer Coach 1 seasonal Employee		Parks and Recreation Coordinator	Non-Exempt	1 seasonal Employee
Youth Golf instructors 4 seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	4 seasonal Employees
Youth Football 3 seasonal Employees		Youth Sports Director	Non-Exempt	3 seasonal Employees

Proposed Option 2

<b>Job Title</b>	<b>Proposed Grade</b>	<b>Reports to</b>	<b>FLSA Status</b>	<b>DDA Changes</b>
Library Director and Director of Culture and Recreation	Increase rating	City Administrator	Exempt	
Parks and Recreation Coordinator	8	Library Director of Culture and Recreation	Non-Exempt	
Youth Sports Coordinator		Aquatics and Recreation Manager	Non-Exempt/ PT	
Aquatics and Recreation Manager	Increase Grade due to supervision. Update job description and review	Library Director and Director of Culture and Recreation	Non-Exempt	In this scenario, this employee would need to be talked to about increased supervision and decision making
Parks Maintenance II		Parks and Recreation Coordinator	Non-Exempt	
Caswell Concessions Manager		Parks and Recreation coordinator	Non-Exempt	
Caswell concession 27 Seasonal Employees		Caswell Concessions Manager	Non-Exempt	
Caswell Park-Seasonal Employees 11 seasonal Employees		Parks and Recreation Coordinator	Non-Exempt	
Lifeguards, Pool Attendants and Concession Workers 82 Seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	82 Seasonal Employees
11 seasonal Employees		Parks and Recreation Coordinator	Non-Exempt	11 seasonal Employees
Soccer Coach 1 seasonal Employee		Parks and Recreation Coordinator	Non-Exempt	1 seasonal Employee
Youth Golf instructors 4 seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	4 seasonal Employees
Youth Football 3 seasonal Employees		Youth Sports Director	Non-Exempt	3 seasonal Employees

Proposed Option 3

<b>Job Title</b>	<b>Proposed Grade</b>	<b>Reports to</b>	<b>FLSA Status</b>	<b>DDA Changes</b>
Library Director and Events Planner	Update job description and review	City Administrator	Exempt	
Parks and Recreation Coordinator	8	Parks and Recreation Superintendent	Non-Exempt	
Parks and Recreation Superintendent	NEW Position Proposed Grade 12	PW Director		This position could be created to assist in PW, manage Parks, Facilities and Recreation.
Youth Sports Coordinator		Parks and Recreation Superintendent	Non-Exempt/ PT	
Aquatics and Recreation Manager		Parks and Recreation Superintendent	Non-Exempt	
Parks Maintenance II		Parks and Recreation Superintendent	Non-Exempt	
Caswell Concessions Manager		Parks and Recreation Coordinator	Non-Exempt	
Caswell concession 27 Seasonal Employees		Caswell Concessions Manager	Non-Exempt	
Caswell Park-Seasonal Employees 11 seasonal Employees		Parks and Recreation Coordinator	Non-Exempt	
Lifeguards, Pool Attendants and Concession Workers 82 Seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	82 Seasonal Employees
11 seasonal Employees		Parks and Recreation Coordinator	Non-Exempt	11 seasonal Employees
Soccer Coach 1 seasonal Employee		Parks and Recreation Coordinator	Non-Exempt	1 seasonal Employee
Youth Golf instructors 4 seasonal Employees		Aquatics and Recreation Manager	Non-Exempt	4 seasonal Employees
Youth Football 3 seasonal Employees		Youth Sports Director	Non-Exempt	3 seasonal Employees

**Action: Have employees monitor and log their work time. With three full-time positions dedicated to seasonal programs, further clarification is needed to determine how many hours are needed. Some staff said that they could go part time later, what would prevent that now?**

- a. Have supervisor work with employees for an entire day to understand workload.
  - b. Add duties from other departments to assist during slow times
- 6) Automate as much as possible.
- a. Use the same registration tools. This would create a consistent front-end for users.
  - b. Use city platform that accepts money. All employees should be trained on registration software.
  - c. If you want to use sports engines to communicate to teams after the fact, that is fine.
  - d. All employees should be trained on how to update website.
- 7) Review exempts vs. non-exempt employee status
- 8) Create a community survey to see what services residents desire.
- a. What new programs are people looking for?
  - b. What programs do they not like?
  - c. What areas of improvement would residents like to see?
  - d. What do residents appreciate
- 9) Create individual development plans on what employees want to improve or focus their work on.
- 10) Create performance evaluation sheet to help hold employees accountable. Let employees create growth goals.

#### Next Steps

- 1) Council report
- 2) Update job descriptions
  - a. Accept employee comments.
  - b. Have DDA rewrite.
  - c. What time is needed to do the job?
  - d. What other responsibilities can be completed to help out understaff departments?



- 3) Create core competencies for employees.
  - a. Hold employees accountable for their actions.
  - b. Discipline employees that are not accountable
- 4) Complete 2023 with an assessment completed by employees, supervisors, and Council. **See Attachment E.**

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**Appendix A:**  
**North Mankato Individual Meeting Questions**

Name: \_\_\_\_\_

Position: \_\_\_\_\_ Years in current position: \_\_\_\_\_

Your responses to the questions below will be used to gather information and dig deeper into organizational operations during your half-hour meeting with consultant Dr. Tessia Melvin. Please provide thoughtful responses to these questions in advance of your meeting by e-mailing your typed responses, in this Word document, to [tessia@daviddrown.com](mailto:tessia@daviddrown.com). Meeting time will be approximately 30 minutes and as additional research and information is gathered, Dr. Tessia Melvin may contact you with follow up questions and to clarify information provided. Thank you for your thoughtful responses.

- 1) Explain the organizational structure of the Department of Culture and Recreation?
- 2) What works with the structure and what could be improved upon?
- 3) How does the Department of Culture and Recreation meet the needs of North Mankato?
- 4) What is your opinion of the Department of Culture and Recreation services that North Mankato provides to residents and what causes you to have this opinion?
- 5) How can these services be improved, including eliminating or adding new services which would benefit residents?
- 6) How efficient, effective, and supported do you feel in your leadership position at the City of North Mankato and why?
- 7) Do you and your staff know what is expected from the Council and if not, how can this be improved?
- 8) When it comes to workload would you say that you have enough to keep busy, too much to handle or that the workload ebbs and flows depending on time of year? Depending on your prior answer, do you have a suggestion for improvement? (Explain your time management).
- 9) Explain how you get work direction. What level of autonomy do you have? How is this working?

- 10) Do you have duties in your job description that you do not do? If so, why?
- 11) Are there job duties or responsibilities that you would like removed from current job description? If so, why?
- 12) Is your job description missing job duties that you currently perform? If so, what duties? When did you begin performing them?
- 13) In your opinion, how well does the City communicate with residents in terms of the content, frequency and the use of various formats? What can be done to improve communication to residents?
- 14) Who is responsible for reviewing and managing communications going out to the residents?
- 15) Who is responsible for capturing revenues?
- 16) Who is responsible for capturing expenses?
- 17) Do you believe that additional outreach and engagement with residents from the City would result in a greater sense of community and what would be examples of this additional outreach and engagement?
- 18) Are the current staffing needs of the City being met and if not, where would you allocate additional staff and why?
- 19) What trends are impacting the City of North Mankato and how might these impact future staffing needs?
- 20) What processes or functions within your department could be modified and would result in saving time and effort for you or the department?
- 21) How does your department work with other City Departments?
- 22) Where do you see yourself in 2 years, 5 years and 10 years?

23) Do you have anything else you would like to add?

## **Appendix B**

### **Schedule of interviews with Dr. Tessia Melvin**

<b>Date</b>	<b>Person</b>	<b>Type of Interview</b>	<b>Position</b>
4/20/2023	Sandy Bromley	In person at City Hall	Aquatics and Recreation Manager
4/20/2023	Neal Krause	In person at City Hall	Youth Sports Coordinator
4/20/2023	Phil Tostenson	In person at City Hall	Caswell Sports Director
4/20/2023	Katie Heintz	In person at City Hall	Culture and Recreation Director
4/20/2023	Roger Coyour	In person at City Hall	Parks Maintenance II

**Appendix C:**  
**Suggested Assessment Form**

**CITY OF NORTH MANKATO**  
**PERFORMANCE ASSESSMENT**

<b>Name:</b>		<b>Date of Employment:</b>	
<b>Title:</b>		<b>Current Rate:</b>	
<b>Department:</b>		<b>Date of Last Review:</b>	
<b>Date of Review:</b>		<b>Salary Range:</b>	

**M – Meets Expectations**

Performance consistently meets, and sometimes exceeds, the requirements of the position. The employee consistently produces satisfactory results.

**S – Meets Some Expectations**

Performance meets some of the requirements of the Positions, but not all. Further development and/or performance improvement is needed within expectation areas.

**D – Does Not Meet Expectations and needs improvement** Performance in expectation areas is below acceptable levels. Improvement is required within a specified timeframe. No increase should be granted to individuals with this rating.

	EMPLOYEE RATING	EMPLOYEE COMMENTS
<b>Quality of Work</b> – The extent to which an employee's work is accurate, thorough, neat and reflects an organized approach to completion.		
<b>Job Knowledge</b> – The extent to which an employee possesses the practical and technical knowledge required.		
<b>Reliability</b> – The extent to which an employee can be relied upon regarding task completion and follow up. The extent to which an employee is punctual, observes prescribed work break/meal periods and		

has an acceptable overall attendance record.		
<b>Independence</b> – The extent to which an employee performs work with little or no supervision.		
<b>Professional conduct and integrity</b> – Respects and maintains confidentiality. Shows respect for others' ideas, perspectives, and styles. Demonstrates appropriate business etiquette and social skills.		
<b>Adherence to Policy</b> – The extent to which an employee follows safety and conduct rules, other regulations and adheres to City policies.		
<b>Teamwork</b> – Promotes cooperation and commitment within a team to achieve goals and deliverables. Gives honest and constructive feedback and shows willingness to receive feedback from peers. The extent to which an employee is willing and demonstrates the ability to cooperate, work & communicate with co-workers, supervisors, subordinates, and/or public or customer contacts.		

Employee 5 Goals to work on in 2023:

- 1.
- 2.
- 3.
- 4.
- 5.

**Supervisor/ City Administrator Comments:**

<input type="checkbox"/>	Meets Expectations
<input type="checkbox"/>	Meets Some Expectations
<input type="checkbox"/>	Does Not Meet Expectations

Supervisor expectations for 2023:

- 1.
- 2.
- 3.
- 4.
- 5.

**Council/ Personnel Committee Comments:**

<input type="checkbox"/>	Meets Expectations
<input type="checkbox"/>	Meets Some Expectations
<input type="checkbox"/>	Does Not Meet Expectations

## **MEMORANDUM**

To: Mayor Scott Carlson, City Councilmembers  
City of North Mankato  
From: Attorney Chris Kennedy  
Re: Limiting Marijuana in public places  
Date: July 27, 2023

### **Introduction**

On August 1, 2023, the new statute will allow individuals to legally possess marijuana in the State of Minnesota. City Staff has been discussing the implications of the new statute. While the new statute is comprehensive, several provisions appear contradictory, and a number of issues were not addressed; this includes the ability to regulate the use of marijuana in public places.

### **Discussion**

The new statute provides that on August 1, 2023, individuals will be legally able to possess marijuana. The statute specifically makes it legal to possess and consume on private property, at home, and at events licensed for on-site consumption (i.e., multi-day music fests). Smoking marijuana is also prohibited in any place where smoking is not allowed under the Minnesota Clear Air Act. The statute does not prevent the consumption of or smoking of marijuana in other public areas, such as parks, sidewalks, or outside a restaurant or bar. Additional action is required by cities to ban marijuana in those areas. The statute does not specifically state that cities have this power, but the language of the statute does not prohibit it.

Cannabis is specifically made illegal for the use of those who are under the age of twenty-one, in a public school, a state correctional facility, or in the presence of minors who could inhale the secondhand smoke. The prohibition on secondhand smoke is limited to minors.

One provision in the statute finds that Cities can ban the smoking of marijuana anywhere smoking tobacco is banned. The Cities of Duluth, Rochester, and Lakeville appear to be in the process of enacting ordinances that will ban the smoking of marijuana in public places, as they have banned the smoking of tobacco in those places. The City of North Mankato currently does not ban the smoking of tobacco or the consumption of alcohol in our parks. Another provision in the statute appears to provide that cities may adopt ordinances banning residents from using the drug in public spaces. I am not aware of any pending ordinances based on this provision.

### **Options for the Council**

The City Council has a number of options that it can consider, the following, but it may not include all of the options:



Option #1: The city council takes no action. The consumption and smoking of marijuana will be legal anywhere the smoking of tobacco is legal. Consumption of edibles would be allowed in public spaces.

Option #2: The city council bans the smoking of marijuana and, at the same time, bans the smoking of tobacco products on all city properties open to the public.

Option #3: The city council bans the smoking of marijuana in public places and parks but does not ban the smoking of tobacco, the justification being the chance of inhaling second-hand smoke.

Option #4: The city council bans the use of marijuana in any public place or park. As the City currently allows the use of tobacco and alcohol, the council should articulate its reasoning for treating marijuana in a separate manner.

To: Mayor and Council Members  
From: Jessica Ryan, Finance Director  
Subject: Beginning Budget Process  
Date: August 7, 2023  
Cc:

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**Overview**

As you already know, the budget process has begun. Included in this document are Department Head requests. Department Heads reviewed their staffing, equipment, and the City's Capital Improvement needs and provided potential budget expenditures. If all requests are included, it greatly exceeds our normal levy increase. Attached is a summary of all the additional requests and the levy impact. The document also shows which part of the levy they affect and the capital improvement plans.

Each year we budget a small increase to many of the budgets to account for inflation. This includes wages, insurance, utilities, supplies, and more. I have not included those increases in this document and have only included the additional requests above normal. As we review the budget process and look at each department individually, we can review those normal increases to ensure they align with Council expectations.

**Levy Summary**

In 2023, we had a levy increase of 8.8%; however, the overall tax rate was lowered by 3.805%, bringing it to a total of 44.028%. With all the requests this year, we would need a levy increase of 44.04%, increasing the overall tax rate by 14.038%. Please note that these numbers are estimates based on the County's preliminary numbers for taxable market values and could change once the actual numbers are provided.

**Budget Requests:**

There were seven and a half (7.5) position requests submitted this year.

1. The **IT Coordinator** would help all departments. This position would allow us to have someone onsite who can manage day-to-day needs, provide assistance with larger problems, answer technical questions, and help guide Department Heads in their IT management decisions. The position would also be responsible for both landline and cellular plan management, security cameras, and security doors. This position would decrease the amount we pay Pantheon per year, which would help fund the position.

2. The **Environmental Tech** would be responsible for conducting stormwater inspections, public infrastructure construction observation, and GIS support. The proposed position combines the duties previously performed by a past position that was eliminated and new duties related to recent and anticipated growth.
3. The **Public Works Building Maintenance Tech** would provide maintenance, upkeep, and repairs to all public works buildings. Currently, the duties are being handled by various existing staff; however, they need more availability to perform the required maintenance as needed.
4. The **Parks Superintendent** position is requested to separate the current position that holds both Parks Superintendent and Water Superintendent. The current employee will be retiring when Emerald Ash Borer related work will increase dramatically. Separating the position now will decrease the stress of a new employee learning both the position and the Emerald Ash Borer work.
5. An additional **Parks Maintenance Worker** is requested to address an existing and increasing shortfall in workforce resources for parks maintenance. In addition to normal park duties, this position will address increases in tree removal work related to Emerald Ash Borer and assist in winter snow removal efforts.
6. An additional **Streets Maintenance Worker** is requested to provide a currently needed worker for ongoing street maintenance activities. They would also help with snowplowing, which means the current mechanic that helps out would be able to stay in the Shop where they are needed most.
7. The police department requests a **Drug Task Force Agent** due to the impacts of illegal substance use/abuse in and across our communities. The commander of the regional drug task force has officially asked that member agencies attempt to add FTE officer positions to the task force to help address the influx of these substances and their impacts. North Mankato has not supplied an agent in over 20 years. To help offset their pay, we would apply the \$23,000 that we currently contribute to the drug task force.
- 7.5 The police department requests a full-time **Administrative Support Specialist**. This position would replace the current part-time position. The existing support staff has been 1.5 FTEs for over 15 years. As a comparison, the number of officers has grown from 10 to 17 over the same period. In 2022, there were over 9,000 service calls, the highest in agency history. This has caused increased workloads for the admin staff. Furthermore, the agency looks to implement body cameras which are expected to increase data requests, auditing, etc.

A review of the requests shows that some are for additional funds for yearly requests, others are for items that have been on the CIP schedule previously, and still, others are completely new. The spreadsheet shows how the levy would be affected for outgoing years should the Council decide whether the request should wait for another year or be removed altogether.

I did want to explain about two of the larger requests.

- The fire department has requested a replacement of their 1998 Piece Sabre pump truck. They are requesting a vehicle of the same size with a 1750 GPM pump with a turning radius for suburban areas. The replacement of this vehicle is to assure continuity of service for the City's ISO rating. They would be able to trade in their current unit to help partially fund the purchase; however, a trade-in value is unknown.
- The 2023 mill and overlay budget was \$579,500. Council will need to review the 2024 proposed mill and overlay requests and determine their price point for mill and overlay.

**Summary**

In summary, the staff is providing Council with a view of staff requests and the impact on the levy. Council now has the opportunity to determine the merit of each request and guide the development of the budget into something that answers the needs of the residents and allows staff to provide great service to North Mankato. Staff requests guidance on which requests to move forward with so an accurate and responsive budget can be created. As we continue through this budget process, items can be added or removed. The guidance from tonight's meeting is not a final decision; it is just a starting point.

Thank you, and I look forward to all the discussions we will have over the next few months.

*Jessica Ryan*

Jessica Ryan

Finance Director

2024 Levy

		All Requests	
		14.038%	
		Increase	+/- 2023
General Fund Levy	5,724,621	\$6,137,315	\$412,694
Port Authority	75,000	75,000	\$0
Debt Service	1,350,405	1,527,666	\$177,261
Tax Abatement	469,334	472,334	\$3,000
Capital Levy		2,950,000	\$2,950,000
Additional Police			
Levy	108,309		
Additional General			
Fund Levy	22,011		
Total Tax Levy	7,749,680	\$11,162,315	
Levy Increase		\$3,412,635	
% Increase	8.80%	44.04%	
Tax Rate & Est. Tax			
Rate	44.028%	58.066%	
Tax Rate Change	-3.805%	14.038%	

<u>Requests</u>	<u>Department</u>	<u>Requested Amount</u>	<u>2023 Budget Amount</u>	<u>+/-</u>	<u>Affect of General Levy</u>	<u>Affect on Capital Levy</u>	<u>Affect on Utility Funds</u>	<u>Notes</u>
Position: IT Coordinator	Gen Gov	\$ 143,425.00	\$ 50,000.00	\$ 93,425.00	\$ (93,425.00)			They will keep full contract with Pantheon if no IT Coordinator is hired
Position: Environmental Tech	Street/Storm Water	\$ 117,308.00			\$ (58,654.00)		\$ (58,654.00)	
Position: Public Works Building Maintenance Tech	Street/Storm Water	\$ 79,182.00			\$ (39,591.00)		\$ (39,591.00)	
Position: Parks Superintendent	Parks	\$ 119,090.00			\$ (119,090.00)			
Position: Park Maintenance Worker	Parks	\$ 58,673.00			\$ (58,673.00)			
Position: Street Maintenance Worker	Streets	\$ 84,369.00			\$ (84,369.00)			
Position: Drug Task Force Agent	Police	\$ 140,090.00			\$ (117,090.00)			Use current DTF contribution towards offsetting employee cost
Position: FT Admin Support Specialist	Police	\$ 107,953.00	\$ 38,560.00	\$ 69,393.00	\$ (69,393.00)			If they don't move to full time position, they will keep their part time position
Increase Pay for Crossing Guards	Police	\$ 32,000.00	\$ 20,000.00	\$ 12,000.00	\$ (12,000.00)			
Increase to police uniforms, training, hiring fees for new officers	Police	\$ 110,344.00	\$ 54,344.00	\$ 56,000.00	\$ (56,000.00)			
Police - Heat in evidence room	Police	\$ 3,000.00				\$ (3,000.00)		
Replace Fire Pump Truck	Fire	\$ 800,000.00				\$ (800,000.00)		
ReRoof Fire Station 2	Fire	\$ 160,000.00				\$ (160,000.00)		
Increase to Sealcoating Oil	Streets	\$ 155,500.00	\$ 126,500.00	\$ 29,000.00	\$ (29,000.00)			
Increase Street Mill & Overlay	Streets	\$ 1,085,500.00	\$ 579,500.00	\$ 506,000.00		\$ (506,000.00)		
Used Plow	Streets	\$ 90,000.00				\$ (90,000.00)		
2 Street Trucks	Streets	\$ 120,000.00	\$ 50,000.00	\$ 70,000.00		\$ (70,000.00)		Usually budget for 1, requesting 2
Chipper Replacement	Streets/Parks	\$ 150,000.00				\$ (150,000.00)		
Asphalt Roller Replacement	Streets	\$ 50,000.00				\$ (50,000.00)		
Leaf Collector Replacement	Streets	\$ 125,000.00				\$ (125,000.00)		
Parks Mower	Parks	\$ 90,000.00	\$ 86,000.00	\$ 4,000.00		\$ (4,000.00)		Normal yearly request
2 UTVs	Parks	\$ 80,000.00				\$ (80,000.00)		
Parks Truck	Parks	\$ 60,000.00	\$ 50,000.00	\$ 10,000.00		\$ (10,000.00)		
Wheeler Park Parking Lot	Parks	\$ 65,000.00				\$ (65,000.00)		
Wheeler Park Bandshell	Parks	\$ 125,000.00				\$ (125,000.00)		
Wheeler Park Shelter By Horse Shoe Area	Parks	\$ 100,000.00				\$ (100,000.00)		
Pave Old Belgrade Hill Trail	Parks	\$ 40,000.00				\$ (40,000.00)		
North Ridge Park Shelter	Parks	\$ 125,000.00				\$ (125,000.00)		
Spring Lake Park Shelter 1 Renovation	Parks	\$ 30,000.00				\$ (30,000.00)		
Spring Lake Park Bridge Replacements (2)	Parks	\$ 80,000.00				\$ (80,000.00)		
Spring Lake Park Fountain and Pump	Parks	\$ 30,000.00				\$ (30,000.00)		
Benson Park Capital Improvement Project	Parks	\$ 150,000.00				\$ (150,000.00)		

Groomer for Caswell Fields	Caswell	\$ 48,000.00				\$ (48,000.00)		
Increase City Event Expenses	Unallocated	\$ 25,000.00	\$ 15,000.00	\$ 10,000.00	\$ (10,000.00)			Increase in expenses for events such as Symphony on the Prairie, Anthony Ford, Movies in the Parks, Etc
Park Signs	Parks	\$ 20,000.00	\$ 5,000.00	\$ 15,000.00	\$ (15,000.00)			Finish replacement process started in 2023
Upgrade locks/cameras on park shelters	Parks	\$ 6,000.00			\$ (6,000.00)			
Library Electronics	Library	\$ 10,000.00			\$ (10,000.00)			
Donation towards Fireworks	Unallocated	\$ 10,000.00			\$ (10,000.00)			Business Association would like to bring Fireworks back - this would be City contribution
Bus Transit Increases	Unallocated	\$ 129,696.00	\$ 96,000.00	\$ 33,696.00	\$ (33,696.00)			
ASA Upgrades	Unallocated	\$ 211,000.00	\$ 112,202.00	\$ 98,798.00	\$ (98,798.00)			Fund repairs that were presented to Council
PA System for Pool	Pool	\$ 7,000.00				\$ (7,000.00)		
Repair Leak in Pool Liner	Pool	\$ 50,000.00				\$ (50,000.00)		
2 Water Trucks	Water	\$ 120,000.00	\$ 50,000.00	\$ 70,000.00			\$ (70,000.00)	Usually budget for 1, requesting 2
Leak Locator	Water	\$ 22,000.00					\$ (22,000.00)	
ReRoof Water Plant 2	Water	\$ 125,000.00					\$ (125,000.00)	
Sewer Truck	Sewer	\$ 60,000.00	\$ 35,000.00	\$ 25,000.00			\$ (25,000.00)	Increase normal budget amount from \$35k to \$60k
Storm Water LS Repairs	Storm Water	\$ 100,000.00					\$ (100,000.00)	
Drainage from Splashpad (Irrigation)	Parks	\$ 175,000.00					\$ (175,000.00)	
Truck for MS4 employee	Storm Water	\$ 60,000.00					\$ (60,000.00)	
		<u>\$ 5,885,130.00</u>						
				<u>\$ (920,779.00)</u>	<u>\$ (2,898,000.00)</u>	<u>\$ (675,245.00)</u>		

Exhibit C							
CITY FUNDED PROJECTS - STREETS CAPITAL IMPROVEMENT PLAN							
Street Name	Start/Finish	Type	2024	2025	2026	2027	2028
Hoover SRTS		SRTS	\$ 520,000.00				
Garfield	Center to Range	Reconstruct		\$ 813,000.00			
Page	Center to Range	Reconstruct		\$ 1,023,000.00			
Wheeler	300 Block	Reconstruct		\$ 633,000.00			
Cross	Monroe to Webster	Reconstruct	\$ 1,706,250.00				
McKinley	400 Block	Reconstruct					
Sherman	South to Garfield	Reconstruct	\$ 1,800,000.00				
Quincy	McKinley to Webster	Reconstruct		\$ 550,000.00			
TBD		Reconstruct			\$ 3,000,000.00	\$ 3,000,000.00	\$ 3,000,000.00
Caswell Park	West Parking Lot	Mill and Overlay		\$ 30,000.00			
James Ct	James Dr	Mill and Overlay	\$ 25,000.00				
Sharon Dr	James Dr to James Ct	Mill and Overlay	\$ 115,000.00				
Peggy Ln	Candi Ln to Commerce Dr	Mill and Overlay	\$ 40,000.00				
Mary Cir	Candi Ln to Mary Ln	Mill and Overlay	\$ 130,000.00				
Collette Dr	Sharon Dr to North End	Mill and Overlay	\$ 70,000.00				
Lor Ray Dr	Carlson Dr to Timm Rd	Mill and Overlay	\$ 115,000.00				
Sherman St	Monroe Ave to Webster Ave	Mill and Overlay	\$ 130,000.00				
Haughton Ave	Countryside Dr to Howard Dr	Mill and Overlay	\$ 185,000.00				
Green Acres Dr	Lor Ray Dr to Haughton Ave	Mill and Overlay	\$ 115,000.00				
Castle Dr	Haughton Ave to Lamar Dr	Mill and Overlay	\$ 75,000.00				
La Mar West	Lor Ray Dr to Haughton Ave	Mill and Overlay	\$ 115,000.00				
LaMar East	Haughton Ave to Howard Dr	Mill and Overlay	\$ 190,000.00				
Lake St	Belgrade Ave to Spring Lake Park	Mill and Overlay	\$ 150,000.00				
Lake St	Spring Lake Park to Webster Ave	Mill and Overlay	\$ 165,000.00				
Webster Ave	Lake St to 169	Mill and Overlay			\$ 250,000.00		
Candi Ln	Mary Cir to Peggy Ln	Mill and Overlay		\$ 30,000.00			
Linda Ln	Meyer Ln to Peggy Ln	Mill and Overlay		\$ 50,000.00			
Sherman St	Belgrade Ave to Monroe Ave	Mill and Overlay		\$ 130,000.00			
2 Alleys		Mill and Overlay	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Unidentified Projects		Mill and Overlay		\$ 240,000.00	\$ 370,000.00	\$ 600,000.00	\$ 600,000.00
Bolton & Menk Bid Package		Mill and Overlay	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
		SRTS Total:	\$ 520,000.00	\$ -	\$ -	\$ -	\$ -
		Reconstruct Total:	\$ 3,506,250.00	\$ 3,019,000.00	\$ 3,000,000.00	\$ 3,000,000.00	\$ 3,000,000.00
		Mill and Overlay Total:	\$ 1,665,000.00	\$ 525,000.00	\$ 665,000.00	\$ 645,000.00	\$ 645,000.00
		GRAND TOTAL	\$ 5,691,250.00	\$ 3,544,000.00	\$ 3,665,000.00	\$ 3,645,000.00	\$ 3,645,000.00



Exhibit B							
PARK CAPITAL IMPROVEMENT PLAN AND PARK MAINTENANCE UPDATES							
Item	Category		2024	2025	2026	2027	2028
Wheeler Park Parking Lot	Capital Improvement	Other Park Improvements	\$ 65,000.00				
Wheeler Park Bandshell	Capital Improvement	Building & Structure	\$ 125,000.00				
Wheeler Park Shelter By Horse Shoe Area	Capital Improvement	Building & Structure	\$ 100,000.00				
Pave Old Belgrade Hill Trail	Capital Improvement	Other Park Improvements	\$ 40,000.00				
North Ridge Park Shelter	Capital Improvement	Building & Structure	\$ 125,000.00				
Spring Lake Park Shelter 1 Renovation	Capital Improvement	Building & Structure	\$ 30,000.00				
Spring Lake Park Bridge Replacements (2)	Capital Improvement	Building & Structure	\$ 80,000.00				
Spring Lake Park Fountain and Pump (Request From Mayor)	Capital Improvement	Other Equipment	\$ 30,000.00				
Benson Park Capital Improvement Project	Capital Improvement	Other Park Improvements	\$ 150,000.00		\$ 150,000.00		
Spring Lake Park Natural Play Area by Splashpad	Capital Improvement	Other Equipment		\$ 100,000.00			
Forest Heights Park Shelter w/ Facilities	Capital Improvement	Building & Structure		\$ 40,000.00			
Forest Heights Swinging Bench	Capital Improvement	Other Equipment		\$ 3,000.00			
Langness Playground Addition	Capital Improvement	Other Equipment		\$ 15,000.00			
North Ridge Park Playground Replacement	Capital Improvement	Other Equipment		\$ 70,000.00			
Benson Park Natural Playscape	Capital Improvement	Other Equipment		\$ 250,000.00			
Walter S Farm Park Walking Path to Countryside Dr	Capital Improvement	Other Park Improvements			\$ 25,000.00		
Spring Lake Park Swing Set Replacement	Capital Improvement	Other Equipment			\$ 20,000.00		
Pleasantview Park Shelter w/ Facilities	Capital Improvement	Building & Structure			\$ 40,000.00		
Lookout Dr Rest Area Stone Wall Renovation	Capital Improvement	Other Park Improvements			\$ 30,000.00		
Mobile Pump Track	Capital Improvement	Motor Vehicles				\$ 90,000.00	
Walter S Farm Park Playground for Older Kids	Capital Improvement	Other Equipment				\$ 100,000.00	
Reserve Park Ball Field	Capital Improvement	Other Park Improvements					\$ 30,000.00
King Arthur Shelter Addition	Capital Improvement	Building & Structure					\$ 40,000.00
Spring Lake Park Shelter 3 Renovation	Capital Improvement	Building & Structure					\$ 50,000.00
Park Sign Replacements	Maintenance	General Fund	\$ 20,000.00				
Ash Tree Removals Via DNR Grant	Maintenance	General Fund	\$ 40,000.00				
Langness, Walter S Farm and Forest Heights Basketball Courts	Maintenance	General Fund	\$ 15,000.00				
Riverview Park Landscaping Updates	Maintenance	General Fund	\$ 4,000.00				
King Arthur Benches	Maintenance	General Fund	\$ 3,000.00				
Levee Trail Seal Coating	Maintenance	General Fund		\$ 15,000.00			
Wheeler Park Improve Plumbing	Maintenance	General Fund			\$ 20,000.00		
Riverview Park Improve Plumbing	Maintenance	General Fund			\$ 20,000.00		
Northridge Park Basketball Court Mill and Overlay	Maintenance	General Fund			\$ 15,000.00		
Tower Park Tennis Courts	Maintenance	General Fund			\$ 15,000.00		
Spring Lake Park Trails Sealcoating	Maintenance	General Fund			\$ 25,000.00		
Centennial Park Concrete Replacement	Maintenance	General Fund			\$ 20,000.00		
Tower Park Tennis Courts	Maintenance	General Fund			\$ 17,000.00		
Wheeler Park Tennis Courts	Maintenance	General Fund					
King Arthur Tennis Courts	Maintenance	General Fund				\$ 15,000.00	
Forrest Heights Tennis Courts	Maintenance	General Fund					\$ 15,000.00
Bluff Park Trails Sealcoating	Maintenance	General Fund					\$ 25,000.00
Reserve Park Pond Treatment	Maintenance	General Fund	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
	Total Capital Improvement		\$ 745,000.00	\$ 478,000.00	\$ 265,000.00	\$ 190,000.00	\$ 120,000.00
	Total Maintenance		\$ 86,000.00	\$ 19,000.00	\$ 136,000.00	\$ 19,000.00	\$ 44,000.00
	Total		\$ 831,000.00	\$ 497,000.00	\$ 401,000.00	\$ 209,000.00	\$ 164,000.00

Exhibit D						
WATER CAPITAL IMPROVEMENT AND MAINTENANCE PLAN						
Item	Category	2024	2025	2026	2027	2028
Reroof Plant 2	Capital Improvement	\$ 125,000.00				
SCADA Updates - Fiber Conversion	Capital Improvement	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Water Tower Re-Painting (Tower)	Capital Improvement		\$ 150,000.00			
Lead Water Service Line Inventory	Capital Improvement					
Vehicles	Capital Improvement	\$ 120,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Rehab Filter 1 at Plant 2	Maintenance					
Rehab Filter 2 at Plant 2	Maintenance					
Pull and Repair Well 6	Maintenance				\$ 100,000.00	
Pull and Repair Well 7	Maintenance					\$ 100,000.00
Pull and Repair Well 8	Maintenance	\$ 80,000.00				
Pull and Repair Well 5	Maintenance		\$ 100,000.00			
Pull and Repair Well 9	Maintenance			\$ 100,000.00		
Replace Pump #1 and #2 at Water Plant 1	Maintenance					
Pull And Service High Service Pump at Water Plant 1 (Pump 2)	Maintenance				\$ 20,000.00	
Pull And Service High Service Pump at Water Plant 2 (Pump 2)	Maintenance	\$ 20,000.00				\$ 20,000.00
Pull And Service High Service Pump at Water Plant 1 (Pump 3)	Maintenance		\$ 20,000.00			
Pull And Service High Service Pump at Water Plant 2 (Pump 3)	Maintenance			\$ 20,000.00		
Wellhead Protection Measures	Maintenance	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Micrometer, Valve Inserts, Hillside Reservoir, Etc	Maintenance					
	Total Capital Improvement	\$ 265,000.00	\$ 230,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
	Total Maintenance	\$ 105,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00
	Total	\$ 370,000.00	\$ 355,000.00	\$ 205,000.00	\$ 205,000.00	\$ 205,000.00

## Exhibit E

## SEWER CAPITAL IMPROVEMENT AND MAINTENCE PLAN

Item	Category	2024	2025	2026	2027	2028
Marvin Lift Station Pump and Control Improvements	Capital Improvement					
Carol Court Pump and Control Replacements	Capital Improvement					
Carol Court Gravity Overflow Replacement	Capital Improvement					
Marvin Lift Station Forcemain Replacement	Capital Improvement					
Marie Lane Forcemain Replacement	Capital Improvement					
Howard Dr Forcemain Replacement	Capital Improvement		\$ 88,000			
Vehicles	Capital Improvement	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
TBD	Capital Improvement		\$ 162,000	\$ 250,000	\$ 250,000	\$ 250,000
VFD at Main Lift Station 2, Pump 6	Maintenance					
Replace Howard Lift Station Pump 1 and 2	Maintenance					
Replace Oak Terrace Pump 1	Maintenance	\$ 25,000	\$ 25,000			
Replace Oak Terrace Controls	Maintenance		\$ 20,000			
SCADA - Fiber Conversion	Maintenance	\$ 25,000	\$ 25,000			
Manhole Lining Project	Maintenance	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Sewer Main Lining Projects	Maintenance	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	<b>Total Capital Improvement</b>	\$ 60,000	\$ 310,000	\$ 310,000	\$ 310,000	\$ 310,000
	<b>Total Maintenance</b>	\$ 100,000	\$ 120,000	\$ 50,000	\$ 50,000	\$ 50,000
	<b>Total</b>	\$ 160,000	\$ 430,000	\$ 360,000	\$ 360,000	\$ 360,000

STORM WATER CAPITAL IMPROVEMENT AND MAINTENCE PLAN						
Item	Category	2024	2025	2026	2027	2028
Wheeler Corp Station - Electrical Upgrades And Generator Backup	Maintenance					
Storm Sewer Lining or Grouting Project	Maintenance		\$ 50,000			
North Ridge Mill and Overlay Underdrain	Capital Improvement					
Lift Station Repairs and Upgrades	Capital Improvement	\$ 100,000				
Drainage From Splashpad (Irragation)	Capital Improvement	\$ 175,000				
Vehicles	Capital Improvement	\$ 60,000				
	<b>Total Maintenance</b>	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -
	<b>Total Capitol Improvement</b>	\$ 335,000.00	\$ -	\$ -	\$ -	\$ -
	<b>Total</b>	\$ 335,000.00	\$ 50,000.00	\$ -	\$ -	\$ -

Exhibit A

Five-Year Capital Improvement Schedule - Bonded portions  
For Years 2023-2027

Project or Activity	Dept.	Strategic Program Area	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Server Updates	All	Admin/Leg.						-		-	Cash / Capital Facilities & Equipment Replacement
Re Roof City Hall	Gen Gov	Admin/Leg.			150,000						
Sweeper	Streets	Equipment		275,000				275,000		275,000	Cash / Capital Facilities & Equipment Replacement
Dump Truck	Streets	Equipment				140,000					
Used Plow from Nicollet County	Streets	Equipment	90,000								
Medium Duty Truck	Streets	Motor Vehicles	120,000	60,000	60,000	60,000	60,000				
General Equipment - Skid loaders, etc	Streets	Equipment	100,000	100,000	100,000	100,000	100,000	500,000		500,000	Cash / Capital Facilities & Equipment Replacement
Police Cruiser	Police	Public Safety		85,000	85,000	85,000	85,000	340,000		340,000	Cash / Capital Facilities & Equipment Replacement
Police Radios	Police	Public Safety	20,000	20,000	20,000	20,000	20,000	100,000		100,000	Cash / Capital Facilities & Equipment Replacement
Police Evidence Room Heat	Police	Public Safety	3,000					3,000		3,000	Cash / Capital Facilities & Equipment Replacement
Fire Engine/Pump Truck	Fire	Public Safety	800,000					800,000		800,000	Cash / Capital Facilities & Equipment Replacement
Station 2 Roof Replacement	Fire	Public Safety	160,000								
Overhaul Community Room Kitchen	Fire	Public Safety			100,000			100,000		100,000	Cash / Capital Facilities & Equipment Replacement
Replace overhead doors at Station #2 (5 Doors: 4 in front and one in back)	Fire	Public Safety		30,000				30,000		30,000	Cash / Capital Facilities & Equipment Replacement
General Equipment - Mowers, Etc	Parks	Equipment	260,000	60,000	60,000	60,000	60,000	500,000	60,000	560,000	Cash / Capital Facilities & Equipment Replacement
Chipper and Truck Replacement	Streets	Equipment	60,000					60,000		60,000	Cash / Capital Facilities & Equipment Replacement
Asphalt Roller Replacement	Streets	Equipment	50,000					50,000		50,000	Cash / Capital Facilities & Equipment Replacement
Leaf Collector Replacement	Streets	Equipment	125,000					125,000		125,000	Cash / Capital Facilities & Equipment Replacement
Single Axle Truck Replacement	Streets	Motor Vehicles			225,000			225,000		225,000	Cash / Capital Facilities & Equipment Replacement
Sub-Total Cash / Capital Facilities & Equipment Replacement			1,788,000	630,000	800,000	465,000		3,683,000	60,000	3,168,000	

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Exhibit A

Five-Year Capital Improvement Schedule - Bonded portions  
For Years 2023-2027

Project or Activity	Dept.	Strategic Program Area	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Project or Activity	Dept.	Strategic Program Area	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST	Estimated 5 year costs	IDENTIFIED BUT NOT SCHEDULED	TOTAL CIP	Funding Source
Caswell Park Phase #1 - Softfall deferred maint.		Recreation						-		-	State Appropriation/Sales Tax Bonds
Northridge Forcemain and Lift Station Rehab			1,000,000								
McKinley Ave. (300,400,500 Block)		Infrastructure						-		-	Fed Funds/City Funds
Lor Ray Dr. (Monarch Meadow to Summerset)		Infrastructure						-		-	Fed Funds/City Funds
Caswell Park Phase #2 Fieldouse Construction		Recreation		25,500,000				25,500,000		25,500,000	State Appropriation/Sales Tax Bonds
Howard Dr./Lor Ray Dr. Roundabout - City Portion		Infrastructure						284,850		284,850	Grant and state-aid funded
Somerset Ln. Improvements		Infrastructure					4,316,000	-		-	G.O. Improvement Bonds
Hoover Dr. SRTS		Infrastructure	520,000					520,000		520,000	City Bonds/Grants
Garfield Ave. (Center to Range)		Infrastructure		1,209,000				1,209,000		1,209,000	G.O. Improvement Bonds / Property Tax & Assessments
Cross St. (Monroe to Webster)		Infrastructure	1,889,000					1,889,000		1,889,000	G.O. Improvement Bonds / Property Tax & Assessments
Sherman St. (700 Block - Monroe to Garfield)		Infrastructure	890,000					890,000		890,000	G.O. Improvement Bonds
Sherman St. (South Ave to Garfield)		Infrastructure	2,325,000								
Page Ave. (Center to Range)		Infrastructure		1,340,000				1,340,000		1,340,000	G.O. Improvement Bonds / Property Tax & Assessments
Belgrade Ave. Improvements (Three-lane & Interchange)		Infrastructure		1,500,000				1,500,000		1,500,000	G.O. Improvement Bonds / Property Tax & Assessments
Wheeler Ave (300 Block)		Infrastructure		819,000				819,000		819,000	G.O. Improvement Bonds / Property Tax & Assessments
Quincy St (McKinley to Webster)		Infrastructure		550,000							
Street Reconstruction Project (TBD)		Infrastructure			3,000,000	3,000,000	3,000,000				
Ravine Project		Infrastructure		1,500,000		1,500,000		3,000,000		3,000,000	G.O. Improvement Bonds
PW Building - Build in 2026		Infrastructure			18,000,000			18,000,000	TBD	18,000,000	G.O. CIP Bonds
Sub-Total Bonds			6,624,000	32,418,000	21,000,000	4,500,000	7,316,000	54,951,850	-	54,951,850	
Total 2023-2027 CIP			11,087,750	34,660,000	23,387,000	6,515,000	7,726,000	66,469,600	60,000	66,529,600	