



BUDGET WORKSHOP

SEPTEMBER 14, 2020

Tax Levy Supported Funds including General Fund,
Port Authority, and Debt Service.

BACKGROUND

The purpose of this workshop is to review, present, and discuss tax levy supported funds such as the General, Debt Service, and Port Authority General Funds.

CITY OF NORTH MANKATO

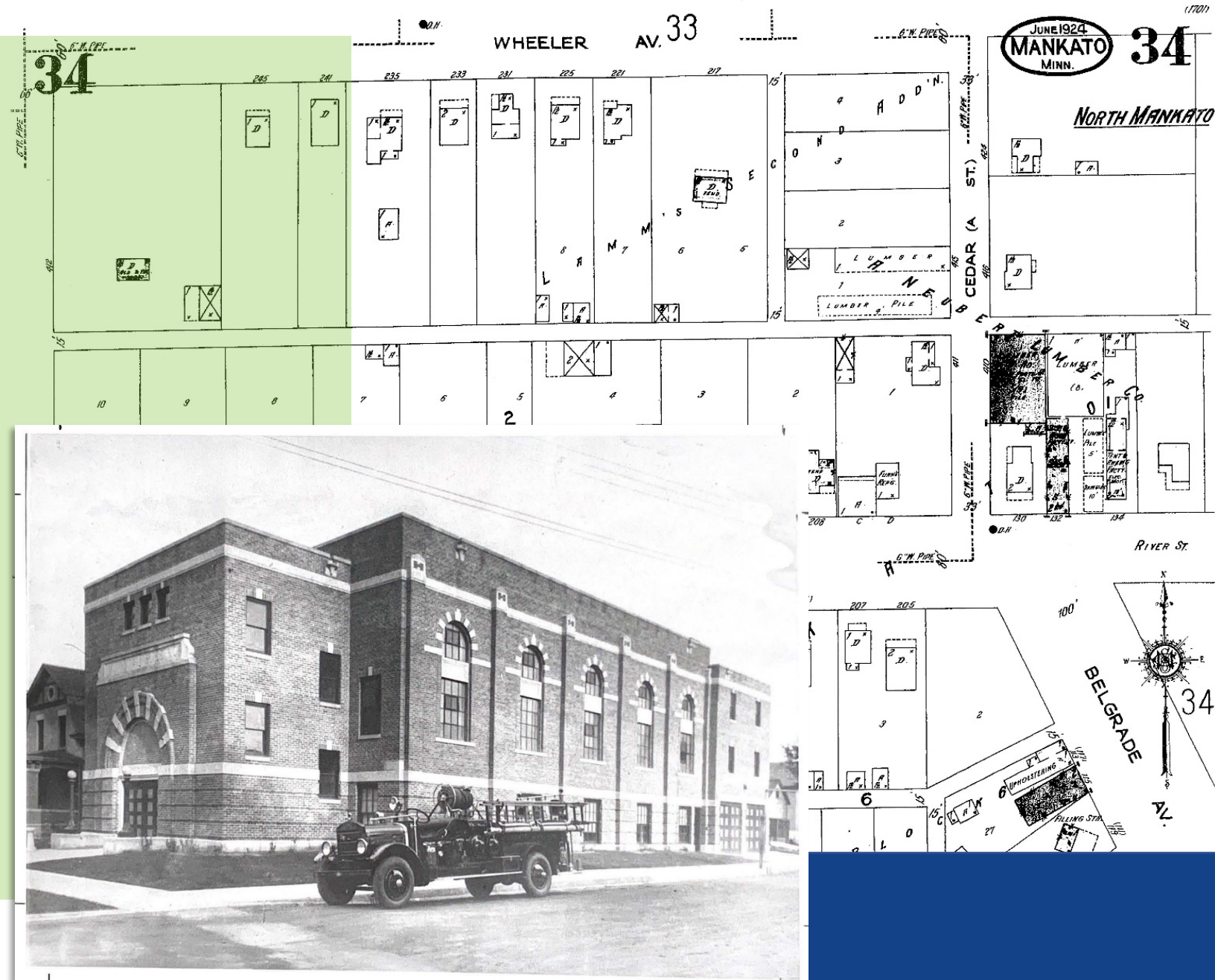
TAXABLE MARKET VALUE, TAX CAPACITY, PROPERTY TAX LEVY, AND TAX RATE

Tax Payable Year	Est. Market Value	Taxable Market Value	Change in TMV	% Change in TMV	Tax Increment Capacity	Total Tax Capacity	Change in Tax Capacity	General Fund Levy	Library Levy	Bookmobile Levy	Comm. Dev. Levy	Parkland Levy	Flood Control Levy	Contingency Levy	Port Authority Levy	Fireman's Relief Levy	Debt Service Levy	Abatement Levy	Total Levy	Percent Levy Increase	Tax Rate
2005	810,495,800	803,155,100			165,397	9,241,924	6.7%	2,203,795	261,023	-	-	55,000	-	19,800	45,000	12,429	1,270,185	57,187	3,924,419	-	42.462%
2006	834,232,100	832,560,000			178,192	9,514,672	3.0%	2,203,795	305,620	-	-	78,500	6,000	25,000	45,000	12,489	1,248,015	-	3,924,419	0.00%	41.246%
2007	857,502,300	856,965,300	24,405,300	2.93%	192,264	9,750,656	2.5%	2,486,493	325,565	-	-	78,500	6,000	25,000	45,000	12,577	1,239,615	-	4,218,750	7.50%	43.267%
2008	917,161,600	914,595,000	57,629,700	6.72%	198,385	10,344,239	6.1%	2,714,951	372,830	-	-	78,500	6,000	35,000	65,000	12,817	1,318,471	-	4,603,569	9.12%	44.503%
2009	945,061,500	926,820,100	12,225,100	1.34%	182,268	10,484,247	1.4%	2,780,856	367,080	10,500	-	8,500	6,000	55,000	65,000	12,935	1,368,208	-	4,674,079	1.53%	44.581%
2010	935,435,600	929,989,400	3,169,300	0.34%	189,067	10,551,259	0.6%	2,753,574	436,745	12,045	-	8,500	6,000	55,000	65,000	13,303	1,463,987	-	4,814,154	3.00%	45.626%
2011	915,774,000	915,046,500	(14,942,900)	-1.61%	80,835	10,598,032	0.4%	2,656,357	436,745	12,045	15,978	8,500	6,000	55,000	65,000	32,686	1,525,843	-	4,814,154	0.00%	45.425%
2012	950,583,400	870,672,800	(44,373,700)	-4.85%	52,436	10,177,574	-4.0%	3,103,154	419,405	39,831	15,978	-	6,000	50,000	65,000	22,740	1,430,015	-	5,152,123	7.02%	50.598%
2013	925,270,700	847,806,500	(22,866,300)	-2.63%	242,538	9,861,666	-3.1%	3,195,028	444,353	42,109	3,282	-	12,000	55,005	74,479	33,856	1,523,672	-	5,383,784	4.50%	54.566%
2014	933,833,600	856,917,400	9,110,900	1.07%	240,045	9,963,464	1.0%	3,778,784	-	-	-	-	-	-	75,000	-	1,530,000	-	5,383,784	0.00%	54.009%
2015	983,644,400	898,894,600	41,977,200	4.90%	255,229	10,432,202	4.7%	3,991,414	-	-	-	-	-	-	75,000	-	1,441,457	88,543	5,596,414	3.949%	53.620%
2016	1,013,909,400	919,768,100	20,873,500	2.32%	257,824	11,062,061	6.0%	4,177,929	-	-	-	-	-	-	75,000	-	1,430,128	111,347	5,794,404	3.538%	53.606%
2017	1,046,173,100	975,204,800	55,436,700	6.03%	314,983	11,255,834	1.8%	4,282,256	-	-	-	-	-	-	75,000	-	1,440,953	112,083	5,910,292	2.000%	52.485%
2018	1,110,030,400	1,041,251,400	66,046,600	6.77%	313,969	12,373,308	9.9%	4,621,889	-	-	-	-	-	-	75,000	-	1,370,848	221,014	6,288,751	6.403%	52.124%
2019	1,211,310,500	1,134,510,200	93,258,800	8.96%	319,666	13,432,345	8.6%	5,040,048	-	-	-	-	-	-	75,000	-	1,375,458	193,332	6,683,838	6.282%	50.950%
2020	1,248,907,400	1,183,925,900	49,415,700	4.36%	362,059	14,035,775	4.5%	5,119,393							75,000		1,143,970	456,196	6,794,559	1.657%	49.668%
2021 EST	1,304,218,400	1,236,359,031	52,433,131	4.43%	378,094	14,657,385	4.4%	5,218,167	-	-	-	-	-	-	75,000	-	1,123,070	477,096	6,893,333	1.454%	48.275%

BUDGET CALENDAR

May	Finance Director distributes SWOT analyses to Department Heads to complete
June	City Administrator sets expectations for budget requests. The finance Director distributes budget calendars, budget worksheets, and capital improvement worksheets to all Department Heads.
July 15th	Department Heads submit budget and capital improvement requests.
July 6-20	CAFR presented to Council. Finance Director assembles preliminary City budget.
End of July	Finance Director presents preliminary City budget to City Administrator
September 8 (7:00 p.m.)	Council Budget Workshop #1 - Tax history & distribution background, Relevant Strategic plans, Proposed Tax Levy guidance
September 14 (12:00 p.m.)	Council Budget Workshop #2 - Present Tax Levy supported funds (Gen. Fund, Debt Service Fund, Port Authority Gen. Fund)
September 21st (7:00 p.m.)	Council Budget Workshop #3 - At the regular business meeting, the City Council adopts the proposed property tax levy and announces the time and place of a future city council meeting at which the budget and levy will be discussed, and public input allowed, prior to final budget and levy determination.
September 28th (12:00 p.m.)	Council Budget Workshop #4 - Present Utility funds (Water, Sewer, Solid Waste, Recycling, Stormwater)
September 30th	Deadline for City to adopt the proposed budget by resolution and certify to the county auditor the proposed property tax levy for taxes payable in the following year. (Will already be completed if Council adopts on Sept. 21st)
October 12th, (12:00 p.m.)	Council Budget Workshop #5 - Present economic development & Recreation Funds (TIF, Joint Economic Development, Caswell Sports, Caswell North, Spring Lake Park Swim Facility, Library Endowment)
October 26th (12:00 p.m.)	Council Budget Workshop #6 - Present 5-year Capital Improvement Plan & Capital Facilities/Equipment Replacement Fund)
November 11 - 24	Period for county auditors to prepare and county treasurers to mail parcel specific notices of proposed tax levies to taxpayers.
November 30th	Staff publishes notice for December 7th "Truth in Taxation" hearing as required by state statute
December 7th	Council Action #7 - At a regular business meeting, the City Council holds required Public Hearing for the 2021 Budget and 2021-2025 Capital Improvement Plan (1st hearing).
December 21st	City Council holds Public Hearing (continuation hearing, if necessary).
December 21st	Council Action #8 - At a regular business meeting, the City Council adopts the 2021 Budget and Tax Levy and 2021-2025 Capital Improvement Plan.

CITY STRUCTURE



The City of North Mankato was incorporated in 1898. North Mankato is a Statutory City operating under a form of government consisting of an elected mayor and four council members.

The City Council appoints a City Administrator to carry out the policies set by the City Council. The City Administrator is also responsible for preparing and presenting a balanced budget to the City Council for consideration. The Administrator oversees the day to day operations of city government.

Each department is managed by a department director or manager, who reports to the City Administrator. The City Council is responsible for reviewing, approving, and amending the City's budget, along with determining the City's tax rate. The mayor is recognized as the political head of the City of North Mankato but is a member of the City Council and does not have the power to veto legislative actions.

Setting goals and objectives for the City of North Mankato is one of the most important responsibilities the Mayor and City Council have. These priorities are articulated and discussed through several different means: Citywide strategic planning, department goals and objectives, the annual budget process, and performance measures reported monthly to the City Council and City Administrator.

The diagram below illustrates the linkages among these key city processes. By fully integrating strategic and department planning, budgeting, and performance measurement, North Mankato can change the way it plans for the future to ensure its efforts and resources are aligned with City values and goals.



Citywide Strategic Planning Process

Strategic planning is a process in which an organization sets its long-term future direction. It is a tool for assessing its current and future environment and for ensuring the organizations' energies are focused toward achieving strategic goals.

In August 2020, the Mayor and the City Council conducted a midpoint strategic planning session on their Goals and Expectations for the next two years. This strategic plan serves as a guide by which all other policy decisions should be assessed. As elected officials and department heads make decisions throughout the year, they should be asking: "Does this support the City's strategic plan?"

Department Business Planning

The development of the strategic plan is intended to provide clear direction for departments' planning efforts. Through the strategic planning process, departments have been given direction as to City priorities and their projected level of resources over the next several years, and now can structure their department plans accordingly. A department's plan will articulate the alignment of its services with the strategic plan.

Department planning is a process that provides both strategic and tactical direction to City departments. A department plan is a mid-range plan (5-year planning horizon) that aligns department services with City strategic goals. A department plan addresses what the department does, what it is trying to achieve, who its customers are, how it will utilize its resources to achieve its goals, and how it will know when it has been successful.

Department Planning is one of the key City processes intended to ensure the alignment of City efforts with its priorities. A well-developed, focused department plan has the potential to assist departments in:

Focusing their efforts on core mission and services and alignment with City Goals.

- Managing their resources.
- Measuring their results.
- Improving how departments convey what they do, what they accomplish, and what their business strategies are.

Annual Budget Process

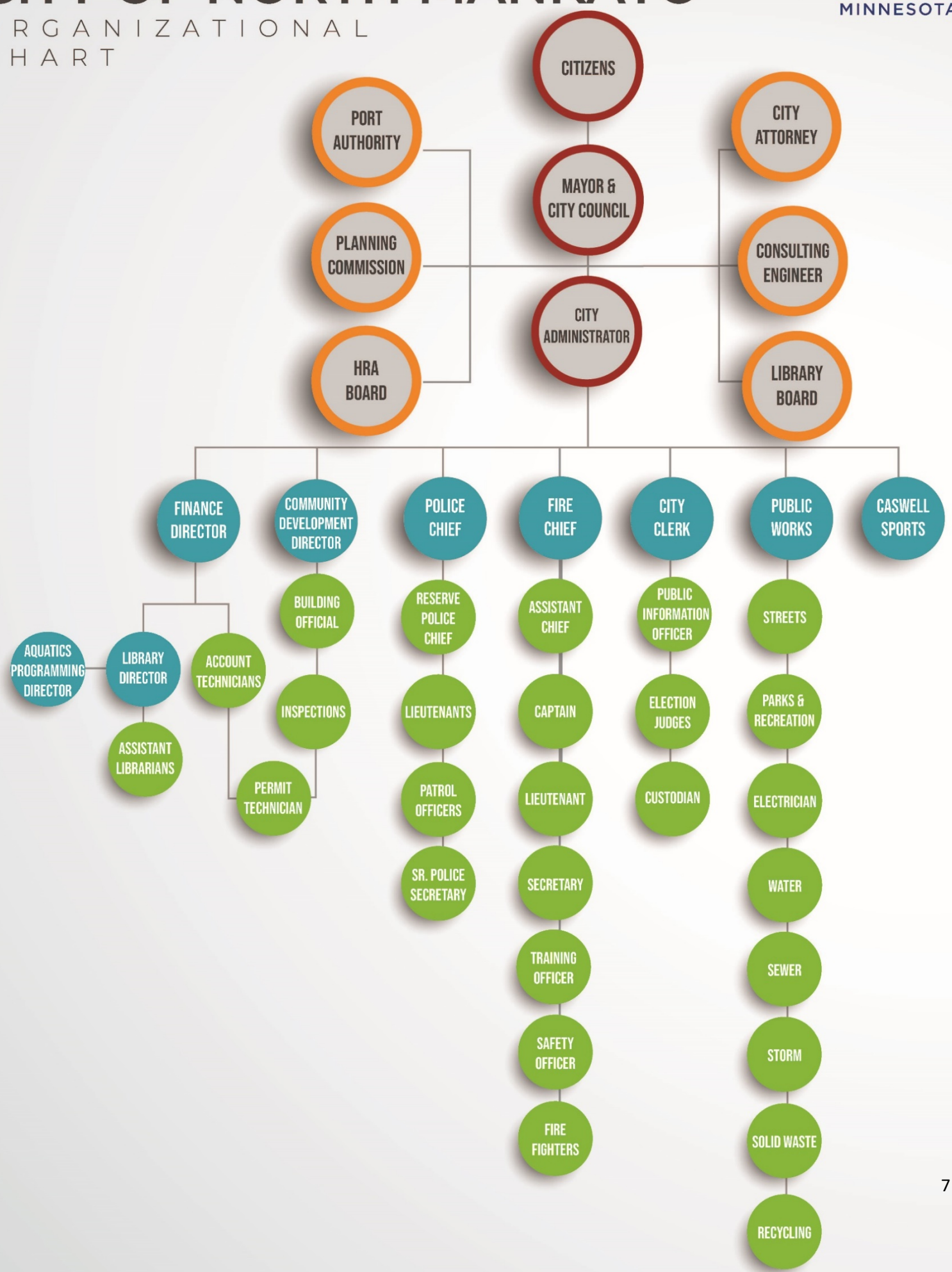
After the strategic planning process, departments develop their projected level of financial resources needed to meet their department plans in accordance with the strategic plan. Resource allocations will flow from the department plans – departments' annual budgets will then flow from their longer-term financial plans. The Mayor and City Council will articulate their priorities for the upcoming year by allocating City financial resources based on the input of the department head's recommendations and available resources to meet the goals of the strategic plan. The resource allocation may be adjusted based on the final audited financial statements. As North Mankato moves toward better integration of its key City processes, the annual budget process should become more straightforward

Performance Measurement

Performance Measurement is how we know when we have done the right things to achieve our goals and how we know when we have done those things right. A successful performance measurement system can lead to the continuous improvement of program performance, improved customer service, strengthened accountability, and empowered employees. Performance measurement has played a significant role in the development of the budget. The format of the department narratives in the budget highlights departments' performance measurement information, including key outcome/quality of life measures. All departments have made concerted efforts to further develop and improve their performance measures as part of this process. As departments update their business plans in future years, they will have the opportunity to strengthen their performance data. By including performance data in the budget process, the City stands to improve its budget discussions significantly. Performance measures can assist in keeping budget discussions focused on expected outcomes, allowing for greater creativity in how those outcomes are achieved. Finally, performance measures can give both the policymakers and department management the language they need to discuss what resources are needed and why.

CITY OF NORTH MANKATO

ORGANIZATIONAL CHART



The skills and abilities necessary to provide excellent service require a breadth of talents. From certified law enforcement personnel to licensed water treatment managers, from foresters and librarians to planners, equipment operators, and election officials. From volunteer firefighters to pool operators and lifeguards, the City is staffed with incredibly passionate, talented, and dedicated individuals. These public servants dedicate their careers to protecting the lives and properties of individuals while creating the best quality of life to residents. Their actions are directly aligned with citizens’ desires for their community. Representing over half of the City budget, our investment in personnel cannot be separated from the achievement of our priorities desire to achieve success through the lofty goals set by citizens, departments, and administration at all levels.

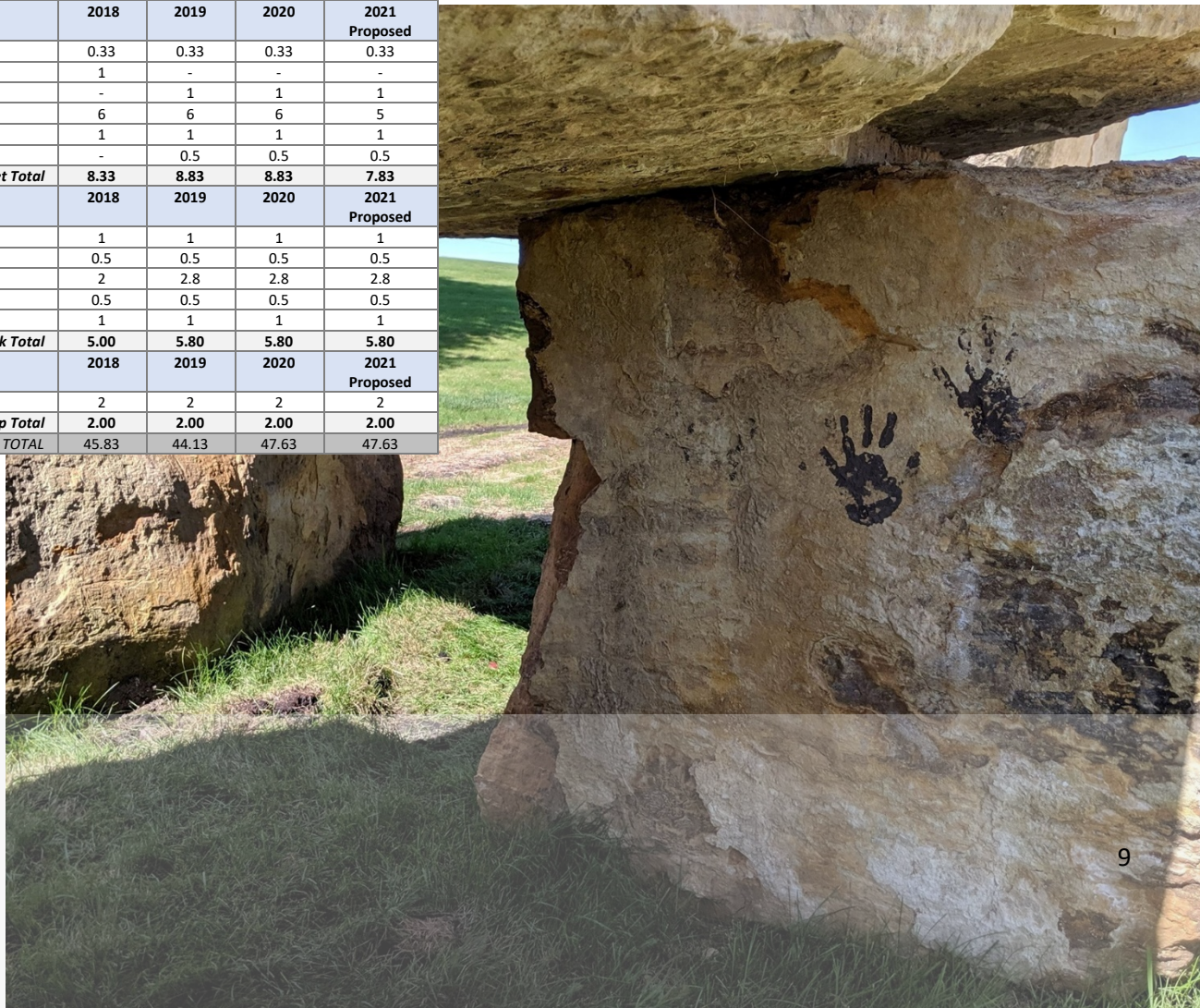
CITY STAFFING HISTORY



STAFFING SUMMARY BY DEPT.

General Government	2018	2019	2020	2021 Proposed
City Administrator	0.5	0.5	0.5	0.5
City Clerk	1	1	1	1
Finance Director	0.5	0.5	0.5	0.5
Account Clerk	0.5	0.5	0.5	0.5
Part-time Account Clerk/Planning Intern	0.5	-	-	-
Public Information Officer	-	1	1	1
Custodian	1	1	1	1
General Government Total	4.00	4.50	4.50	4.50
Police	2018	2019	2020	2021 Proposed
Police Chief	1	1	1	1
Police Lieutenant	3	3	3	3
Senior Patrol Officer	3	2	3	3
1st. Class	3	4	3	4
2nd. Class	2	2	2	2
3rd. Class	2	-	2	1
Detective	1	1	1	1
Part-time Police Secretary	0.5	-	0.5	0.5
Police Secretary (1.5)	1	1	1	1
Police Total	16.50	14.00	16.50	16.50
Library	2018	2019	2020	2021 Proposed
Library Director	1	1	1	1
Assistant Librarian	3	3	3	3
Bookmobile	1	1	1	1
Part-time Assistant Librarian	1	1	1	1
Library Total	6.00	6.00	6.00	6.00
Community Development	2018	2019	2020	2021 Proposed
Community Development Director	1	1	1	1
Senior Records Clerk/Permit Clerk	1	-	1	1
Building Official	1	1	1	1
Building Inspector	1	1	1	1
City Planner	-	-	-	1
Community Development Total	4.00	3.00	4.00	5.00
Street	2018	2019	2020	2021 Proposed
Public Works Director	0.33	0.33	0.33	0.33
Street Superintendent	1	-	-	-
Street Foreman	-	1	1	1
Street Maint. III	6	6	6	5
Street Maint. II	1	1	1	1
Street Maint. I	-	0.5	0.5	0.5
Street Total	8.33	8.83	8.83	7.83
Park	2018	2019	2020	2021 Proposed
Park Foreman	1	1	1	1
Park Maint. II	0.5	0.5	0.5	0.5
Park Maint. I	2	2.8	2.8	2.8
Caswell Maint.	0.5	0.5	0.5	0.5
Caswell Park Coordinator	1	1	1	1
Park Total	5.00	5.80	5.80	5.80
Shop	2018	2019	2020	2021 Proposed
Mechanic	2	2	2	2
Shop Total	2.00	2.00	2.00	2.00
GENERAL FUND TOTAL	45.83	44.13	47.63	47.63

Water Utility	2018	2019	2020	2021 Proposed
City Administrator	0.25	0.25	0.25	0.25
Public Works Director	0.33	0.33	0.33	0.33
Finance Director	0.25	0.25	0.25	0.25
Account Clerk	1.25	1.25	1.25	1.25
Water Superintendent/Interim Parks Operations Manager	1	1	1	1
Water Foreman	1	1	1	1
Water Serviceman III / Electrician	0.5	0.5	0.5	0.5
Water Serviceman II	1	1	1	1
Water Serviceman I	1	1	1	1
Water Utility Total	6.58	6.58	6.58	6.58
Wastewater Utility	2018	2019	2020	2021 Proposed
City Administrator	0.25	0.25	0.25	0.25
Public Works Director	0.34	0.34	0.34	0.34
Finance Director	0.25	0.25	0.25	0.25
Account Clerk	1.25	1.25	1.25	1.25
Sewer Serviceman II	1	1	1	1
Water Serviceman III/Electrician	0.5	0.5	0.5	0.5
Street Superintendent	-	1	1	1
Wastewater Utility Total	3.59	4.59	4.59	4.59
Recycling Utility	2018	2019	2020	2021 Proposed
Recycling Lead Operator	0.5	0.5	0.5	0.5
Recycling Part-time	1	1	1	1
Recycling Utility Total	1.50	1.50	1.50	1.50
Solid Waste Utility	2018	2019	2020	2021 Proposed
Account Clerk	1	1	1	1
Solid Waste Utility Total	1.00	1.00	1.00	1.00
Storm Water Utility	2018	2019	2020	2021 Proposed
Storm Water Maintenance II	1	1.2	1.2	1.2
Storm Water Utility Total	1.00	1.20	1.20	1.20
TOTAL STAFFING LEVELS	59.50	59.00	62.50	62.50



FUND SUMMARIES



The following budget pages provide a brief overview of each of the City's funds by type. In addition to the general fund, the City's budget is made up of agency, special revenue, and enterprise funds. Enterprise funds include the City's utilities and are expected to cover costs of fees charged for services provided. Special revenue constitutes funds that have various revenue sources specific to their uses or restricted or voter-approved revenues like sales tax. This overview provides a high-level description of each fund as well as a spending overview for each fund within the budget.

\$6,893,333

Tax Levy

The total tax levy for the City for the 2021 Budget is \$6,893,333 a 1.454% increase from 2020. This includes a \$98,774 operating levy increase, \$20,900 debt service levy, and \$20,900 abatement levy increase. The operating levy increase of \$98,774 is proposed to support General Fund operations.

\$9,528,954

General Fund

The City's General Fund Budget for 2021 is proposed at \$9,528,954 which is a decrease of \$1,332,441. The decrease is a result of one-time revenue sources in 2020 for state aid overlay projects on Lee Boulevard, Howard Drive, and Marie Lane and CARES Act funding allocated to the City in the face of the COVID-19 Pandemic.

\$94,590

Port Authority General Fund

The Port Authority General Fund received \$75,000 in property tax support. The total Budget for 2021 is proposed at \$94,590, an increase of \$9,070. The remaining revenue relates to TIF administrative fees and loan repayments. The Port Authority levy has been flat for nine years. The fund is used to implement the economic development programs of the City.

\$2,800,355

Debt Services Fund

The City of North Mankato generally issues debt each year to pay for capital improvement projects and equipment replacements. The total Tax Levy of the debt service fund is proposed to remain flat at \$1,600,166. Total debt payments in 2021 are \$2,800,355, an increase of \$13,087. The total amount of debt levied in 2021 is \$1,600,166. The total outstanding debt projected for 2021 is \$23,785,300. The 2021 budget does not include any proposed debt issuance until LGA payments are finalized and the final CARES act funding is audited.

GENERAL FUND HISTORY AND FORECAST

SOURCES	2018 ACTUAL	2019 ACTUAL	2020 AMENDED	2021 PROPOSED	+/- 2020/2021	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	COMMENTS
REVENUES										
PROPERTY TAX	4,637,874	5,042,041	5,119,393	5,218,167	98,774	5,359,058	5,503,753	5,652,354	5,804,968	Est. 1.6% new growth/ Rate reduction of 1.39%
SALES TAX	412	3,356	200	5,756	5,556	5,756	5,756	5,756	5,756	Swim facility sales tax
FRANCHISE TAX	485,645	482,563	574,000	501,000	(73,000)	506,010	511,071	516,181	521,343	Decrease in cable and electric fees collected
OTHER TAX	92,369	103,979	43,350	95,000	51,650	95,050	95,101	95,152	95,204	Full year gambling tax revenue in 2021
LICENSE AND PERMITS - BUSINESS	112,869	118,590	132,870	134,295	1,425	134,295	134,295	134,295	134,295	
LICENSE AND PERMITS - NON-BUSINESS	458,957	297,144	357,450	357,350	(100)	360,900	364,486	368,107	371,765	
INTERGOVERNMENTAL	2,199,310	2,211,606	4,202,661	2,340,411	(1,862,250)	2,349,800	2,359,236	2,368,719	2,378,249	Reduction of one-time funding from CARES Act and reduction in State-Aid from 2020
CHARGES FOR SERVICES	100,707	185,582	246,715	406,213	159,498	407,213	408,223	409,243	410,273	Pool fees/concessions; room & shelter rentals
FINES AND FORFEITURES	30,420	26,399	16,500	26,000	9,500	26,000	26,000	26,000	26,000	Court fine activity
SPECIAL ASSESSMENTS	22,019	6,457	13,800	12,200	(1,600)	12,200	12,200	12,200	12,200	
MISCELLANEOUS	141,275	569,589	(77,951)	200,156	278,107	191,937	204,792	196,723	209,730	Funding unreceived FEMA receivable
TRANSFERS IN	261,750	601,708	261,750	261,750	-	261,750	261,750	261,750	261,750	
TOTAL REVENUES	\$8,543,606	\$9,649,013	\$10,890,738	\$9,558,297	(1,332,441)	\$9,709,969	\$9,886,663	\$10,046,480	\$10,231,533	
EXPENDITURES					-					
PERSONNEL SERVICES	4,720,655	4,877,775	5,041,490	5,307,964	295,185	5,492,458	5,654,678	5,823,658	5,999,756	Health insurance, temp labor
SUPPLIES	1,039,242	1,186,701	1,057,405	1,195,835	138,430	1,208,722	1,218,725	1,231,840	1,242,076	
SERVICES AND CHARGES	1,623,930	1,949,605	2,454,144	1,568,305	(885,839)	1,545,192	1,592,269	1,569,538	1,616,999	CARES Act funding
CAPITAL OUTLAY	618,824	839,614	1,482,250	758,250	(724,000)	808,250	808,250	808,250	808,250	One-time advance of State-Aid in 2020
AREA AGENCY DISBURSEMENTS	199,538	292,286	244,814	284,850	40,036	284,850	284,850	284,850	284,850	Fireworks in 2021 and Lake St. Flood Station
TRANSFERS OUT	370,606	676,340	447,000	413,750	(33,250)	463,750	463,750	463,750	463,750	Decrease to capital facilities fund
TOTAL EXPENDITURES	\$8,572,796	\$9,822,322	\$10,727,103	\$9,528,954	(1,169,439)	\$9,803,222	\$10,022,522	\$10,181,886	\$10,415,681	
REVENUES OVER (UNDER) EXPENDITURES	(29,190)	(173,309)	163,635	29,344	(163,002)	(93,253)	(135,859)	(135,406)	(184,148)	Future reductions necessary depending on LGA
ADJUSTMENTS FROM CHANGES IN ASSETS AND LIABILITIES	-	185,820	195,070	177,884	(17,186)	26,500	31,500	131,500	131,500	Repayment from debt service
CASH, BEGINNING	3,121,713	3,348,957	3,412,074	3,770,779	-	3,978,007	3,940,307	3,865,345	3,891,197	
CASH, ENDING	3,348,957	3,412,074	3,770,779	3,978,007	-	3,940,307	3,865,345	3,891,197	3,868,662	
CASH AS % OF EXPENDITURES	39%	35%	35%	42%	-	40%	39%	38%	37%	Meets fund balance policy

2020 & 2021 REVENUES AND EXPENDITURES

GENERAL FUND REVENUES	2020 AMENDED	2021 PROPOSED	+/-	%+/-	NOTES
Property Tax	5,119,393	5,218,167	98,774	2%	New construction
Sales Tax	200	5,756	5,556	2778%	Swim facility sales tax
Franchise Tax	574,000	501,000	(73,000)	-13%	Decrease in cable and electric collections
Other Tax	43,350	95,000	51,650	119%	Gambling tax slowdown during shutdown
License and Permit - Business	132,870	134,295	1,425	1%	
License and Permit - Non-Business	357,450	357,350	(100)	0%	
Intergovernmental	4,202,861	2,340,411	(1,862,450)	-44%	CARES Act and additional State-Aid in 2020
Charges for Service	246,715	406,213	159,498	65%	pool/concession fees; room & shelter rentals
Fines and Forfeitures	16,500	26,000	9,500	58%	Court fine activity
Special Assessments	13,800	12,200	(1,600)	-12%	
Miscellaneous	(77,951)	200,156	278,107	-357%	Fund received FEMA receivable
Transfers In	261,750	261,750	-	0%	
REVENUES (Total)	\$10,890,938	\$9,558,297	\$(1,332,641)	-12%	

GENERAL FUND EXPENDITURES	2020 AMENDED	2021 PROPOSED	+/-	%+/-	NOTES
Legislative	40,760	53,701	12,941	32%	New pay implementation
General Government	675,561	694,962	48,112	7%	Health insurance and temp employees
Attorney	115,716	115,816	100	0%	
Police	2,112,273	2,246,423	134,150	6%	OT, Health insurance and clothing allowances
Fire	355,581	361,456	5,875	2%	
Streets	2,528,576	1,992,676	(535,900)	-21%	One-time advance of State-Aid in 2020
Maintenance & Equipment	281,343	298,587	17,244	6%	Health insurance
Street Lighting	349,894	375,488	25,594	7%	Equipment parts
Swim Facility	292,926	365,180	72,254	25%	Operational increases (offset with revenue)
Parks	931,660	912,687	(18,973)	-2%	Reduced parks plan spending
Library	587,405	609,053	21,648	4%	Health insurance
Bookmobile	96,317	103,001	6,684	7%	Health insurance
Community Development	572,105	626,624	54,519	10%	Returned rental inspection and planning staff
Miscellaneous	1,095,172	74,700	(1,020,472)	-93%	CARES Act funding in 2020
Area Agency Disbursements	244,814	284,850	40,036	16%	Mankato Flood station moved to GF from storm
Transfers	447,000	413,750	(33,250)	-7%	Less money to Capital Facilities Fund
EXPENDITURES (Total)	\$10,727,103	\$9,528,954	\$(1,169,439)	-11%	

DEPARTMENT REPORTS



LEGISLATIVE

Reports to – North Mankato residents, businesses, property owners, and voters



Description:

The Mayor and Council comprise the legislative body of the City. The City operates under a statutory form of government consisting of a four-member City Council and the Mayor, who is a voting member. Council members serve staggered, four-year terms with two Council members elected every four years. The Mayor serves a two-year term. The Mayor appoints, and the Council confirms the appointment of members to the Planning Commission, Port Authority, Library Board, and the Housing and Redevelopment Authority.

Services:

- Provide strategic direction, goals, and objectives to the organization
- Approve statutorily required zoning requests, city code amendments, annexations, etc.
- Represent and serve the citizens of the community
- Annually adopt a balanced budget
- Provide direction to the City Administrator

Principles:

- Adaptability
 - The ability to adjust 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

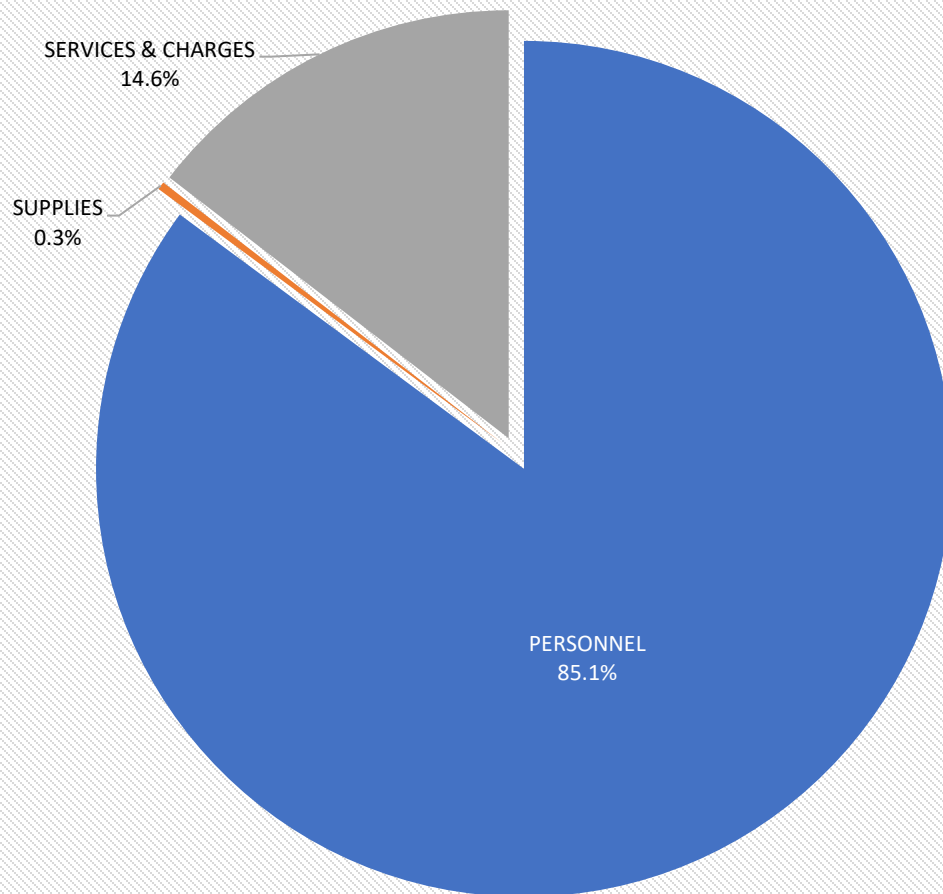
Members:

- Mayor – Mark Dehen
- Council Member – Diane Norland
- Council Member – Sandra Oachs
- Council Member – Billy Steiner
- Council Member – James Whitlock



Legislative	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	33,945	33,975	45,681	11,706	Proposed pay increase in 2021, after approval in 2019/2020
Supplies	-	500	200	(300)	
Services & Charges	11,579	6,285	7,820	1,535	
Capital Outlay	-	-	-	-	
TOTAL	\$45,524	\$40,760	\$53,701	\$12,941	

2021 LEGISLATIVE BUDGET



GENERAL GOVERNMENT

Reports to – John Harrenstein- City Administrator



Description:

The General Government Department provides overarching leadership to the City. From the voice, residents hear when they call for assistance to the utility bill received in the mail and the budget that determines the property tax rate, the General Government department is at the heart of serving the public. Additional services include the functions and duties of the City Clerk, who records actions of the City Council and administers elections at every level.

Departments:

- Administration
- City Clerk
- Building Services
- Finance
- Customer Services
- Finance/Utilities
- Payroll/Benefits

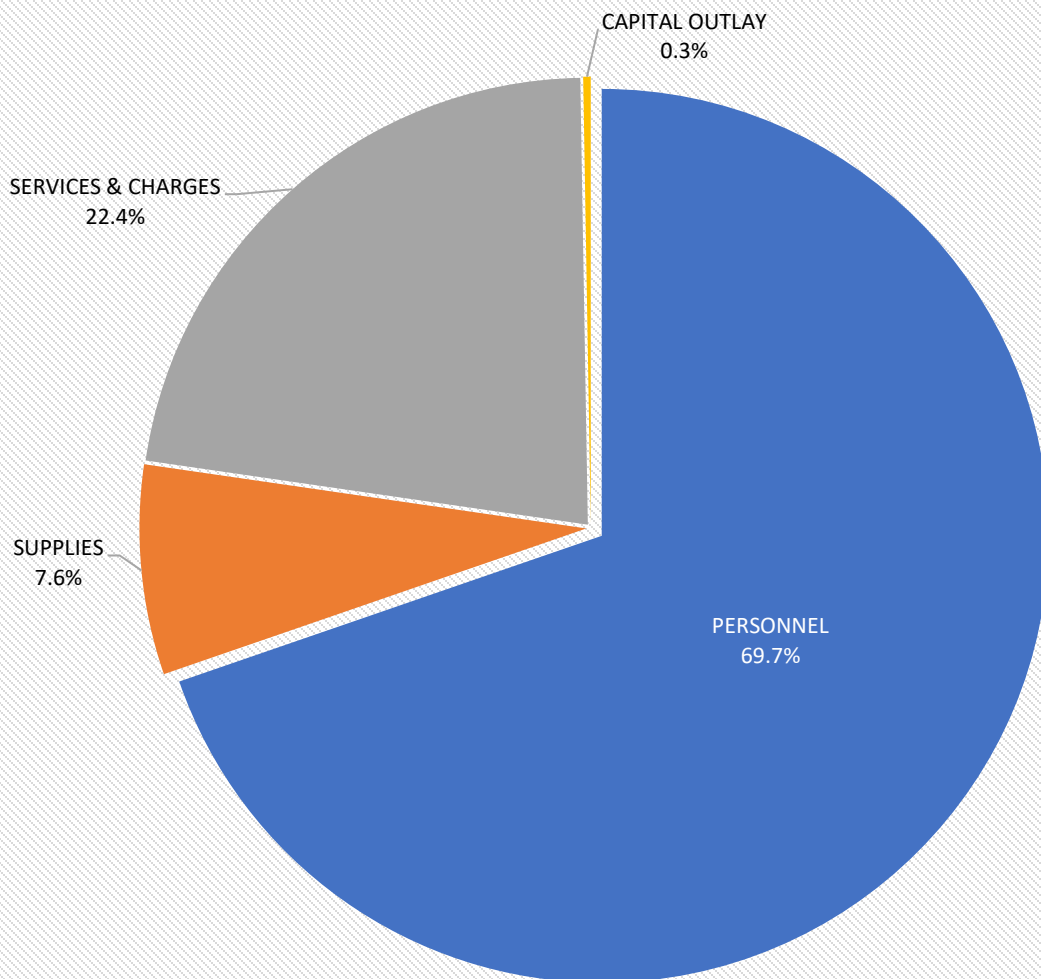
PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
GENERAL GOVERNMENT	City Administrator	0.5	0.5	0.5
	City Clerk	1	1	1
	Finance Director	0.5	0.5	0.5
	Accountant Clerk	0.5	0.5	0.5
	Public Information Officer	1	1	1
	Custodian	1	1	1
	Department Total	4.5	4.5	4.5



General Government	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	414,120	456,226	475,720	19,494	Health insurance increases
Supplies	36,113	52,900	54,900	2,000	
Services & Charges	188,556	164,435	162,341	(2,094)	Allocate phone/internet to other dept.
Capital Outlay	-	2,000	2,000	-	
TOTAL	\$ 638,789	\$ 675,561	\$ 694,962	\$ 19,401	

2021 GENERAL GOVERNMENT BUDGET



ATTORNEY

Reports to – City Council and City Administrator



Description:

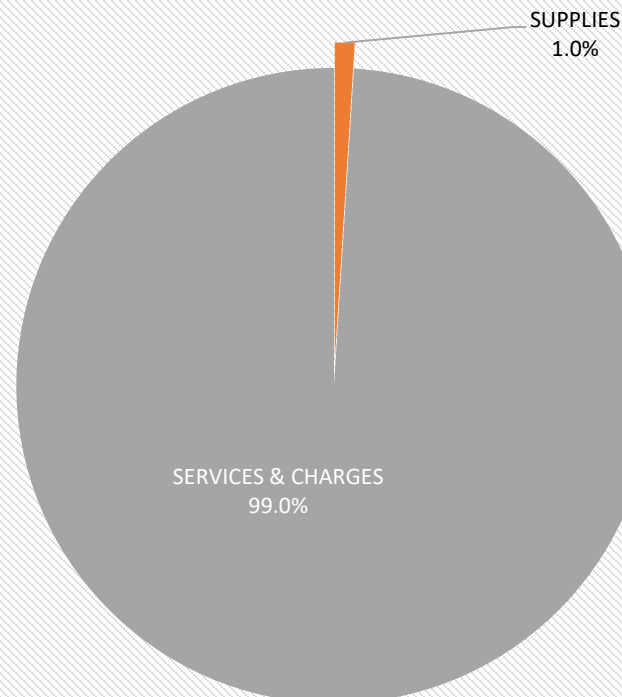
The City of North Mankato has contracted with Kennedy & Kennedy law firm for 20 years to perform legal services for both civil and criminal prosecution.

Service:

- Advise on questions of law
- Review draft ordinances, resolutions, contracts, and other legal documents
- Represent the City on civil matters
- Prosecute petty and misdemeanor crimes

Attorney	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	-	-	-	-	
Supplies	-	200	300	100	
Services & Charges	113,980	115,516	115,516	-	
Capital Outlay	-	-	-	-	
TOTAL	\$113,980	\$115,716	\$115,816	\$100	

2021 CITY ATTORNEY BUDGET





Description:

The North Mankato Police Department is the primary law enforcement entity for the City. The department provides a full range of public safety, crime prevention, and law enforcement services to a community of approximately 14,000 people. This is accomplished by engaging residents and community members and working in partnership with regional public safety agencies. These services are provided by a staff of 15 sworn officers, two administrative staff, and approx. Twenty reserve officers with an operating budget of approx. 2 million dollars.

Services:

- Provide public education presentations on a variety of topics and methods.
- Host public events to further police/community relationships and foster a community policing environment.
- Staff personnel at several large community events throughout the year.
- Respond to all manner of calls for service (routine and emergency).
- Enforce City Ordinances and State and local laws.
- Investigate criminal offenses from Misdemeanors to Felonies.
- Specialize investigative measures (i.e., narcotics, violent crime, etc.).
- Provide a cadre of tactical team members for high-risk situations
- Maintain a police/paramedic program

Highlights (2019 figures):

- 17% reduction in Part 1 crimes
- Responded to 8,500+ calls for service.
- 40+ community events attended.
- Thirty public education events conducted.
- Began a summer internship program to advance relationships with local higher education institutions and enhance recruitment.
- Provided 300+ visits/walkthroughs/extra patrols of local schools.
- 48.7% clearance rate.
- Rated as a top 20 safest city in Minnesota

Opportunities:

- Increase social media footprint.
- Collaborate more with Nicollet County law enforcement and various public safety entities.
- Increase Emergency Management training and preparedness.
- Give staff projects to showcase skill sets. Keep people engaged and creative.
- Continue to be on forefront of technology and funding sources.
- Utilize grant dollars more.

Future Challenges:

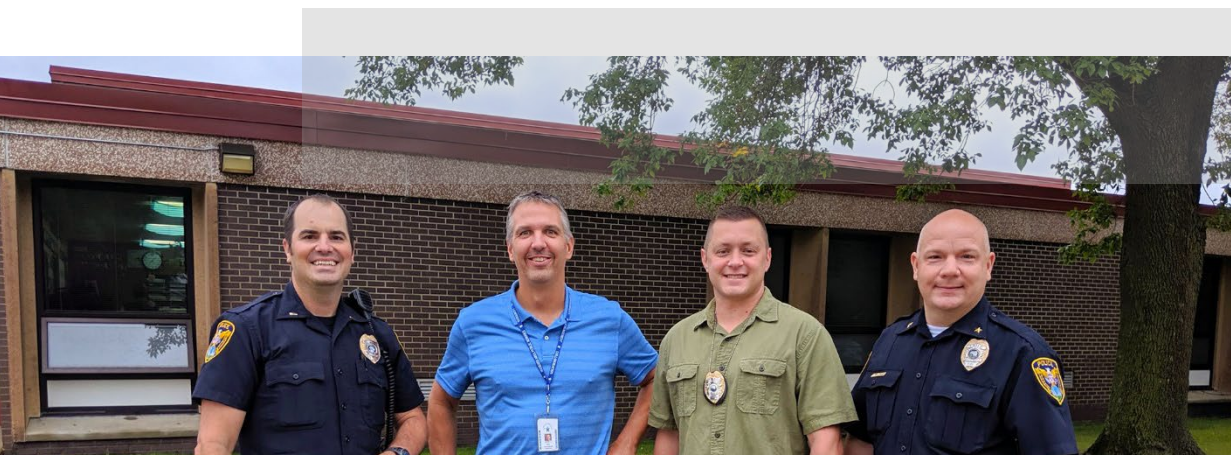
- Turnover/retirements - Lack of new officers' profession-wide
- Changing case law and criminal procedure

Responding to societal discussion on the future of police practices and reform

STRENGTHS	WEAKNESSES
A staff of well trained, dedicated, and professional employees.	Maintaining performance standards.
Committed to service and community involvement.	Getting staff to see the larger "picture" of city/government operations.
Strong community support and trust in its police force.	Policy manual not updated.
Fully staffed at all levels.	Resistance by some to accept and champion change.
Marked improvement in the utilization of technology, replacing equipment, and getting staff, the tools need to perform jobs effectively and safely.	

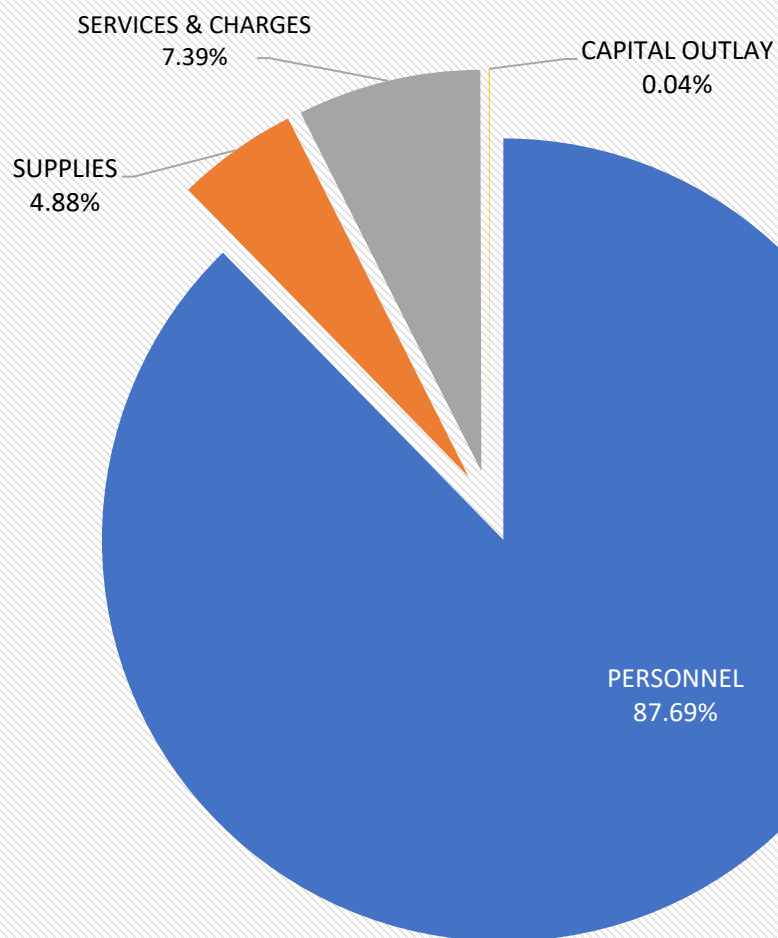
PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
POLICE	Police Chief	1	1	1
	Police Lieutenant	3	3	3
	Senior Patrol Officer	2	3	3
	1st. Class	4	3	4
	2nd. Class	2	2	2
	3rd. Class	-	2	1
	Detective	1	1	1
	Part-time Police Secretary	-	0.5	0.5
	Police Secretary (1.5)	1	1	1
Department Total		14	16.5	16.5



Police	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	1,927,676	1,888,892	1,969,882	80,990	Insurance and return to full year of OT
Supplies	125,765	88,400	109,500	21,100	Uniform allowance
Services & Charges	183,007	133,981	166,041	32,060	Property, vehicle, liability insurance increases
Capital Outlay	349	1,000	1,000	-	
TOTAL	\$2,236,796	\$2,112,273	\$2,246,423	\$134,150	

PROPOSED 2021 POLICE BUDGET



FIRE DEPARTMENT

Reports to - Dan Giefer– Fire Chief



Description:

The North Mankato Fire Department is the primary fire suppression service provider for the City. The department provides a wide range of public safety, fire suppression, and rescue services to a community of almost 14,000 people. These services are provided by 32 volunteer firefighters, with four recruits in training.

Services:

- Fire suppression, fire investigation, carbon monoxide incidents, low angle rescue, general fire alarms, search and rescue, and any other call for service as requested.
- Providing public education presentations at daycares, elementary schools, volunteer organizations.
- Providing hands-on fire extinguisher training at businesses, with school staff, and volunteer organizations.
- Host public events promoting fire safety in the home, school, and business.
- Assist PD with traffic control needs when requested.
- Assist local ambulance service with lift-assist needs when requested.
- Maintain Knox Boxes at businesses that have purchased and installed them.
- House and maintain the regional breathing air truck.

Highlights:

- Responded to 128 calls for service (2019):

CO Incidents	25
Gas Leaks	14
Automobile Fires	5
Residential Fires	5
Mutual Aid Fires	3
Mutual Aid Air Truck Requests	5
False Alarms	42

- 1,919 hours of training completed.
- 1,980 volunteer hours at various community events.
- Filled vacant assistant training officer position.
- Added water rescue equipment with associated training.

Opportunities:

- Develop a joint fire explorers' program with other local communities.
- Add mobile devices to the responding apparatus for electronic mapping capability.
- Offer EMT training for firefighters.
- Increase Incident Command System training and preparedness.
- Assign department duties across more of the department, keeping people engaged.
- Add vehicle extrication equipment and training.
- Utilize grant dollars more.

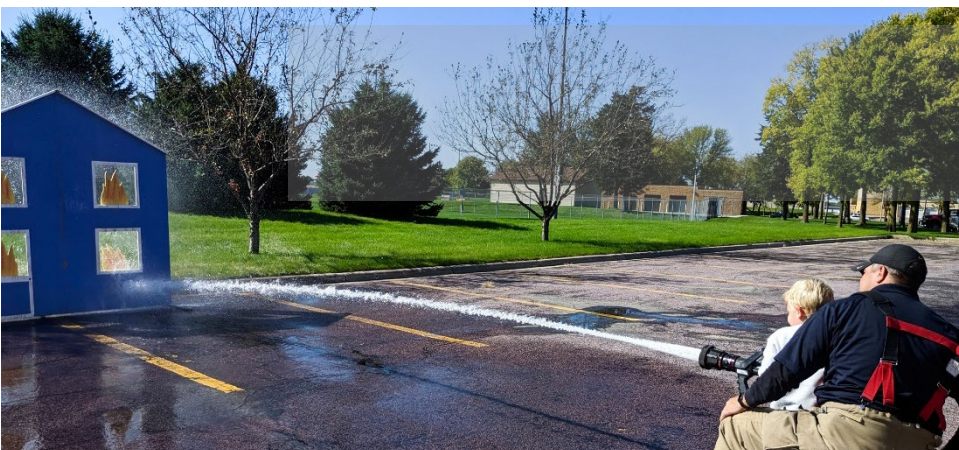
Future Challenges:

- Turnover/retirements. Lack of applicants' for paid-on-call services
- Increased levels of required training.
- Understanding the diversity and cultural changes in our community

STRENGTHS	WEAKNESSES
A staff of well trained, dedicated firefighters committed to service and community involvement.	Improve replacement rate of personnel protective equipment and apparatus.
Strong community support and trust in its fire department.	Rely on a neighboring department for vehicle extrication.
Firefighters with diverse skillsets and experiences.	Maintaining performance standards through physical health.
Five fire instructors as members of the department.	Operating under department by-laws (moving toward Standard Operating Guidelines).
Membership in several local, regional, and state organizations with a goal of improved training, knowledge sharing, and shared services.	Getting staff to see the larger "picture" of city/government operations.
Ability to adapt to any call for service.	

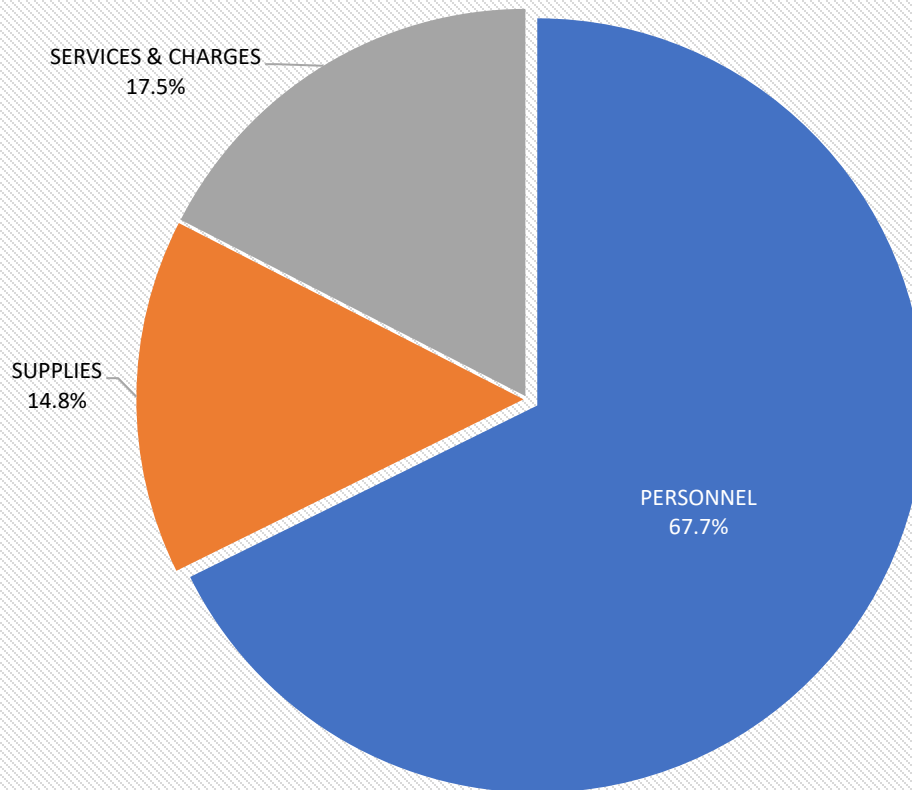
PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
FIRE	Fire Chief	1	1	1
	Assistant Fire Chief	1	1	1
	Station Captains	2	2	2
	Training Officer (Capt.)	1	1	1
	Assistant Training Officer (Lt.)	-	-	1
	Safety Officer (Lt.)	1	1	1
	Fire Lieutenants	4	4	3
	Public Education Officer	1	1	1
	Fire Fighters	25	23	21
Department Total (All Volunteer)		36	34	32



Fire	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	238,850	242,198	244,620	2,422	
Supplies	59,135	53,550	53,660	110	
Services & Charges	64,675	59,833	63,177	3,344	
Capital Outlay	-	-	-	-	
TOTAL	\$362,660	\$355,581	\$361,456	\$5,875	

PROPOSED 2021 FIRE BUDGET



STREET DEPARTMENT

Reports to – Nate Host – Public Works Director



Highlights:

- 24 snow removal events
- 9,650 lbs. of crack seal material applied
- 1,417 tons of asphalt patch material applied
- 79,940 lineal feet of sanitary sewer televised.
- 12 lane miles of chip seal coat completed.
- 402 tons of street sweeping waste collected
- 350 tons of grass/brush collected
- 355 Street signs maintained or replaced.

Opportunities:

- Ability to connect with other regional departments to inquire about new techniques.
- Experienced staff to pass the knowledge onto the younger staff.
- Emphasis on staff learning all roles to be flexible.

Future Challenges:

- Replacement of public works facility
- Replacement of equipment
- Continued expansion of the City requires more maintenance, which requires more manpower, materials, equipment, etc.
- Increased cost for capital improvements and meeting service expectations within adopted capital improvement budgets.

Description:

The street department conducts maintenance on the city street system, including, but not limited to, snow removal, asphalt patching, crack sealing, chip seal coating, pavement markings, storm event cleanup, manhole and catch basin maintenance, an inspection of infrastructure, and street sign maintenance. Conditionally the department provides traffic control and event setup/tear down for user group events around town. The system is comprised of approximately 100 lane miles and 93 cul-de-sacs.

Services:

- Street Maintenance
- Infrastructure maintenance
- Infrastructure inspections
- Event support
- Support for other departments within public works



STRENGTHS	WEAKNESSES
Experienced staff who know the system and maintenance required.	Shift in reconstruction projects to upper North Mankato, where segments are longer in length, requires more funding.
Responsive, skilled, and dedicated employees.	Aging equipment.

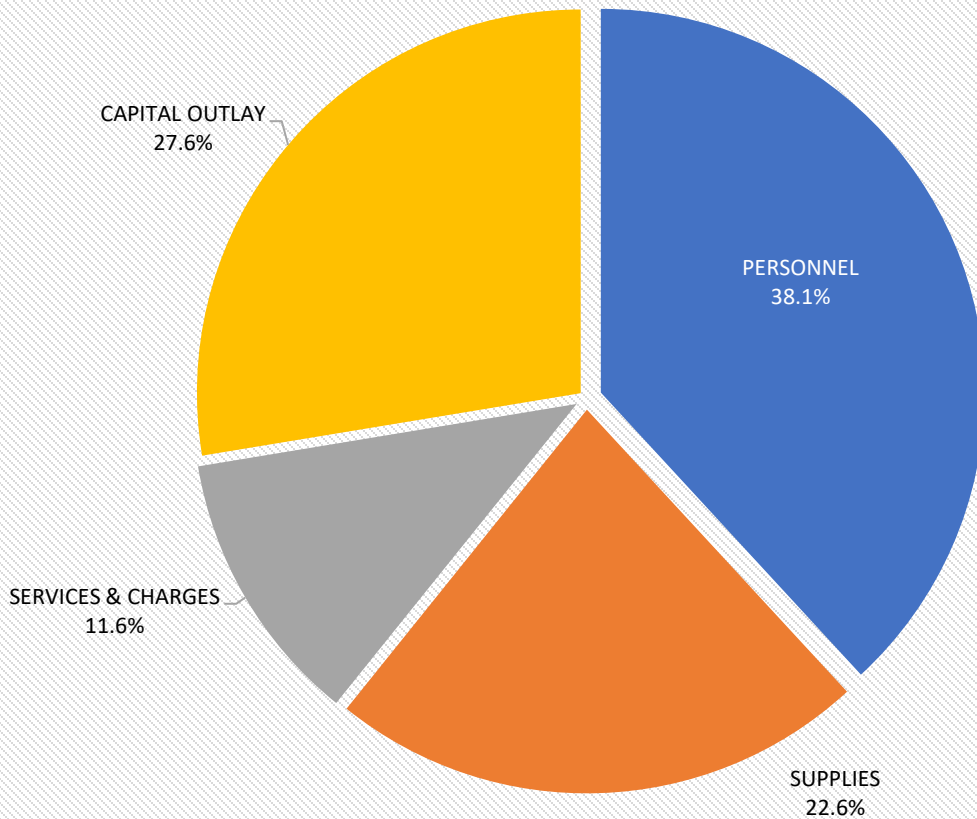
PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
STREET	Public Works Director	0.33	0.33	0.33
	Street Foreman	1	1	1
	Street Maintenance III	6	6	5
	Street Maintenance II	1	1	1
	Street Maintenance I	0.5	0.5	0.5
	Department Total	8.83	8.83	7.83



Street	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	798,514	749,085	760,058	10,973	Health insurance increase
Supplies	470,708	391,519	451,000	59,481	Street maintenance materials/rock/oil/patch
Services & Charges	509,162	159,972	231,618	71,646	Increased part costs for aging fleet
Capital Outlay	480,051	1,228,000	550,000	(678,000)	Pavement management plan
TOTAL	\$2,258,434	\$2,528,576	\$1,992,676	\$(535,900)	

2021 STREET BUDGET



MAINTENANCE & EQUIPMENT

Reports to – Nate Host – Public Works Director



Description:

North Mankato employs qualified mechanics to service a variety of equipment from Police cruisers to dump trucks and skid loaders. Their services keep city equipment running through snowstorms and busy construction seasons to ensure residents receive consistent benefits from all acquired equipment.

Opportunities:

- Increased technology for fleet maintenance
- Needs assessment

Services:

- Maintenance and repairs
- Preparing equipment
- Assisting with equipment selection
- Completing repairs to

Highlights:

- 3,061 vehicle hours maintained
- 9 new pieces of equipment

Future Challenges:

- aging fleet requiring increased repair

STRENGTHS

Dedicated and knowledgeable staff

Consistently high quality of work

WEAKNESSES

Managing volume of repairs with available staff and space

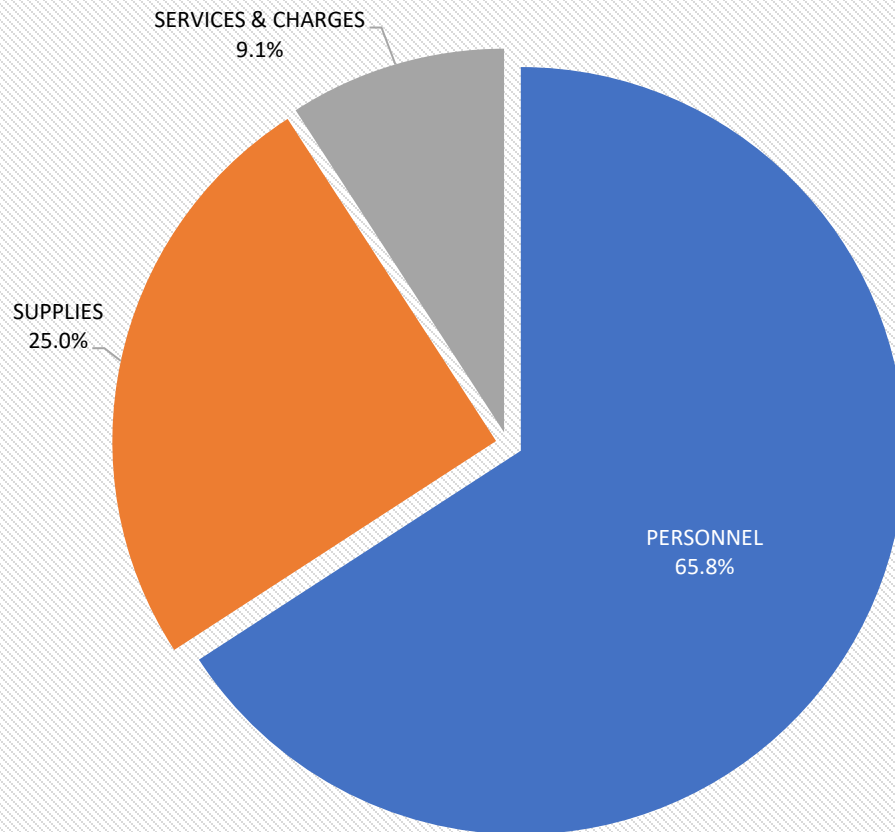
PERSONNEL BREAK DOWN:

DEPARTMENT	JOB CLASSIFICATION	2019	2020	2021
MAINT. & EQUIP.	Mechanic II	2	2	2
	Department Total	2	2	2



	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	188,475	175,767	196,583	20,816	Change in insurance selection
Supplies	64,182	79,050	74,700	(4,350)	
Services & Charges	25,318	26,526	27,304	778	
Capital Outlay	-	-	-	-	
TOTAL	\$277,974	\$281,343	\$298,587	\$17,244	

2021 MAINTENANCE AND EQUIPMENT



STREET LIGHTING

Reports to – Nate Host – Public Works Director



Description:

The street lighting dept is responsible for all streetlights owned by the City, leased by the City from BENCO and EXCEL, and/or lit by the City through other agreements with the state of Minnesota and MNDOT. The lighting system includes # streetlights that provide safe lighting for traffic, pedestrians, and residents. The primary expenditures rate electric bills and replacement or maintenance costs. The street lighting department also maintains traffic lights in the City. A major effort has been undertaken to replace current bulbs with energy-efficient LED bulbs. Operations are largely under the direction of Tom Neubert, City Electrician.

Services:

- Pay for street lighting electricity
- Install and maintain City electric infrastructure

Opportunities:

- Utilize new fixtures to reduce costs
- increase environmental sustainability

Highlights:

- 6 city-operated traffic lights
- 534 total lights in City
- 300 lights LED

Future Challenges:

- Changes in infrastructure and utility costs
- Arcane lease agreements needing to be renegotiated or reallocated

STRENGTHS

Ensure lighting is reliable and consistent in the spaces in which it is provided.

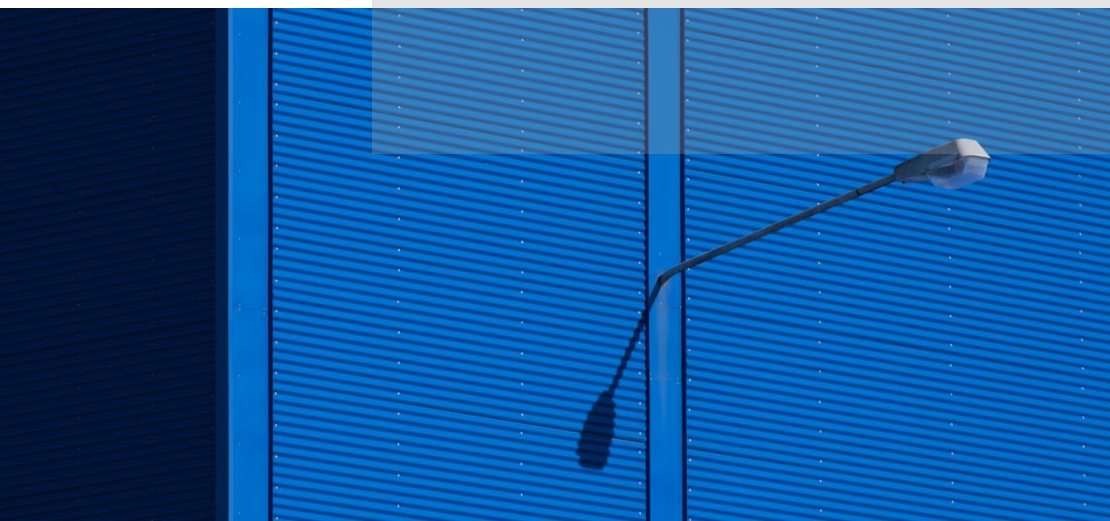
Experienced staff providing dependable service

WEAKNESSES

Increased cost in lighting infrastructure for sustainability

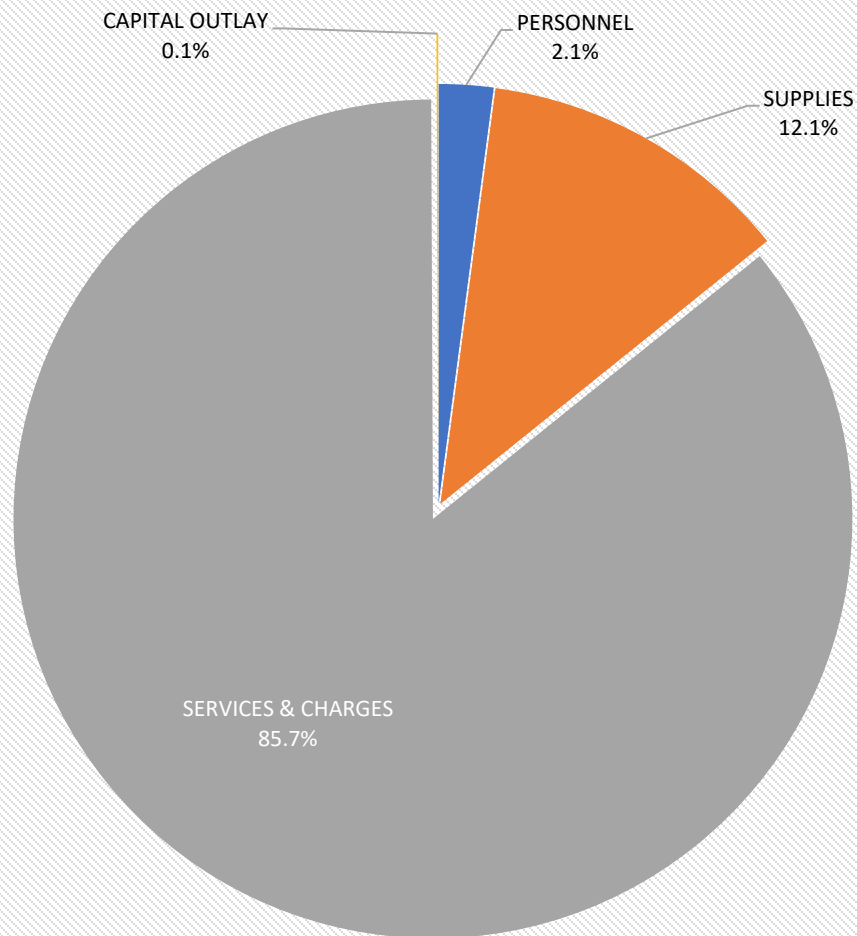
PERSONNEL BREAK DOWN:

DEPARTMENT	JOB CLASSIFICATION	2019	2020	2021
STREET LIGHTING	City Electrician	0.1	0.1	0.1
	Department Total	0.1	0.1	0.1



Street Lighting	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	7,873	9,361	7,883	(1,478)	
Supplies	53,001	20,500	45,500	25,000	New streetlights
Services & Charges	294,899	319,783	321,855	2,072	Electrical charges
Capital Outlay	312	250	250	-	
TOTAL	\$356,084	\$349,894	\$375,488	\$25,594	

2021 STREET LIGHTING BUDGET



SWIM FACILITY (SLPSF)

Reports to – Katie Heintz – Library Director

Description:

SLPSF is a regional destination for visitors, families, and community members alike. In 2019, renovations replaced the previous sand-bottom facilities with a PVC-lined, 60,000 square foot swimming area. Other improvements include diving wells, a zipline, waterslides, and splash zones for younger visitors. SLPSF also conducts swimming lessons, birthday parties, private rentals, and various, well-attended community events.

Services:

- Public Swimming
- Well attended swimming lessons
- Various concessions
- Facility Rentals

Opportunities:

- Community sponsorships
- Expanded theme nights
- Adaptive and flexible lifeguard training

Highlights:

- Safe 2020 opening amid COVID-19 pandemic
- 40,000 annual visitors projected - 2020
- 541 Swimming lessons in 2020
- 3 theme nights hosted in 2020
- Updated concessions and locker room areas

Future Challenges:

- Yearly hiring of capable and skilled staff as many are young adults in the community
- COVID-19 protocol changes

STRENGTHS

Best swimming facility in Southern Minnesota

WEAKNESSES

High yearly turnover of staff

Annual community support and enthusiastic staff

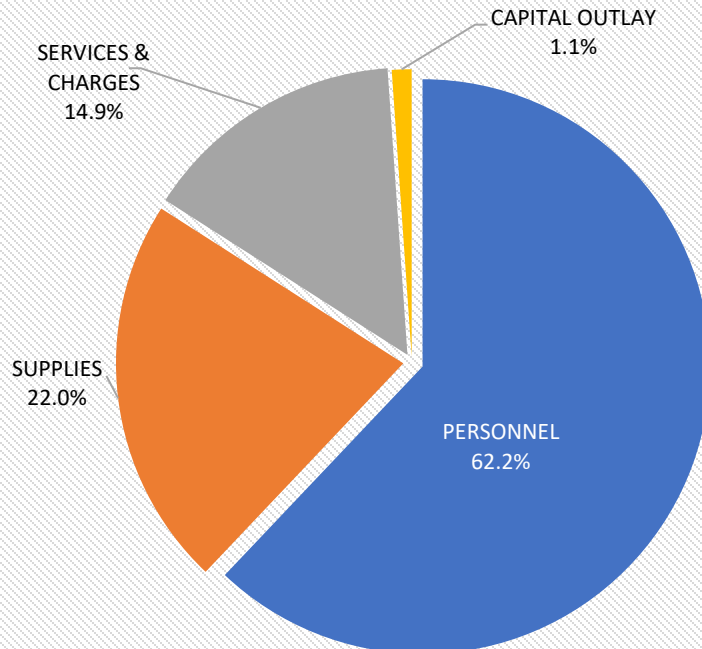


PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
SWIM FACILITY	Aquatic Manager	.75	.75	.75
	Lifeguards (FTE)	15	15	15
	Concessions Attendants (FTE)	5	5	5
	Desk Attendants (FTE)	6	6	6
	Department Total	26.75	26.75	26.75

Swim Facility	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	58,022	182,870	227,182	44,312	Costs of staffing city-run facility
Supplies	44,457	48,936	80,425	31,489	Full year operations of concessions/chemicals
Services & Charges	97,519	51,120	53,573	2,453	
Capital Outlay	2,100	10,000	4,000	(6,000)	
TOTAL	\$202,098	\$292,926	\$365,180	\$72,254	

2021 SWIM FACILITY BUDGET



PARKS DEPARTMENT

Reports to – Nate Host – Public Works Director



Description:

The parks department conducts a variety of jobs to keep North Mankato's parks well maintained. Some of these jobs include but are not limited to; snow removal, tree trimming and removal, shelter and playground maintenance, mowing, pest control, skating rink flooding, and resident callouts related to forestry. Conditionally the department provides event setup/tear down for user group events around town. The system is comprised of approximately 230 acres of green space and 28 playground structures. The goal of the department is to 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 the residential quality of life.

Services:

- Turf, tree, and weed management
- Function as a liaison between city and recreation groups
- Maintain and plow trails, boulevard, and sidewalks
- Plant and preserve flowers and prairies

Opportunities:

- Continue to link greenways and parks with accessible trails
- Update the aging infrastructure to enrich community and neighborhood parks

Highlights:

- 4,724 acres mowed
- 2090 acres trimmed
- 828 trees trimmed
- 205 tree inspections
- 6 playground upgrades completed
- Creating and fostering phenomenal public spaces for residents and visitors

Future Challenges:

- Continued expansion of the City requires maintenance, which requires increased manpower, materials, equipment, etc.
- Replacement of public works facility
- Emerald Ash Borer
- Replacement of equipment



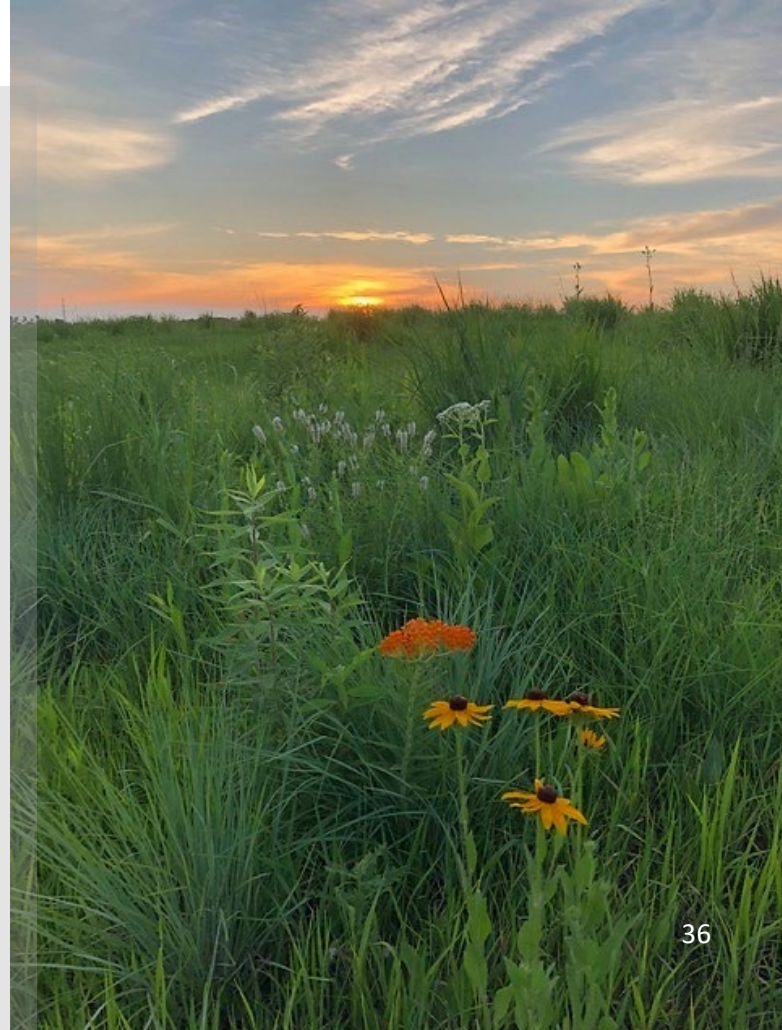
STRENGTHS	WEAKNESSES
Strong technical knowledge in the department, especially regarding green space and forestry	Changing operational procedures
Flexibility within the department to maneuver between different tasks	Aging equipment
Continuity with summer seasonal hires	

PERSONNEL BREAKDOWN:

Department	Job Classification	2019	2020	2021
PARKS	Public Works Director	.25	.25	.25
	Park Superintendent	.5	.5	.5
	Park Foreman	1	1	1
	Park Maintenance	4	4	4
	Seasonal Park Maintenance	11	11	11
	Department Total	16.75	16.75	16.75

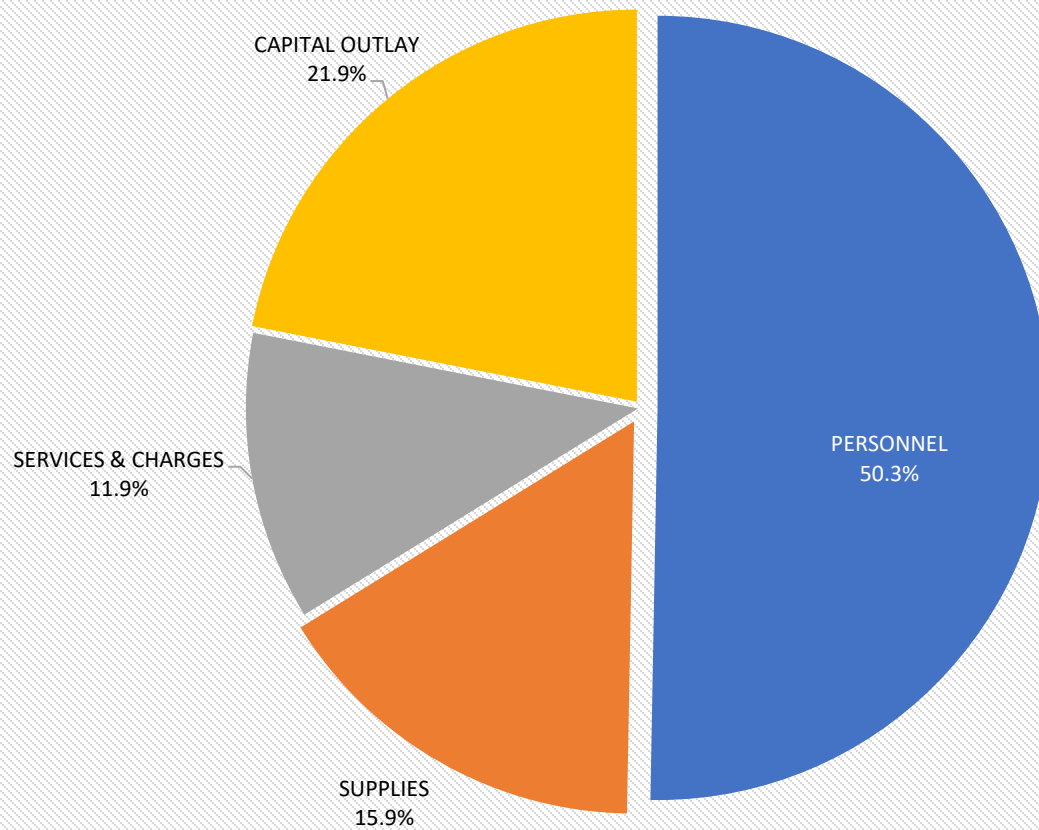
NORTH MANKATO PARKS:

- Benson
- Bluff
- Caswell
- Centennial
- Forest Heights
- King Arthur
- Langness
- Lee Boulevard
- North Ridge
- Pleasant view
- Reserve
- Riverview
- Roe Crest
- Scenic Overlook
- South Avenue
- Spring Lake
- Storybook
- Tower
- Wallyn
- Walter S. Farm
- Webster Ball Diamonds
- Wheeler



Parks	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	411,800	452,220	459,024	6,804	
Supplies	163,017	148,800	145,000	(3,800)	Maintenance supplies
Services & Charges	121,171	90,640	108,663	18,023	Temp. toilet & property insurance
Capital Outlay	355,753	240,000	200,000	(40,000)	Parks Management Plan
TOTAL	\$1,051,740	\$931,660	\$912,687	\$(18,973)	

2021 PARKS DEPARTMENT BUDGET





Description:

The Taylor Library is a regional destination for patrons seeking traditional and innovative library services. The Taylor Library is more than a repository of books; it is a place where community happens among residents, families, and visitors. Our staff seeks to be the leader of library services in southern Minnesota.

Services:

- Adult and children programming
- Circulation of paper and electronic materials
- Bookmobile operations
- Providing access to public computers
- Proctoring
- Community room
- Assisting patrons with research needs
- Collaboration with other libraries, area nonprofits, and business associations

Opportunities:

- Additional Bookmobile stops like a stop at Benson Park for children in the summer
- Exploring opportunities to provide library access utilizing the Bookmobile to populations and neighborhoods without convenient access to the library.
- Grants continue to become available to create new programs
- Locating existing and/or new programming to an indoor field house
- Complete strategic plan that identifies space and programming needs
- Continue to increase the number of collaborative relationships for maximum regional impacts
- Library expansion

Highlights:

- 52nd year of the Summer Reading Program
- 16th Annual Art Splash
- 9th year of Community Read
- Hosted the Bookin' on Belgrade 5k since 2014
- Coordinated 3rd Annual Music in the Park
- Outstanding programs throughout the year which include Adult Spelling Bee, Edible Book Art Festival, Ice Cream Social, Family Fun nights, Adult Craft nights, and Mother-Daughter Book Clubs, to name a few.
- Received grants from the Arts & Cultural Heritage fund for different projects for a total of \$15,000 in 2019.
- Updated collection of materials and wi-fi hotspots to bring home
- Updated collection of online materials on Overdrive for checkout.
- Collaborated and served alongside other libraries and other organizations, including but not limited to TDS Library System, Backpack Food Program, Twin River Arts, School District 77, and Business on Belgrade.
- Worked with the Backpack Program to put on their Feed and Read program.
- Donated food grown at Taylor Library Garden to the ECHO Food Shelf.
- Worked with Community Education to provide Adult Computer Classes
- Drop-off point for the Sharing Tree
- Hosted first annual Party on the Prairie

Future Challenges:

- Developing new and different programs for all ages
- Continuing to engage the local and regional population with events and materials
- Running out of space
- Bookmobile maintenance

STRENGTHS	WEAKNESSES
Hosted 731 programs with an attendance of 14,155 people in 2019.	Public libraries have seen a downward trend in circulation for eight years
Continued increase in yearly visitors. <ul style="list-style-type: none"> - 88,385 in 2019 - 87,882 in 2018 	Retaining program numbers from year to year
The children's area continues to attract various interactive and learning toys, such as a touch screen, tunnel climber, train tables, new iPads, and fine motor skill play spaces.	Lack of space and strategic plan needed to grow programs and keep up with public interests
The Bookmobile provides service to a broader audience.	

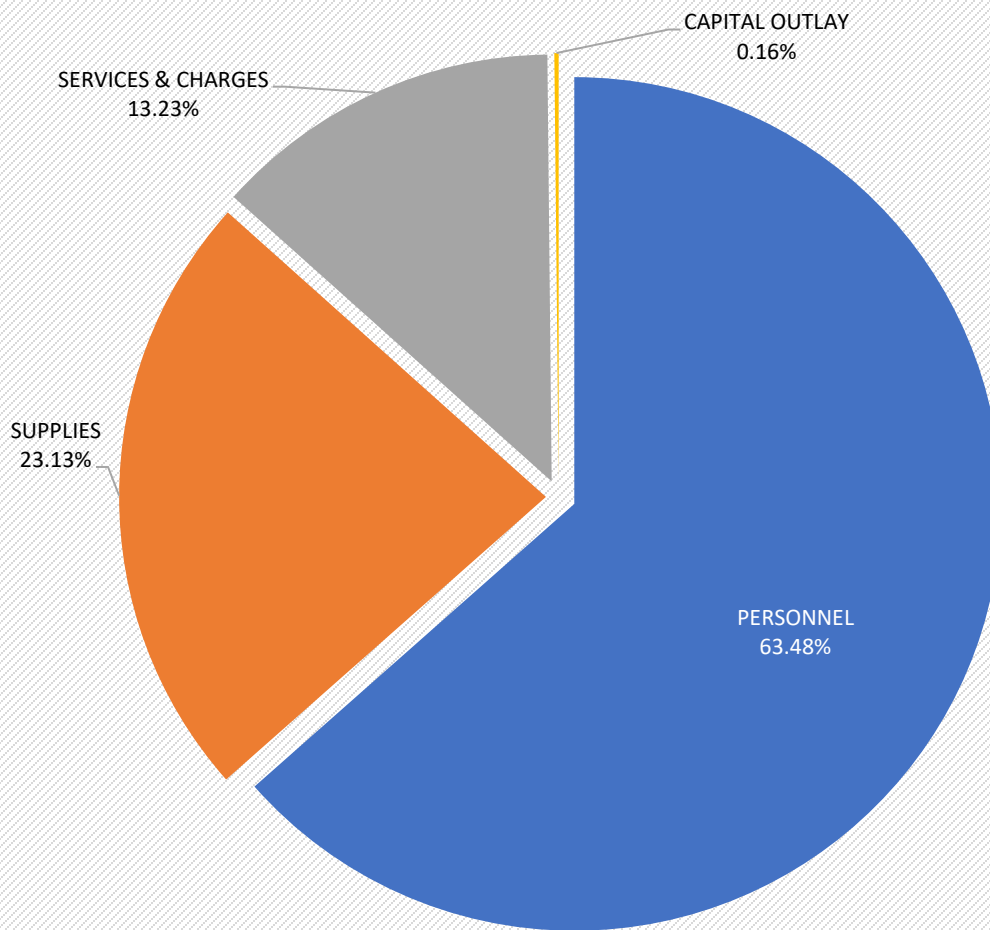
PERSONNEL BREAKDOWN:

Department	Job Classification	2019	2020	2021
LIBRARY	Library Director	1	1	1
	Assistant Librarians	3	3	3
	Part-time Assistant Librarian	1	1	1
	Department Total	5	5	5



Library	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	362,721	366,029	386,605	20,576	Return to full operations
Supplies	143,812	140,900	140,900	-	
Services & Charges	75,894	79,476	80,548	1,072	
Capital Outlay	-	1,000	1,000	-	
TOTAL	\$582,426	\$587,405	\$609,053	\$21,648	

PROPOSED 2021 LIBRARY BUDGET



BOOKMOBILE

Reports to - Katie Heintz – Library Director



Description:

The primary purpose of the Bookmobile is to bring library materials to those who do not have the opportunity or ability to make it to the library. The bookmobile partners with communities and schools to fill a gap in library services promoting literacy in rural areas and early childhood programs.

Services:

- Providing services to Nicollet County
- Checking materials in and out
- Reader advisory
- Public computers and Wi-Fi access
- Storytime Programming
- Teaching theme support
- Ordering materials

Opportunities:

- Expand the area of service and selection of materials in the collection

Highlights:

- 847 stops for service
- 3,666 individuals served

Future Challenges:

- Prepare for the need to replace the Bookmobile
- Improve staffing, backup drivers/librarians

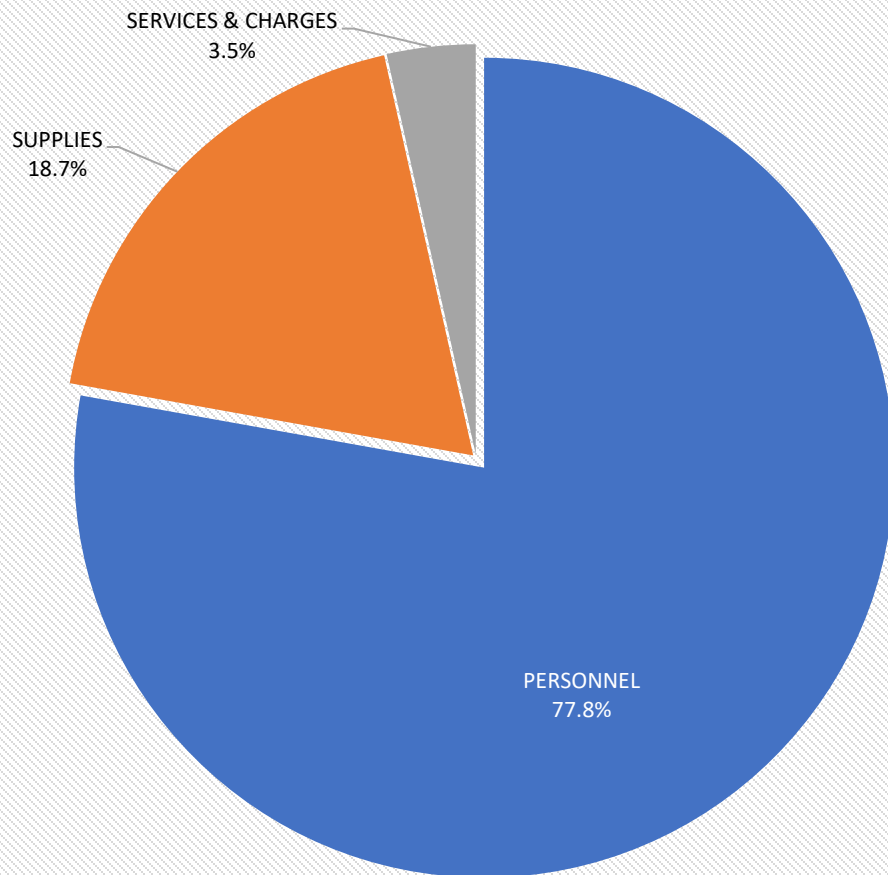
PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
BOOKMOBILE	Bookmobile Librarian	1	1	1
	Department Total	1	1	1



Bookmobile	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	74,965	78,583	80,157	1,574	
Supplies	12,566	14,250	19,250	5,000	Return to full operations
Services & Charges	2,627	3,484	3,594	110	
Capital Outlay	-	-	-	-	
TOTAL	\$90,158	\$96,317	\$103,001	\$6,684	

PROPOSED 2021 BOOKMOBILE BUDGET





Description:

The Community Development Department is responsible for providing services to promote the orderly growth of the City of North Mankato, including redevelopment efforts. The Department also enforces the State Building Code through building plan reviews and inspections. Community Development services are critical for the generation of revenue, proper building construction, community relations, orderly growth, and overall appearance of neighborhoods and business districts.

Services:

- Planning/Zoning
- Building Inspections
- Issue Building Permits
- Administrator Rental License Program
- City Code enforcement
- Promote economic development
- Administer CDBG Funds
- Assessment Searches
- Review building construction plans

Highlights:

- Commerce Drive Plan adoption
- Huntley-Wilmarth decision
- EV Chargers on Commerce
- 2020 Census preparation
- Construction of Blue Star facility
- Expansion of Reserve subdivision
- Creative Company addition
- 24 new single-family homes
- 1,295 building permits issued
- 2,200 building inspections conducted
- Preparation for Rooftop/Frandsen project
- Planning for a new hotel
- Highway 14 vegetative buffer funding

Future Threats:

- Highway 169, corridor/Webster Ave.
- Conflicts of interest at Metropolitan planning organization
- Poor regional actors in economic development

STRENGTHS

Growth in the industrial park, annual population, and single-family neighborhoods

Strong potential in the downtown area with growing business associations

Timely and efficient inspections and permitting process

Vibrant community art and deeply loyal residents

WEAKNESSES

Lack of land guided for multifamily development

Housing options for newer and workforce individuals

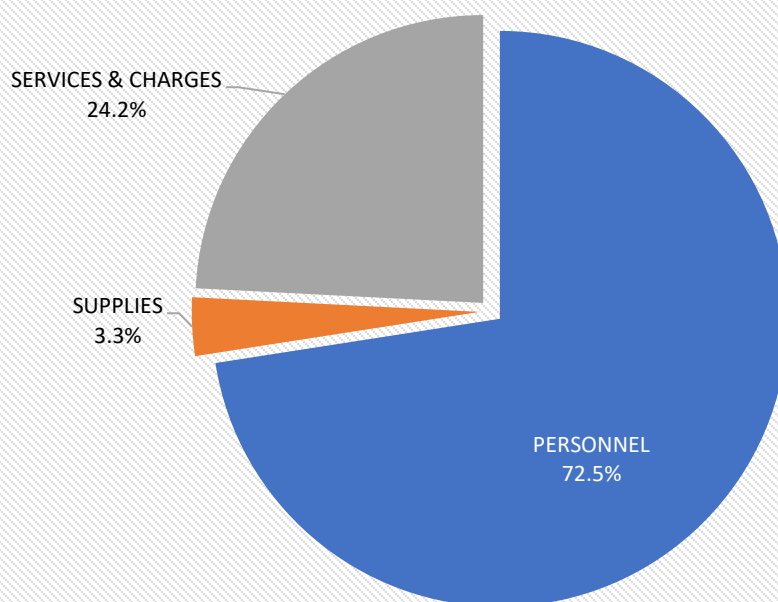
The limited attraction of commercial development

PERSONNEL BREAK DOWN:

Department	Job Classification	2019	2020	2021
COMMUNITY DEVELOPMENT	Community Development Director	1	1	1
	Senior Records Clerk/Permit Clerk	-	1	1
	Building Official	1	1	1
	Building Inspector	1	1	1
	City Planner	-	-	1
Department Total		3	4	5

Community Development	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	355,815	406,284	454,569	48,285	Restart rental inspections and planning staff
Supplies	13,948	17,900	20,500	2,600	
Services & Charges	201,609	147,921	151,556	3,635	
Capital Outlay	-	-	-	-	
TOTAL	\$571,372	\$572,105	\$626,624	\$54,519	

2021 COMMUNITY DEVELOPMENT BUDGET



MISCELLANEOUS

Reports to – John Harrenstein – City Administrator



Description:

Miscellaneous activities relate to the Fun Days' fireworks, the 235 Wheeler Ave. rental, and various banking and credit card fees. In 2020, this category was used to account for CARES Act funding related to the COVID-19 Pandemic.

Miscellaneous	2019 Actual	2020 Amended	2021 Proposed	+/- 2020/2021	Comments
Personnel	5,000	-	-	-	
Supplies	-	-	2	-	
Services & Charges	59,610	1,095,172	74,700	(1,020,472)	CARES Act funding-2020
Capital Outlay	1,050	-	-	-	
TOTAL	\$65,660	\$1,095,172	\$74,702	\$(1,020,472)	

TRANSFERS OUT

Reports to – John Harrenstein – City Administrator



Description:

Interfund transfers allow the City to reallocate assets to the funds where those assets can be used to achieve desired outcomes. In North Mankato, a percentage of utility fund revenues are transferred to the General Fund as a franchise fee. The General Fund and utility funds transfer funds to the Capital Facilities and Equipment Replacement Fund to split the costs of various vehicle and equipment purchases.

Fund of Operating Transfer	2019 ACTUAL	2020 AMENDED	2021 PROPOSED	+/- 2020/2021	Comments
420-Construction Monroe Ave. and Countryside Dr.	50,000	-	-		
423-Construction Lor Ray/Summerset	7,000	-	-		
437- SLPSF Construction	141,340	-	-		
438- Marie Lane and Jefferson Ave.	19,000	-	-		
230-Capital Facilities	294,000	294,000	250,000	(44,000)	
201-Caswell Sports Fund	150,000	77,000	77,000		
213-Library Endowment	15,000	16,000	21,750	5750	
604 – Storm Water Fund	-	60,000	65,000	5,000	North Ridge Ravine D/S
TOTAL	\$676,340	\$447,000	\$413,750	\$(33,250)	

AREA AGENCY DISBURSEMENTS

Reports to – John Harrenstein – City Administrator



Description:

Regular contributions made to groups or organizations in the community or that the city is a member of. It includes payments for contracts, services, and transit. Disbursements consist of municipal association dues, partnerships or service contracts with the City of Mankato, and dues with area nonprofits.

MEMBERS/ORGANIZATIONS	2019 ACTUAL	2020 AMENDED	2021 PROPOSED	+/- 2020/2021	Comments
All Seasons Arena	23,128	23,085	24,000	915	
Mankato Flood Station Control			55,000	55,000	From Storm Water Fund
Coalition of Greater MN Cities (CGMC)	27,706	28,000	28,000	-	
National League of Cities	1,563	1,500	1,500	-	
Highway 14 Partnership	2,500	2,500	2,500	-	
Highway 169 Coalition					
Minnesota Transportation Alliance	515	500	500	-	
League of Minnesota Cities	12,967	13,000	13,000	-	
Scenic Byway Alliance	100	50	50	-	
Mass Transit - Bus	81,336	30,000	18,000	(12,000)	
Mass Transit - Ruby Ride	26,202	25,000	10,000	(15,000)	
Mankato-North Mankato MPO	6,131	5,629	8,000	2,371	
Greater Mankato Diversity Council	500	500	1,500	1,000	
Business on Belgrade/Connecting Commerce/North Kato Magazine (Business Development)	10,000	10,000	10,000	-	
Mn Valley Drug Task Force	23,000	23,000	23,000	-	
TAPESTRY PROJECT (MN Council of Churches)		6,000	6,000	-	
Summit Center Vine Faith in Action	12,000	12,000	12,000	-	
Twin Rivers Center for the Arts	12,000	12,000	12,000	-	
City Center Partnership - Art Sculpture Walk	8,000	5,000	5,000	-	
Professional Services		2,400	2,400	-	
Dues and Subscriptions	2,388	2,400	2,400	-	
Bethany Lutheran College KTV Contract	42,250	42,250	50,000	7,750	
TOTAL	\$292,286	\$244,814	\$284,850	40,036	

PORT AUTHORITY OVERVIEW





History:

The North Mankato Port Authority Commission was created by an act of the Legislature in 1985 and began operations in early 1986. The Port Authority is the development and redevelopment arm of the City of North Mankato and has a seven-member board. Five members of the board are City Council Members. The remaining two members of the board are volunteers appointed by the City Council for overlapping six-year terms. The members are selected based on their backgrounds in business, law, accounting, banking, and financial services.

Description:

The primary purpose of the Port Authority is to act as the economic arm of the City. The Port Authority buys and sells land through the Port Authority General Fund and the Joint Economic Development Fund as a partnership with BENCO Electric Cooperative; issues grants/loans for economic development projects through the Federal Revolving Loan Fund and the Local Revolving Loan Fund; and approves Tax Increment Financing (TIF) applications. The Port Authority also manages various existing TIF districts.

Services:

- Purchase and sale of land in Northport Industrial Park
- Issue grants/loans
- Consider TIF/Abatement applications
- Review/finance redevelopment efforts

Accomplishments:

- Purchase of 50 acres of land from Timm Farms
- Sale of land to Blue Star and Palmer Bus
- Issued loan to Birchwood Cottages
- Created Business support loan program for COVID-19 response
- Adopted Conduit debt policy and issued a conduit debt policy for VINE Faith and Action and Bethany Lutheran College.

Future Challenges:

- Extension of utilities to serve land adjacent to Timm Road
- Utility/street extensions to serve Frederick Trust property
- Wetland delineation as potential development occurs

PORT AUTHORITY GENERAL FUND HISTORY AND FORECAST

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 PROPOSED	+/- 2020/2021	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	COMMENTS
REVENUES										
TOTAL PROPERTY TAXES	75,000	75,000	75,000	75,000	-	75,000	75,000	75,000	75,000	
MISCELLANEOUS					-	-				
SALE OF LAND - Soco LLP (Spinners Bar)	13,000				-	-				
OTHER INCOME		61,837			-	-				
OTHER INCOME 256 TIF 18 LIP	7,956	7,956	7,956	3,973	(3,983)				-	TIF admin fees Decertify 2021
OTHER INCOME 257 TIF 20 Ziegler	4,254	4,254	4,254	4,354	100					TIF admin fees Decertify 2021 but est. loan pay go complete in 2020
OTHER INCOME 259 TIF 22 Lindsay	930	1,034	930	1,065	135					TIF admin fees Decertify 2021
OTHER INCOME 260 TIF 21 Allstate	1,267		-		-	-		-	-	TIF admin fees Decertify 2021 but est. loan pay go complete in 2018
OTHER INCOME 261 D&K Powder Coating	1,834	1,946	1,800	3,307	1,507	3,307	3,307	3,307	3,307	TIF admin fees Decertify 2025
OTHER INCOME 262 Birchwood Cottages			3,658	1,951	(1,707)	2,256	2,256	2,256	2,256	TIF admin fees Decertify 2026
OTHER INCOME 263 Blue Star Power Systems			4,625	2,438	(2,187)	4,625	4,625	4,625	4,625	TIF admin fees Decertify 2026
REFUND & REIMBURSEMENT	10	21			-	-	-	-	-	
LOAN INTEREST		209			-	-	-	-	-	
TOTAL MISCELLANEOUS REVENUES	29,251	77,257	23,223	17,088	(6,135)	10,188	10,188	10,188	10,188	
TOTAL REVENUES	104,251	152,257	98,223	92,088	(6,135)	85,188	85,188	85,188	85,188	
EXPENDITURES										
TEMPORARY EMPLOYEES-REGULAR	1,155	1,295	1,200	1,200	-	1,200	1,200	1,200	1,200	Meeting pay
FICA CONTRIBUTIONS	47	51	50	50	-	50	50	50	50	
DEFINED CONTRIBUTION PLAN	31	35	35	35	-	35	35	35	35	
PERSONNEL SERVICES	1,233	1,382	1,285	1,285	-	1,285	1,285	1,285	1,285	
PROFESSIONAL SERVICES	15,197	58,823	23,000	30,000	7,000	30,300	30,603	30,909	31,218	Platting costs
ADVERTISING	3,000				-	-	-	-	-	
LEGAL NOTICES PUBLISHING	92	204	500	500	-	500	500	500	500	
AUDITING AND ACCOUNTING SERVICE	6,959	4,019	7,700	7,700	-	7,700	7,700	7,700	7,700	
TRAVEL EXPENSE	208	45	100	100	-	100	100	100	100	
BUSINESS APPRECIATION LUNCH	2,371	2,356	1,000	2,500	1,500	2,525	2,550	2,576	2,602	
PROPERTY INSURANCE	204	217	200	200	-	200	200	200	200	
PROPERTY TAXES			1,000	1,000	-	1,000	1,000	1,000	1,000	
MISCELLANEOUS		2,828		2,500	2,500	2,500	2,500	2,500	2,500	
MISCELLANEOUS - GREATER MANKATO GROWTH (REDA)	30,616	30,891	31,000	30,910	(90)	31,219	31,531	31,846	32,164	
MISCELLANEOUS - CITY CENTER PARTNERSHIP		10,000	5,000	5,000	-	5,000	5,000	5,000	5,000	Partnership Agreement
MISCELLANEOUS - REAL ESTATE TAX			2,000		(2,000)	-	-	-	-	
MISCELLANEOUS - OTHER	5,062			500	500	505	510	515	520	
TEMPORARY EMPLOYEES-REGULAR	1,155	1,295	1,200	1,200	-	1,200	1,200	1,200	1,200	
SERVICES AND CHARGES	63,708	109,382	71,500	80,910	9,410	81,549	82,194	82,846	83,504	
TRANSFERS OUT										
OPERATING TRANSFERS TO 240 JEDA FOR RIST PROPERTY PAYMENT	131,513				-	-			-	
OPERATING TRANSFERS TO 379 2010D GO TAX INC BONDS	9,406	12,567	12,735	12,395	(340)	12,395	12,394	12,294		FINAL PAYMENT IN 2024
TOTAL TRANSFERS OUT	140,919	12,567	12,735	12,395	(340)	12,395	12,394	12,294	-	
TOTAL EXPENDITURES	205,861	123,330	85,520	94,590	9,070	95,229	95,873	96,425	84,789	
REVENUES OVER (UNDER) EXPENDITURES	(101,610)	28,927	12,703	(2,502)	(15,205)	(10,041)	(10,685)	(11,237)	399	
FUND BALANCE BEGINNING	168,507	66,897	95,824	108,527		106,025	95,984	85,299	74,062	
FUND BALANCE ENDING	66,897	95,824	108,527	106,025		95,984	85,299	74,062	74,461	
CASH, BEGINNING	178,376	67,227	94,233	106,936		104,434	94,393	83,708	72,471	
CASH, ENDING	67,227	94,233	106,936	104,434		94,393	83,708	72,471	72,870	
CASH AS % OF EXPENDITURES	33%	76%	125%	110%		99%	87%	75%	86%	

DEBT SERVICE OVERVIEW



DEBT SERVICE FUND

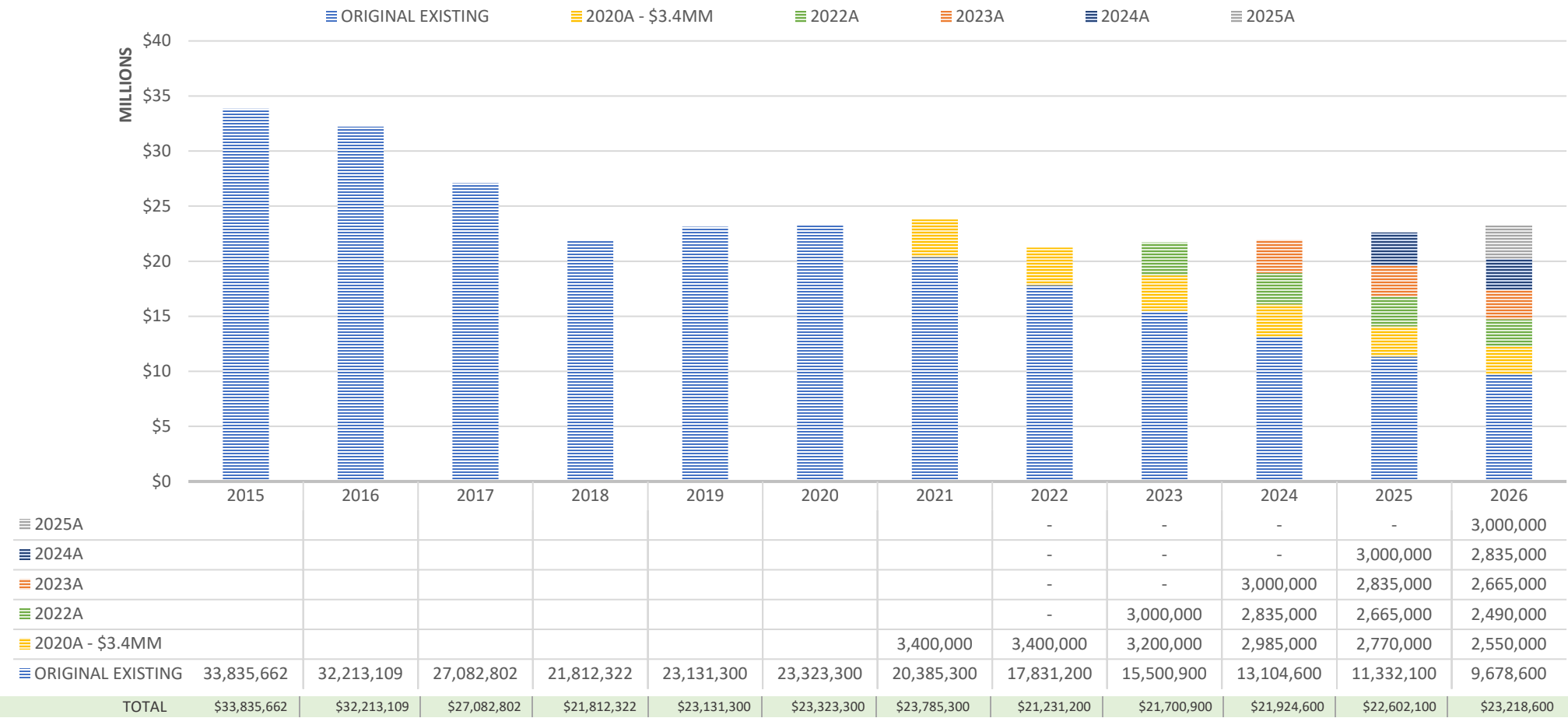
Reports to – Finance Director – Kevin McCann



Description:

Debt Service Funds are used to account for the accumulation of resources used for the payment of principal, interest, and fiscal agent fees on long-term liabilities. The City of North Mankato strategically uses debt to provide consistency in its high quality of municipal services, without subjecting residents and business to dramatic spikes and declines in taxes. Several different types of bonds are used by the City of North Mankato for providing services, including General Obligation Bonds, Revenue Bonds, Capital Lease Bonds, and Lease Revenue Bonds. General Obligation total outstanding debt projected for 2021 totals \$36,945,500.

EXISTING DEBT & FUTURE DEBT OF \$3 MILLION/ANNUALLY



DEBT SERVICE FUND HISTORY AND FORECAST

	2018 ACTUAL	2019 ACTUAL	2020 AMENDED	2021 PROPOSED	+/- 2020/2021	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	COMMENTS
REVENUES										
PROPERTY TAX	1,591,863	1,568,790	1,600,166	1,600,166	(0)	1,632,169	1,664,812	1,698,108	1,732,070	2.0% increase
TAX INCREMENT TRANSFER IN	122,358	147,910	131,790	132,494	704	146,951	160,813	162,330	34,210	
SALES TAX TRANSFER IN	521,194	526,669	513,503	299,850	(213,653)	295,425	300,300	299,600	62,800	Sales Tax transfer ends in 2020
SPECIAL ASSESSMENTS - CURRENT	95,532	51,816	152,268	164,651	12,383	185,990	190,289	206,376	229,177	
SPECIAL ASSESSMENTS - DEFERRED	397,919	365,511	454,684	-	(454,684)	192,421	82,000	62,000	92,000	
SP. ASSESS. - DELINQUENT	149,629	7,206	33,417	33,417	-	33,417	33,417	33,417	33,417	
SP. ASSESS. - INTEREST/PENALTY	6,876	1,863	77,533	27,779	(49,753)	27,726	27,473	27,020	26,366	
INTERGOVERNMENTAL	458,325	252,550	252,550	256,100	3,550	259,350	257,300	260,100	-	MnDOT reimbursement
INVESTMENT EARNINGS	1,215	5,285	2,000	2,000	-	2,000	2,000	2,000	2,000	
TRANSFERS IN	1,543,844	1,304,569	-	-	-	-	-	-	-	
BOND PROCEEDS	-	-	-	-	-	-	-	-	-	
TOTAL REVENUES	4,888,753	4,232,170	3,217,911	2,516,458	(701,453)	2,775,449	2,718,403	2,750,950	2,212,040	
EXPENDITURES (BONDS)					-					
G.O. Debt Service Funds										
2007A GO IMPROVEMENT BONDS	117,415	-	-	-	-	-	-	-	-	Burnett Ravine Ridge #4, The Landing North Phase One.
2008A GO IMPROVEMENT BONDS	185,025	178,238	-	-	-	-	-	-	-	Bennett, 400 Block Pierce Ave Reconstruction, Howard Drive West Extension.
2008C GO CAPITAL IMPROVEMENT PLAN REFUNDING BONDS	234,670	147,610	-	-	-	-	-	-	-	Refunded 1997 Bonds for Fire Station #2, Police Annex, Refunded 1999 Revenue Bonds for Taylor Library.
2009D GO STATE AID STREET AND REFUNDING BONDS	253,850	252,550	-	-	-	-	-	-	-	Refunded 1998B State Aid Street Bonds (Countryside Dr. & Commerce Extension) & Extend CSAH41/ Carlson Dr./ Howard Dr.
2010A GO IMPROVEMENT BONDS	217,375	212,725	213,075	212,475	(600)	211,700	205,750	204,800	202,800	CSAH 41/ Carlson Dr./ Howard Dr.
2010C GO REFUNDING BONDS	160,893	602,715	676,225	770,263	94,038	274,573	-	-	-	Refunds 2001A Water Revenue Bonds, 2002A G.O. Improvement Bonds, 2003A Improvement Bonds, 2006A Improvement Bonds (Water Plant #2 Radium Removal, Water Loop - Howard to Pleasant View, Northgate Presidential, Rolling Green, LorRay Drive Extension, Mary Cir)
2012A GO CROSS OVER REFUNDING BONDS	89,297	87,958	91,380	-	(91,380)	-	-	-	-	Refunds 2004A, 2004B, 2005D (Lookout Dr. Reconstruction, 2004D Recycling Center and 2005D Klingel, Deerwood, Seykora, Whispering Oak Twins, Rolling Green, & Otter Court)
2014A GENERAL OBLIGATION BONDS	83,988	82,188	81,138	79,338	(1,800)	77,538	75,738	78,938	76,988	Roe Crest-Noretta-Belgrade Ravine, Old Belgrade Avenue
2015A GENERAL OBLIGATION BONDS	188,493	115,593	129,043	72,243	(56,800)	146,543	164,343	176,743	193,625	West Carlson Dr Extension
2015B GENERAL OBLIGATION REFUNDING BONDS	-	-	256,500	259,750	3,250	257,700	260,500	260,500	-	Refunds 2005A, 2006B, 2006C, 2007B, 2008B and 2009D.
2016A GENERAL OBLIGATION BONDS	122,650	130,650	128,500	126,400	(2,100)	129,250	132,000	129,700	127,400	75' Ladder Fire Truck & Roe Crest
2018A GENERAL OBLIGATION BONDS - Swim Facility	-	79,321	330,844	354,244	23,400	352,119	354,769	352,194	354,394	Spring Lake Swim Facility Project
2018A GENERAL OBLIGATION BONDS - Jefferson	-	9,261	34,494	38,819	4,325	38,069	42,244	41,344	40,444	Jefferson Ave.
2019A G.O. IMPROVEMENT BONDS - Commerce & Tyler	-	-	132,335	117,900	(14,435)	116,100	114,300	117,450	115,550	Commerce & Tyler Ave.
2019A GENERAL OBLIGATION BONDS - Equipment	-	-	4,390	30,450	26,060	34,900	34,300	33,700	33,100	Equipment
2020B - Monroe, Hoover SRTS, Countryside	-	-	-	42,697	42,697	250,000	260,850	256,550	257,200	Est.

DEBT SERVICE FUND HISTORY AND FORECAST (CONTINUED)

	2018 ACTUAL	2019 ACTUAL	2020 AMENDED	2021 PROPOSED	+/- 2020/2021	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST	COMMENTS
PROJECTED DEBT SERVICE										
Bonds Issued 2022	-	-	-	-	-	-	65,000	237,938	238,750	
Bonds Issued 2023	-	-	-	-	-	-	-	65,000	237,938	
Bonds Issued 2024	-	-	-	-	-	-	-	-	65,000	
TOTAL G.O. DEBT SERVICE FUNDS	1,653,654	1,898,808	2,077,922	2,104,577	26,654	1,888,490	1,709,793	1,954,855	1,943,188	
PORT AUTHORITY DEBT SERVICE										
2009A PORT AUTHORITY GO TAXABLE REFUNDING BONDS	181,626	178,828	-	-	-	-	-	-	-	Enggren's Market Place.
2010D GO TIF REFUNDING BONDS	86,563	118,745	115,100	116,189	1,089	111,938	117,233	112,088	4,463	Webster Avenue, Belgrade Avenue (Marigold, et al), FX Fusion.
2011A PORT AUTHORITY GO BONDS	223,331	225,581	222,606	207,125	(15,481)	198,975	200,825	202,575	194,325	Highway 14/41 Interchange Bonds. Receives partial support from Sales Tax.
2011B PORT AUTHORITY TAXABLE GO TAX INC. REVENUE BONDS	34,303	33,778	33,215	32,615	(600)	32,015	31,385	35,615	34,735	422 Belgrade TIF.
TOTAL PORT AUTHORITY FUNDS	525,823	556,932	370,921	355,929	(14,992)	342,928	349,443	350,278	233,523	
SALES TAX DEBT SERVICE										
2009C GO SALES TAX REVENUE BONDS	231,763	231,363	230,350	233,700	3,350	231,200	233,000	234,400	-	Regional Park & Downtown Redevelopment Projects.
2010B GO SALES TAX REVENUE BONDS	66,100	69,725	68,075	66,150	(1,925)	64,225	67,300	65,200	62,800	Regional Park & Downtown Redevelopment Projects.
TOTAL SALES TAX BONDS	297,863	301,088	298,425	299,850	1,425	295,425	300,300	299,600	62,800	
TRANSFERS OUT										
OPERATING TRANSFERS TO 604 RIVERBEND ONGOING SUPPORT	30,000	1,334,569	40,000	40,000	-	40,000	40,000	40,000	40,000	Place Holder for Now. Dependent on Recycling Revenue.
OPERATING TRANSFER TO ELIMINATE CASH DEFICIT	1,066,022	-	-	-	-	-	-	-	-	
TOTAL TRANSFERS OUT	1,096,022	1,334,569	40,000	40,000	-	40,000	40,000	40,000	40,000	
TOTAL EXPENDITURES	3,573,361	4,091,397	2,787,268	2,800,355	13,087	2,566,843	2,399,535	2,644,733	2,279,511	
REVENUES OVER (UNDER) EXPENDITURES	1,315,393	140,773	430,643	(283,898)	(714,541)	208,606	318,868	106,218	(67,471)	
TOTAL INTERFUND LOAN ACTIVITY	(312,920)	(312,920)	(312,920)	(294,984)	-	(143,600)	(143,600)	-	-	Repayment of loan to General, Water, and Sewer Funds
CASH, BEGINNING	2,149,112	2,488,568	2,268,252	2,385,975		1,807,093	1,872,099	2,047,367	2,153,585	
CASH, ENDING	2,488,568	2,268,252	2,385,975	1,807,093	-	1,872,099	2,047,367	2,153,585	2,086,115	
CASH AS % OF EXPENDITURES	70%	55%	86%	65%		73%	85%	81%	92%	