



Budget (2019-2020)
Pre-planning & Strategic Initiatives
June 12th, 2018

Agenda

1. Background
2. 2018/2019 Budget Calendar
3. Staff 5 Key Process Priorities
 1. Discussion of potential incremental items
4. Budget Engagement
 1. Feedback
 2. Education

Strategic Plan Summary 2018-2020

VISION

Northfield is an open, safe and welcoming community, recognized for its world-class colleges and historic riverfront downtown, and is dedicated to sustainably enhancing and preserving its vibrant culture, celebrated arts, strong economy, and an excellent quality of life where all can thrive.

MISSION

The City of Northfield works for the common good of our residents and businesses and the improvement of our community by providing excellent, innovative municipal services that carry out the City's vision for a high quality of life for all.

Strategic Plan Summary 2018-2020

STRATEGIC PLAN SUMMARY 2018-2020 City of Northfield

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
ECONOMIC DEVELOPMENT A Community That's Economically Thriving	Expanded commercial & industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and industrial tax value increase \$_____ by 12/30/20	a) Comprehensive redevelopment b) Business expansion c) New growth expansion d) Develop tourism strategy e) Downtown revitalization f) Riverfront enhancement
	Enhanced tourism	- Lodging and sales tax - Events attendance - Full factors	- Inc. _____ lodging tax - Inc. _____ sales tax non-NF - Inc. targeted full factors	
	Expanded downtown	Downtown sq. ft.	_____ add'l sq. ft.	
AFFORDABLE HOUSING A Community Where Everyone Can Afford to Live	Grow & maintain affordable housing	Affordable units - Workforce units	_____ total units by 2020	a) Coactive Court preservation b) Revise res. rehabs prog. for income-eligible homeowners c) Barrier removal strategy-off. bsg. d) Develop senior housing plan e) Develop Southbridge property f) Workforce housing strategy
	More senior units	Senior unit inventory	_____ new affordable senior units	
	Expanded supportive & emergency housing	Supportive & emergency housing units	_____ new units	
INFRASTRUCTURE A Community Where Infrastructure Supports Its Objectives	Improved infrastructure systems	- System indicators-POL, breaks, backups, etc.	- Targeted improvements achieved each system	a) Coordinate Fire Station project b) Plan & develop new Liquor Store c) Coordinate decision process for Ice Arena d) Develop community internet strategy
	Resolution of major facility projects	Project timelines each project	- Fire Station: 1/1/19 - Liquor Store: 1/1/18 - Arena, building 6/1/18	e) Update pavement mgmt. system f) Create stormwater main plan g) Update pedestrian/bike, parks & trails plan
	Increased satisfaction with high-speed internet	Internet speed measurements	- 25% increase in citizen satisfaction with internet services	
DIVERSITY, EQUITY, INCLUSION A Community that Welcomes Everyone	Increased transit options for all	- Existing routes - Surveys - Ridership	- # new routes for underserved - New rides created	a) Develop equitable service access strategy b) Develop and implement the Racial Equity Action Plan
	Sort and volunteers reflect community	Staffing statistics	Increase from _____ to _____ by 2020	c) Develop a recruitment plan for volunteers, board/commission members, interns d) Implement recruitment, hiring and retention plan for city staff positions
	Improved access to City services for all over-regions	- Surveys - Access statistics	- 75% of targeted access improvements met	
OPERATIONAL EFFECTIVENESS A Community with a Government that Works	Adequate staff to meet demands	Staffing analyses	Approved targets met	a) Dev. operating effectiveness b) Eval comp. training programs c) Establish strategic work plan d) Develop Council/Staff relationship trust-building process e) Community engagement plan f) Communication plan
	Improved respect/trust internal	Council/Staff survey	- 80% w/o improvement	
	Improved external communication	- Survey - Feedback mechanisms	- 75% of stakeholders say meets or exceeds	
CLIMATE CHANGE IMPACTS A Community that's Resilient and Sustainable	A clear vision for climate action	CAI development timeline	Adopted CAI	a) Climate communication/outreach program b) Develop/deploy awareness survey
	An economy resilient to energy & environment impacts	Flood damage Climate benchmarks	Meet CAP targets	c) Comprehensive stormwater plan d) Develop and implement Climate Action Plan
	Reduced net carbon emissions	Carbon measurements	Carbon neutral city by _____	

Note: Specific Strategic Plan "Targets" will be developed in the Action Plan Phase.

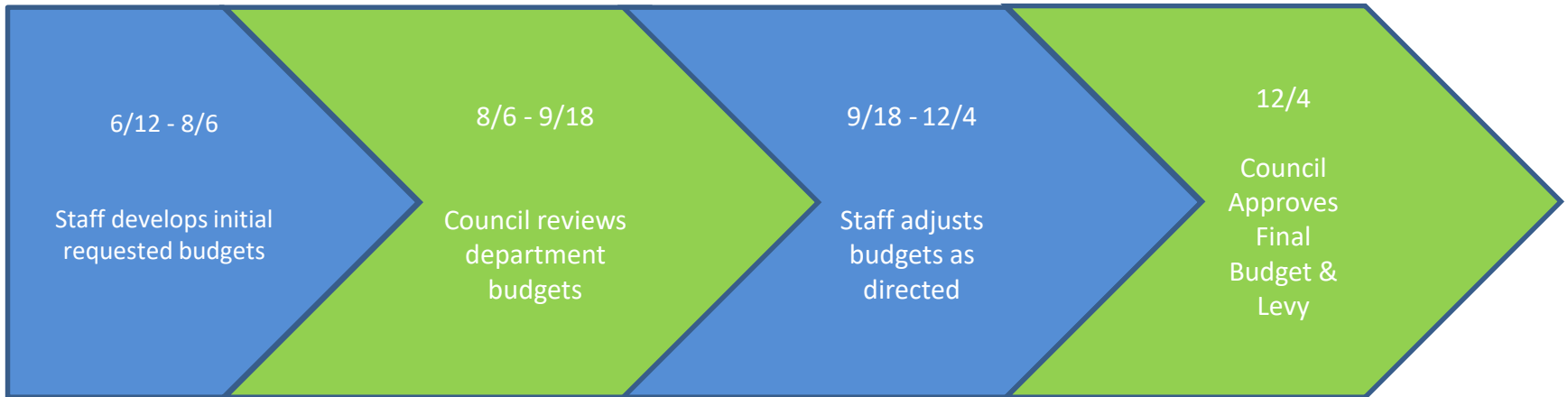
The plan consists of six *strategic priorities* the issues of greatest importance to the City over the next three years.

Associated with each priority is a set of *desired outcomes*, *key outcome indicators*, and *performance targets*, describing expected results and how the results will be measured.

The plan also includes strategic initiatives that will be undertaken to achieve the targeted outcomes.

Budget Timeline

- The City budget is a 6 month planning process



- Key Dates in the planning process



Budget Timeline

June 2018			Topic	Details
6/12/2018	Council Work Session	#1	Pre-budget Planning	City Council - Initial Budget Goals or Requests for 2019-2020. Strategic Plan items included in discussion
6/19/2018	Council Meeting	#2	Receive/Adopt 2017 Audit	Abdo, Eick & Meyers to present Annual Audit
July 2018				
7/10/2018	Council Work Session	#3	"Kick Off" Budget Meeting	"Big Picture" review of budget. Existing Debt/Existing Personnel Forecast Including Levy Implications, new requests for headcount/capital/significant projects or items
August 2018				
8/6/2018	Council Work Session	#4	Budget Retreat (Police Dept.)	Council Discussion/Priorities. Other: General Department Budget Focus, Public Works budgets, Liquor Store budget, CIP
September 2018				
9/11/2018	Council Work Session	#5	Budget Review	Review & Prepare for General Fund Budget & Preliminary Levy.
9/18/2018	Council Meeting	#6	Approve Preliminary Levy	Approve Preliminary Levy & set Public Hearing in December
October 2018				
10/9/2018	Council Work Session	#7	Budget Review	Enterprise Funds, Utility Rates discussion, Fees. General Fund Review Ongoing Items.
10/16/2018	Council Meeting	#8	Approve Utility Rates	Approve Utility Rates
November 2018				
11/20/2018	Council Meeting	#9	Final Review	Review Presentation for December Public Hearing & Preparation for Final Levy & Budget Actions. Certify delinquent charges to taxes payable 2019
December 2018				
12/4/2018	Council Meeting	#10	Approve Final Levy & Budget	Public Hearing & Approve Final Levy & Budget

5 Key Staff Process Priorities

1. Complete “big picture” budget items earlier.
2. Prioritize Strategic Initiatives.
3. Added Council Engagement & Feedback.
4. Expand Public Education & Engagement.
5. Improve 2nd Budget Year Operating Projection.

Staff Preliminary “Big Picture” Items

Staffing

- Communications – PT (.6 FTE) to FT (1.0 FTE)
- Police – 2 Officers (Sergeant & Investigator)
- Police - evidence/IT support (related to body camera equipment)
- Library Municipal ID - PT
- Building Inspection Division – PT (.5 FTE) Inspector/Permit Tech
- Temp Position vs Consulting – Climate Action Plan, Racial Equity Plan, Age Friendly (2019-2020), Other?
- Consulting for Department Staffing/Process Reviews

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

Parks

- Riverfront Initiatives:
 - Ames Park Gateway Enhancements
 - Canoe access
 - Park concept planning.
 - Riverwalk extension.
- Emerald Ash Borer management
- Way Park (including private funds)
- Mill Towns Trail (DNR design/acquisition)
- Parks & Recreation Referendum Initiative (dependent on vote)
 - Cannon River Civic Center - Design
 - Parks, Trails & Recreation – Prioritization

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

- Facilities improvements
 - City Hall – security & safety enhancements
 - Wastewater Repair/Upgrade – post fire/flood
 - Cannon River Civic Center
 - Liquor Store – continued exploration of options
 - NCRC – parking lot expansion, building space study by FiftyNorth
 - Storage Building (Old Ambulance Garage) roof/repairs

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

- Street Projects - 2019
 - NW Area Reclamation (Assessments & Bonding)
 - Wall Street Road Reconstruction (County, Assessments? & Bonding)
 - 246 & Jefferson (MSA \$ & Other)
 - Seal Coat/Crack Fill
- Street Projects – 2020
 - NE Area Mill & Overlay (MSA, Assessments & Bonding)
 - College & Winona street Reconstruction (Assessments & Bonding)
 - Seal Coat/Crack Fill
- City Facility Fund – Street Maintenance Facility Roof Replacement
- Utility Funds
 - Waste Water Fund – 2019 - BAF Gate & Roof Replacement
 - Water Fund – 2019 - Well & Tank maintenance & land acquisition
 - Water Fund – 2020 - Well No 6 Generator & Well No 2 maintenance

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

Vehicle Replacements - 2019

- Fire Truck – Pumper – potential Capital Reserve Fund
- Police Interceptors – 3
- Facilities Truck
- Street Truck
- Caterpillar Motor Grader
- Toro Mower
- Waste Water Van

Vehicle Replacements – 2020

- Building Inspection Truck
- Engineering Truck
- Police Interceptors – 3
- Street Truck
- Sterling Dump Truck
- Waste Water Sterling Jet Vac Truck
- Water Fund Truck

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

Other Items

- Special Assessments
 - Revenue Replacement alternatives
 - General Property Tax Levy
 - Franchise Fees – electric/gas
- Pavement Management – maintenance &/or improvement
- Accounting Software & Reporting upgrade
- Police Body Cameras
- Transit Hub match

Note: Green font indicates strategic plan related items.

Staff Preliminary “Big Picture” Items

Alternative Revenue Sources

- Sales Tax potential – 30% for parks, trails & recreation
- Franchise Fees
 - Electric – general and/or streetlight fee (possible new)
 - Gas (possible new)
 - Cable Franchise (renewal)

Council Engagement & Feedback

June 12

- Discuss process ideas, staff “big picture” items under review
- Gather individual member ideas by June 25 to include in July meeting discussion.

July 10

- Discuss all “big picture” ideas for review and initial prioritization.

August 6

- Electronic surveying (in advance and/or at meeting) of budget & levy related options

September 11

- Electronic surveying (in advance and/or at meeting) of budget & levy options

September 18 – Set preliminary budget & levy

October – December (December 4th budget & levy adoption scheduled)

- General discussion & feedback at budget meetings.
- Utilize electronic surveying for feedback of priorities.

Expand Public Education & Engagement

Summary Financial Information

- Different formats – video, electronic, hard copy, radio
- Exploring cooperative education with school & county
- Preliminary Budget & Levy, Referendum Detail (between August 7-September 18)
- Adopted Preliminary Levy (post September 18)
- Utility Rates (post adoption October 16)
- Final levy information (after November 20 and including the hearing on Dec.4)
- Final adopted budget (January-February 2019)

Presentations

- Video Presentations – City Facebook/Youtube/cable access channel
- Budget & Referendum Presentations - to civic, non-profit groups
 - Preliminary budget & levy (August 7-September 18)
 - Final levy information (week of November 26th)

Expand Public Education & Engagement

Engagement Tool Options under staff review

- Balancing Act
- Open Gov - Citizen Engagement module
- PollCo
- Granicus polling/voting

Next Dedicated Budget Agendas

July 10th Work Session

- Gather individual member ideas by June 25 to include in July meeting discussion.
- Focus on debt/personnel forecasted impact on levy
- prioritize incremental items

August 6th Work Session

- will focus on department detail and total levy forecast
- Electronic surveying priorities and preferences (in advance and/or at meeting) of budget & levy related options