



**CITY COUNCIL WORK SESSION  
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM  
JULY 23, 2019  
5:00 PM**

Call to order

1. Discussion of proposed 2019-2020 Goals & Objectives
2. Provide updated Key Financial Strategies information and proposed 2020 Capital Improvement Budget (CIB) and 2021-2024 Capital Improvement Plan (CIP) based on Council direction at the May 14, 2019 work session.

Adjournment

**Auxiliary aids for individuals with disabilities are available upon request. Requests must be made at least 96 hours in advance to the City Clerk at 612-861-9738.**

**STAFF REPORT NO. 4****WORK SESSION****7/23/2019**

REPORT PREPARED BY: Katie Rodriguez, City Manager

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager  
7/18/2019**ITEM FOR WORK SESSION:****Discussion of proposed 2019-2020 Goals & Objectives****EXECUTIVE SUMMARY:**

Based on direction provided at the May 14, 2019 work session staff have developed Goals & Objectives for 2019-2020. Staff also developed action steps to realize Council Goals & Objectives.

The strategic planning process has been expedited this year due to other priorities but staff plan for a more robust process in 2020.

**DIRECTION NEEDED:**

Provide suggested edits to Goals and Objectives so they can be approved as part of the 2020 Budget.

**BACKGROUND INFORMATION:****A. HISTORICAL CONTEXT**

In 2018 the Council created a strategic action plan that included five main goals. Staff then developed action steps to work towards achieving the goals in 2018-2019. The Council affirmed the five goals and added Core Services at the May 14, 2019 work session.

The City has not had a consistent process for goal setting or a formal strategic plan. It is too late in the budget process for a full strategic plan but that is proposed for 2020.

**B. POLICIES (resolutions, ordinances, regulations, statutes, etc):**

The Operating Budget Policy requires that the "budget will describe major goals to be achieved and the services and programs to be delivered for the level of funding provided."

**C. CRITICAL TIMING ISSUES:**

The proposed 2020 Budget will be presented to the Council on August 27, 2019 for discussion and guidance and for adoption on September 10, 2019.

**D. FINANCIAL IMPACT:**

Council and staff need to make critical decisions with scarce resources and long-term goals, objectives

and action steps guide those decisions.

E. **LEGAL CONSIDERATION:**

Council can choose to significantly modify or reject the Goals & Objectives but that provides less time for staff to adjust their action steps and corresponding budgets.

**ALTERNATIVE(S):**

**PRINCIPAL PARTIES EXPECTED AT MEETING:**

**ATTACHMENTS:**

Description	Type
☐ Goals and Objectives	Backup Material
☐ Action Steps	Backup Material



# **2019-2020 Goals & Objectives**



# Mission

Richfield's mission is to be known as the best place to live, work, learn and do business in the Twin Cities area. We are a customer focused and caring community that strives to foster a sense of neighborliness.

# Vision

The “Urban Hometown,” is a community that reflects the characteristics of living in a close-knit community, while surrounded by the amenities and resources of a broader metropolitan area. The urban hometown feeling is rooted in the personal connections cultivated within our neighborhoods, parks, schools and streets. These connections are reinforced by quality housing, local commercial centers, recreational opportunities, and the cultural diversity found within our city. Our proximity to the Twin Cities only serves to expand the opportunities available to our residents, providing the best of both small town living and urban life. Our goal is to embrace these characteristics, and take steps to maintain and enhance the culture and community that makes us an urban hometown.

-2040 Comprehensive Plan

# Council Feedback

## Suggestions for 2020 Strategic Planning

- Revisit Core Values-some duplication
- Add fiscal responsibility as a Goal
- Fine tune equity definition
- Better communicate action steps to Council and community, including results
- Link action steps to Goals or Core Values

# Council Feedback

Strengthen fiscal responsibility throughout

- Option: Change Core Value from Accountable to Fiscally Responsible?
- Option: Change Infrastructure objective
  - Invest in the City's infrastructure in a fiscally-responsible manner and limit debt impacts on property tax levies



# Council Feedback

Equity Objectives should be embedded in all City services and programs

- Equity is a Core Value
- Recommend we also keep as a Goal for now since we have work to do to operationalize our equity values
- Option: Change Goal
  - **Definition: Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities and embed equity values in all of our processes.**

# Core values

## Core values



### Lead the way

The City of Richfield seeks to continuously improve the services it provides to residents through innovative and creative solutions. The city cultivates an environment of growth for its staff and residents.



### Responsive

The City of Richfield listens and responds to feedback from residents. New projects undertaken by the city will reflect the needs of residents. Both elected officials and city staff will provide timely, knowledgeable customer service to residents at all times.



### Accountable

The City of Richfield manages its resources in a responsible manner. The city aims to provide services that promote an active and healthy community in the most fiscally responsible way.



### Community centered

The City of Richfield puts its citizens first. The city is citizen-focused and makes all decisions based on what is in the best interest of current and future residents. Richfield is constantly seeking opportunities to collaborate with residents to set goals and accomplish objectives.



### Celebrate diversity

The City of Richfield celebrates the diversity of its residents and staff. The city seeks to better understand the needs of the community's different cultures. Richfield's diverse culture is one of its greatest strengths and assets.



### Equitable

The City of Richfield believes that every citizen deserves access to high-quality municipal services. The city will work with the community partners to promote an environment of equity and inclusion. Richfield will reduce inequity by focusing on the areas of greatest need.



# Goals

## **RICHFIELD'S GOALS INCLUDE...**



### **INFRASTRUCTURE**

Invest in the City's infrastructure to best serve today's and tomorrow's residents, businesses and visitors.



### **DEVELOPMENT**

Attract and retain development that creates prosperity for all and is consistent with the City's "Urban Hometown" character.



### **EQUITY**

Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities.



### **HOUSING**

Provide a full range of quality housing options through our policies and programs.



### **COMMUNITY ENGAGEMENT**

Utilize a wide variety of communication and engagement tools to build a stronger relationship with residents, businesses and visitors.



### **CORE SERVICES**

Promote and value the city's core services and its contributions to making Richfield an exceptional place to live, learn, work and play.

# Goal: Infrastructure

- **Definition: Invest in the City's infrastructure to best serve today's and tomorrow's residents, businesses and visitors.**
- Objectives
  - Invest in the City's infrastructure in a fiscally-responsible manner
  - Engage with the community on infrastructure project priorities and details
  - Communicate and promote the value of ongoing infrastructure projects
  - Build climate resiliency into City infrastructure

# Goal: Infrastructure

- Examples of Action Steps
  - Install community dog park
  - Develop a timeline and funding plan for a new nature center
  - Complete infrastructure resiliency plan, including action steps for Storm, Sewer, and Water utilities
  - Complete a funding package for the 77th Underpass for construction in 2021
  - Renew the integrity of critical water infrastructure serving the west-side of Richfield by lining the three I-35W watermain crossings and the 65th Street watermain

# Goals: Development

- **Definition: Attract and retain development that creates prosperity for all and is consistent with the City's "Urban Hometown" character.**
- Objectives
  - Cultivate a healthy, local economic environment that values the City's small businesses and promotes living wage jobs
  - Proactively engage with residents and businesses about development projects and programs
  - Understand the needs of existing and prospective Richfield businesses and create a supportive business environment

# Goals: Development

- Examples of Action Steps
  - Review process of bringing a development to Council/residents. Foster a better understanding of "vested entitlements" granted in the zoning code, develop recommendations for developer's community engagement, and research other cities' approaches
  - Create economic development plan; including the development of an inventory of tools to assist existing businesses, an identification of potential new tools, a small businesses directory (in association with the Chamber) and an identification of benefits and challenges of doing business in Richfield
  - Update agreement with Richfield Tourism and Promotion Board

# Goal: Equity

- **Definition: Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities.**
- Objectives
  - Continue our partnership with the Government Alliance on Race and Equity
  - Support both internal and external trainings and policies to advance racial equity
  - Broaden our equity work to include people of color, women, people with disabilities, seniors, LGBTQ, and low-income individuals, as well as any other marginalized or disadvantage groups
  - Enhance and promote the City's equity initiatives



# Goal: Equity

- Examples of Action Steps
  - Provide ADA training to staff and review programs/activities to ensure community events and recreational activities are accessible
  - RPD is finalizing the “Vitals” application
  - Continuing to teach our employees Spanish and providing resources such as language
  - Create tool kit/processes to include equity as a lens in our work
  - Initiate a customer service feedback survey of our Deputy Registrar and passport customers to identify opportunities to improve and enhance service ensuring it is equitable
  - Continue to market our jobs in different venues, host job fairs throughout the community and rewrite our job descriptions to increase the diversity of our workforce

# Goal: Housing

- **Definition: Provide a full range of quality housing options through our policies and programs.**
- Objectives
  - Identify and support an optimal mix of housing to serve all residents' needs
  - Continue to implement affordable housing tools and investigate additional methods to address unmet housing needs, including very affordable housing and accessible housing
  - Maintain and improve the quality and safety of the City's housing stock, especially naturally occurring affordable housing (NOAH)
  - Work towards closing the racial disparity gap in homeownership
  - Strengthen the City's rental housing environment and communicate its value to the community

# Goal: Housing

- Examples of Action Steps
  - Develop and implement a communications plan to convey the value of all residents, including rental households, low-income households, immigrant households
  - Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NOAH rental housing
  - Promote Down-Payment Assistance Program and homeownership resources for underserved populations.
  - Create "Apartment Liaison" position to expand connections with apartment communities
  - Research accessible housing tools and incorporate into existing housing programs/resources

# Goal: Community Engagement

- **Definition: Utilize a wide variety of communication and engagement tools to build a stronger relationship with residents, businesses and visitors.**
- Objectives
  - Enhance the City's communication offerings through the utilization of plain language and the use of multiple communication channels
  - Strengthen partnerships with surrounding communities, Hennepin County, Metropolitan Council, Metropolitan Airports Commission, State agencies and other regional organizations
  - Expand community partnerships to build civic capital with schools, non-profit organizations, businesses, and faith communities
  - Build a stronger relationship with residents, especially the city's underserved communities

# Goal: Community Engagement

- Examples of Action Steps
  - Develop a campaign to inform all residents on the high quality of Richfield water
  - Establish a free-standing website for Richfield Liquor.
  - Conduct a community survey to inform expanded strategic planning and resource allocation
  - Redesign the city's website to make information more accessible to the community
  - Launch a pilot citizen's academy to provide residents a better understanding of the services offered by the city

# Goal: Core Services

- **Definition: Promote and value the city's core services and its contributions to making Richfield an exceptional place to live, learn, work and play.**
- Objectives
  - Provide excellent core services across all departments
  - Continuously review core services for improvements, efficiencies, and cost savings
  - Maintain and improve core services given increasing demand and fiscal constraints
  - Communicate the value of the City's core services to our residents, elected officials, and staff
  - Recruit, retain and develop a diverse, committed, high-performing staff
  - Provide a safe, accessible, and flexible work environment where employees will thrive

# Goal: Core Services

- Examples of Action Steps
  - Launch a Flexible Workplace pilot program for staff
  - Review procurement policies to promote diversity and inclusion, and a strong local economy
  - Implement Community Risk Reduction Program
  - Add Public Works Worker to focus on maintaining the planted medians, improving public spaces and snow removal
  - Implement organized organics and recycling program



**Comments and Questions?**





## 2019-2020 City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Deadline
Install fiber along 66th Street to create more redundancy with the City's connection to LOGIS and State. This will also allow the City to complete a fiber connection to the Penn Liquor store and possibly other facilities, such as park buildings.	1	Administrative Services	2019
Launch a Flexible Workplace pilot program for staff.	6	Administrative Services	2019
Implement and manage city-owned mobile devices to enhance the security and safety of the City's network.	6	Administrative Services	2019
Coordinate an internal leadership academy through the Drucker Institute to provide professional development opportunities to selected employees in response to the 2019 Employee Engagement survey results.	6	Administrative Services	2020
Continue to market our jobs in different venues, host job fairs throughout the community and rewrite our job descriptions to increase the diversity of our workforce.	3	Administrative Services	On-Going
Implement an election management system to create efficiencies and streamline the recruitment, training and compensation of our election judges.	6	Administrative Services	late 2019
Initiate a customer service feedback survey of our Deputy Registrar and passport customers to identify opportunities to improve and enhance service ensuring it is equitable, inclusive and meets the needs of our customers.	3, 6	Administrative Services	2019
Launch a pilot citizen's academy to provide residents a better understanding of the services offered by the city.	5, 6	Administrative Services	2019
Create an external newsletter to provide residents with up-to-date information regarding city initiatives, programs, services and events.	5	Administrative Services	2020
Establish a volunteer/engagement fair to provide residents with an opportunity to make a difference in their community through the city's existing organizations.	5	Administrative Services	2020
Redesign the city's website to make information more accessible to the community.	5, 6	Administrative Services	End of 2019
Consider and implement recommendations of the Records Management and Business Processes Report to improve and enhance our business processes.	6	Administrative Services/Executive	2020
Be present and engaged with regional groups.	5	All Departments	ongoing
Create tool kit/processes to include equity as a lens in our work.	3	All Departments/Richfield CAREs Team	2020
Directors will report on department level equity efforts annually.	3	All Departments	2020
Utilize MIRA survey results to inform how the city can more effectively communicate with and provide services to its Hispanic population.	3, 6	All Departments / Richfield CAREs Team	2019-20
Provide educational and growth opportunities to staff on the topic of racial equity and how we can utilize this knowledge in the work we do for the city and its residents.	3, 6	All Departments / Richfield CAREs Team	ongoing
Review process of bringing a development to Council/residents. Foster a better understanding of "vested entitlements" granted in the zoning code, develop recommendations for developer's community engagement, and research other cities' approaches.	2	Community Development	late '19/early '20
Develop and implement a communications plan to convey the value of <u>all</u> residents, including rental households, low-income households, immigrant household, etc. (e.g. <i>Humans of New York</i> ) and use FrameWorks Institute research to promote the value of, and need for, a mix of housing choices.	3, 4, 5	Community Development	mid/late 2020
Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NOAH rental housing.	4	Community Development	8/19

## 2019-2020 City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Deadline
Promote Down-Payment Assistance Program and homeownership resources for underserved populations.	3,4	Community Development	ongoing
Develop an "Apartment Liaison" position to expand connections with apartment communities.	4	Community Development	2019-20
Research accessible housing tools and incorporate into existing housing programs/resources.	3, 4	Community Development	ongoing
Create economic development plan; including the development of an inventory of tools to assist existing businesses, an identification of potential new tools, a small businesses directory (in association with the Chamber) and an identification of benefits and challenges of doing business in Richfield.	2	Community Development/ EDA	EDA Budget discussion
Manage new city manager transition with council-staff retreats and develop standards of engagement.	6	Executive	2019
Build civic capital with schools, non-profit organizations, businesses and faith communities through the National Civic League's Civic Index curriculum. Findings would inform strategic planning process.	3, 5, 6	Executive	2020
Implement a City Manager Report to better communicate with council and staff.	6	Executive	2019
Work with community organizations to increase participation in the 2020 Census - especially Richfield's hard to count populations.	5	Executive	2020
Conduct a community survey to inform expanded strategic planning and resource allocation.	3,5,6	Executive	2020
Review procurement and workforce policies to promote diversity and inclusion, and a strong local economy.	2,3	Executive	2020
Update agreement with Richfield Tourism and Promotion Board.	2	Executive	2019-20
Partner with local legislators to advance key city priorities, including funding for the 77th Underpass.	1,6	Executive	Ongoing
Explore the implementation of electronic time card reporting.	6	Finance	2019-2020
Develop a budget summary document for City Council and public use.	5,6	Finance	2019
Update current pre-plans for all city buildings and recognized critical infrastructure	1	Fire	2020
Determine if there is a way to consolidate annual permit/license purchases for businesses	6	Fire	2019
Add new position to implement Community Risk Reduction Program, increase inspection efficiencies.	1, 4, 5, 6	Fire	2020
Improve Liquor Operation's electronic media presence: Facebook, Twitter and Instagram.	5	Liquor	2019
Establish a free-standing website for Richfield Liquor.	5	Liquor	2019
Improve community awareness that municipal liquor funds recreation assets.	1, 5	Liquor	On-going
Establish an Officer Wellness program addressing spiritual, physical, and financial health to help officers with stress management and resiliency. Program will also provide better resources to cope after critical incidents.	6	Public Safety	2019
Work with building managers and property owners to inspect properties and provide reports on how to lower crime through crime prevention of the property as in Crime Prevention through Environmental Design, "CPTED".	4	Public Safety	On-going
Support Services will continually evaluate properties and perform similar inspections, as single family homes, to make sure the properties are well maintained and in compliance with the code.	4	Public Safety	On-going

## 2019-2020 City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Deadline
Build on what we have accomplished with 1,700 hours of Community Oriented Policing. Expand our programming to reach the varied demographic populations within the city.	3, 5, 6	Public Safety	On-going
Strengthen community partnerships through the JCPP and other programs. On track to maintain or exceed 2018 success: partnering with 30 civic organizations and hosting 21 community outreach events. Hosting first Back to School event this summer and an autism awareness event in 2020.	5	Public Safety	On-going
Continue to engage with community via social media and train/assign staff to manage. The RPD Facebook pages has 5,600 likes and 3,000 followers on Twitter.	5	Public Safety	On-going
Finalize the "Vitals" application to provide better services to people with disabilities.	3,5	Public Safety	2019
Continue to use Everbridge as our main emergency notification system and begin promoting dashboards containing information about our department on our websites.	5	Public Safety	On-going
Partner with Hennepin County as part of the JCCP and with other state agencies, including MAC PD, on training.	5	Public Safety	On-going
Identify financial resources to offset decreases in funding from County and State (JCPP).	3, 6	Public Safety	2021
2 Internal promotions of police cadets to police officer positions. Cadets are bi-lingual in Spanish and are persons of color.	3	Public Safety	Mid-2020
Have 3 people on the GARE Team since inception and continue to support the work of GARE throughout the city and our department.	3	Public Safety	On-going
Have achieved 20 percent of our sworn staff as female police officers, the national average is 17%.	3	Public Safety	2019
Run calls for service and provide building managers with assistance to address problems occurring on the property while improving the quality of life for the residents.	4	Public Safety/Fire	On-going
Improve our ability to communicate with our customers: Continue to teach our employees Spanish and provide resources such as language line and other applications to break down the language barrier.	3, 5	Public Safety/Fire	On-going
Edina Dispatch is "pushing out" Smart 911 this Spring and Summer as another notification system to help residents in 911 Emergency situations.	5	Public Safety/Fire	2019
Continue to address inequities in the public right-of-way by utilizing the Public Works Public Engagement Process and Guiding Principles. Present to the Council at future work session.	1,3,5,6	Public Works	On-Going
Successfully complete the city-wide water meter replacement program by 2022.	1	Public Works	2022
Successfully complete the reconstruction of Lyndale Avenue between 67th & 76th Streets.	1	Public Works	2020
Renew the integrity of critical water infrastructure serving the west-side of Richfield by lining the three I-35W watermain crossings and the 65th Street watermain.	1	Public Works	2020
Complete a funding package for the 77th Underpass for construction in 2021.	1	Public Works	2020
Develop a good design for the future of 65th Street for construction in 2021.	1	Public Works	2020
Complete infrastructure resiliency plan, including action steps for Storm, Sewer, and Water utilities.	1	Public Works	2019
Continue to improve mobility choices through right-of-way improvements.	3	Public Works	On-going
Develop and implement an effective outreach plan regarding Emerald Ash Borer for private property owners.	5	Public Works	On-going
Continue to find ways to educate the public on ice control on sidewalks and smart salting.	5	Public Works	On-going
Develop a campaign to inform all residents on the high quality of Richfield water.	5	Public Works	2020

## 2019-2020 City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Deadline
Partner with schools to educate K-12 students in our community on Public Works as a future career and other topics like water quality, ultimately enhancing school curricula through an on-going partnership.	5	Public Works	2020
Add two additional Public Works Workers to focus on maintaining the planted medians and improving public spaces as well as enhancing snow removal. Due to budget constraints one FTE will be added in 2019 and one in 2021.	6	Public Works	2019 (2021)
Determine solution and program to implement an emergency water interconnection.	6	Public Works	2020
Develop a plan to engage the community on capital project priorities.	1, 3, 5	Recreation Services	2020
Develop a timeline and funding plan for a new nature center.	1	Recreation Services	2020
Review and integrate project priorities and parks master plan into CIB/CIP. Create process to complete this annually.	1	Recreation Services	On-Going
Bring the Council options to consider for park impact fees in partnership with Community Development	1	Recreation Services/CD	2020
Install community dog park.	1	Recreation Services	2020
Provide ADA training to staff and review programs/activities to ensure community events and recreational activities are accessible.	3, 6	Recreation Services	On-Going
Implement organized organics and recycling program.	6	Recreation Services	2020
Develop a draft document of a city-based Climate Action Plan	1, 6	Recreation Services	2020
Explore sustainability commission/committee.	5, 6	Recreation Services	On-Going
Execute a plan for the Richfield Ice Arena refrigeration renovation	1, 6	Recreation Services	2020
Secure funding to build an universally inclusive playground	1, 5, 6	Recreation Services	On-going



## WORK SESSION

7/23/2019

REPORT PREPARED BY: Katie Rodriguez

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager  
7/18/2019

### **ITEM FOR WORK SESSION:**

**Provide updated Key Financial Strategies information and proposed 2020 Capital Improvement Budget (CIB) and 2021-2024 Capital Improvement Plan (CIP) based on Council direction at the May 14, 2019 work session.**

### **EXECUTIVE SUMMARY:**

In order to provide more time to review the proposed 2020 Budget and CIB, and 2021-2014 CIP, staff presented the Key Financial Strategies earlier in the process. Based on Council feedback staff incorporated Recreation Services capital projects into the CIB/CIP and adjusted the timing of several capital projects to lessen the impact on the property tax levy. Staff will also present more information on proposed utility rate increases.

### **DIRECTION NEEDED:**

**Tonight's work session is a chance to ask questions, review the proposed CIB/CIP and utility rate increases and provide direction to staff on any needed changes. The Planning Commission is scheduled to review the CIB/CIP at their August 26, 2019 meeting and will then make a recommendation to the City Council. The 2020 Budget and CIB, and the 2021-2024 CIP will be presented to the City Council on September 10, 2019.**

### **BACKGROUND INFORMATION:**

#### **A. HISTORICAL CONTEXT**

The CIB/CIP and utility rate increases were typically presented with the operating budget at the same work session. Staff are presenting the information earlier to give the Council more time to ask questions and provide guidance.

#### **B. POLICIES (resolutions, ordinances, regulations, statutes, etc):**

A preliminary CIB/CIP is submitted to the Planning Commission by the City Manager. The Planning Commission is required by City Charter to prepare and recommend a CIP for inclusion in the annual budget of the City.

The Planning Commission is also required by State Statute to review all proposed capital improvements

within the City and make written findings to the City Council for consistency with the Comprehensive Plan.

C. **CRITICAL TIMING ISSUES:**

The 2020 Budget & CIB and 2021-2024 CIP is scheduled to be adopted on September 10, 2019.

D. **FINANCIAL IMPACT:**

The Operating Budget is the annual financial plan for funding the costs of City services and programs. The Capital Improvement Plan (CIP) is the comprehensive list of capital improvements for the community over a five-year period. A capital improvement is defined as any major nonrecurring expenditure for physical facilities. The Capital Improvement Budget (CIB) is the planned capital improvements for 2020 and is integrated into the 2020 Budget.

E. **LEGAL CONSIDERATION:**

The CIB/CIP is adopted by resolution of the City Council as part of the current year budget approval process. The resolution authorizes spending and borrowing only for those projects included in the Capital Improvement Budget for the current budget year.

**ALTERNATIVE(S):**

Recommended changes will be incorporated into the proposed 2020 Budget and CIB and 2021-2024 CIP.

**PRINCIPAL PARTIES EXPECTED AT MEETING:**

**ATTACHMENTS:**

Description	Type
▣ KFS 2019	Backup Material
▣ CIB 2020 and CIP 2021-2024	Backup Material
▣ 2020 KFS CIB CIP Presentation	Backup Material

City of Richfield  
FINANCIAL MANAGEMENT PLAN

GENERAL FUND												
	2017 Actual	2018 Actual	2019 Adopted	2019 Revised	2020	2021	2022	2023	2024	2025	2026	2027
REVENUE												
1 GENERAL PROPERTY TAX	12,816,485	13,362,738	12,911,737	12,911,737	13,674,117	14,610,803	15,290,745	15,988,787	16,705,839	17,442,482	18,199,316	18,976,956
2 FISCAL DISPARITIES	2,948,178	2,640,686	3,637,413	3,637,413	3,637,413	3,673,787	3,710,525	3,747,630	3,785,107	3,822,958	3,861,187	3,899,799
3 LICENSES & PERMITS	1,061,107	1,385,288	1,066,100	1,701,500	1,106,600	1,139,798	1,173,992	1,209,212	1,245,488	1,282,853	1,321,338	1,360,978
4 LOCAL GOVERNMENT AID	550,000	1,150,000	1,200,000	1,200,000	1,450,000	1,100,000	1,000,000	900,000	800,000	700,000	600,000	500,000
5 OTHER INTERGOVERNMENTAL	1,180,873	1,233,163	1,213,850	1,247,540	1,199,000	1,234,970	1,272,019	1,310,180	1,349,485	1,389,970	1,431,669	1,474,619
6 CHARGES FOR SERVICES	2,145,995	2,246,618	2,210,420	2,551,370	2,337,800	2,407,934	2,480,172	2,554,577	2,631,214	2,710,151	2,791,455	2,875,199
7 FINES & FORFEITS	312,041	310,713	330,000	310,000	325,000	310,000	320,000	330,000	340,000	350,000	360,000	370,000
8 MISC. REVENUE	113,491	153,773	110,550	96,800	105,680	108,850	111,758	115,111	118,564	122,121	125,785	129,558
9 OTHER FINANCING SOURCES	756,580	299,920	1,550,550	555,240	1,603,210	1,619,242	1,635,435	1,651,789	1,668,307	1,684,990	1,701,840	1,718,858
10 TOTAL REVENUE	21,884,750	22,782,899	24,230,620	24,211,600	25,438,820	26,205,385	26,994,646	27,807,286	28,644,004	29,505,524	30,392,590	31,305,968
EXPENDITURES												
13 LEGISLATIVE/EXECUTIVE	866,235	837,836	928,660	866,050	927,410	955,232	983,889	1,013,406	1,043,808	1,075,122	1,107,376	1,140,597
14 ADMINISTRATIVE	1,274,142	668,263	746,390	856,240	961,630	990,479	1,020,193	1,050,799	1,082,323	1,114,793	1,148,237	1,182,684
15 FINANCE	-	674,332	657,700	649,850	673,000	693,190	713,986	735,405	757,467	780,191	803,597	827,705
16 PUBLIC SAFETY	8,214,212	8,671,310	9,516,580	9,507,900	9,847,770	10,143,203	10,447,499	10,760,924	11,083,752	11,416,264	11,758,752	12,111,515
17 FIRE	4,140,668	4,237,354	4,441,800	4,467,460	4,850,230	4,995,737	5,145,609	5,299,977	5,458,977	5,622,746	5,791,428	5,965,171
18 COMMUNITY DEVELOPMENT	1,349,571	1,471,067	1,574,280	1,576,100	1,629,150	1,678,025	1,728,365	1,780,216	1,833,623	1,888,631	1,945,290	2,003,649
19 PUBLIC WORKS	3,964,477	4,075,249	4,187,140	4,106,440	4,299,810	4,428,804	4,561,668	4,698,518	4,839,474	4,984,658	5,134,198	5,288,224
20 RECREATION SERVICES	1,847,722	1,896,519	1,968,070	1,971,560	2,029,820	2,090,715	2,153,436	2,218,039	2,284,580	2,353,118	2,423,711	2,496,423
21 TRANSFER OUT	175,000	195,000	210,000	210,000	230,000	230,000	240,000	250,000	260,000	270,000	280,000	290,000
22 TOTAL EXPENDITURES	21,832,027	22,726,930	24,230,620	24,211,600	25,438,820	26,205,385	26,994,646	27,807,286	28,644,004	29,505,524	30,392,590	31,305,968
23												
24 REVENUE OVER (UNDER) EXPENDITURES	52,723	55,969	-	-	-	0	(0)	0	(0)	(0)	0	(0)
GENERAL FUND OPERATING TAX LEVY(Net of Uncoll)												
26		15,835,440	16,549,150	16,549,150	17,311,530	18,284,590	19,001,270	19,736,418	20,490,946	21,265,440	22,060,503	22,876,755
27 Add Back Uncollectible		159,954	167,163	167,163	174,864	182,846	190,013	197,364	204,909	212,654	220,605	228,768
28 TOTAL OPERATING LEVY		15,995,394	16,716,313	16,716,313	17,486,394	18,467,436	19,191,283	19,933,782	20,695,855	21,478,094	22,281,108	23,105,523
29												
30 DEBT/SPECIAL LEVY(From Capital Financing Plan)		4,626,517	4,910,379	4,910,379	5,201,077	5,045,474	5,640,543	5,669,059	6,005,134	6,181,261	6,719,977	6,739,283
31												
32 TOTAL CERTIFIED LEVY		20,621,911	21,626,692	21,626,692	22,687,471	23,512,910	24,831,826	25,602,841	26,700,989	27,659,356	29,001,085	29,844,806
33 % Increase			4.87%	0.00%	4.90%	3.64%	5.61%	3.10%	4.29%	3.59%	4.85%	2.91%
34												
35 TOTAL CERTIFIED LEVY		20,621,911	21,626,692	21,626,692	22,687,471	23,512,910	24,831,826	25,602,841	26,700,989	27,659,356	29,001,085	29,844,806
36 LESS FISCAL DISPARITIES		(3,302,435)	(3,637,413)	(3,637,413)	(3,673,787)	(3,710,525)	(3,747,630)	(3,785,106)	(3,822,957)	(3,861,187)	(3,899,799)	(3,938,797)
37 NET LOCAL LEVY TO TAXPAYERS		17,319,476	17,989,279	17,989,279	19,013,684	19,802,385	21,084,196	21,817,735	22,878,031	23,798,169	25,101,286	25,906,009
38												
39 EXISTING NET TAX CAPACITY		30,001,418	33,767,365	33,767,365	35,947,917	37,026,354	38,137,145	39,281,259	40,459,697	41,673,488	45,129,805	46,483,699
40 TOTAL TAX CAPACITY		30,001,418	33,767,365	33,767,365	35,947,917	37,026,354	38,137,145	39,281,259	40,459,697	41,673,488	45,129,805	46,483,699
41												
42 TAX RATE ON TAX CAPACITY		57.729%	53.274%	53.274%	52.892%	53.482%	55.285%	55.542%	56.545%	57.106%	55.620%	55.731%
43 TAX RATE % CHANGE			-7.72%	0.00%	-0.72%	1.11%	3.37%	0.47%	1.81%	0.99%	-2.60%	0.20%
44												
45 City Taxes		1,195	1,220	1,220	1,280	1,333	1,419	1,469	1,540	1,602	1,607	1,659
46 Percentage tax increase in average home			2.09%	0.00%	4.92%	4.15%	6.47%	3.48%	4.86%	4.02%	0.32%	3.21%
47												
48 Existing Tax Base Inflation Estimate				0.00%	5.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
49 Total Net Tax Base % Increase(decrease)			12.55%	0.00%	6.46%	3.00%	3.00%	3.00%	3.00%	3.00%	8.29%	3.00%
50 Estimated Average Home Market Value		207,000	229,000	229,000	242,000	249,260	256,738	264,440	272,373	280,544	288,961	297,629
51												
52												
53 Assessor's Taxable Market Value			3,421,012,095	3,421,012,095	3,641,926,422	3,751,184,214	3,863,719,741	3,979,631,333	4,099,020,273	4,221,990,881	4,572,154,450	4,709,319,084
54 Multiply by 3%			102,630,363	102,630,363	109,257,793	112,535,526	115,911,592	119,388,940	122,970,608	126,659,726	137,164,634	141,279,573
55 Less: Long Term Debt Outstanding Paid Solely from Taxes			(51,547,000)	(51,547,000)	(55,066,000)	(55,866,000)	(55,898,000)	(53,136,000)	(52,276,000)	(53,052,000)	(53,400,000)	(50,190,000)
56 Unused Debt Limit			51,083,363	51,083,363	54,191,793	56,669,526	60,013,592	66,252,940	70,694,608	73,607,726	83,764,634	91,089,573

City of Richfield  
Capital Financing Plan

	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>1 Existing and Projected Tax Levy Requirements</b>									
2 2010A Bonds - Alley Paving/Equipment (2021)	14,943	14,260	-	-	-	-	-	-	-
3 2012A G.O. Street Reconstruction Bonds - 76th St E (2033)	130,955	128,855	126,755	129,905	127,700	130,745	128,435	131,144	128,488
4 2013A G.O. Improvement Bonds - North Richfield Parkway (2034)	163,380	161,936	160,204	163,432	161,138	158,723	161,438	158,665	161,018
5 2015A G.O. Street Reconstruction Bonds - 69th St./Portland (2037)	276,301	282,601	282,496	282,233	280,868	284,570	279,451	279,582	284,832
6 2016B G.O. Refunding Bonds (2028)	521,452	518,564	520,612	522,187	523,289	523,919	518,827	518,722	523,657
7 2016C G.O. Refunding Bonds (2029)	721,324	720,379	724,474	728,254	731,719	736,969	736,443	740,775	744,581
8 2017A G.O. Street Reconstruction Bonds - 66th Street (2038)	620,550	623,595	620,681	622,650	624,067	621,810	624,488	623,700	622,650
9 2017B G.O. Refunding Bonds (2029)	345,870	351,015	350,700	350,280	355,005	359,520	360,728	361,620	362,198
10 2018A G.O. Street Reconstruction Bonds - 66th Street M&O (2039)	375,563	288,645	283,763	284,130	284,340	284,392	284,288	284,025	288,855
11 2019A G.O. Bonds 66th Street & Lyndale Recon. (2040)	-	388,840	391,570	383,380	396,190	392,410	388,420	389,470	384,850
12 Cedar Point Tax Abatement Levy (2021)	372,760	353,402	53,972	-	-	-	-	-	-
13 Rolling Stock, Equipment, and IT Levy	800,000	815,000	830,000	835,000	840,000	845,000	850,000	850,000	850,000
14 Economic Development Authority	567,281	553,985	559,525	565,120	570,771	576,479	582,244	588,066	593,947
15									
16 Lyndale Avenue Reconstruction (\$2.0M over 20 years at 3.5%)	-	-	140,722	140,722	140,722	140,722	140,722	140,722	140,722
17 65th Street Reconstruction Ph. 1(\$5.5M over 20 years at 3.5%)	-	-	-	-	-	-	-	-	-
18 65th Street Reconstruction Ph. 2(\$9.0M over 20 years at 3.5%)				633,250	633,250	633,250	633,250	633,250	633,250
19 69th Street Reconstruction Ph. 2(\$4.5M over 20 years at 3.5%)					-	316,625	316,625	316,625	316,625
21 70th Street Reconstruction Ph. 2(\$2.5M over 20 years at 3.5%)						-	175,903	175,903	175,903
20 76th Street West Reconstruction (\$3.5M over 20 years at 3.5%)	-	-	-	-	-	-	-	246,264	246,264
22 Humboldt/Lakeshore Drive Recon (\$4M over 20 years at 3.5%)	-	-	-	-	-	-	-	281,444	281,444
23 Nicollet Avenue Reconstruction (\$5.0M over 20 years at 3.5%)	-	-	-	-	-	-	-	-	- 351,805
24 Penn Avenue Reconstruction (5.0M over 20 years at 3.5%)	-	-	-	-	-	-	-	-	- 351,805
25									
<b>Total Debt/Special Levy</b>									
	<b>4,910,379</b>	<b>5,201,077</b>	<b>5,045,474</b>	<b>5,640,543</b>	<b>5,669,059</b>	<b>6,005,134</b>	<b>6,181,261</b>	<b>6,719,977</b>	<b>6,739,283</b>
		5.92%	-2.99%	11.79%	0.51%	5.93%	2.93%	8.72%	0.29%

EDA increase is 1% beginning in 2021.



**2020**  
**CAPITAL IMPROVEMENT BUDGET**  
**&**  
**2021-2024**  
**CAPITAL IMPROVEMENT PROGRAM**

## 2020 Capital Improvement Budget

PROJECT EXPENDITURE			
<b>RECREATION &amp; OPEN SPACE</b>			
Park Maintenance/Wood Lake Fence Repair	\$	50,000	R
Community Center/Wood Lake Building Repair		50,000	R
Augsburg Park Play Equipment		180,000	R
Madison Park Play Equipment		85,000	R
Washington Park Play Equipment		85,000	R
Ice Arena Refrigeration Project		280,000	R
		3,400,000	I
<b>TOTAL REC. &amp; OPEN SPACE</b>	<b>\$</b>	<b>4,130,000</b>	
<b>RIGHT OF WAY IMPROVEMENT</b>			
66th Street Reconstruction	\$	1,850,000	M
77th Street Underpass		450,000	SB
Pedestrian Improvements		40,000	M
Bicycle Improvements		40,000	M
Mill and Overlay Program		3,250,000	FF
<b>TOTAL RIGHT-OF-WAY IMPROVEMENT</b>	<b>\$</b>	<b>5,630,000</b>	
<b>PUBLIC FACILITIES</b>			
Replacement Central Garage Equipment	\$	680,000	TL
Technology Replacement		135,000	TL
City Wide Water Meter Upgrade		1,340,000	U
Lime Filter Press Rehabilitation		70,000	U
Rehabilitation of Stormwater Collection Mains		100,000	U
Rehabilitation of Stormwater Collection Manhole Structures		100,000	U
Sanitary Sewer Main Lining		300,000	U
Sludge Tank Mixers Upgrade		90,000	U
Stormwater Pond Dredging		200,000	U
Taft Dumpsite Improvements		60,000	U
		10,000	C
<b>TOTAL PUBLIC FACILITIES</b>	<b>\$</b>	<b>3,085,000</b>	
<b>TOTAL USES OF FUNDS</b>	<b>\$</b>	<b>12,845,000</b>	
<b>ESTIMATED REVENUE BY SOURCE</b>			
(C) Hennepin County	\$	10,000	
(FF) Franchise Fees		3,250,000	
(I) Internal Funding		3,400,000	
(M) Municipal State Aids		1,930,000	
(R) Special Revenue		730,000	
(SB) State Bonding		450,000	
(TL) Tax Levy		815,000	
(U) User Fees		2,260,000	
<b>TOTAL FUNDING BY SOURCE</b>	<b>\$</b>	<b>12,845,000</b>	

## 2021 Capital Improvement Plan

PROJECT EXPENDITURE			
<b>RECREATION &amp; OPEN SPACE</b>			
Park Maintenance/Wood Lake Fence Repair	\$	50,000	R
Community Center/Wood Lake Building Repair		50,000	R
Donaldson Park Play Equipment		100,000	R
Donaldson Park Shelter Renovation		250,000	R
<b>TOTAL REC. &amp; OPEN SPACE</b>	<b>\$</b>	<b>450,000</b>	
<b>RIGHT OF WAY IMPROVEMENT</b>			
65th Street Reconstruction	\$	9,000,000	B
77th Street Underpass		7,000,000	F
		7,600,000	O
Pedestrian Improvements		40,000	M
Bicycle Improvements		40,000	M
<b>TOTAL RIGHT-OF-WAY IMPROVEMENT</b>	<b>\$</b>	<b>23,680,000</b>	
<b>PUBLIC FACILITIES</b>			
Replacement Central Garage Equipment	\$	695,000	TL
Technology Replacement		135,000	TL
City Wide Water Meter Upgrade		1,340,000	U
Lime Filter Press Rehabilitation		70,000	U
Water High Service Pumps		17,000	U
		20,000	X
Rehabilitation of Stormwater Collection Mains		100,000	U
Rehabilitation of Stormwater Collection Manhole Structures		100,000	U
Sanitary Sewer Main Lining		300,000	U
<b>TOTAL PUBLIC FACILITIES</b>	<b>\$</b>	<b>2,777,000</b>	
<b>TOTAL USES OF FUNDS</b>	<b>\$</b>	<b>26,907,000</b>	
<b>ESTIMATED REVENUE BY SOURCE</b>			
(B) G.O. Street Reconstruction Bonds	\$	9,000,000	
(F) Federal Funding		7,000,000	
(M) Municipal State Aids		80,000	
(O) Other Funding Source		7,600,000	
(R) Special Revenue		450,000	
(TL) Tax Levy		830,000	
(U) User Fees		1,927,000	
(X) Xcel Energy		20,000	
<b>TOTAL FUNDING BY SOURCE</b>	<b>\$</b>	<b>26,907,000</b>	

## 2022 Capital Improvement Plan

PROJECT EXPENDITURE			
RECREATION & OPEN SPACE			
Park Maintenance/Wood Lake Fence Repair	\$	50,000	R
Community Center/Wood Lake Building Repair		120,000	R
Adams Hills Park Soccer Field		25,000	R
Christian Park Play Equipment		85,000	R
Roosevelt Parking Lot Expansion		50,000	R
Roosevelt Park Soccer Fields		120,000	R
TOTAL REC. & OPEN SPACE	\$	450,000	
RIGHT OF WAY IMPROVEMENT			
77th Street Underpass	\$	5,600,000	SB
		500,000	M
		300,000	TR
Pedestrian Improvements		40,000	M
Bicycle Improvements		40,000	M
TOTAL RIGHT-OF-WAY IMPROVEMENT	\$	6,480,000	
PUBLIC FACILITIES			
Replacement Central Garage Equipment	\$	715,000	TL
Technology Replacement		135,000	TL
Emergency Water Interconnect with Neighboring Comm.		1,500,000	U
Rehabilitation of Stormwater Collection Mains		100,000	U
Rehabilitation of Stormwater Collection Manhole Structures		100,000	U
Sanitary Sewer Main Lining		300,000	U
Stormwater Pond Dredging		200,000	U
TOTAL PUBLIC FACILITIES	\$	3,050,000	
TOTAL USES OF FUNDS	\$	9,980,000	
ESTIMATED REVENUE BY SOURCE			
(M) Municipal State Aids	\$	580,000	
(R) Special Revenue		450,000	
(SB) State Bonding		5,600,000	
(TL) General Tax Levy		850,000	
TR Three Rivers Park District		300,000	
(U) User Fees		2,200,000	
TOTAL FUNDING BY SOURCE	\$	9,980,000	

## 2023 Capital Improvement Plan

	PROJECT EXPENDITURE		
<b>RECREATION &amp; OPEN SPACE</b>			
Park Maintenance/Wood Lake Fence Repair	\$	50,000	R
Community Center/Wood Lake Building Repair		50,000	R
Monroe Park Play Equipment		90,000	R
Splash Pad at Outdoor Pool		260,000	R
Wood Lake Nature Center Facility		15,600,000	O
<b>TOTAL REC. &amp; OPEN SPACE</b>	<b>\$</b>	<b>16,050,000</b>	
<b>RIGHT OF WAY IMPROVEMENT</b>			
69th Street Reconstruction	\$	4,500,000	B
		500,000	M
<b>TOTAL RIGHT-OF-WAY IMPROVEMENT</b>	<b>\$</b>	<b>5,000,000</b>	
<b>PUBLIC FACILITIES</b>			
Replacement Central Garage Equipment	\$	715,000	TL
Technology Replacement		135,000	TL
Clarifier Rake Assembly		250,000	U
Roof Replacement Wells 2 & 3		25,000	U
Rehabilitation of Stormwater Collection Mains		100,000	U
Rehabilitation of Stormwater Collection Manhole Structures		100,000	U
Sanitary Sewer Main Lining		300,000	U
Watermain Rehabilitation		200,000	U
<b>TOTAL PUBLIC FACILITIES</b>	<b>\$</b>	<b>1,825,000</b>	
<b>TOTAL USES OF FUNDS</b>	<b>\$</b>	<b>22,875,000</b>	
<b>ESTIMATED REVENUE BY SOURCE</b>			
(B) G.O. Street Reconstruction Bonds	\$	4,500,000	
(M) Municipal State Aids		500,000	
(O) Other Funding Source		15,600,000	
(R) Special Revenue		450,000	
(TL) General Tax Levy		850,000	
(U) User Fees		975,000	
<b>TOTAL FUNDING BY SOURCE</b>	<b>\$</b>	<b>22,875,000</b>	

## 2024 Capital Improvement Plan

PROJECT EXPENDITURE			
<b>RECREATION &amp; OPEN SPACE</b>			
Park Maintenance/Wood Lake Fence Repair	\$	50,000	R
Community Center/Wood Lake Building Repair		50,000	R
Freemont Park Play Equipment		85,000	R
Sheridan Park Play Equipment		90,000	R
<b>TOTAL REC. &amp; OPEN SPACE</b>	<b>\$</b>	<b>275,000</b>	
<b>RIGHT OF WAY IMPROVEMENT</b>			
70th Street Reconstruction	\$	2,500,000	B
		100,000	X
<b>TOTAL RIGHT-OF-WAY IMPROVEMENT</b>	<b>\$</b>	<b>2,600,000</b>	
<b>PUBLIC FACILITIES</b>			
Replacement Central Garage Equipment	\$	715,000	TL
Technology Replacement		135,000	TL
Roof Replacement Wells 4, 5, & 6		60,000	U
Rehabilitation of Stormwater Collection Mains		100,000	U
Rehabilitation of Stormwater Collection Manhole Structures		100,000	U
Sanitary Sewer Main Lining		300,000	U
Stormwater Pond Dredging		200,000	U
Watermain Rehabilitation		200,000	U
<b>TOTAL PUBLIC FACILITIES</b>	<b>\$</b>	<b>1,810,000</b>	
<b>TOTAL USES OF FUNDS</b>	<b>\$</b>	<b>4,685,000</b>	
<b>ESTIMATED REVENUE BY SOURCE</b>			
(B) G.O. Street Reconstruction Bonds	\$	2,500,000	
(R) Special Revenue		275,000	
(TL) General Tax Levy		850,000	
(U) User Fees		960,000	
(X) Xcel Energy		100,000	
<b>TOTAL FUNDING BY SOURCE</b>	<b>\$</b>	<b>4,685,000</b>	

## Capital Improvement Plan - Beyond 2024

	PROJECT EXPENDITURE	
<b>RECREATION &amp; OPEN SPACE</b>		
Park Maintenance/Wood Lake Fence Repair	\$ 50,000	R
Community Center/Wood Lake Building Repair	50,000	R
Outdoor Pool Liner Replacement	450,000	R
	150,000	OR
Taft Park Shelter Renovation	400,000	R
<b>TOTAL REC. &amp; OPEN SPACE</b>	<b>\$ 1,100,000</b>	
<b>RIGHT OF WAY IMPROVEMENT</b>		
76th Street West Reconstruction	\$ 3,500,000	B
	1,000,000	M
	800,000	X
Humboldt Ave/Lakeshore Drive Reconstruction	4,000,000	B
Nicollet Avenue Reconstruction	5,000,000	B
	8,000,000	C
Penn Avenue Reconstruction	5,000,000	B
	8,000,000	C
<b>TOTAL RIGHT-OF-WAY IMPROVEMENT</b>	<b>\$ 35,300,000</b>	
<b>PUBLIC FACILITIES</b>		
Water Plant Roof Replacement	\$ 450,000	U
Rehabilitation of Stormwater Collection Mains	100,000	U
Rehabilitation of Stormwater Collection Manhole Structures	100,000	U
Sanitary Sewer Main Lining	300,000	U
Watermain Rehabilitation	200,000	U
<b>TOTAL PUBLIC FACILITIES</b>	<b>\$ 1,150,000</b>	
<b>TOTAL USES OF FUNDS</b>	<b>\$ 37,550,000</b>	
<b>ESTIMATED REVENUE BY SOURCE</b>		
(B) G.O. Street Reconstruction Bonds	\$ 17,500,000	
(C) Hennepin County	16,000,000	
(M) Municipal State Aids	1,000,000	
(OR) Other Recreation Funding	150,000	
(R) Special Revenue	950,000	
(U) User Fees	1,150,000	
(X) Xcel Energy	800,000	
<b>TOTAL FUNDING BY SOURCE</b>	<b>\$ 37,550,000</b>	

Recommended and Scheduled for Four Year Period																	
TOTAL*																	
CIP COST		2021		2022		2023		2024		Beyond 2024							
NT																	
air	\$	250,000	\$	50,000	R	\$	50,000	R	\$	50,000	R	\$	50,000				
repair	\$	320,000		50,000	R		120,000	R		50,000	R		50,000				
	\$	100,000		100,000			-			-			-				
	\$	250,000		250,000	R		-			-			-				
	\$	25,000		-			25,000	R		-			-				
	\$	85,000		-			85,000	R		-			-				
	\$	50,000		-			50,000	R		-			-				
	\$	120,000		-			120,000	R		-			-				
	\$	90,000		-			-			90,000	R		-				
	\$	260,000		-			-			260,000	R		-				
	\$	15,600,000								15,600,000	O						
	\$	85,000		-			-			-			85,000	R		-	
	\$	90,000		-			-			-			90,000	R		-	
	\$	450,000		-			-			-			-			450,000	
	\$	150,000		-			-			-			-			150,000	
	\$	400,000		-			-			-			-			400,000	
	\$	18,325,000		\$	450,000		\$	450,000		\$	16,050,000		\$	275,000		\$	1,100,000
	\$	2,575,000		\$	450,000		\$	450,000		\$	450,000		\$	275,000		\$	950,000
	\$	15,600,000		-			-			15,600,000			-			-	
	\$	150,000		-			\$	-		-			-			150,000	
	\$	18,325,000		\$	450,000		\$	450,000		\$	16,050,000		\$	275,000		\$	1,100,000
TOTAL *																	
CIP COSTS		2021		2022		2023		2024		Beyond 2024							
	\$	9,000,000	\$	9,000,000	B	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	\$	12,600,000		7,000,000	F		5,600,000	SB		-		-	-	-	-	-	-
	\$	8,100,000		7,600,000	O		500,000	M		-		-	-	-	-	-	-
	\$	300,000		-			300,000	TR		-		-	-	-	-	-	-
	\$	4,500,000		-			-			4,500,000	B		-		-	-	-
	\$	500,000		-			-			500,000	M		-		-	-	-
	\$	2,500,000		-			-			-			2,500,000	B		-	-
	\$	100,000		-			-			-			100,000	X		-	-
	\$	3,500,000		-			-			-			-			3,500,000	-
	\$	1,000,000		-			-			-			-			1,000,000	-
	\$	800,000		-			-			-			-			800,000	-
	\$	4,000,000		-			-			-			-			4,000,000	-
	\$	5,000,000		-			-			-			-			5,000,000	-
	\$	8,000,000		-			-			-			-			8,000,000	-
	\$	5,000,000		-			-			-			-			5,000,000	-
	\$	8,080,000		40,000	M		40,000	M		-			-			8,000,000	-
	\$	80,000		40,000	M		40,000	M		-			-			-	-
	\$	73,060,000															



# City of Richfield



Key Financial Strategies Update  
2020 Capital Improvement Budget/2021-2024 Capital Improvement Plan  
Proposed Utility Increases

# 2020 Budget Schedule

## Council

- May 14- Goals
- July 23-Objectives & direction on KFS, CIB/CIP & utility increases
- Aug 27-Budget & Levy review
- Sept 10 Adopt Budget & Preliminary Levy


## Staff

- May/June-Department budgets
- July-City Manager review
- Incorporate Council direction (July 23)
- Aug 15-Proposed budget to Council
- Incorporate Council direction (Aug 27)

# Key Financial Strategies Update

- Added the Ice Arena to 2020 budget (present to Council on Aug 13)
- Added Wood Lake nature center (2023) and will develop funding plan in 2020
- Delayed most roadway projects by 1 year
  - Ph.1 of 65<sup>th</sup> St to 2021 to better align with The Hub development and combine with Ph. 2


# Key Financial Strategies Update

- Minor debt relief:
    - 2020-\$14k
    - 2021-estimate \$300k
    - 2022-estimate \$50k
  - Major debt relief:
    - 2029-\$520k
    - 2030-\$1.1M
  - TIF's decertifying (net estimated taxes)
  - 2020-\$248k (\$123k HRA)
  - 2026-\$1.3M (\$818k HRA)
  - 2027-\$69k
  - 2029-\$101k
  - 2030-\$287k (\$142k HRA)
- 

# Operating Budget Pressures

- Cost of living increases are expected to be 3%, newer employees also get step increases, 5%
- 10% health insurance increase
- New GF staff positions to address increased demand for services & new programs
- Personnel is 71% of the GF budget
- Staff will make a full presentation Aug 27

# Key Financial Strategies Update

- Proposed levy is **4.9%**, 10 year average is 4.24%
  - 3.11% increase without the 2019A Debt (66<sup>th</sup> St and Lyndale)
  - Estimated market value gain is 6.8%, including \$44M in new construction.
  - Tax capacity rates estimated to decline slightly
- 

# CAPITAL PROCESS

- Projects are identified by city commissions and city departments.
- Preliminary report is generated by the City Manager and presented to Planning Commission.
- The Planning Commission reviews the projects based on the following consideration:
  - The proposed project's conformance to the Comprehensive Plan.
- CIB/CIP as recommended by the Planning Commission is returned to the City Manager. The City Manager then formalizes the CIB/CIP and includes it in the annual budget.

## TOTAL BUDGET & PROGRAM

- Total 2020 Capital Improvement Budget \$12,845,000
- Total 2021-2024 Capital Improvement Plan \$101,997,000



# Significant Projects

- 2020 – Year 6 of Six Year Mill & Overlay Project. Estimated Project Cost \$19,500,000
  - 2020 – Final Year of 66<sup>th</sup> Street Reconstruction. Estimated Project Cost \$61,292,000
  - 2020 – Continuation of 77<sup>th</sup> Street Underpass. Estimated Project Cost of \$30,500,000
  - 2020 – Ice Arena Refrigeration Project. Estimated Cost \$3,680,000
- 

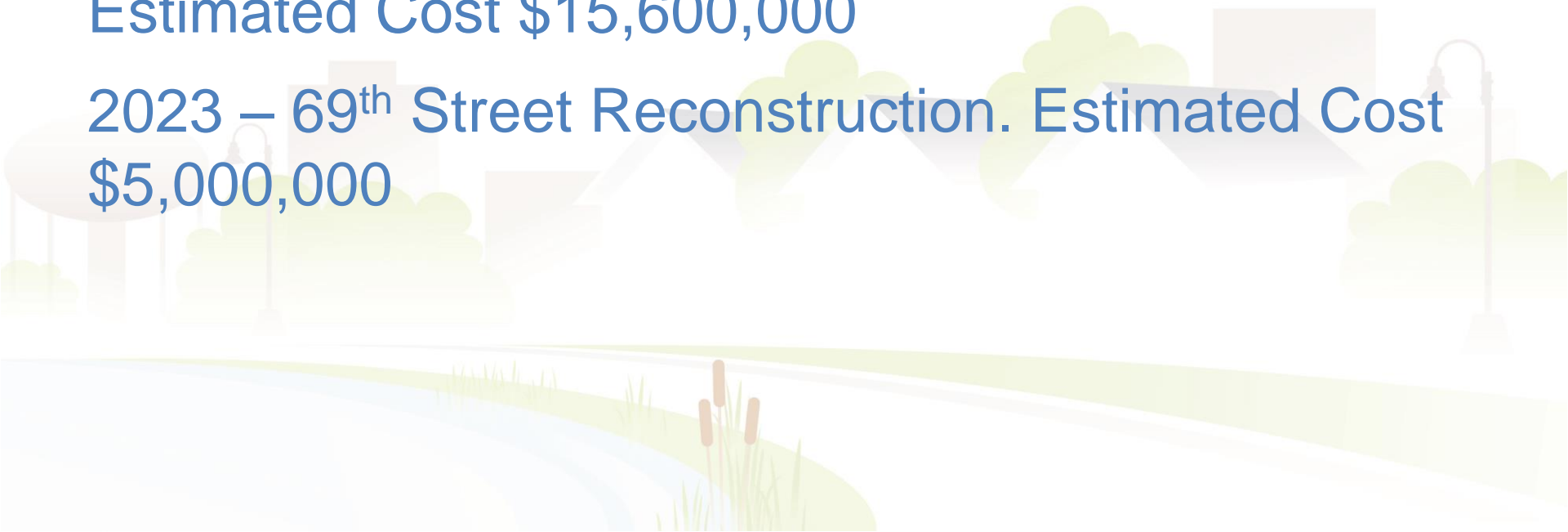
# Significant Projects

2020 – Year 2 Water Meter Upgrade. Estimated Cost \$4,000,000. Spread Over 3 Years.

2021 – 65<sup>th</sup> Street Reconstruction. Estimated Project Cost \$9,000,000

2023 – Wood Lake Nature Center Facility. Estimated Cost \$15,600,000

2023 – 69<sup>th</sup> Street Reconstruction. Estimated Cost \$5,000,000



# Significant Projects

2024 – 70<sup>th</sup> Street Reconstruction. Estimated Cost  
\$2,600,000

## Beyond 2024

- 76<sup>th</sup> Street West Reconstruction - \$5,300,000
- Humboldt Ave./Lakeshore Drive Reconstruction - \$4,000,000
- Nicollet Avenue Reconstruction - \$13,000,000
- Penn Avenue Reconstruction - \$13,000,000



# Utility Fund - Water

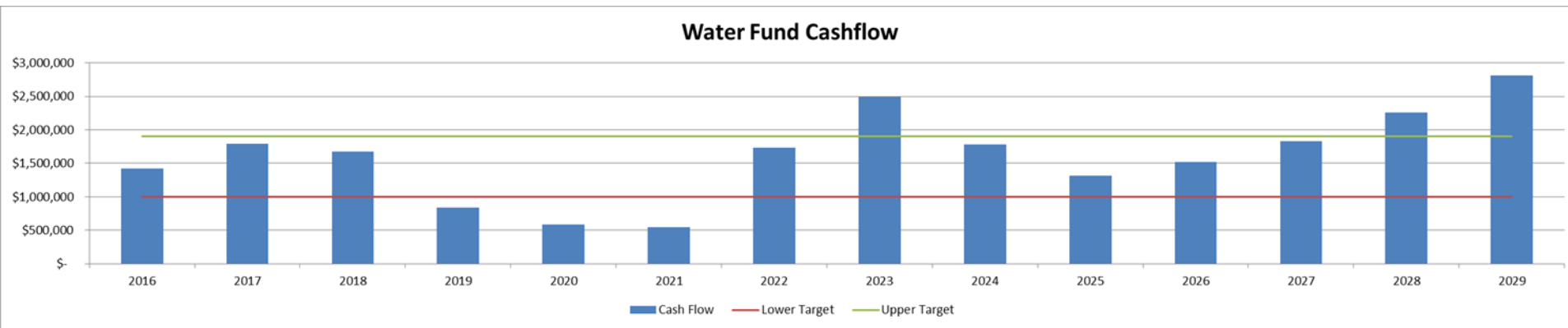
## 2020 Proposed Rates (5% increase)

Residential Water Rates				
2019		2020		
0-15,000 gals	\$3.90	0-15,000 gals	\$4.10	60% of accounts
15,001-25,000 gals	\$4.69	15,001-25,000 gals	\$4.92	25% of accounts
Over 25,000 gals	\$5.64	Over 25,000 gals	\$5.92	15% of accounts
Fixed Quarterly Service Charge				
2019		\$10.00		
2020 proposed		\$10.00		

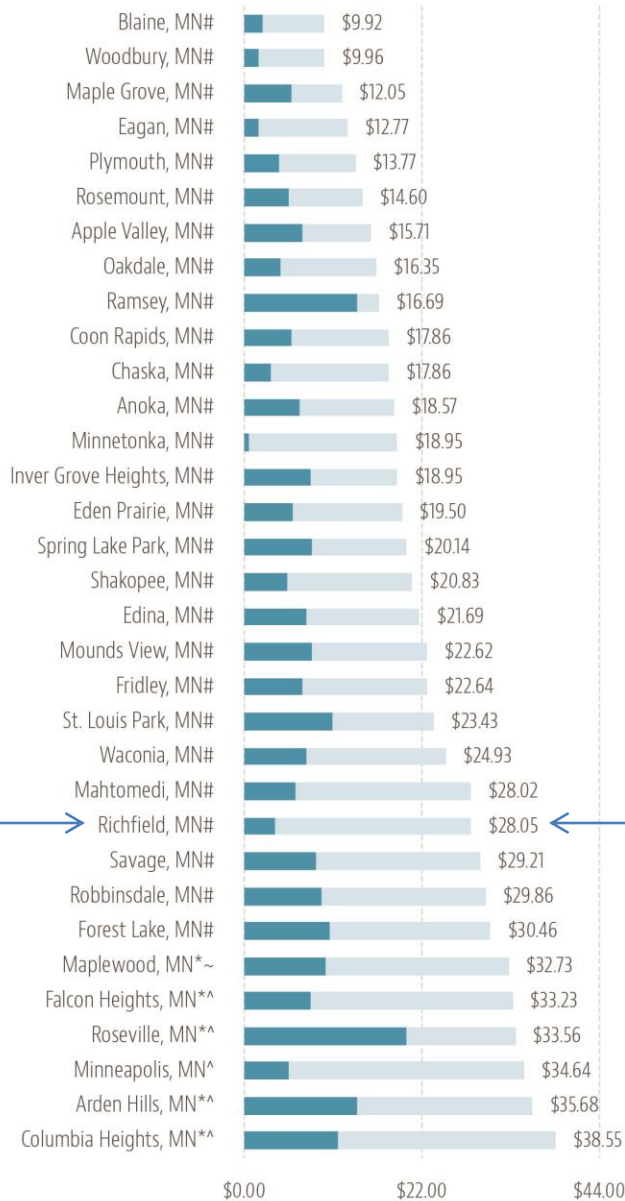
**\$1,389,849** - Cash Balance (June 2019)  
\$1.9M Target

# Water Fund Outlook

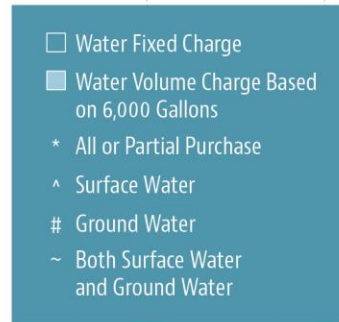
Projecting 5% increases through 2029



## MINNEAPOLIS/ST. PAUL METRO AREA



TYPICAL MONTHLY RESIDENTIAL WATER UTILITY BILL (\$)



## MINNEAPOLIS/ST. PAUL METRO AREA GROUND WATER SYSTEMS REPORTING SOFTENING



TYPICAL MONTHLY RESIDENTIAL WATER UTILITY BILL (\$)

# Utility Fund - Wastewater

## 2020 Proposed Rate (5% increase)

Sanitary Sewer Rates	
2019	2020
\$5.63 per 1,000 gals	\$5.91 per 1,000 gals

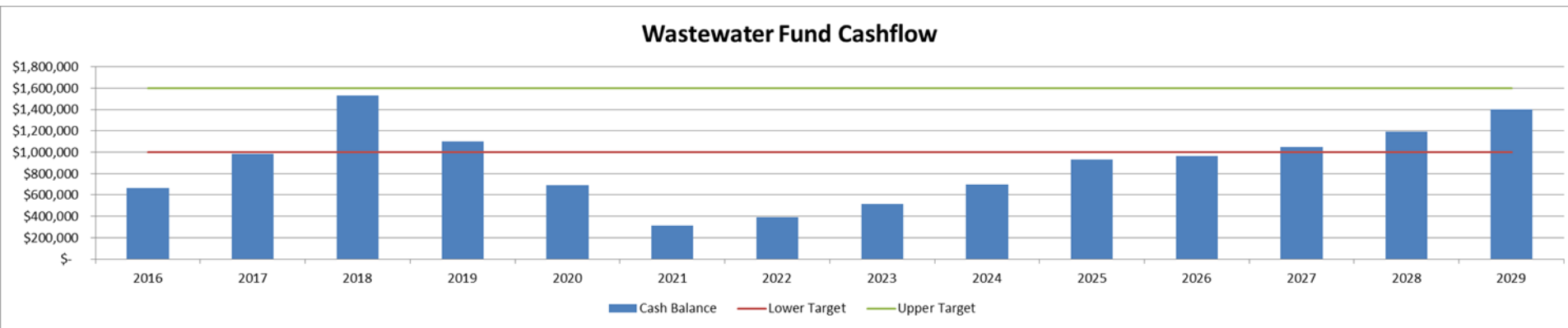
- \$0.28/1,000 gallons increase
- For typical household (7,500 gallons/quarter) the proposed sewer rate increase is approximately \$2.10 per quarter / \$8.40 annually.
- 2020 MCES Charges - \$2,550,770 (↓ 4.89%)

**\$1,351,316** – Cash Balance (June 2019)

\$1.6M Target

# Wastewater Fund Outlook

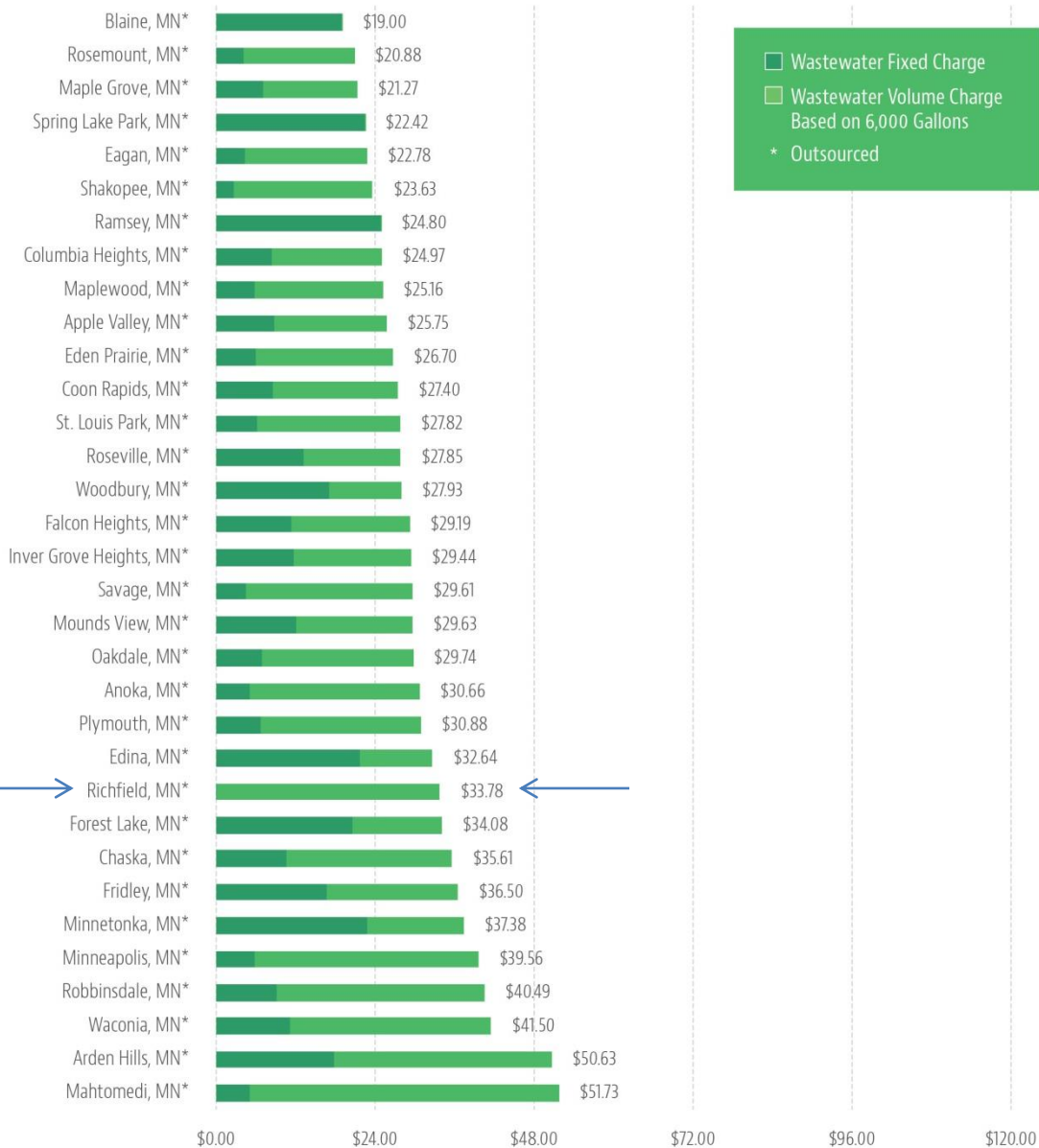
Projecting 5% increases through 2029





## MINNEAPOLIS/ST. PAUL METRO

(Served by Metropolitan Council Environmental Services)



TYPICAL MONTHLY RESIDENTIAL WASTEWATER UTILITY BILL (\$)

# Utility Fund - Stormwater

## 2020 Proposed Flat Rate

Storm Sewer Rates 7%	
2019	2020
\$19.02	\$20.35

- \$1.33 increase per quarter / \$5.32 annually

Storm Sewer Rates 5%	
2019	2020
\$19.02	\$19.97

- \$0.95 increase per quarter / \$3.80 annually

**\$2,047,700**– Cash Balance (June 2019)

**\$1.9M Target**

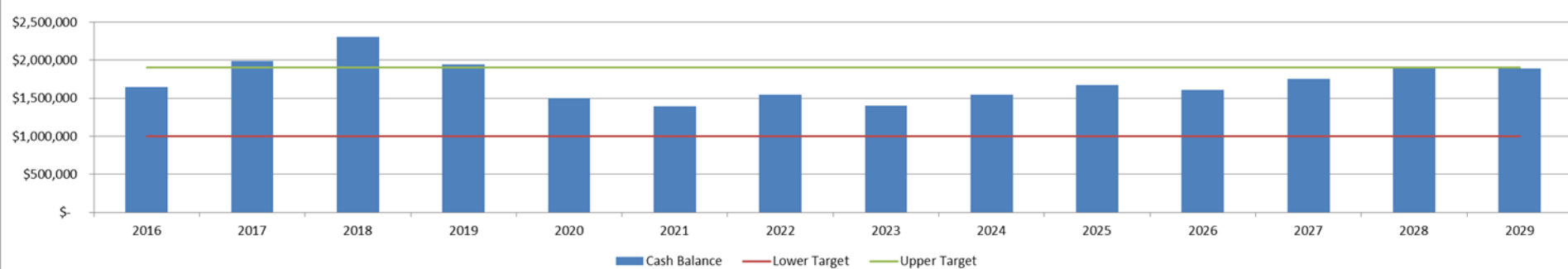
## STORM Rate Study @ 7% through 2024 then 3%

\$19.02 Quarterly (2019)

\$20.35 Quarterly (2020)

Increase of \$1.33/QTR or \$5.32/YR

Stormwater Fund Cashflow



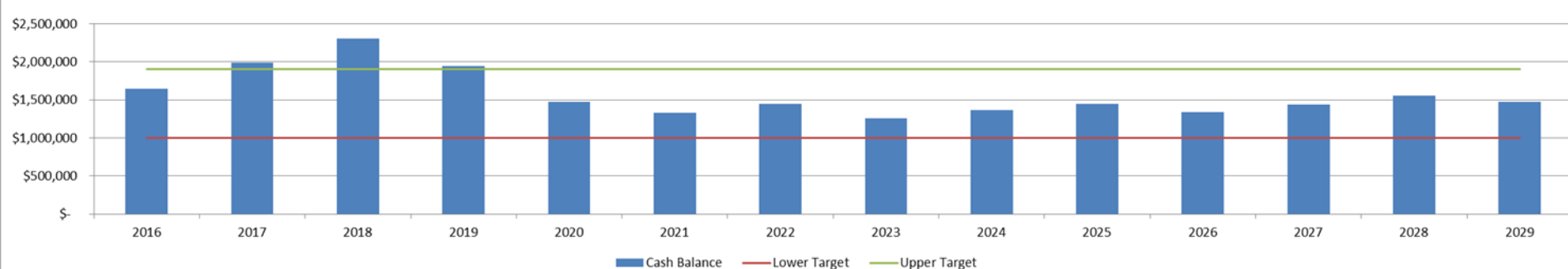
## STORM @ 5% (2020 only) then 7% through 2025 then 3%

\$19.02 Quarterly (2019)

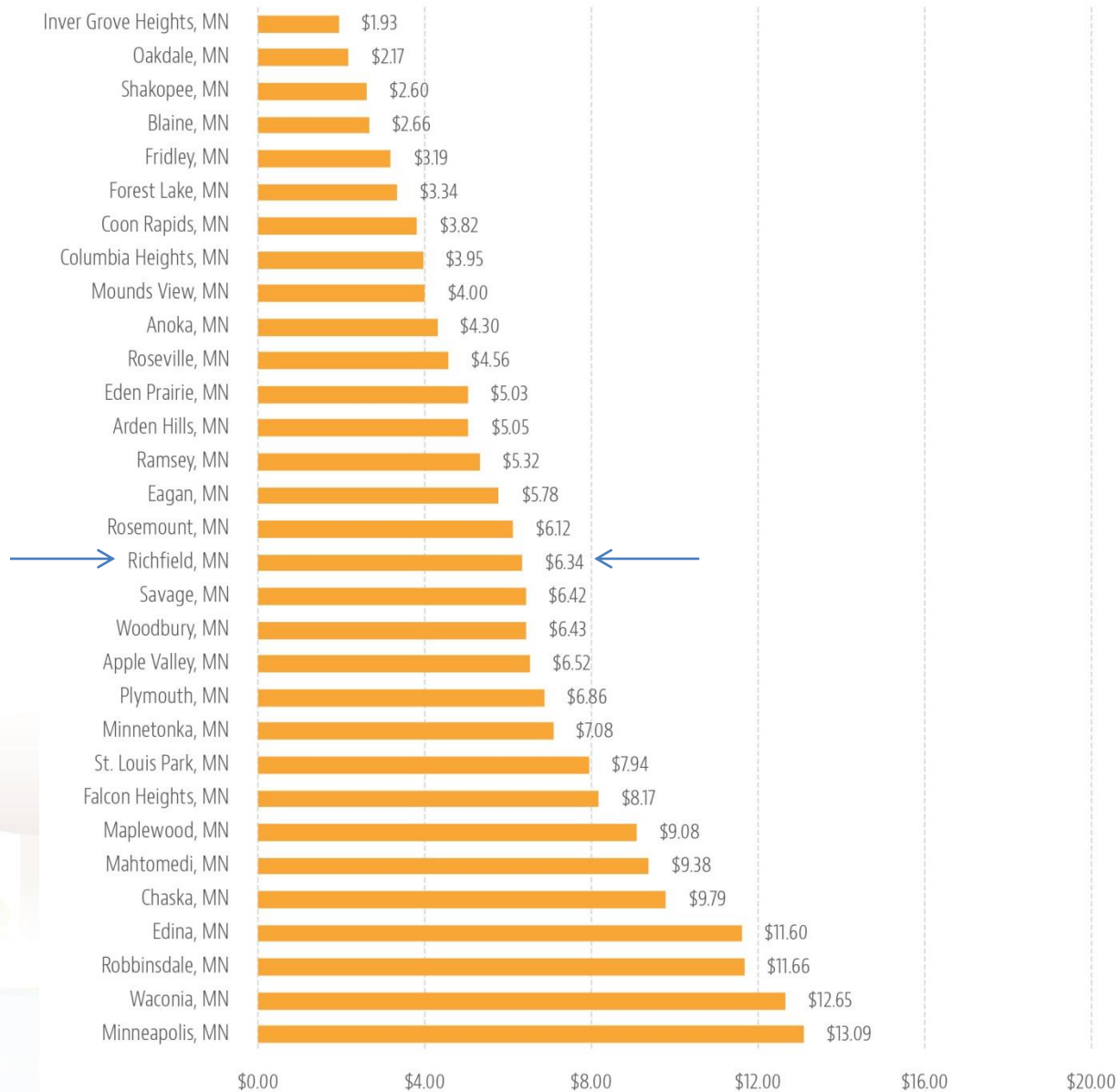
\$19.97 Quarterly (2020)

Increase of \$0.95/QTR or \$3.80/YR

Stormwater Fund Cashflow



## MINNEAPOLIS/ST. PAUL METRO



TYPICAL MONTHLY RESIDENTIAL STORMWATER UTILITY BILL (\$)

# Street Light User Fee

- \$5.77/Quarter residential
- \$28.85/Quarter Commercial
- Maintenance and electricity

