



Goal Planning Work Session

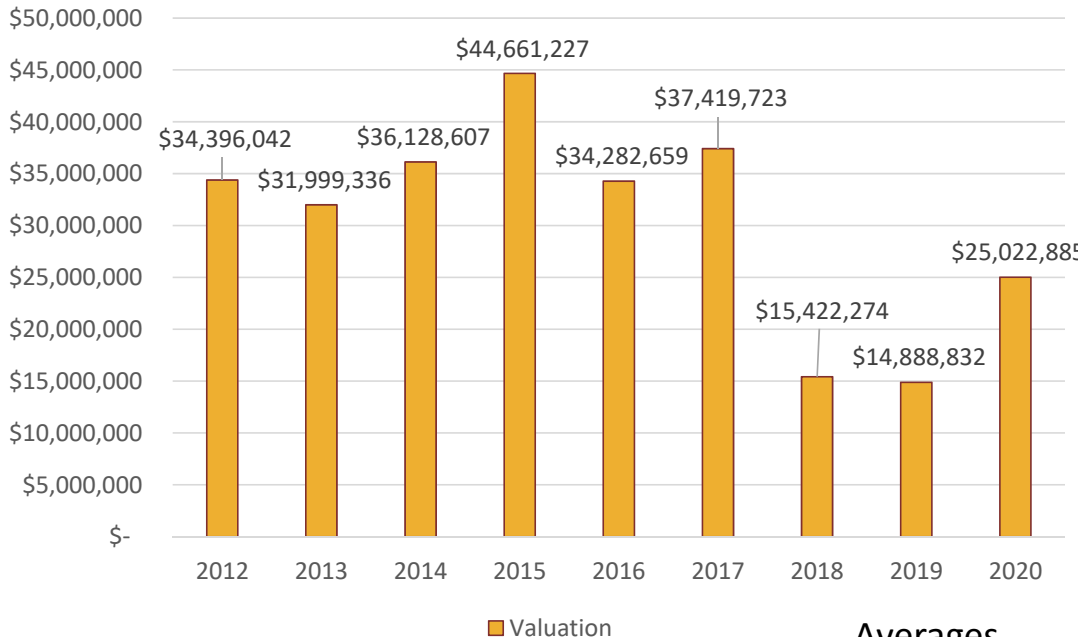


March 29, 2021

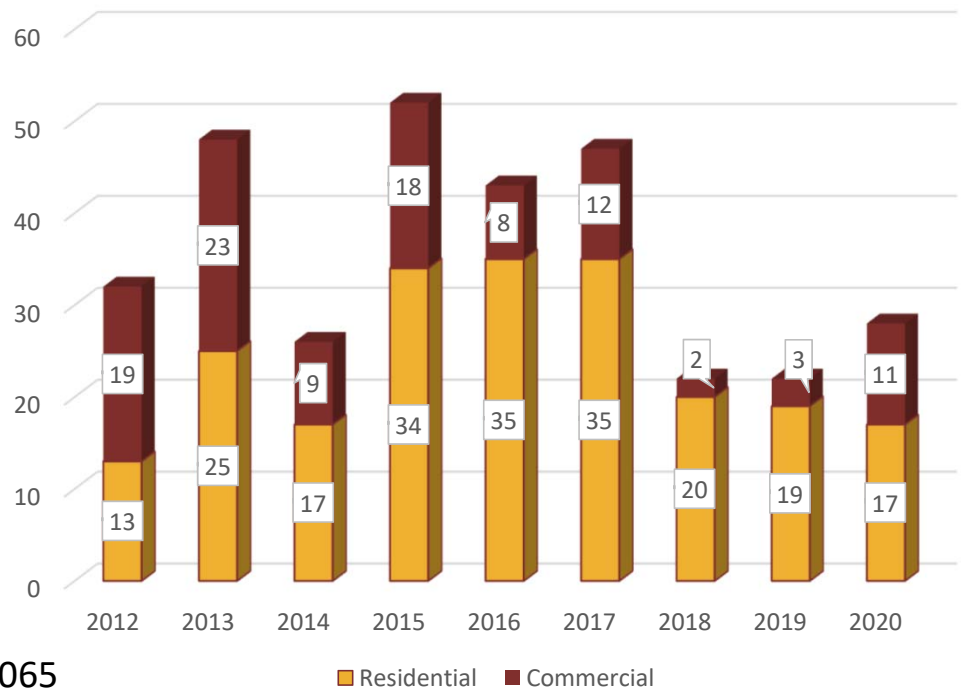
City Growth

Building Permits

Building Permit New Valuation



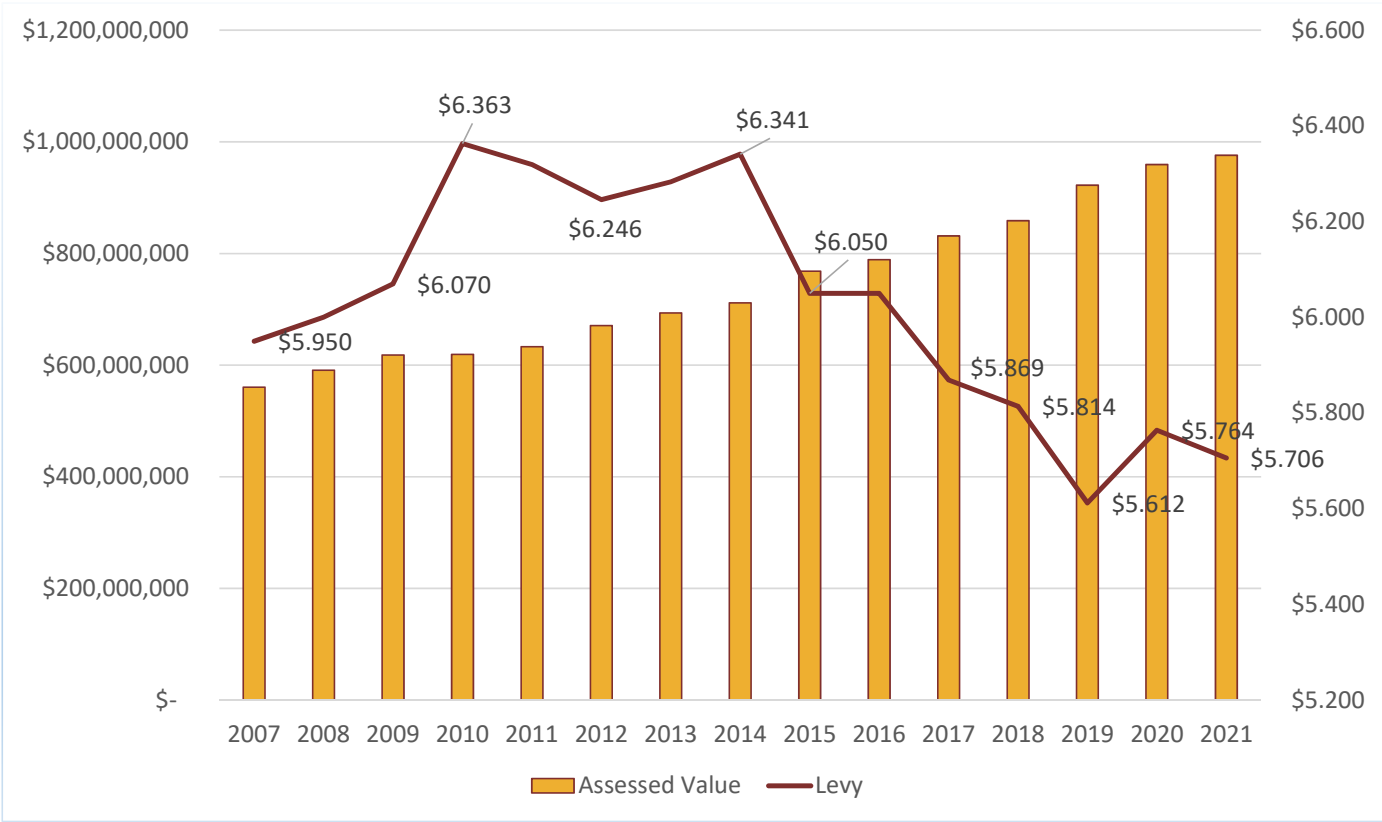
Building Permits Issued



Averages
 New Valuation: \$30,469,065
 New Residential: 24
 New Commercial: 12



City of Mitchell Property Valuation

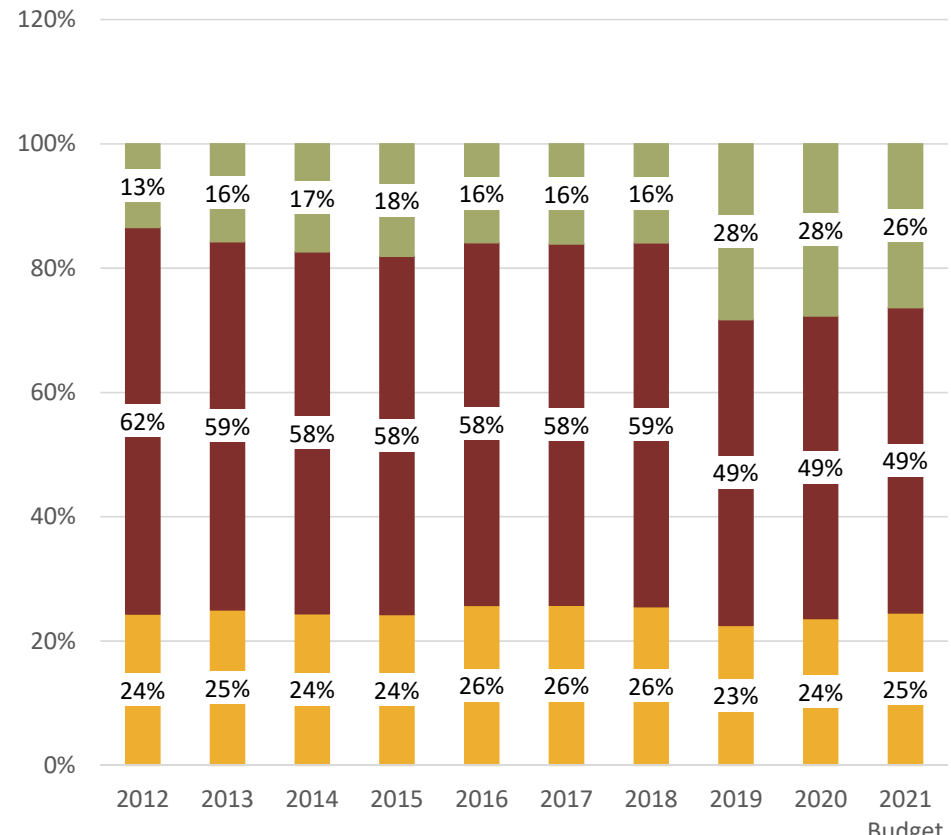
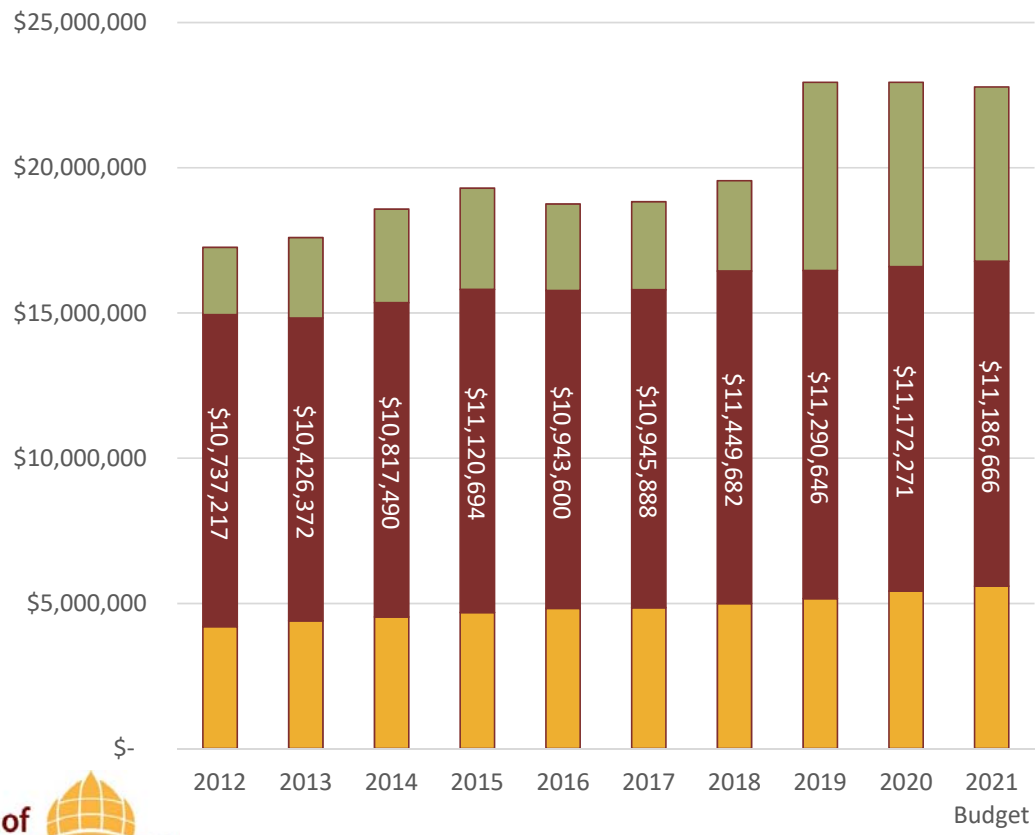


2021

City of Mitchell

General Fund Revenue

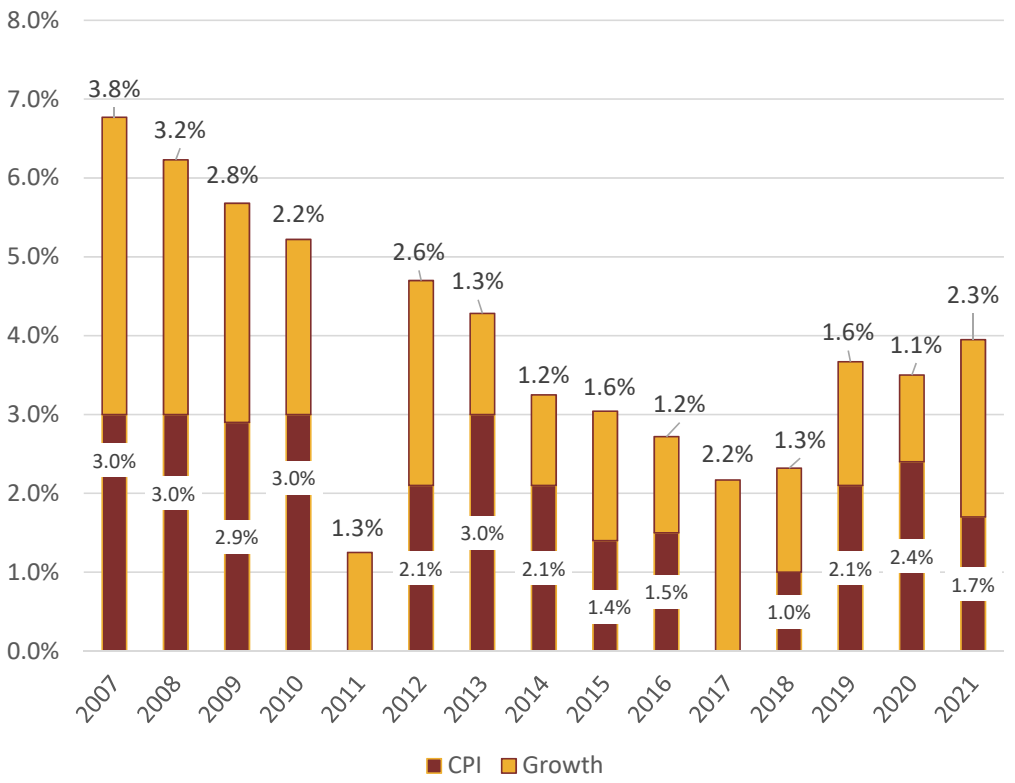
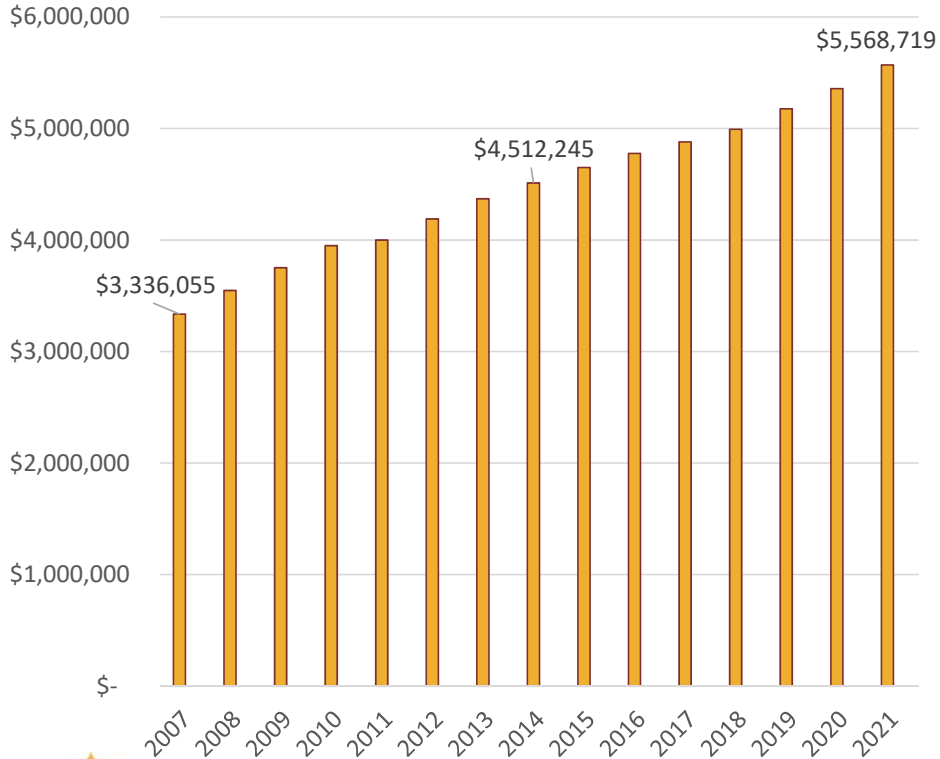
General Fund Revenue



■ Property Taxes
 ■ Sales Tax
 ■ Other Revenue

■ Property Tax %
 ■ Sales Tax %
 ■ Other Revenue %

Property Taxes

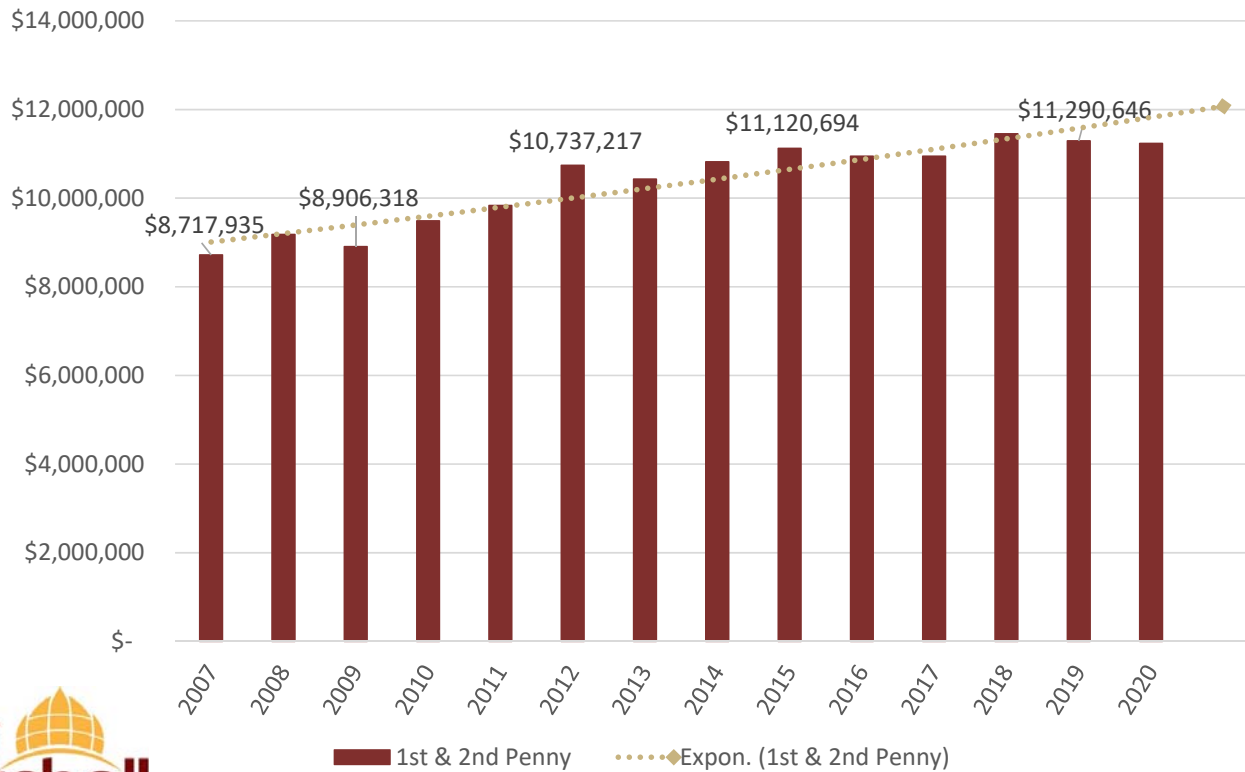


Average Annual Increase: \$159,476

Average Annual CPI: 1.9% Total Average Change: 3.9%
 Average Annual Growth: 2.0%

Sales Tax Collection Overview- City Receipts

Sales Tax Collections (City Receipts)



	1st & 2nd Penny	1st & 2nd Penny	
		\$ Change	% Change
2007	\$ 8,717,935		
2008	\$ 9,182,080	\$ 464,145	5.3%
2009	\$ 8,906,318	\$ (275,762)	-3.0%
2010	\$ 9,485,547	\$ 579,230	6.5%
2011	\$ 9,832,881	\$ 347,333	3.7%
2012	\$10,737,217	\$ 904,337	9.2%
2013	\$10,426,372	\$ (310,845)	-2.9%
2014	\$10,817,490	\$ 391,118	3.8%
2015	\$11,120,694	\$ 303,203	2.8%
2016	\$10,943,600	\$ (177,093)	-1.6%
2017	\$10,945,889	\$ 2,288	0.0%
2018	\$11,449,682	\$ 503,793	4.6%
2019	\$11,290,646	\$ (159,035)	-1.4%
2020	\$11,231,537	\$ (59,109)	-0.5%
Average		\$ 193,354	2.0%



Sales Tax Collection Overview- City Receipts

1st & 2nd Penny Sales Tax										
Year	Total		1Q	1Q %	2Q	2Q%	3Q	3Q%	4Q	4Q%
	Budget Amount	Collections								
2002		\$ 6,281,556	\$ 1,106,351	17.6%	\$ 1,440,181	23%	\$ 1,755,720	28%	\$ 1,979,305	32%
2003		\$ 7,411,710	\$ 1,992,425	26.9%	\$ 1,544,983	21%	\$ 1,754,148	24%	\$ 2,120,155	29%
2004		\$ 7,794,280	\$ 1,495,295	19.2%	\$ 1,700,443	22%	\$ 2,020,919	26%	\$ 2,577,622	33%
2005		\$ 8,361,350	\$ 1,751,067	20.9%	\$ 2,008,786	24%	\$ 2,171,456	26%	\$ 2,430,041	29%
2006	\$ 8,320,000	\$ 8,738,354	\$ 1,889,993	21.6%	\$ 1,968,185	23%	\$ 2,232,817	26%	\$ 2,647,360	30%
2007	\$ 8,900,000	\$ 8,717,935	\$ 1,663,163	19.1%	\$ 2,140,172	25%	\$ 2,334,601	27%	\$ 2,579,998	30%
2008	\$ 9,000,000	\$ 9,182,080	\$ 1,878,835	20.5%	\$ 2,051,153	22%	\$ 2,441,962	27%	\$ 2,810,129	31%
2009	\$ 9,260,000	\$ 8,906,318	\$ 2,053,585	23.1%	\$ 1,636,568	18%	\$ 2,625,273	29%	\$ 2,590,892	29%
2010	\$ 9,360,000	\$ 9,485,547	\$ 2,008,414	21.2%	\$ 1,992,783	21%	\$ 2,350,183	25%	\$ 3,134,180	33%
2011	\$ 9,500,000	\$ 9,832,881	\$ 1,996,183	20.3%	\$ 2,352,257	24%	\$ 2,615,808	27%	\$ 2,868,633	29%
2012	\$ 9,950,000	\$ 10,737,217	\$ 2,286,329	21.3%	\$ 2,436,242	23%	\$ 2,836,181	26%	\$ 3,178,465	30%
2013	\$ 10,456,000	\$ 10,426,372	\$ 2,272,853	21.8%	\$ 2,382,175	23%	\$ 2,798,741	27%	\$ 2,972,603	29%
2014	\$ 10,750,000	\$ 10,817,490	\$ 2,264,279	20.9%	\$ 2,354,631	22%	\$ 3,007,740	28%	\$ 3,190,840	29%
2015	\$ 10,750,000	\$ 11,120,694	\$ 2,492,614	22.4%	\$ 2,222,064	20%	\$ 3,085,898	28%	\$ 3,320,118	30%
2016	\$ 11,180,000	\$ 10,943,600	\$ 2,242,998	20.5%	\$ 2,378,030	22%	\$ 3,281,904	30%	\$ 3,040,668	28%
2017	\$ 11,180,000	\$ 10,945,889	\$ 2,337,214	21.4%	\$ 2,345,800	21%	\$ 3,438,911	31%	\$ 2,823,964	26%
2018	\$ 10,943,600	\$ 11,449,682	\$ 2,672,336	23.3%	\$ 2,260,035	20%	\$ 3,587,610	31%	\$ 2,929,702	26%
2019	\$ 11,043,600	\$ 11,290,646	\$ 2,591,689	23.0%	\$ 2,216,828	20%	\$ 3,458,382	31%	\$ 3,023,747	27%
2020	\$ 10,756,666	\$ 11,231,537	\$ 2,565,429	22.8%	\$ 2,108,282	19%	\$ 3,560,399	32%	\$ 2,997,427	27%
2020 Budget Facts			15 yr avg	21.4%		21.8%		28%		29%
*-287,000 loss of internet sales tax			10 yr avg	21.6%		21.5%		28%		29%
2020 budget vs 2019 actual		-5.0%	5 yr avg	22.1%		20.5%		30%		27%



2021

City of Mitchell

Entertainment Tax Collection Overview- City Receipts

Entertainment Tax Collections



	3rd Penny		\$ Change	% Change
2007	\$590,185.23			
2008	\$597,285.01		\$ 7,099.78	1.2%
2009	\$613,011.40		\$ 15,726.39	2.6%
2010	\$664,564.41		\$ 51,553.01	8.4%
2011	\$656,532.15		\$ (8,032.26)	-1.2%
2012	\$697,676.11		\$ 41,143.96	6.3%
2013	\$691,101.94		\$ (6,574.17)	-0.9%
2014	\$725,646.21		\$ 34,544.27	5.0%
2015	\$770,673.56		\$ 45,027.35	6.2%
2016	\$793,240.17		\$ 22,566.61	2.9%
2017	\$790,107.66		\$ (3,132.51)	-0.4%
2018	\$789,558.58		\$ (549.08)	-0.1%
2019	\$833,576.12		\$ 44,017.54	5.6%
2020	\$755,428.66		\$ (78,147.46)	-9.4%
		Average	\$ 12,711.03	2.0%



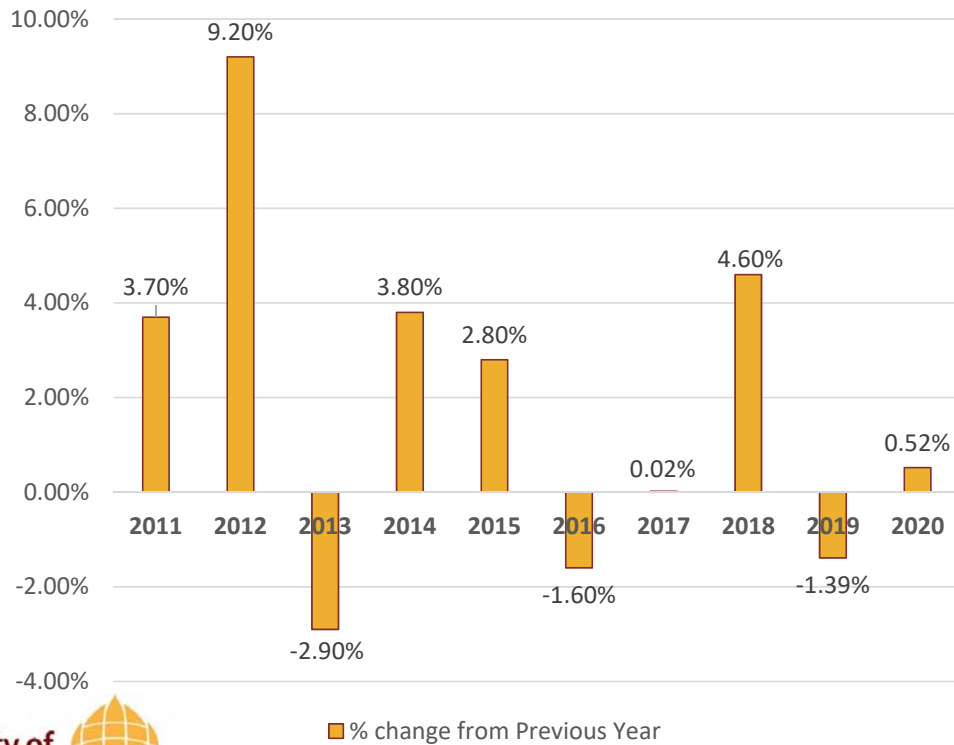
Entertainment Tax Collection Overview- City Receipts

Year	Budget	Total Collected	1Q	1Q%	2Q	2Q%	3Q	3Q%	4Q	4Q%
2002		\$ 457,812.91	\$ 69,736.91	15.2%	\$ 88,997.92	19%	\$ 150,366.77	33%	\$ 148,711.31	32%
2003		\$ 457,320.44	\$ 72,992.44	16.0%	\$ 94,158.58	21%	\$ 140,715.23	31%	\$ 149,454.19	33%
2004		\$ 494,711.82	\$ 81,434.93	16.5%	\$ 95,873.54	19%	\$ 150,386.18	30%	\$ 167,017.17	34%
2005		\$ 549,693.20	\$ 97,166.30	17.7%	\$ 128,055.06	23%	\$ 156,859.33	29%	\$ 167,612.51	30%
2006	\$ 520,000.00	\$ 586,563.78	\$ 96,131.18	16.4%	\$ 109,605.64	19%	\$ 156,142.57	27%	\$ 224,684.39	38%
2007	\$ 550,000.00	\$ 590,185.23	\$ 97,137.94	16.5%	\$ 120,755.51	20%	\$ 180,254.73	31%	\$ 192,037.05	33%
2008	\$ 606,000.00	\$ 597,285.01	\$ 108,620.07	18.2%	\$ 120,662.45	20%	\$ 165,739.26	28%	\$ 202,263.23	34%
2009	\$ 621,000.00	\$ 613,011.40	\$ 112,007.82	18.3%	\$ 106,931.08	17%	\$ 206,211.70	34%	\$ 187,860.80	31%
2010	\$ 621,000.00	\$ 664,564.41	\$ 120,585.39	18.1%	\$ 126,234.70	19%	\$ 191,386.37	29%	\$ 226,357.95	34%
2011	\$ 633,000.00	\$ 656,532.15	\$ 118,695.00	18.1%	\$ 136,300.85	21%	\$ 208,391.15	32%	\$ 193,145.15	29%
2012	\$ 685,000.00	\$ 697,676.11	\$ 125,969.05	18.1%	\$ 147,874.96	21%	\$ 203,448.99	29%	\$ 220,383.11	32%
2013	\$ 698,000.00	\$ 691,101.94	\$ 131,955.75	19.1%	\$ 144,977.31	21%	\$ 221,211.54	32%	\$ 192,957.34	28%
2014	\$ 722,000.00	\$ 725,646.21	\$ 135,546.54	18.7%	\$ 142,149.17	20%	\$ 225,519.46	31%	\$ 222,431.04	31%
2015	\$ 722,000.00	\$ 770,673.56	\$ 154,511.20	20.0%	\$ 146,311.33	19%	\$ 253,959.91	33%	\$ 215,891.12	28%
2016	\$ 750,000.00	\$ 793,240.17	\$ 145,551.59	18.3%	\$ 157,655.63	20%	\$ 250,026.46	32%	\$ 240,006.49	30%
2017	\$ 680,000.00	\$ 790,107.66	\$ 145,552.59	18.4%	\$ 169,649.01	21%	\$ 269,219.66	34%	\$ 203,550.54	26%
2018	\$ 820,000.00	\$ 789,558.58	\$ 145,553.59	18.4%	\$ 143,388.32	18%	\$ 278,326.97	35%	\$ 203,784.27	26%
2019	\$ 790,000.00	\$ 833,576.12	\$ 174,314.16	20.9%	\$ 155,419.75	19%	\$ 280,794.78	34%	\$ 223,047.43	27%
2020	\$ 790,000.00	\$ 755,428.66	\$ 172,442.09	22.8%	\$ 124,320.72	16%	\$ 245,967.43	33%	\$ 212,698.42	28%
2020 Budget Facts			15 yr avg	18.3%		20%		31%		30%
			10 yr avg	18.8%		20%		32%		29%
2020 budget vs 2019 actual		-5.5%	5 yr avg	19.2%		19%		33%		27%



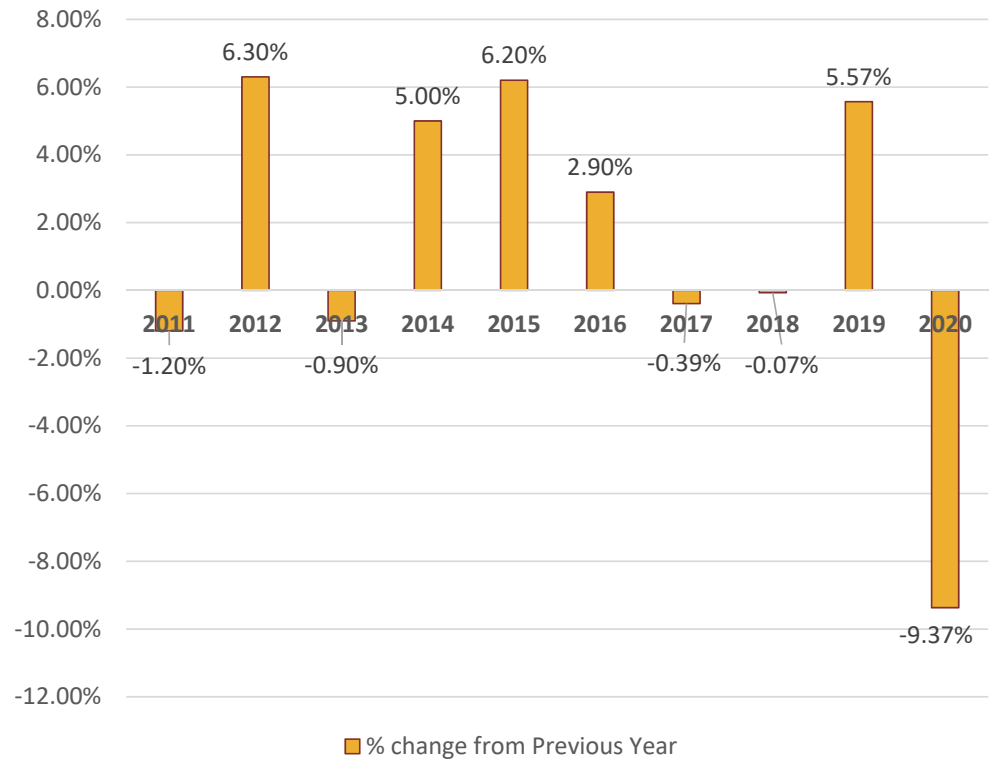
Annual % Changes (As reported by the State DOR)

Sales Tax



Average Change: 1.88%

Entertainment Tax

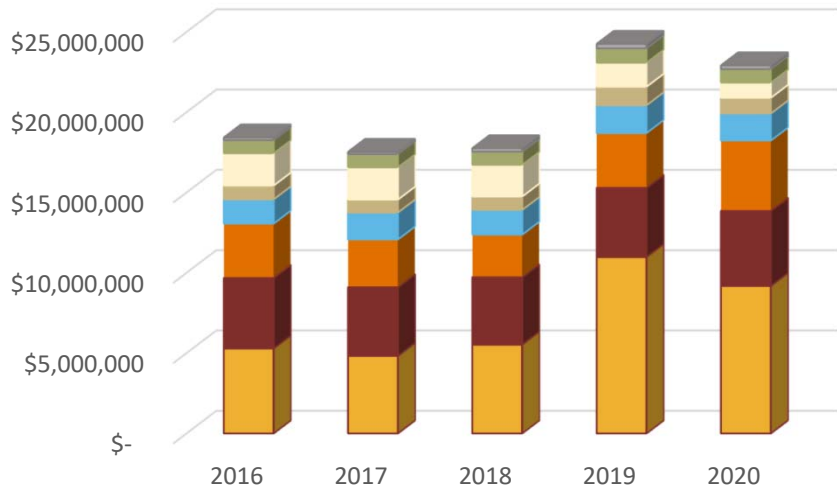


Average Change: 1.40%



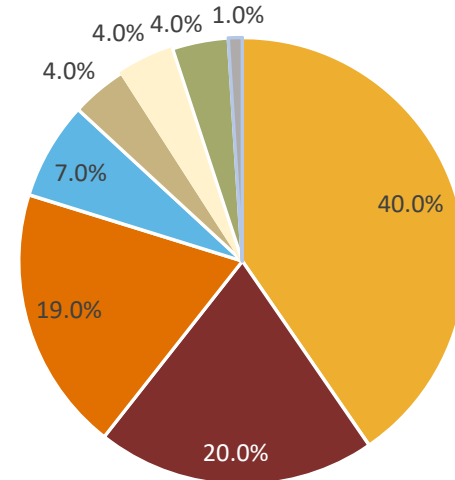
General Fund Expenditures

General Fund Expenditures



- Economic/Industrial Dev
- Culture & Recreation, health & welfare
- Long Term Debt
- Municipal Buildings & City wide IT
- Administrative
- Transfers Out
- Public Safety
- Public Works

Percent of Total General Fund Budget

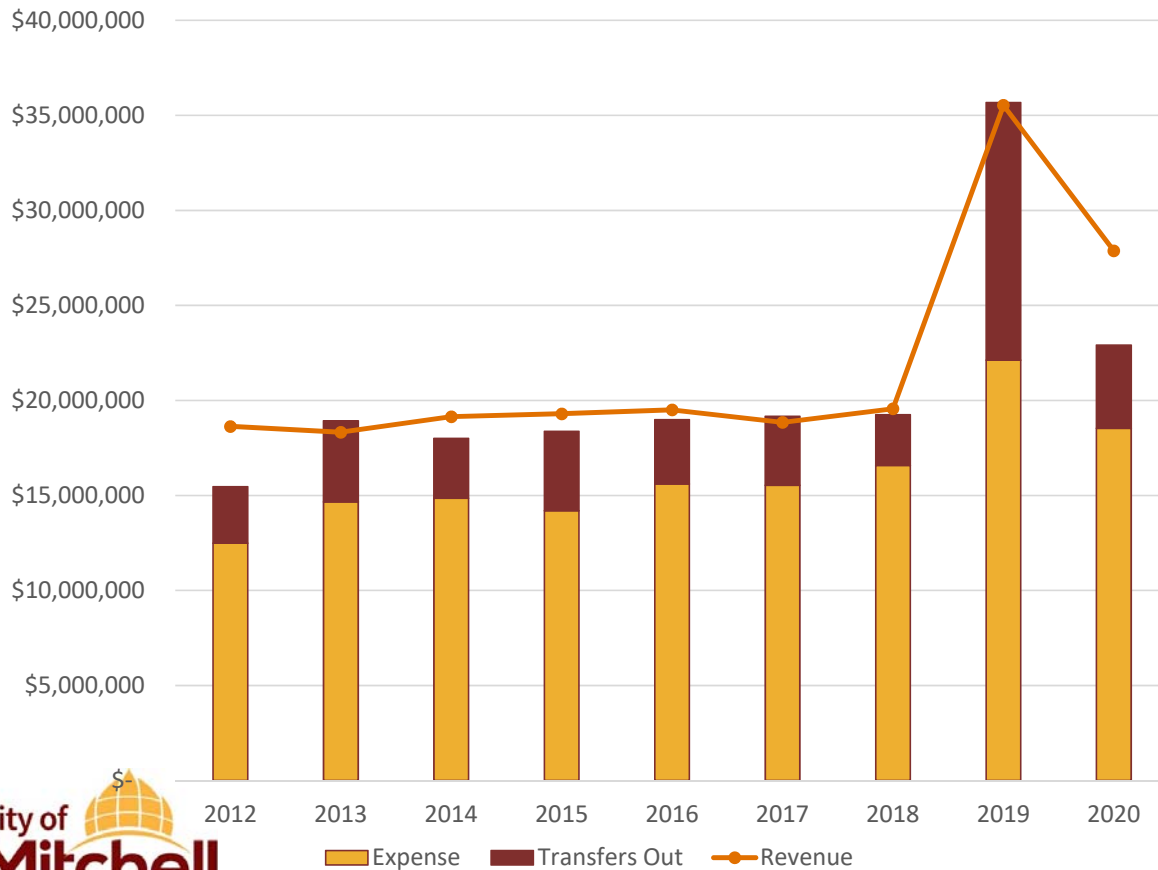


Category	2016	2017	2018	2019	2020	% of Total Budget
Public Works	\$ 5,284,177	\$ 4,823,154	\$ 5,527,291	\$ 10,981,091	\$ 9,177,478	40%
Public Safety	\$ 4,388,072	\$ 4,274,558	\$ 4,186,223	\$ 4,301,190	\$ 4,673,665	20%
Transfers Out	\$ 3,389,761	\$ 2,975,368	\$ 2,663,248	\$ 3,422,726	\$ 4,385,123	19%
Administrative	\$ 1,511,244	\$ 1,678,975	\$ 1,537,009	\$ 1,730,234	\$ 1,684,432	7%
Municipal Buildings & City wide IT	\$ 855,009	\$ 803,894	\$ 832,198	\$ 1,151,790	\$ 977,836	4%
Long Term Debt	\$ 2,014,176	\$ 2,011,376	\$ 1,976,069	\$ 1,498,303	\$ 946,638	4%
Culture & Recreation, health & well	\$ 822,311	\$ 818,135	\$ 825,025	\$ 890,885	\$ 837,738	4%
Economic/Industrial Dev	\$ 156,500	\$ 142,500	\$ 208,000	\$ 277,959	\$ 232,000	1%



General Fund Overview

General Fund Revenue vs Expense

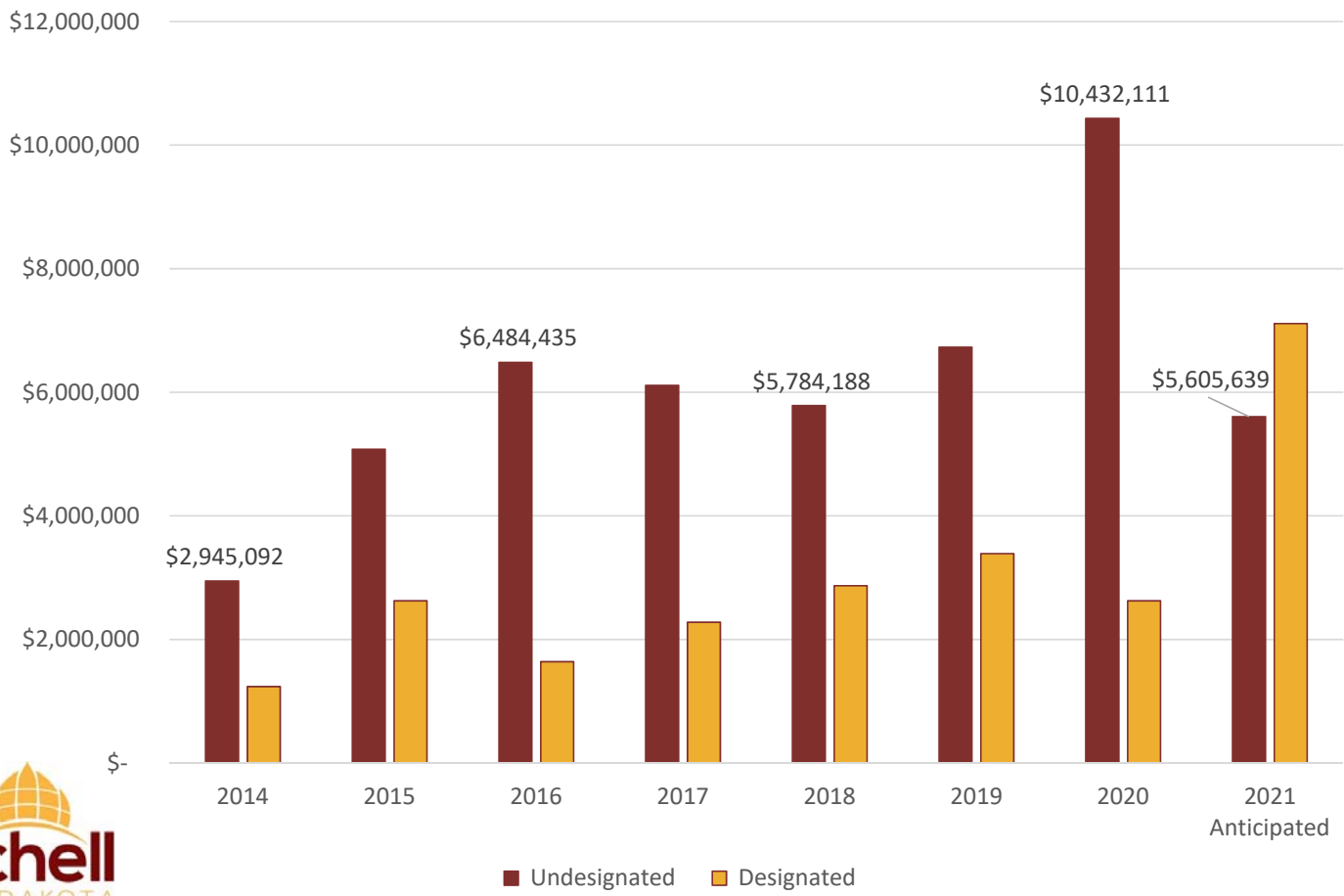


	Expense	Transfers Out	Revenue	Difference
2012	\$ 12,485,717	\$ 2,977,783	\$ 18,632,751	\$ 3,169,251
2013	\$ 14,663,572	\$ 4,267,421	\$ 18,329,654	\$ (601,339)
2014	\$ 14,853,964	\$ 3,149,416	\$ 19,146,103	\$ 1,142,722
2015	\$ 14,194,920	\$ 4,177,607	\$ 19,297,326	\$ 924,798
2016	\$ 15,599,186	\$ 3,389,761	\$ 19,504,250	\$ 515,303
2017	\$ 15,535,331	\$ 3,628,031	\$ 18,845,059	\$ (318,303)
2018	\$ 16,582,510	\$ 2,663,248	\$ 19,565,120	\$ 319,362
2019	\$ 22,123,146	\$ 13,545,695	\$ 35,531,674	\$ (137,167)
2020	\$ 18,529,787	\$ 4,385,123	\$ 27,872,555	\$ 4,957,645

Items of Note:

- 2019 included financed projects (Bond Proceeds & expenses)
- 2020 included CARES Act Funds (\$4.1) as well as projects that were not completed in 2020 and will be moved to 2021

General Fund Reserves



Undesignated Reserves

Notes:

- 2020 \$2,826,472 of CARES Act unanticipated revenue
- Average Reserve from 2014-2019 was \$5,521,992
- 2021 Designated Reserves includes \$3,826,472 proposed new designation for Capital Improvement Projects
- 2021 Designated Reserves includes \$1,000,000 for future debt service payment shortfalls



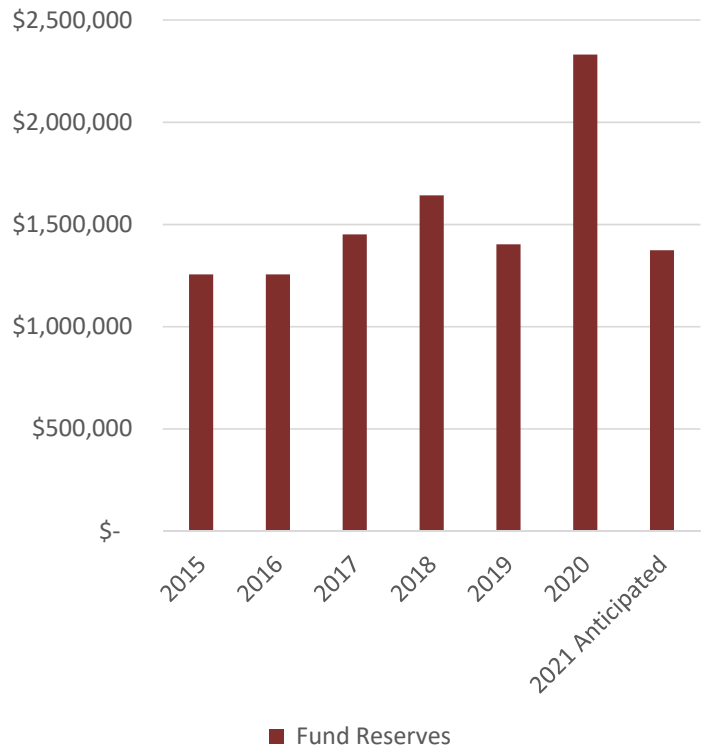
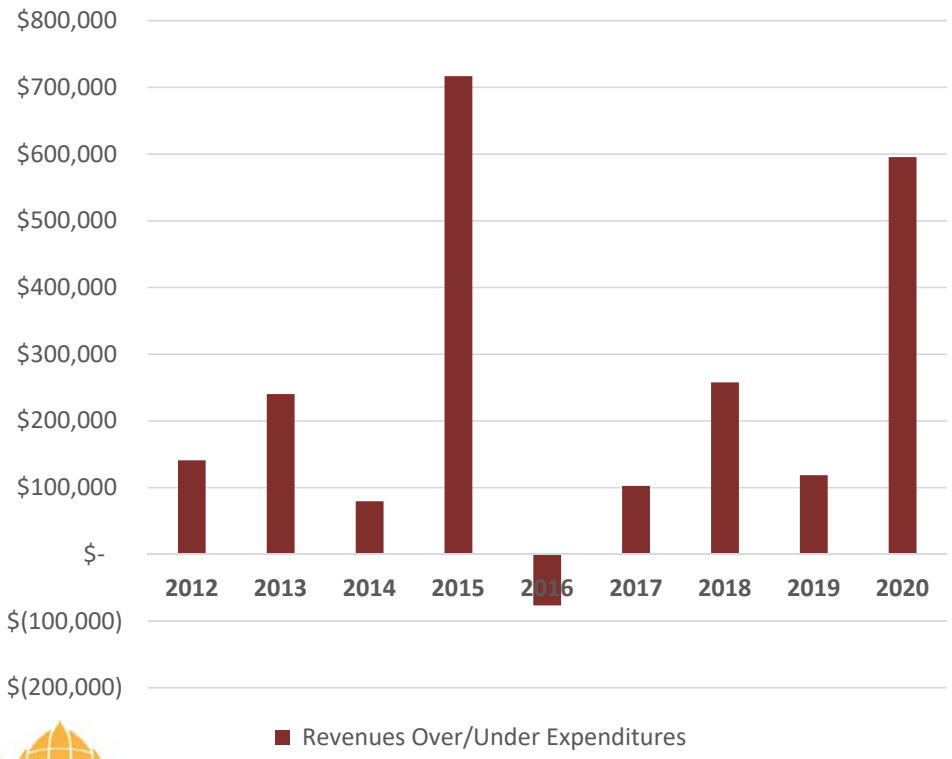
General Fund Designated Reserves

General Fund	2014	2015	2016	2017	2018	2019	2020	2021 Anticipated
Undesignated	\$ 2,945,092	\$ 5,078,647	\$ 6,484,435	\$ 6,110,597	\$ 5,784,188	\$ 6,728,995	\$ 10,432,111	\$ 5,944,007
Designated Funds	\$ 1,236,744	\$ 2,624,236	\$ 1,638,260	\$ 2,277,829	\$ 2,869,252	\$ 3,387,946	\$ 2,624,191	\$ 7,112,295
Assigned - 27th Payroll	\$ 160,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 480,000	\$ 480,000	\$ -	\$ -
Assigned- EMS equip	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Assigned- Fire Equip Replacement		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assigned for Capital Improvements								\$ 3,826,472
Assigned- Lake Shore Stabilization	\$ 35,000	\$ 850,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ -
Assigned- Future Debt Service Payment Shortfalls								\$1,000,000
Assigned- Mitchell Township	\$ 191,635	\$ 61,635	\$ 61,635	\$ 61,635	\$ 61,635	\$ 61,635	\$ 61,635	\$ 61,635
Assigned- Satellite Fire Station	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 258,499	\$ 258,499	\$ 40,166	\$ 40,166
Committed- Community Projects	\$ 500,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Designated- Veteran's Park	\$ -	\$ -	\$ 123,575	\$ 85,466	\$ 70,767	\$ 72,596	\$ 68,575	\$ 63,240
Restricted- STP		\$ 732,601	\$ 688,050	\$ 1,365,728	\$ 1,913,350	\$ 2,430,215	\$ 2,368,815	\$ 2,120,782



Enterprise Funds Overview

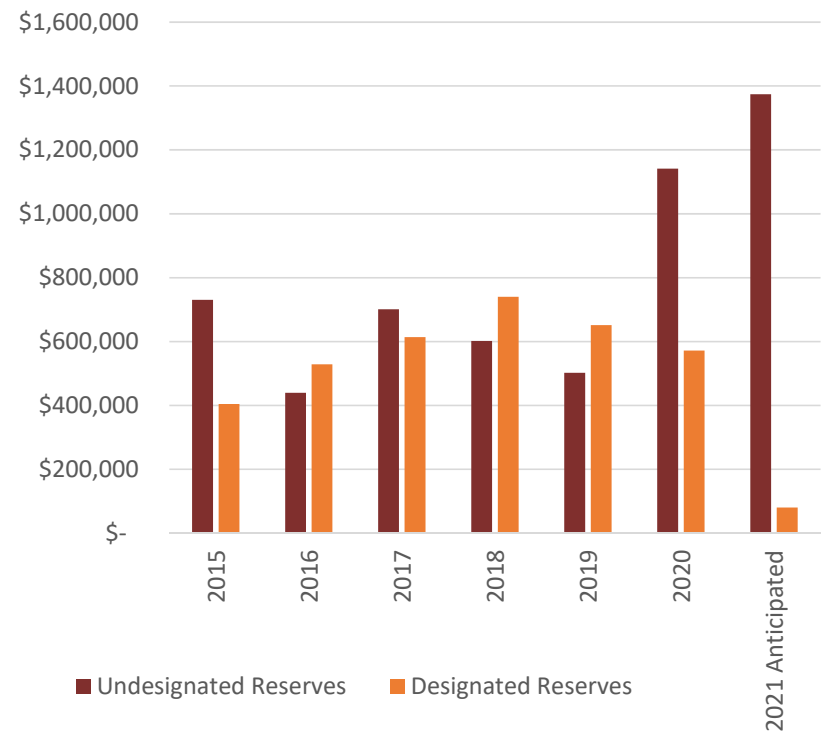
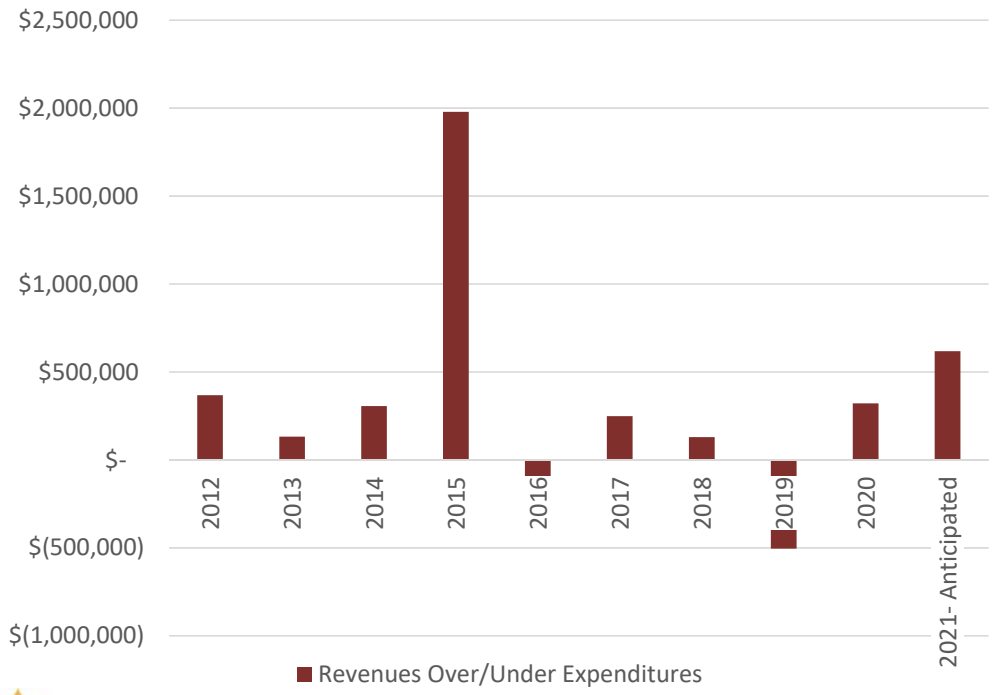
Enterprise Fund Operations- Water Fund



2020 Reserves includes revenue for 2021 Projects



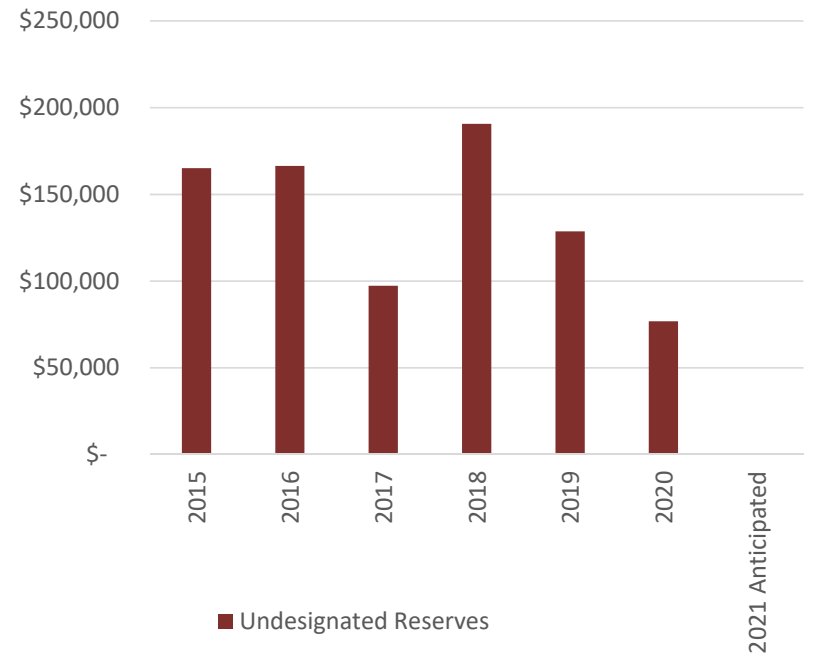
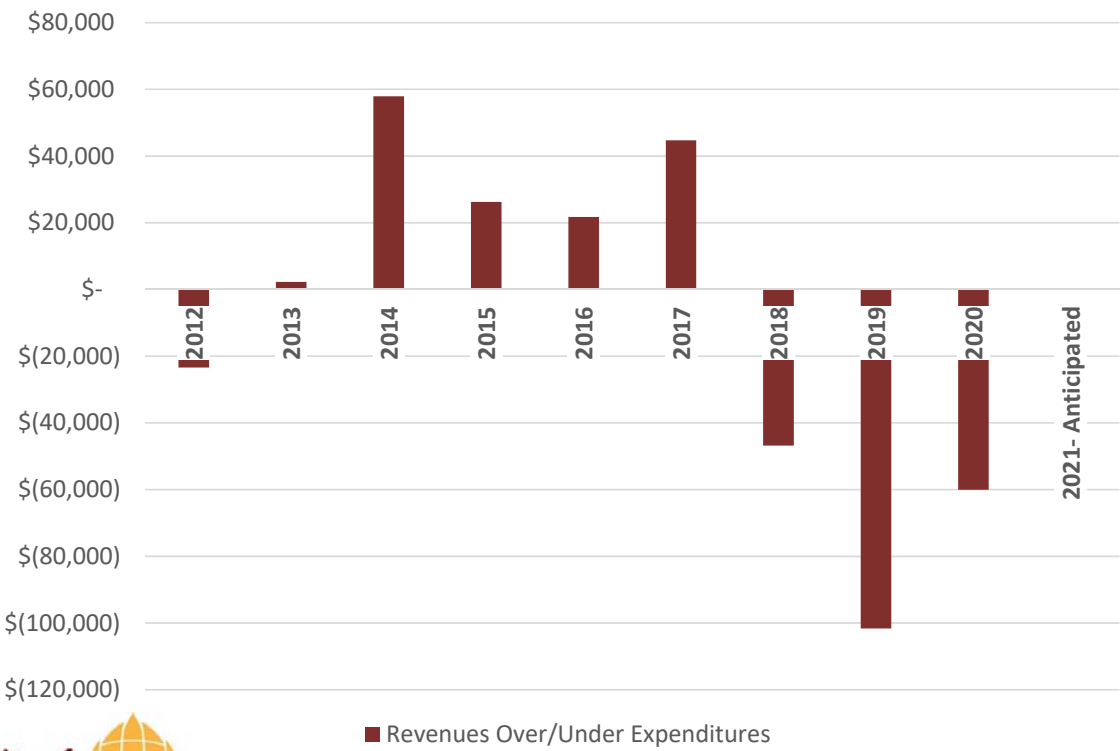
Enterprise Fund Operations- Waste Water Fund



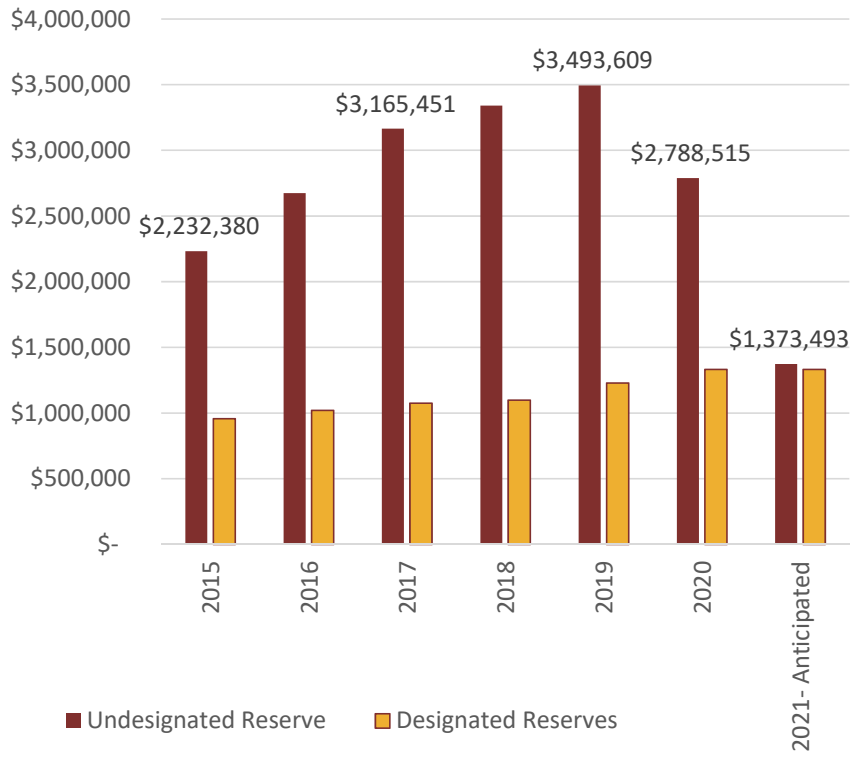
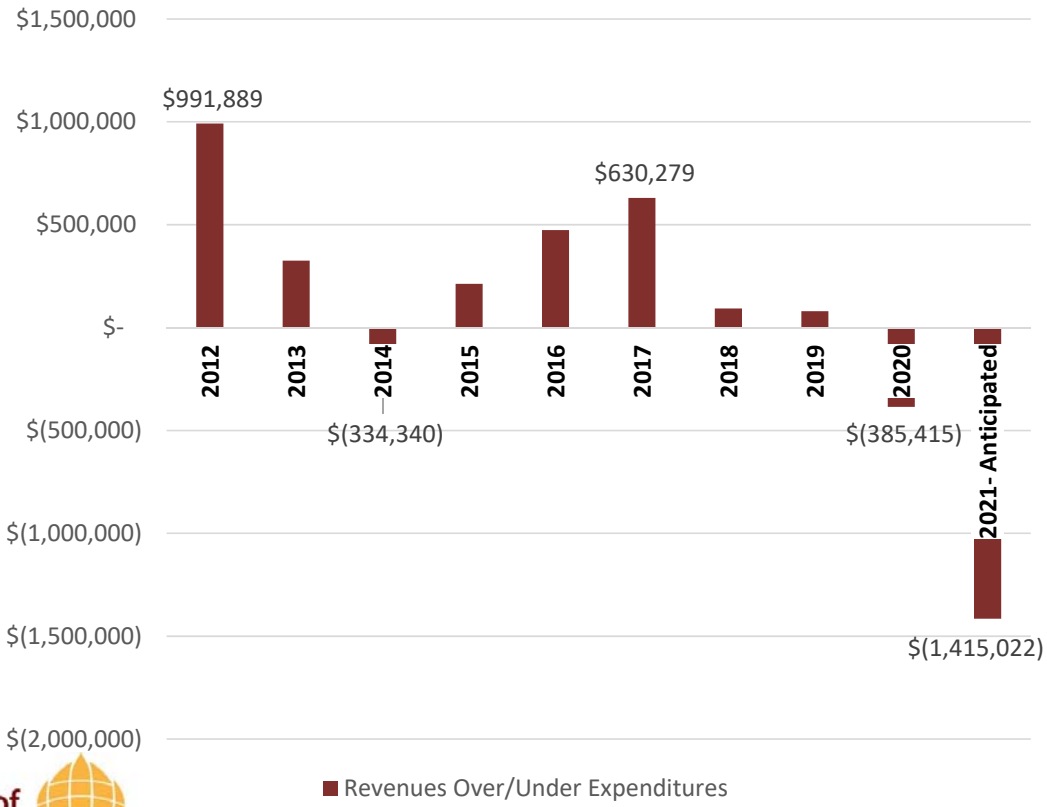
*storm sewer reserves will be depleted by 12/31/21



Enterprise Fund Operations- Airport Fund



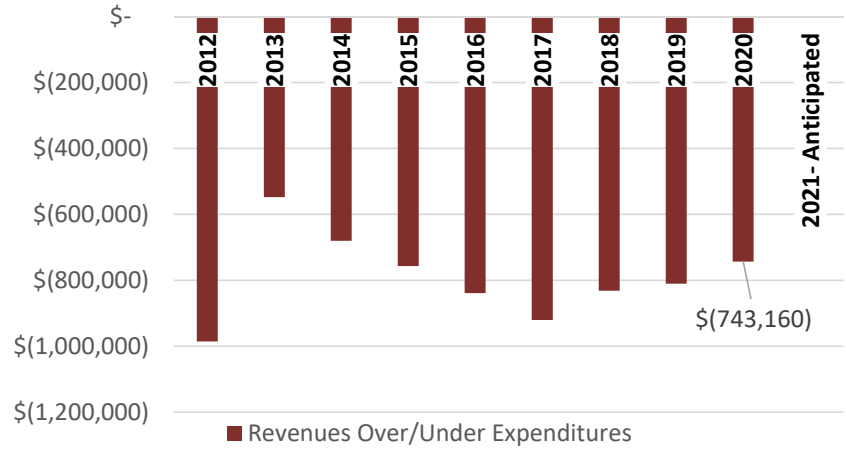
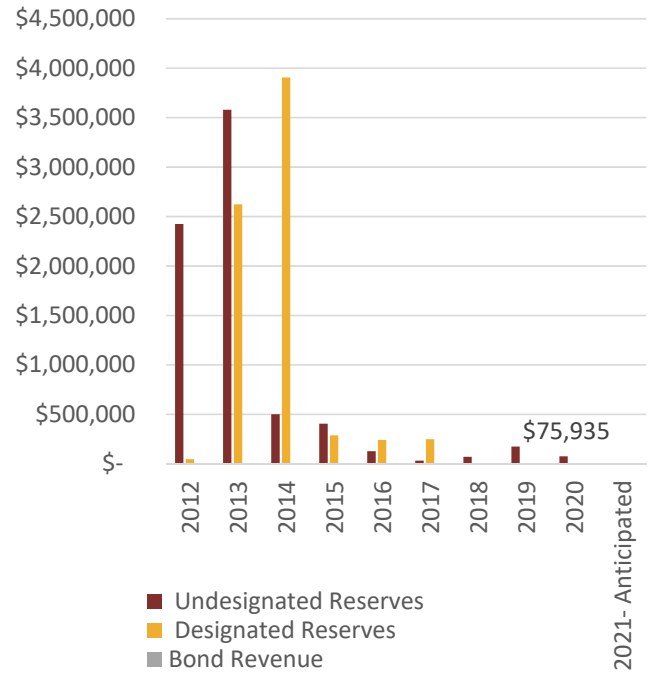
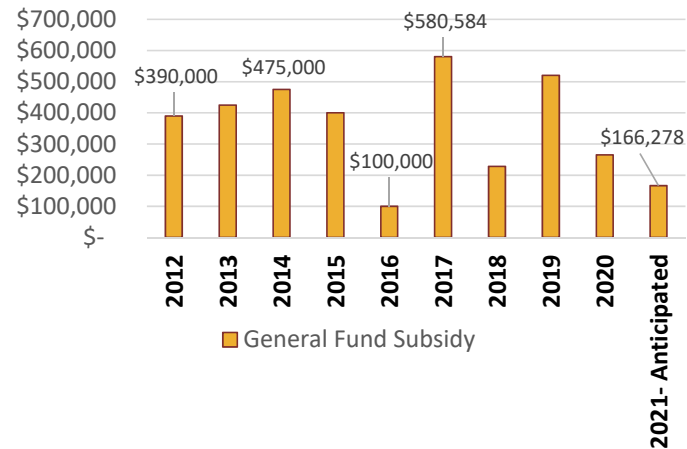
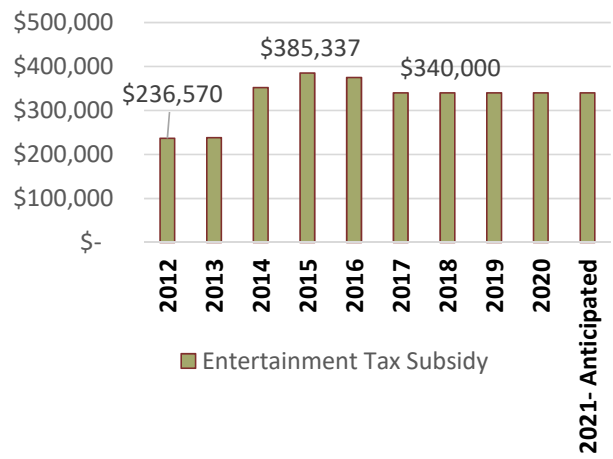
Enterprise Fund Operations- Sanitation Fund



*2021 Anticipates \$1,415,022 from reserves for the landfill cell construction.



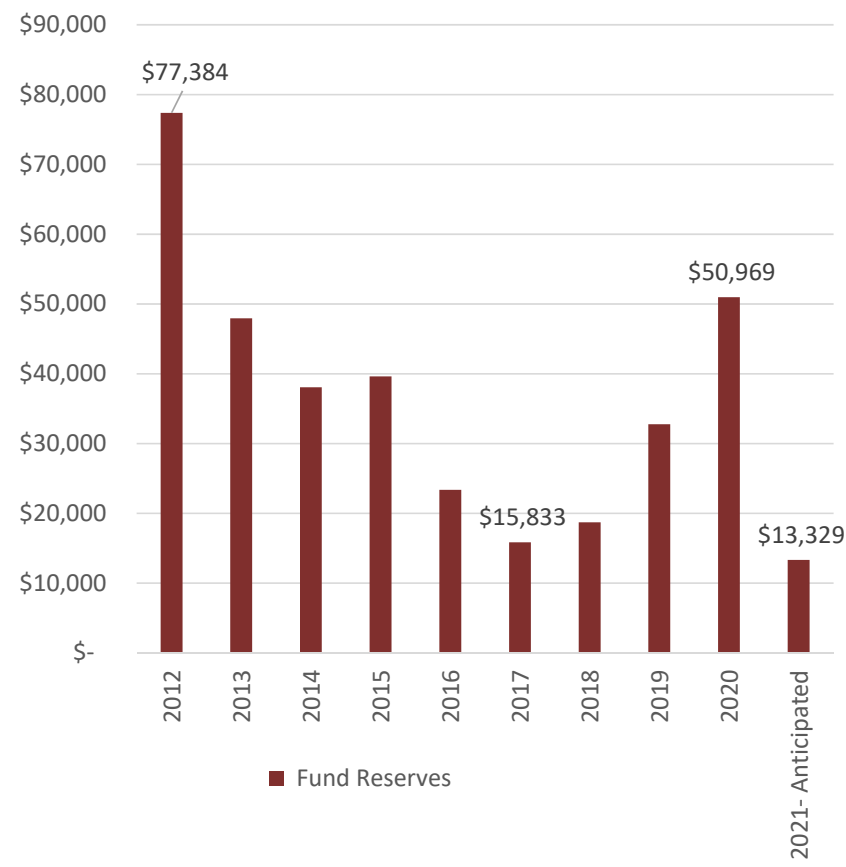
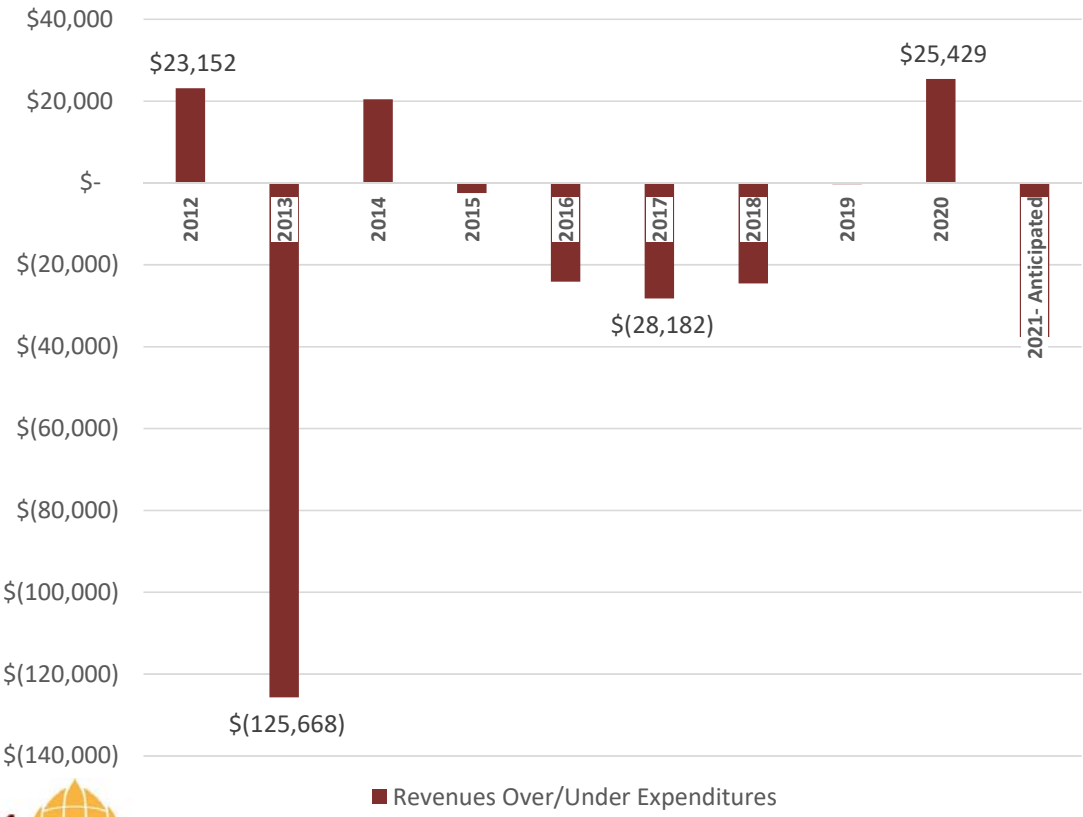
Enterprise Fund Operations- Corn Palace Fund



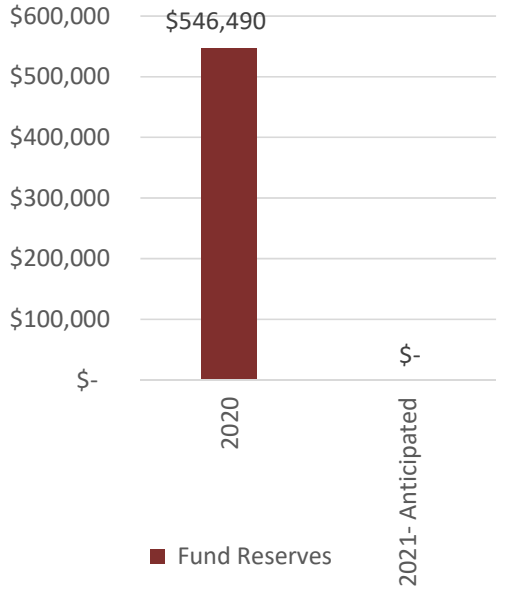
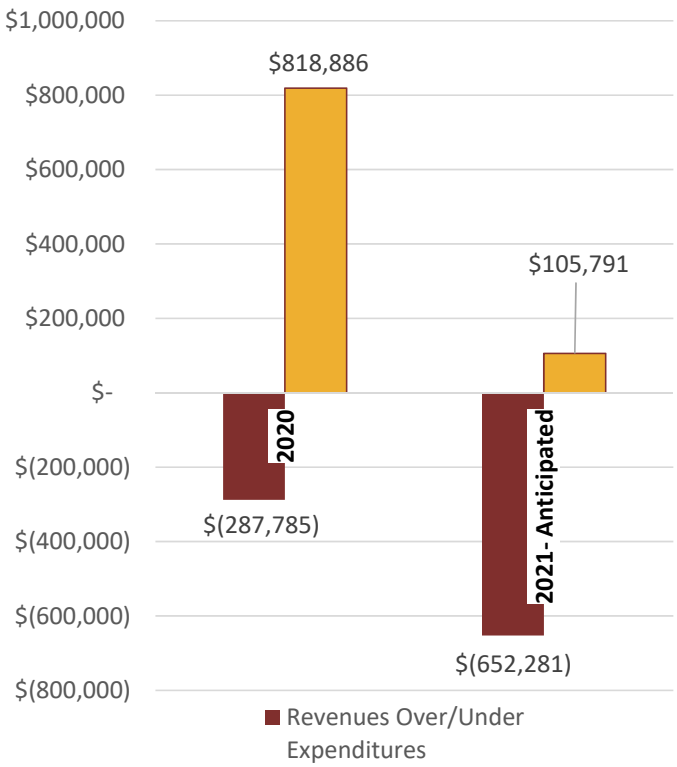
- 2013 Revenue Over/Under Expenditures does not include revenue or expense for bonds or construction costs for remodeling
- 2013-2014 includes bond revenue for renovation project in designated funds.



Enterprise Fund Operations- Golf Fund



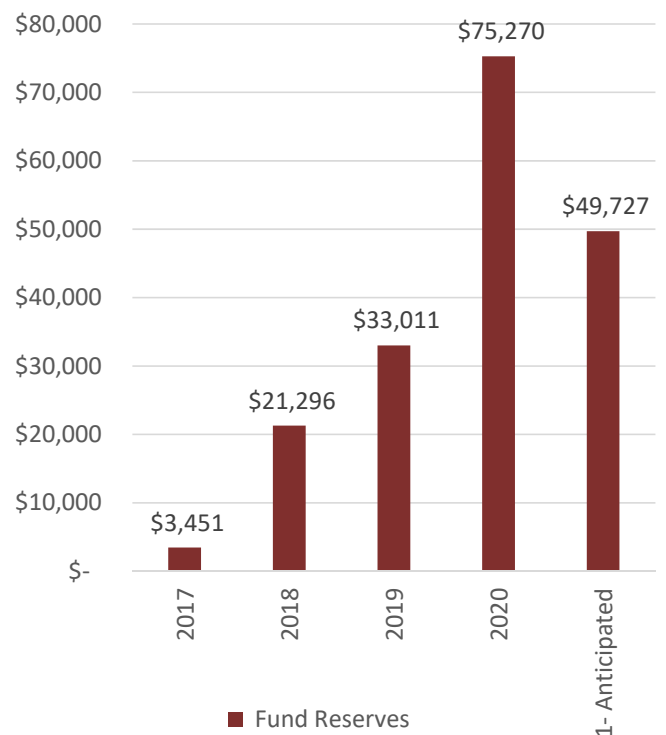
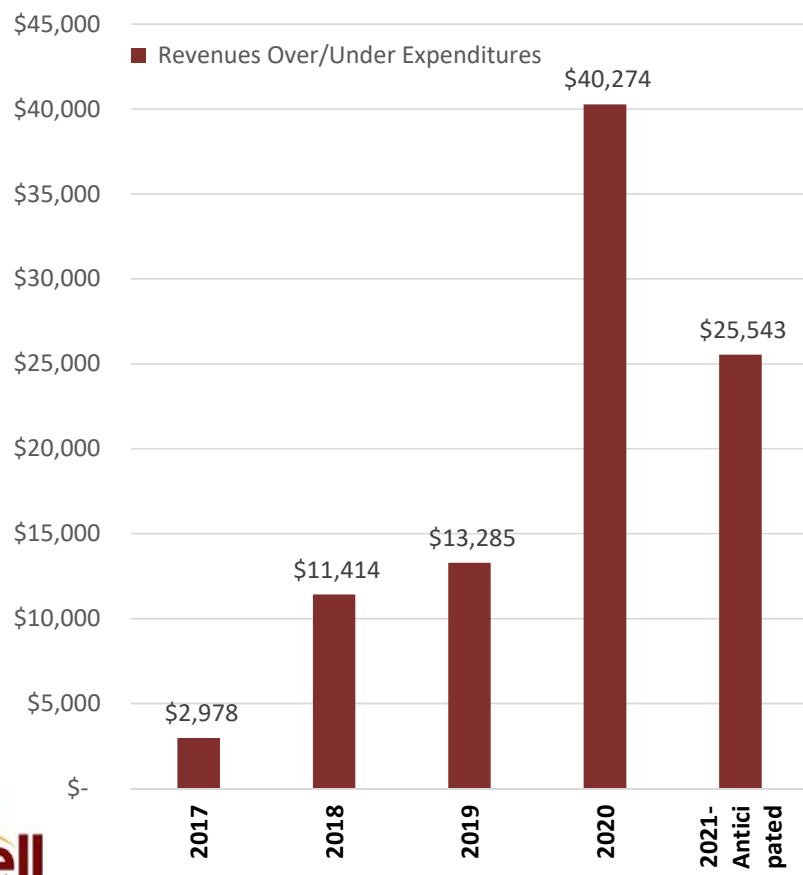
Enterprise Fund Operations- EMS fund



- Prior to 2020- EMS was in the General Fund and had an annual deficit of about \$850,000.
- 2021 CARES act funds will be used to balance operations (\$546,490).
- 2021 will be the first full year of billing and collection through new system.

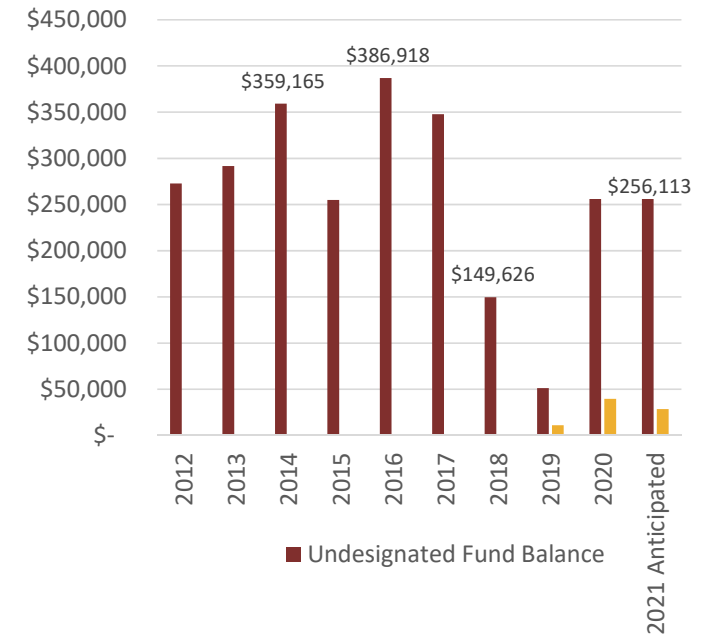
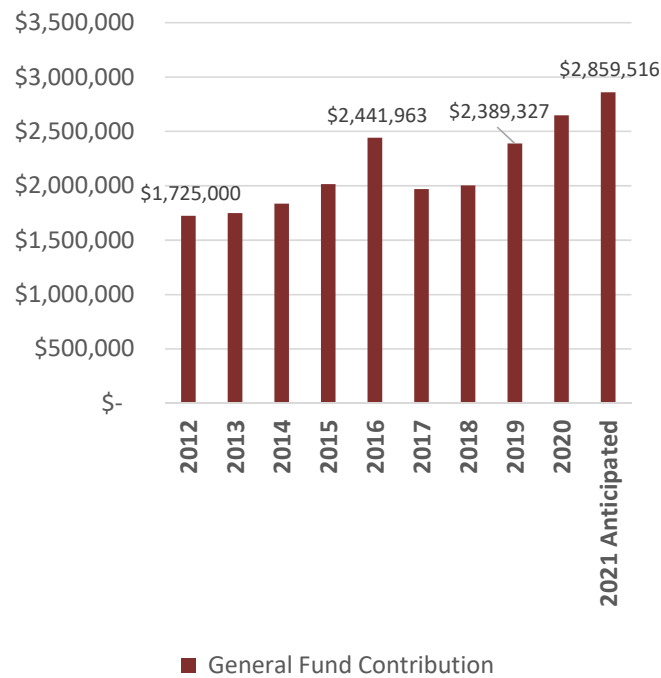
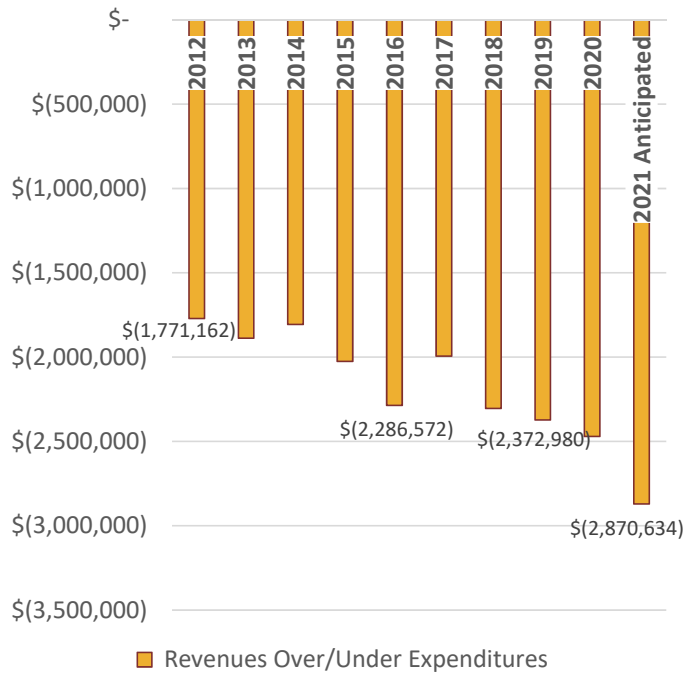


Enterprise Fund Operations- Campground Fund



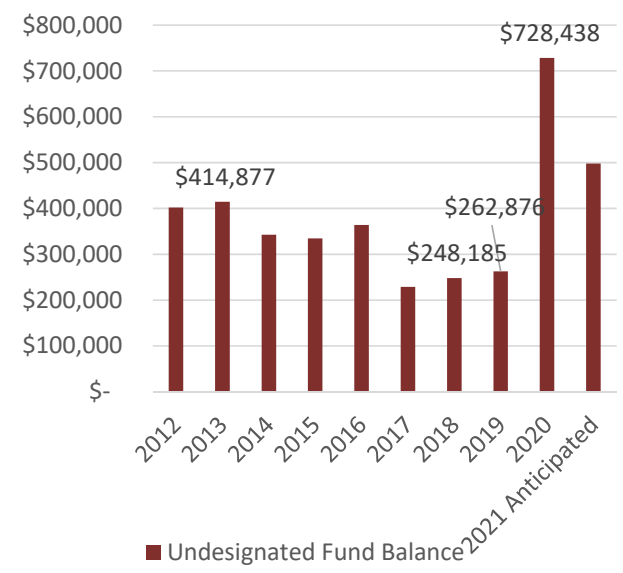
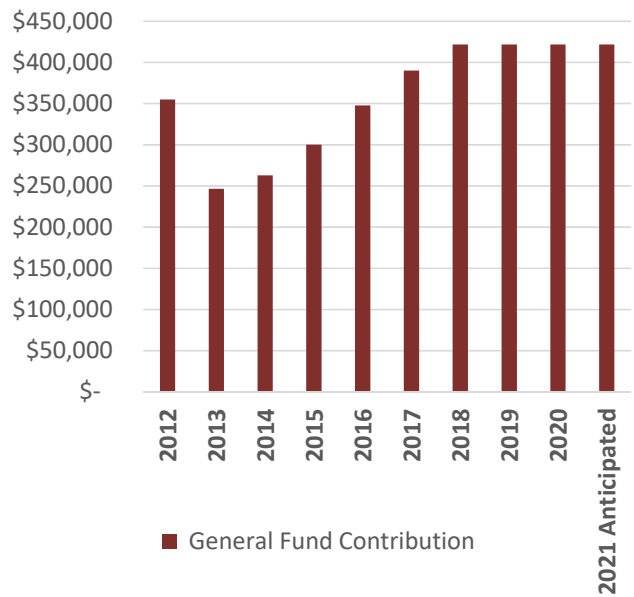
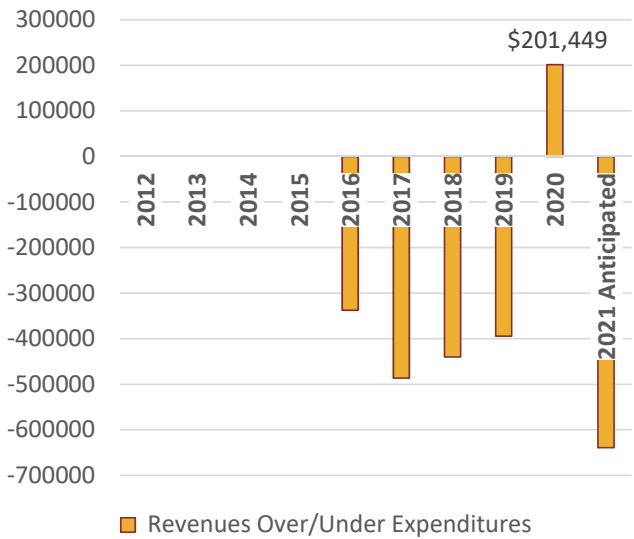
Special Revenue Funds Overview

Special Revenue Fund Operations- Park Fund



*2020 Includes employer insurance premium reductions due to COVID impacts

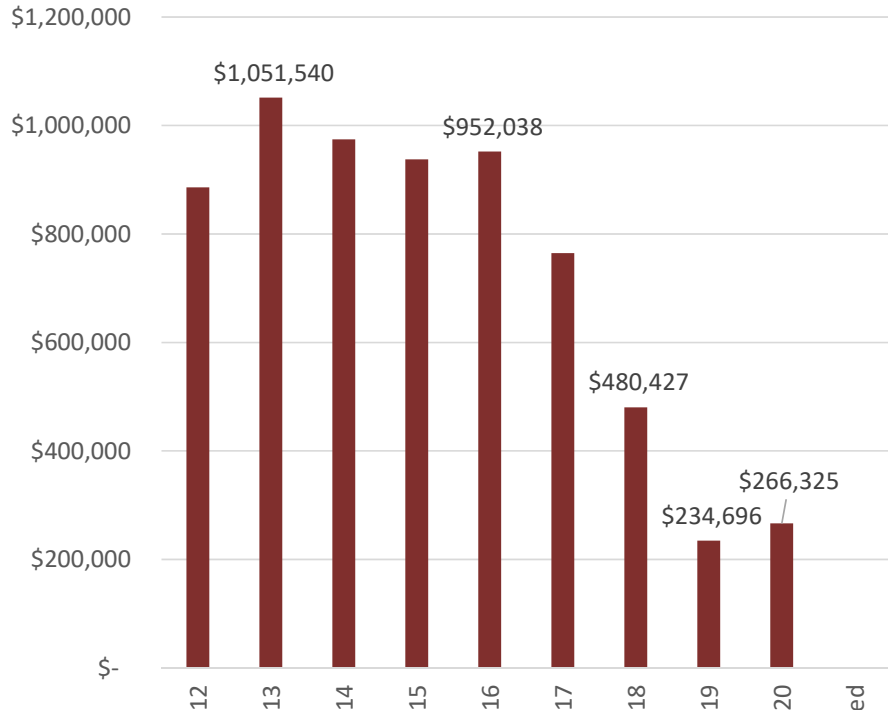
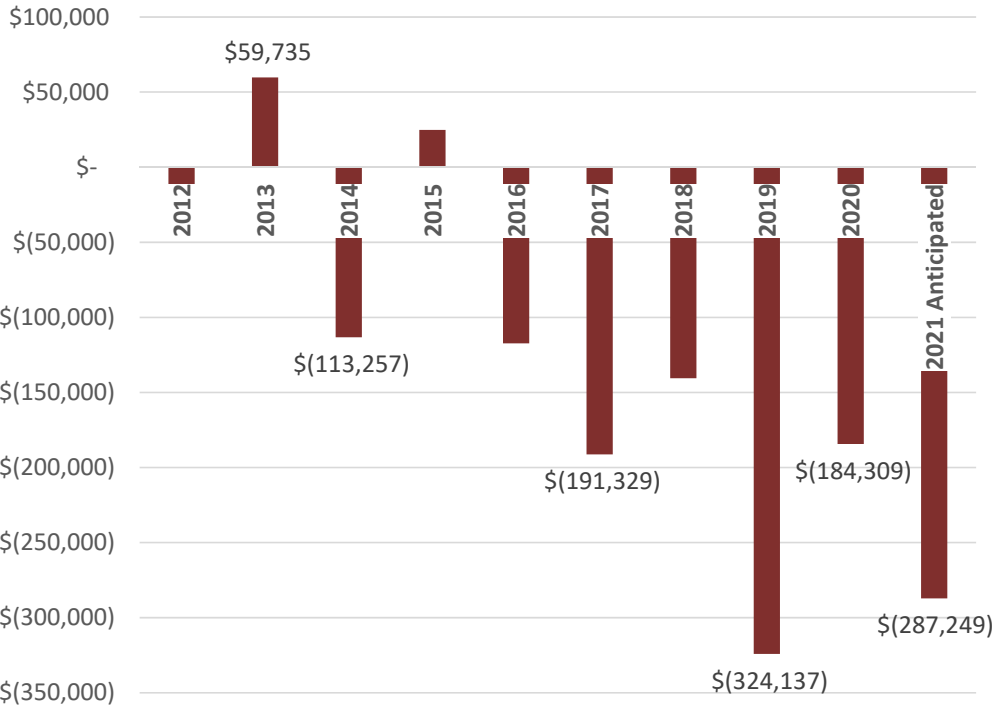
Special Revenue Fund Operations- E911 Fund



2020 Includes receipt of \$742,824.12 in CARES act funds



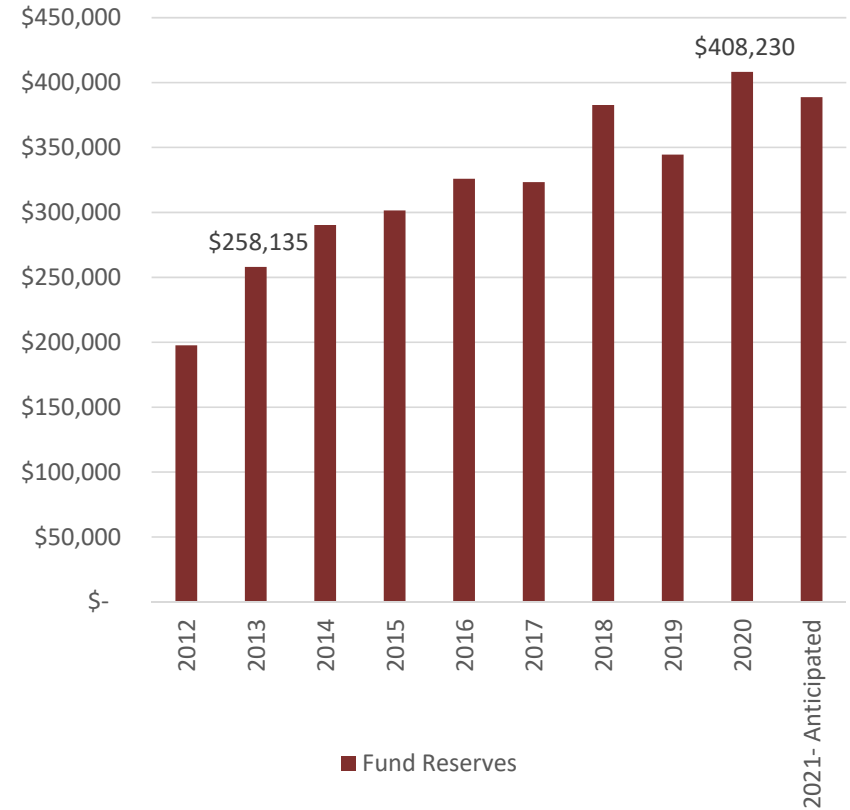
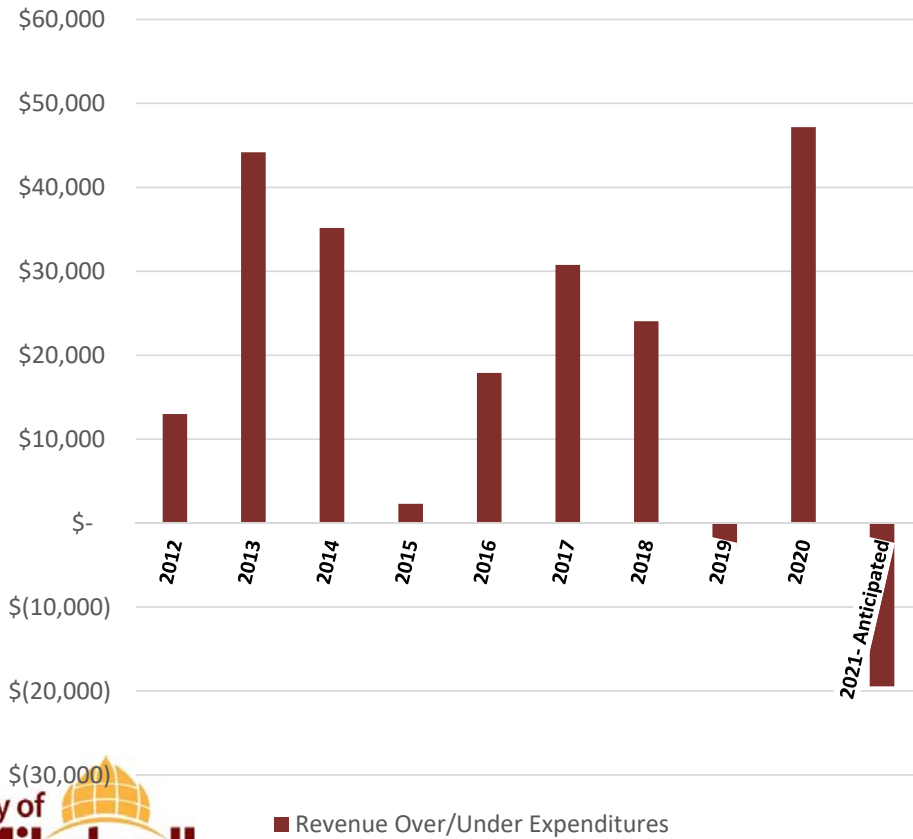
Special Revenue Fund Operations- Community Services



■ Revenues Over/Under Expenditures

■ Undesignated Fund Balance

Special Revenue Fund Operations- Nutrition Fund



Municipal Debt Overview

Debt Overview- 5% Debt Capacity

ISSUED	5% Debt Capacity Projects	ORIGINAL	PAYMENT SOURCE	Maturity Date	ADJUSTED MATURITY	Annual Debt Service	General Fund Payment	REMAINING INDEBTEDNESS
2004	Landfill Construction-SRF	\$ 1,320,000.00	Sanit Fund	2025	2025	\$ 92,287.00		\$ 421,623.02
2004	Regional Landfill Loan	\$ 400,000.00	Sanit Fund	2025	2025	\$ 27,244.00		\$ 113,885.80
2005	Regional Landfill Loan	\$ 420,425.43	Sanit Fund	2026	2026	\$ 28,636.00		\$ 156,167.55
2005	Commerce Street-TID#7	\$ 1,409,799.00	Tax Inc Dist.	2025	2025	\$ 270,000.00		\$ 771,654.53
2016	Highland Conf-TID#8-Refund	\$ 1,562,205.33	Tax Inc Dist.	2026	2026	\$ 220,000.00		\$ 800,056.05
2017	Vantage Point-TID#9-Refund	\$ 499,576.00	Tax Inc Dist.	2027	2027	\$ 62,361.00		\$ 307,243.94
2009	Foster Street Lift Station-SRF	\$ 1,534,224.00	Sewer Fund	2031	2031	\$ 93,263.00		\$ 862,382.89
2009	Gabions NPS-SRF	\$ 148,523.00	Sewer Fund	2031	2031	\$ 1,718.00		\$ 88,646.26
2010	Pepsi/WisPak-TID#14	\$ 499,281.00	Tax Inc Dist.	2030	2030	\$ 52,000.00		\$ 322,565.20
2011	Pro-Build-TID #15	\$ 321,503.91	Tax Inc Dist.	2031	2021	\$ 102,000.00		\$ 89,967.68
2011	Innovative Systems-TID #16	\$ 1,522,300.00	Tax Inc Dist.	2031	2031	\$ -		\$ 261,829.00
2012	Woods Addition/CJM Inc-TID #17	\$ 769,000.00	Tax Inc Dist.	2032	2023	\$ 206,000.00		\$ 204,034.95
2012	Starlite Estates-TID #18	\$ 1,421,000.00	Tax Inc Dist.	2032	2023	\$ 240,000.00		\$ 370,291.23
2013	Antach Corp/MHA-TID #19	\$ 300,000.00	Tax Inc Dist.	2033	2030	\$ 33,000.00		\$ 163,782.55
2013	Norway Avenue Lift Station-SRF	\$ 543,447.00	Sewer Fund	2034	2034	\$ 36,234.00		\$ 407,003.40
2013	Morris Equipment-TID #20	\$ 200,000.00	Tax Inc Dist.	2033	2030	\$ 21,000.00		\$ 132,583.61
2015	Hohn Enterprises-TID #21	\$ 320,000.00	Tax Inc Dist.	2035	2035	\$ 15,000.00		\$ 292,196.56
2017	MADC/Vantage Pt-TID #23 (pass through grant)	\$ 655,000.00	Tax Inc Dist.	2033	2033	\$ 26,731.00		\$ -
2017	MADC/Perf Pets-TID #24 (pass through grant)	\$ 2,600,000.00	Tax Inc Dist.	2035	2035	\$ 6,000.00		\$ -
2019	Near Lake Property (Sales Tax Bonds) 2.9% callable in 2025	\$ 4,065,000.00	Water Fund	2029	2029	\$ 291,500.00	\$ 171,500	\$ 3,975,000.00
2019	Sanborn-Phase II & III-SRF(DW-03)	\$ 1,028,000.00	Water Fund	2039	2039	\$ 40,458.00		\$ 1,028,000.00
2019	East Central Drainage-SRF(DW-04)	\$ 690,000.00	Sewer Fund	2039	2039	\$ 42,088.00		\$ 690,000.00
2019	2012 Community Proj (Refinance) 2.5% Callable in 2025	\$ 8,805,000.00	General Fund	2032	2032	\$ 847,500.00	\$ 847,500	\$ 8,245,000.00
	Accrued Interest (6 mo.)							\$ 295,558.72
	Totals	\$ 31,034,284.67						\$ 19,999,472.94
REMAIN DEBT CAPACITY 5%:								\$ 26,470,606.06



Debt Overview- 10% Debt & Other

10 % Capacity Projects Debt is authorized by vote.								
2002	B-Y Water-SRF	\$ 2,850,115	Water Fund	2024	2024	\$ 207,739.00		\$ 675,342.98
	Accrued Interest (6 mo.)							\$ 13,506.86
		\$ 2,850,115						\$ 688,849.84
REMAINING DEBT CAPACITY 10%: (Authorized by vote)								\$ 92,251,308.16
DEBT ISSUED THAT IS NOT SUBJECT TO DEBT LIMIT: (surcharge revenue pledged to offset cost)								
2009	Water Tower-SRF (surcharge issue)	\$ 1,662,801	Water Fund	2032	2032	\$ 110,936.00		\$ 1,055,904.78
2017	Indoor Pool, Cert of Participation	\$ 2,250,000	Debt Service	2027	2027	\$ 270,000.00		\$ 1,645,784.43
2019	Sanborn-Phase II & III-SRF(surch)(CW-05)	\$ 8,612,750	Sewer Fund	2039	2039	\$ 338,958.00		\$ 8,612,750.00
2019	East Central Drainage-SRF (surch)(CW-06)	\$ 3,931,000	Sewer Fund	2039	2039	\$ 154,707.00		\$ 3,931,000.00
								\$ 15,245,439.21

Debt Capacity	5%	10%
2012	\$ 9,543,366	\$ 65,043,600
2013	\$ 7,331,569	\$ 67,448,381
2014	\$ 9,254,078	\$ 69,417,417
2015	\$ 12,922,335	\$ 75,333,226
2016	\$ 13,810,097	\$ 77,539,835
2017	\$ 17,563,175	\$ 81,947,052
2018	\$ 21,505,292	\$ 84,832,520
2019	\$ 22,417,953	\$ 91,371,042
2020	\$ 26,470,606	\$ 92,251,308



Debt Overview-Upcoming Issues

Current Projects Underway not included above. (those with * Need bond counsel to confirm they will qualify as surcharge debt)

2021	Livesay Improvements (surcharge?)*	\$ 1,239,000.00	waste water	2051	2051			
2020	East Central Drainage Phase II- SRF (ww portion) (surcharge?)*	\$ 162,410.00	waste water	2050	2050			
Totals		\$ 1,401,410.00						\$ 1,401,410.00
ESTIMATED REMAINING CAPACITY AS OF 12/31/2021								\$ 25,069,196.06

Current Projects Underway not included above (those with *anticipated approval of surcharge- need confirmation they qualify as surcharge)

2021	Repaint West Tower & Improvements* (surcharge)	\$ 1,301,000.00	water	2051				\$ 1,301,000.00
2021	New Water Tower & Improvements* (surcharge)	\$ 5,000,000.00	water	2051				\$ 5,000,000.00
2021	WW Treatment Improvements* (surcharge?)	\$ 10,000,000.00	waste water	2051				\$ 10,000,000.00
2021	New Recycle Transfer Station* (Surcharge)	\$ 1,500,000.00	Landfill Fees	2051				\$ 1,500,000.00
2021	Daily Drive Lift Station* (surcharge?)	\$ 301,487.00	waste water	2051	2051			
2020	East Central Drainage Phase II- SRF (surcharge) (CW07)	\$ 825,200.00	waste water	2040				\$ 825,200.00
								\$ 18,626,200.00



Debt Overview- Debt Capacity vs. Repayment Ability

Debt Subject ot 5%				
Issue Date	Project	payoff	5%	Total By year
2012	TIF #17 Woods Addition	2023	\$ 204,034.95	
2012	TIF #18 Starlite Estates	2023	\$ 370,291.23	\$ 574,326.18
2004	Landfill SRF	2025	\$ 421,623.02	
2004	Regional Landfill Loan	2025	\$ 113,885.80	
2005	TIF #7 Commerce Street	2025	\$ 771,654.53	\$ 1,307,163.35
2005	Regional Landfill Loan	2026	\$ 156,167.55	
2016	TIF #8 (refund) Highland Conf.	2026	\$ 800,056.05	\$ 956,223.60
2017	Tif #9 (refund) vantage	2027	\$ 307,243.94	\$ 307,243.94
Total Debt Service that will be removed from 5% before 2028				\$ 3,144,957.07

General Fund Pledged				
Issue Date	Project	payoff	GF Obligation	
2019	Near Lake Property (callable in 2025 2.9%)	2029	\$	291,500.00
	Community Project Bonds (refinanced in 2019.			
2012	Callalein 2025 2.5%)	2032	\$	847,500.00
Total General Fund (Sales Tax Revenue) obligations:				\$ 1,139,000.00

- The City current has \$1.139 in Debt Service. Any additional 5% debt pledges Sales Tax Revenue as the repayment source.
- The City should stay below \$2 million in total debt service payments from Sales Tax Obligations (General Fund) in order to meet cash flow requirements & coverage levels.
- To do this, the City would need to cut the other operational expenses to “free up” any addition debt service payment.
- This would be also mean no new debt issued before current debt service obligations are paid.
- This would give you access to \$16,000,000 in debt for \$800,000 in debt service payments (estimated at current bond rates).



Council Goals Survey

Council Goals Survey- Results

Follow up on Previous Goals- What should we continue to do?

Financial Goals

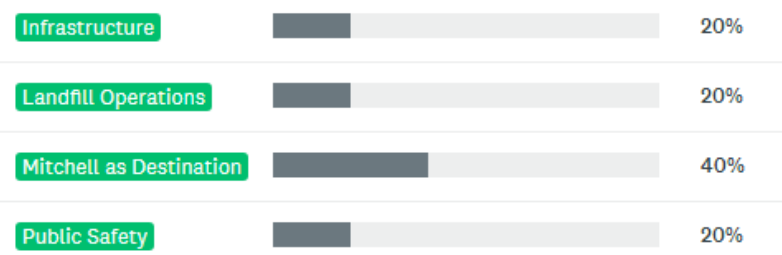
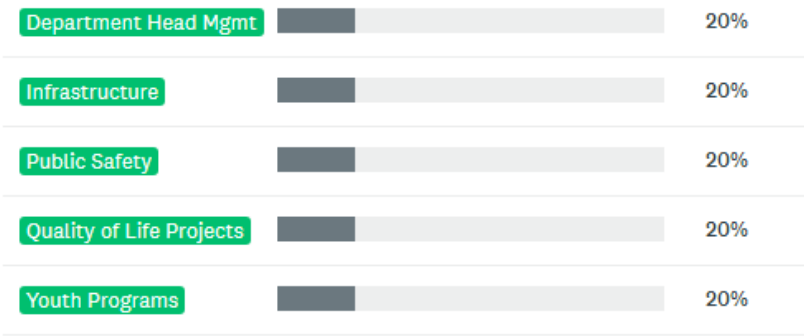
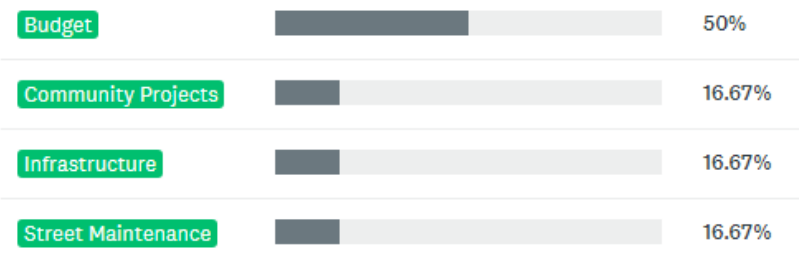
▼ Adoption of a structurally balanced budget.	85.71%
▼ Annual review of utility rates.	85.71%
▼ Reduction of subsidies to enterprise fund operations.	57.14%

Project Goals

Lake Mitchell Wetland Development (2018-2019)	85.71%
Closure of the Water Treatment Plant (2015).	71.43%
Main Street Streetscape (2017).	71.43%
Additional Water Storage Facility (2015)	71.43%
Secondary Water Source Development (2015).	57.14%
Lake Mitchell Redevelopment (2015).	57.14%
City Hall Expansion in conjunction with Corn Palace Expansion (2014).	57.14%
Bike Path Connectivity throughout the City (2015).	57.14%
City Wide Street Light Plan with annual review (2016).	57.14%
Recreation Center Remodeling (2018).	42.86%
Way Finding & Community Entrance Points (2018).	42.86%
City Wide Sidewalk Plan with annual review (2015).	42.86%

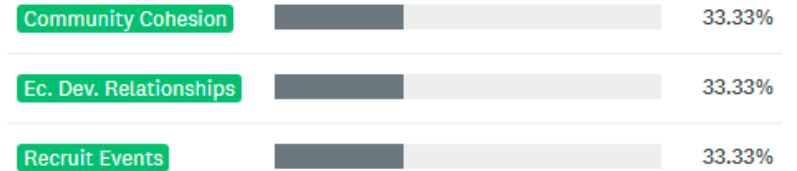
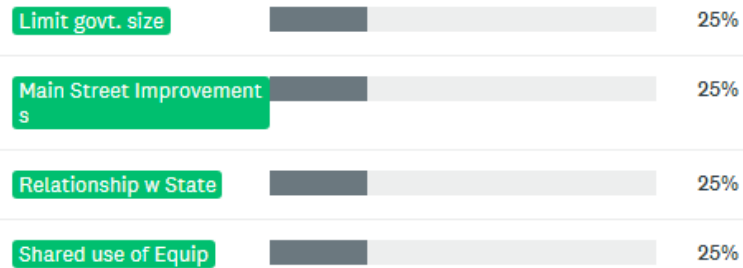
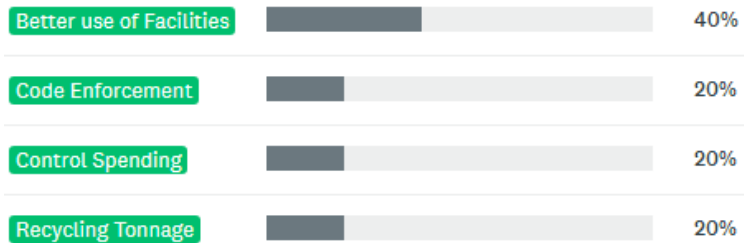
Council Goals Survey- Results

What three things are we doing well?



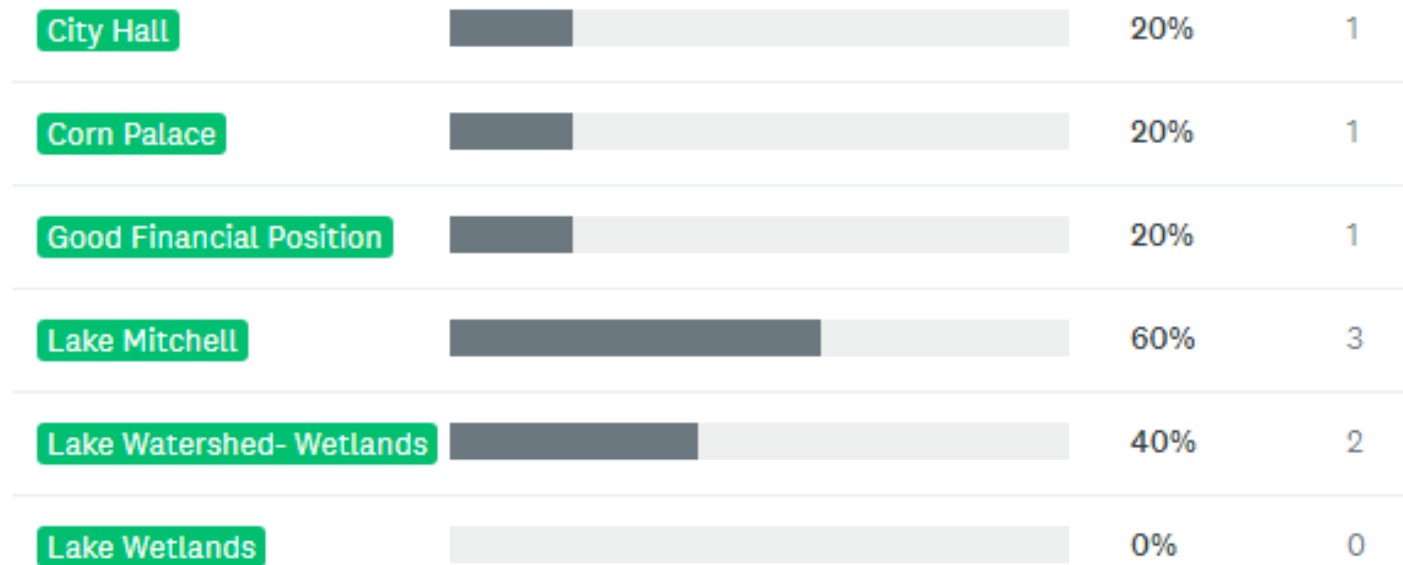
Council Goals Survey- Results

What three things could we improve on?



Council Goals Survey- Results

If you could pick one City-Wide goal we could achieve in the next five years, what would it be?



Council Goals Survey- Results (Bold are in progress)

1st Priority

- Ice Arena Moisture leaking issues
- **Infrastructure**
- Lake Mitchell (2)
- **Lake Mitchell Watershed/Wetlands (3)**
- Unnecessary Spending

3rd Priority

- **Additional Water Storage**
- Corn Palace Seating/Renovation (2)
- **Infrastructure -Water and Sewer lines (2)**
- Rec Center Improvements
- **Watershed**

5th Priority

- Avera Housing Development
- Corn Palace Expansion
- **Infrastructure**
- Main Street Redevelopment

2nd Priority

- Corn Palace & City Hall
- **Infrastructure**
- Lake Mitchell (2)
- Main Street (2)
- **Water tower & treatment plant decommissioning**

4th Priority

- **Bike Trail & Sidewalk Expansion**
- City Hall
- Controlling size of government
- **Decommission Water treatment Plant**
- Employee attraction/retention
- Jetty
- Main Street Redevelopment

Projects in Progress

Avera Housing Development

- In Progress

Bike Trail & Sidewalk Expansion

- Bike Trail Advisory Committee Planning & Recommendations
- Completed: Burr
- 2021-2023: Norway, Rowley, N. Main

Decommission Water treatment Plant

- In Progress: Planning in place following additional water storage.
- Previous Council Goal

Infrastructure

- Rate Increases in Water & Sewer to fund Surcharge Projects
- Storm Sewer Problems identified: NW Drainage Study, SW Drainage Study, Dry Run Creek Study
- Completed: Burr, Sanborn, ECD Phase I
- 2021-2023: ECD Phase II
- Previous Council Goal

Ice Arena Moisture leaking issues

- Completed: Roof redesign
- 2021: Air penetration between buildings to be fixed.

Lake Mitchell, Watershed/Wetlands

- In Progress:
- Completed: Near Lake Property Purchased, CRP
- Grants Received, Supported Friends of Firesteel Fundraising Campaign
- Previous Council Goal

Water tower – Additional Water Storage

- In Progress: Land purchased, SRF application, Construction starts 2021-2022.
- Previous Council Goal



Department Goals Survey

Department Goals Survey- Results

If you could pick one City-Wide goal we could achieve in the next five years, what would it be?

- Community Growth
- Employee Retention
- Follow through with Forward 2040
- Lake Mitchell & Wetlands
- Maintain & Improve Infrastructure
- Reach out to growing minority populations
- Renovate City Hall for efficient centralized services

Department Goals Survey- Results

What is the City doing well?

- Advancing the use of technology
- Budget Oversight
- City Wide Snow Removal
- Community Brand Implementation
- Departmental Efficiencies
- Departmental Support
- Employee Benefits
- Engineering Project Management & Execution
- Interdepartmental Coordination
- Investing in Infrastructure
- Progress on Lake Mitchell
- Recycling Program
- Response to COVID Pandemic
- Starting on Main Street Redevelopment
- Transparency to the Community

Department Goals Survey- Results

What Could the City Improve On?

- Business Recruitment
- Communication
- Community Engagement
- Complete unfinished, community projects
- Equipment Replacement
- Expand Online Services
- Facility Improvements
- Facility Tours
- Fleet Management System
- Infrastructure Improvements
- Inventory Process
- Main Street Redevelopment
- More Centralized Service Coordination
- Preventative Maintenance
- Trail Connectivity

Department Goals Survey- Results

Top Departmental Priorities in the Next Five Years?

- Additional Employees to meet current service demand
- Community Relations
- Conflict Resolution
- Departmental Efficiencies
- Employee Recruitment & Retention Strategies
- Employee Training
- Equipment Replacement
- Expanded Services
- Facility Repairs & Improvements
- Financial Stability
- Forward 2040 Goal Implementation
- Implementation of additional Technology for more efficient service delivery
- Increase Community Participation
- Infrastructure Maintenance & Improvements
- Interdepartmental Cooperation
- Lake Mitchell Development
- Promotion of existing services

Alignment with Forward 2040

Forward 2040

Pillar 1: Create a Supportive & Inclusive Community Culture

- Create a central communications platform for the community.
- Deliberately remove barriers to inclusion.
- **Open the door to new people and ideas.**
- Actively seek youth involvement in the community.

Pillar 2: Create an Educational Hot Spot Emphasizing Innovation Opportunities

- Forge strong partnerships across the entire educational sector.
- Create lifelong learning environment in Mitchell
- Build strong career pathways between students and local industry
- Promote Mitchell as a hotbed of education excellence.

Pillar 3: Position Mitchell as a Regional leadership Center

- **Leverage Mitchell's geographic location to become a major "destination location"**
- Aggressively promote Mitchell's unique brand across the State and region
- Attract innovative programs services, and funding to Mitchell
- Provide thought-leadership on important regional and state topics

Pillar 4: Strengthen the Technology, Agriculture, and Other Industry Clusters in and Around Mitchell

- Diversify and intensify Mitchell's technology and agricultural sectors
- **Build Mitchell's capacity to support emerging industry hubs**
- Create strong industry ecosystems that drive knowledge-sharing and innovation
- Foster entrepreneurship and start-up businesses.

Pillar 5: Evolve Mitchell's Recreation, Tourism, and Place-Making.

- **Build out multimodal infrastructure across Mitchell.**
- **Clean up the Lake, revitalize downtown, and celebrate the Corn Palace.**
- **Position Mitchell as the premier center-state location for sports & recreation.**

Forward 2040

Pillar 1: Create a Supportive & Inclusive Community Culture

- Open the door to new people and ideas.
 - Community Cohesion- **Improvement Area**
 - Avera Housing Development- **Priority**

Pillar 3: Position Mitchell as a Regional leadership Center

- Leverage Mitchell's geographic location to become a major "destination location"
 - Lake Mitchell Improvements-**Previous Goal, Priority**
 - Corn Palace Expansion- **Previous Goal, Priority**
 - Better use of Facilities- **Improvement Area**
 - Relationship with State- **Improvement Area**
 - Relationship with Econ. Development- **Improvement Area**

Pillar 4: Strengthen the Technology, Agriculture, and Other Industry Clusters in and Around Mitchell

- Build Mitchell's capacity to support emerging industry hubs
 - Economic Development Relationships- **Improvement Area**
 - Infrastructure Improvements- **Previous Goal, Priority**

Pillar 5: Evolve Mitchell's Recreation, Tourism, and Place-Making.

- Build out multimodal infrastructure across Mitchell.
 - Bike Path & Sidewalk Expansion- **Previous Goal, Priority**
 - Way Finding & Community Entrance Points- **Previous Goal**
- Clean up the Lake, revitalize downtown, and celebrate the Corn Palace.
 - Lake Mitchell Development- **Previous Goal, Priority**
 - Lake Mitchell Watershed/Wetland- **Previous Goal, Priority**
 - City Hall- Corn Palace Expansion- **Previous Goal, Priority**
 - Main Street Development- **Previous Goal, Priority, Improvement Area**
 - Code Enforcement- **Improvement Area**
- Position Mitchell as the premier center-state location for sports & recreation.
 - Rec Center Remodel- **Previous Goal, Priority**
 - City Hall- Corn Palace Expansion- **Previous Goal, Priority**
 - Better use of Facilities- **Improvement Area**
 - Event Recruitment- **Improvement Area**

Moving Forward- Council Goals

Council Discussion

4 Mentions

- Corn Palace Seating/Renovation
- Infrastructure
- Lake Mitchell
- Lake Mitchell Watershed/Wetlands
- Main Street Redevelopment

2 Mentions

- City Hall
- ~~Decommission Water treatment Plant~~
- ~~Water tower~~

1 Mentions

- ~~Ice Arena Moisture leaking issues~~
- Unnecessary Spending
- Rec Center Improvements
- Jetty Lake Mitchell
- Employee attraction/retention
- Bike Trail & Sidewalk Expansion
- Controlling size of government
- Avera Housing Development

What are Council Priorities moving forward?

- **Utility Projects** prioritized- *continue if surcharge debt & rate covers debt service*
- **Major (non-utility surcharge) Capital Improvement Projects**
 - \$12 million of total new 5% debt (\$800,000 debt service) until 2032
 - Corn Palace Seating & Renovation
 - Lake Mitchell
 - Lake Mitchell Watershed & Wetlands
 - Main Street Redevelopment
 - Infrastructure - *Implement Outcomes for Drainage Studies (northwest, southwest, dry run creek). At this point would be GF Debt. No revenue source*
 - City Hall
 - Rec Center Remodel
 - Lake Mitchell Jetty
 - *Ice Arena Refrigeration System*
 - Avera Housing Development

Debt Discussion- items that would require debt service

Things to consider that could also reduce the 5% capacity:		Debt Limits	City Debt
	Lake Mitchell Dredge (\$10-\$15 million)	\$ 12,000,000.00	\$ 12,000,000
	Lake Mitchell Dredge Site Construction & Winter Park	\$ 500,000.00	\$ 500,000
	Lake Mitchell Jetty Construction	\$ 500,000.00	\$ 500,000
	Lake Mitchell Shoreline Stabilization efforts	\$ 500,000.00	\$ 500,000
	Marina Construction	\$ 500,000.00	\$ 500,000
	Avera Housing Development	\$ 2,000,000.00	
	Community Projects: Corn Palace Expansion /City Hall	\$ 6,000,000.00	\$ 6,000,000
	Rec Center Remodel	\$ 3,000,000.00	\$ 3,000,000
	Ice Arena Refrigeration System	\$ 500,000.00	\$ 500,000
	Total	\$ 25,500,000.00	\$23,500,000.00



Debt Available for New Projects What are the options?

Available Debt Capacity: \$25,470,606
Repayment Ability Max: \$12,000,000 (with other general fund reductions made)

Debt Service: \$800,000 Max Additional Debt Service Payment
Current Repayment Ability: \$400,000-\$500,000 additional

Things to consider that could also reduce the 5% capacity:	Debt Limits	City Debt
Lake Mitchell Dredge (\$10-\$15 million)	\$ 12,000,000.00	\$ 12,000,000
Lake Mitchell Dredge Site Construction & Winter Park	\$ 500,000.00	\$ 500,000
Lake Mitchell Jetty Construction	\$ 500,000.00	\$ 500,000
Lake Mitchell Shoreline Stabilization efforts	\$ 500,000.00	\$ 500,000
Marina Construction	\$ 500,000.00	\$ 500,000
Avera Housing Development	\$ 2,000,000.00	
Community Projects: Corn Palace Expansion /City Hall	\$ 6,000,000.00	\$ 6,000,000
Rec Center Remodel	\$ 3,000,000.00	\$ 3,000,000
Ice Arena Refrigeration System	\$ 500,000.00	\$ 500,000
Total	\$ 25,500,000.00	\$23,500,000.00

General Fund Pledged			
Issue Date	Project	payoff	GF Obligation
2019	Near Lake Property (callable in 2025 2.9%)	2029	\$ 291,500.00
	Community Project Bonds (refinanced in 2019, 2012 Callable in 2025 2.5%)	2032	\$ 847,500.00
Total General Fund (Sales Tax Revenue) obligations:			\$ 1,139,000.00

What Other Options Exist?

- Grants/Fundraising
- Designated Funding Source for Debt Service Payments (election, Surcharge Debt)
- TIF for Lake Projects
- Reduce Annual Operating Expenses
 - Contingency reduction
 - Continued “lean” budgeting practices
 - Budget for actual amounts spent
 - Lessen GF Subsidies to outside organizations & other funds



Next Steps... *(discussion items)*

- **Council action** to designate \$4,826,472 for Capital Projects with \$1,000,000 Earmarked for debt service payment shortfalls.
- Priority for future debt service projects?
- **Mayor's Recommendations**
 - Add \$500,000 to 2021 Supplemental Appropriation (from Capital Fund Reserves listed above) for Compressor Replacements at Ice Arena
 - Add \$250,000 to 2021 Supplemental Appropriations (from Capital Fund Reserves listed above) for Preliminary Design for Lake Mitchell Dredge Project (\$100,000 is budgeted)