

State of the City



Leading the way...

A report on Mankato's accomplishments,
and a look into future opportunities.

A large, light-colored stone sign with the words "WELCOME TO MANKATO" engraved in a serif font. The sign is set on a base of stacked stones. In the background, a fountain with multiple water jets is visible, along with a building.

Mankato, Minnesota
by Allen Schmidt, Mankato

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Mankato City Council

Dear stakeholder,

Mankato continues to lead the way as a prosperous, diverse, regional community. Over the past year, many accomplishments listed in the city's "Strategic Plan," which serves as a guide to service delivery, have been achieved. When goals are accomplished, it places greater Mankato on the map. It continues to be one of the most dynamic regional economies in the Midwest. A strength of the plan is "State of the City" to detail progress made and look for ways to refocus. Doing so helps ensure the city can continue to provide quality services while meeting the growing needs of the city.

Mankato city leaders focus on deliberate choices for prosperity and economic stability. There's commitment to four elements that impact change in a community as outlined in Mankato's "State of the City:"

- ◆ **Resources** are vital to community livability, quality of life and growth.
- ◆ **Technology and infrastructure** can help transform resources and create capacities to help make lives more comfortable and convenient.
- ◆ **Demographics** are who makes Mankato the city it is.
- ◆ **Engagement** relies on resources, technology and people to help government organizations run efficiently and provide quality customer service.

It's imperative to focus on these areas and prepare for long-term outcomes. Preserving and managing resources, maintaining a solid infrastructure and enhancing livability are all important because today's decisions can impact tomorrow. Strategic decisions will continue to serve as the city's economic foundation to enhance livability. A lean organization, the city is committed to operate at a level of service customers have come to expect. Staff will consistently look ways to bring innovation to the organization and to be creative when providing service delivery.

As always, providing outstanding service remains a top priority. Please contact me or city staff anytime we can be of service.



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Mankato's Vision and Values

The city of Mankato is a regionally-focused municipal organization responsible for delivering essential public services to its citizens and visitors.

Vision

Leading the way as a prosperous diverse regional community.

Values

RESPONSIVE

Prompt to respond and serve.

EFFICIENT

Highest performance at greatest economy.

GREATER GOOD

Serve for the good of the community and region.

INNOVATIVE

Embracing new ideas and methods to improve service delivery.

OPEN

Spirit of accessibility in policy making and operation.

NEIGHBORLY

Concern and compassion for others.

Protecting Mankato's Resources

A focus on resources for today and tomorrow.



Two rivers
by Rick Pepper, Mankato

Mankato's resources are vital to community livability, quality of life and growth. Environmental stewardship is key to resource preservation. Efforts in place including water conservation, storm water management and recycling help ensure the natural environment is preserved and protected so resources are available to future generations.



A Mankato well, which is used to help collect the city's water supply.

Mankato's water is one of the city's most important resources. Since Blue Earth County has the most rivers in Minnesota, it's important to focus on managing and protecting this valuable resource. Through the treatment process, water produced is safe, soft and has a high quality that meets and exceeds state standards. Since seventy-five percent of the city's water is drawn from shallow river wells, there's less reliance on deep aquifers. This is key because there's scientific concern the aquifer isn't able to replenish as quickly as the water being drawn from it. Continuing Mankato's water conservation program, which limits lawn watering to every other day, is one way the city protects its water resources. Since lawn watering is limited to times when there's less demand, energy is conserved, there's less cost for water treatment and equipment can last longer.

Another way the city protects water resources is its **advanced wastewater treatment** process, which helps ensure water sent to the river is the highest quality possible. Investments made in the plant will help greater Mankato's standing in this area. This is important because it's expected that state and federal permit standards will require a higher level of wastewater treatment. While well-positioned, an analysis over the last few years has clearly shown disparity in Mankato's share of construction, reinvestment and plant capacity. Since the city services a number of jurisdictions, it's imperative a fair and equitable rate structure is maintained.

Through its partnership with Mankato Energy Center, the city helps ensure that there's an extremely low phosphorous discharged into the Minnesota River, which benefits the environment. Since the energy company uses reclaimed water for cooling, use from deep wells is reduced because it's not drawn from the river, saving about 400 million gallons of water. Not only is reclaimed water used by the Mankato Energy Center, the city

also uses it in the wastewater treatment process, city parks, green spaces and street sweeping. City staff works with landscapers to use reclaimed water for sod management. All help reduce impact on the city's water supply.

Storm water management also benefits and protects the river by helping to manage run-off and prevent erosion. This is important because more than 3,500 square miles of land funnel and drain water through Mankato. Storm water ponds throughout the city help protect against floods, filter pollutants before water flows back to the river and controls the amount of water discharged to the river, which helps decrease erosion. Programs in place also help ensure construction companies and residents do their part to help manage run-off so it doesn't end up in the storm drain system. While these efforts are helping, more needs to be done. Because mandates, permit charges and resulting capital investments have an impact on consumer rates, it's essential other entities are fully engaged in the discussion regarding state water quality policies and standards.

Over the last year, recycling in the city has increased by 34 percent. This is beneficial because **recycling is an opportunity that has positive outcomes.** Mankato launched its new single-sort recycling and garbage service, so all recycling can be placed in one cart. To help encourage and increase recycling, residents were provided a 95-gallon recycle cart. When more items are recycled, less waste is sent to be incinerated or to the landfill. This results in less impact to air, water and land. Since the state has moved to placing less waste in the landfill due to impacts it has on water quality over time, Mankato's efforts have helped better position the city for the future when it comes to helping the environment and meeting requirements. Since costs to process garbage are expected to rise and there's growing concern that burning has negative environmental impacts, recycling can help reduce those costs and also benefit the environment in more ways than one.



Mankato garbage and recycling carts.

Looking forward

While the city has a number of efforts in place to protect its precious resources, there are also some challenges.

- ◆ Looking into the future, there's a need to continue to **reduce reliance on deep aquifers**. It's important to protect city resources while looking at the bigger picture--protecting the regional watershed, which impacts water quality of rivers, streams, lakes and wetlands.
- ◆ As more mandates are required to help **ensure the river is protected**, it's key to find ways to discharge high-quality water into the river and keep pollutants from entering it.
- ◆ Since Mankato provides wastewater services to North Mankato, Eagle Lake, Madison Lake, South Bend Township, Skyline and the Lake Washington District, a **fair and equitable rate structure needs to be developed** so communities are contributing equally to fund operating and capital replacement costs.
- ◆ Also important to consider are the operational needs of storm water management. Processes need to be reviewed so water flow from storm water ponds is **managed the best way possible** to have less impact on the river. To help do this, a \$14 million request has been submitted to the state to reduce storm water from seeping into sewer lines, help maintain the city's flood control system and to try to slow drainage from rural areas into the city.
- ◆ The City Council must **develop a strategy that engages surrounding jurisdictions** to help ensure city of Mankato taxpayers don't bear the burden of erosion and water quality impacts.
- ◆ It's key to be aware of recycling and waste management costs and to communicate the **importance of recycling** so more consumers recycle as much as possible.



An overview of Mankato's Wastewater Treatment Plant
701 Pine Street

As Mankato has prospered it's anticipated there will be a large increase in the city's tax capacity, which will result in less Local Government Aid (LGA). LGA has been significant to helping equalize the tax base across the state. As Mankato's tax base grows and economy flourishes, it's expected that LGA will be reduced. While the city's **solid financial planning and debt management principles** have helped it become less reliant on LGA, it's expected more tax burden will be placed on it as rural farm values have decreased. Over the last five years, there has been a higher reliance on agricultural land to help support the city's property tax base with the county paying a significant portion of these taxes. Due to market shift, the city could be paying a greater share of those taxes while receiving less aid. As the city grows, staff will determine the financial and service impacts of growth areas. While it's anticipated by 2018 there will be additional tax capacity from the northeast tax abatement district, it's important to have a financial model in place prior to this time. This will help ensure an adequate service level is provided and a reinvestment in assets for a growing community.

A few years ago, a parks depreciation/park asset program was put in place to invest in local parks. The plan will be expanded to other city facilities, including Mankato's Intergovernmental Center, Public Safety Center and Public Works Center. Adding these buildings to the plan will complement the existing program for the civic center, parking ramps and airport. It's also planned to work with a private firm to conduct a complete asset maintenance/management that will be used to develop a financial model to ensure quality assets. This is important to help **reduce the city's debt burden** and to transition to a pay-as-you-go model rather than having to incur debt to **maintain existing facilities and assets**.

Mankato's financial system is an important component of every day operations. This system is currently being implemented to provide an **integrated, efficient financial system**. It's expected that the new system will better forecast financial information and provide clear comprehensive financial information to residents. Another initiative is using a performance measurement technology tool to help prioritize, allocate resources and provide greater transparency and strong accountability.

Regional center tax composition

City	Total tax capacity (per capita)	Average city tax rate	Average total NTC rate	Certified city levy (per capita)	LGA/state aid	LGA/state aid (per capita)
Rochester	\$977	49.97%	126.42%	\$481	\$7,148,299	\$64
Mankato	\$850	44.06%	104.00%	\$367	\$6,913,824	\$168
Duluth	\$737	32.51%	137.30%	\$233	\$29,203,638	\$338
St. Cloud	\$652	47.20%	132.22%	\$304	\$11,935,389	\$180
Moorhead	\$629	38.57%	113.37%	\$234	\$7,114,504	\$173

Tax composition of other Minnesota regional centers.

Looking forward

The city has planned for a solid financial future. Moving forward, there are items that need to be considered.

- ◆ It's important to have a financial model in place to **ensure an adequate service level** and **reinvestments in assets** for a growing community.
- ◆ The **city's service-based budgeting process will evolve** to include performance measurements, citizen satisfaction and financial projections. In addition, priorities will be clearly identified and there will be a focus on transparency regarding the use of public dollars.
- ◆ It's important to continue to **explore funding solutions** to help reduce the burden on taxpayers since it's anticipated the city could be paying more property taxes while working with less LGA.
- ◆ In addition, it's key to look for **opportunities to maintain facilities and assets** without incurring more debt.

Enhancing Technology and Maintaining Infrastructure

A focus on efficiencies, long-term investments, regional assets and transportation.



Gazebo in Sibley Park
by Jason Landrum, Mankato

Significant investments have been made in infrastructure and technology to help move the city into the future. Investments in infrastructure help ensure streets, trails and buildings are well maintained, which helps reduce the city's debt reliance. A focus on technology helps create work efficiencies, ensures best business practices and enables residents to access much of their needed information online. What's more, new technology can help with advancements to city infrastructure to ensure all are running optimally.

Since **regional transportation efforts are a focus**, Mankato's completed long-range transportation plan will help guide, identify and address the area's long-range needs. As part of the city's multi-modal efforts, bike infrastructure has moved forward with bike lanes added as a transportation option. In addition, existing trails have been reinvested in through seal coating and other general maintenance to increase longevity. Work on the new mass transit facility is near complete. The facility, designed to comply with sustainable building guidelines and poise the city to become a regional mass transit provider, will provide more interior bus storage space, a maintenance area and bus wash. As part of the Mankato/North Mankato Planning Organization, a study on the Riverfront Drive corridor is expected to be done this year. In the meantime, a planning process for Mankato's Old Town is underway.

The city's complete streets plan helps ensure streets remain drivable well into the future and helps position Mankato as a backbone for regional transit. In addition to streets, the plan also focuses on **ensuring a balanced transportation system** for automobiles, transit, bikes and pedestrians. The plan also focuses on traffic efficiencies and safety. An example is the intersection of Monks Avenue and Balcerzak Drive. Opportunities include extending Adams Street to help increase traffic flow and enhance safety in the hilltop commercial area. As part of this, staff will look into a partnership with the county to add a small roundabout at Adams Street and Haefner Drive. Since new areas to the east are being opened, infrastructure is being considered to best position the area for development.

As always **street investments are priority**. Mankato's road conditions are at the highest level over 30 years, with a paver rating of 90.1. It's important to maintain this paver rating and focus on longer street life, especially since construction costs are expected to rise. Street lifecycle planning focused on maintenance will help accommodate this.



Civic center expansion.

A premier regional facility, Mankato's civic center is one of the most successful small market venues in the nation. It's important to make sure it remains viable. The civic center continues to make a significant economic impact, generating more than \$47 million each year. Updates to the civic center led to a multi-year partnership agreement with Minnesota State University, Mankato, Division 1 men's and women's hockey teams. Other updates as part of the expansion continue to move forward and are expected to be complete by fall. Benefits of the event center and auditorium include additional seating capacity, the ability to host a variety of events and four new conference rooms to increase meeting space options. Spending generates tax revenues which helps

pay for the community's schools, streets, libraries, parks, police and fire. All creates an outstanding return on investment. What's more, no real estate taxes have been used to help fund the civic center.

Along with work being done to the civic center, Mankato's City Center efforts have also made significant strides thanks to a considerable amount of private and public investments. Much of the area has been complete, including the downtown connectivity corridor and the Tailwind project. These investments are critical to helping move plans focused on other areas within the City Center and throughout the city forward.

Another area of **focus will be on arts and culture** because they contribute to economic vitality and community livability. This will be done working in cooperation with the City Center Partnership and Twin Rivers Council for the Arts.

Mankato's airport, another regional asset, had a successful air show featuring the U.S. Air Force Thunderbirds, drawing a significant crowd from throughout the Midwest for the two-day event. Successes such as this are key to growing airport use. State and federal funding have helped **modernize the airport to be a hub** for business, aeronautics and Minnesota State University, Mankato's accredited aviation program.



Multi-modal
by Chelsea Kocina, Mankato



Looking down Riverfront Drive
by Ann Sorenson, Mankato

As park needs continue to be at the forefront, a solid funding plan has been put in place to help reinvest in local parks systems. As a regional center, work is moving forward to develop a financial strategy using local option sales tax to fund and maintain existing structures, such as Franklin Rogers Park, while also potentially adding expansion opportunities and facilities. This plan would need to be approved through the legislators and voted upon by residents. Over the last year, staff implemented a new equipment depreciation schedule that will allow maintenance of existing park assets.

Connectivity is necessary in today's technology-driven environment. Although Mankato has a solid broadband system in place, there's still a need for this connection in greater Mankato. To help provide this, the city has partnered with Blue Earth County and the state of Minnesota to develop a broadband system that will increase area connection speeds. The network provides reliable communications at no additional cost to taxpayers, while each partner achieves a significant savings.

Looking forward

A strong focus needs to be placed on major transportation projects, maintenance of city streets, transportation, growth of regional assets and park opportunities.

- ◆ Staff will continue to look for ways to **increase and balance local and regional transportation opportunities** (automobile, transit, bike and pedestrian) because a solid multi-modal system is key to help ensure people, goods and services can travel safely and efficiently.
- ◆ Transportation options must be reviewed to determine how to **meet the needs of seniors, youth and regional customers.**
- ◆ To further develop regional transportation, **area counties and cities need to be involved.**
- ◆ Since air travel is an important transportation option, it's key to **look for ways to further grow airport use** for passenger service and business traffic.
- ◆ Realistically, the expansion and addition of new recreational facilities will not be feasible without partnerships because there is no capacity to do so with just the sales tax option. **Partnerships with the community and other institutions are essential** to moving forward. Should Mankato be successful in the extension of local option sales tax to not only fund park facilities, but also other regional infrastructure, a phased funding and development strategy and prioritization of development needs to be determined.
- ◆ As a destination, the **civic center needs to be positioned as a regional facility** that provides a variety of events, convention and local use options.
- ◆ Mankato's streets are in excellent condition. With the rising costs of construction it's important to **continue to reinvest in streets** to help ensure their longevity.
- ◆ Mankato's **Riverfront Drive corridor study will launch**, and there will be a **focus on the Old Town planning process** and a **revitalization of the art culture and community enhancement plan.**



In Rasmussen Woods,
555 Stoltzman Road
by Paul Vogel, Mankato

Evolving to Meet Demographic Needs

A focus on people.



A look down Main Street hill
by Todd Hansleman, Mankato



Feeding the horses at Sibley Farm
900 Mound Avenue

The face of the community is changing faster than ever before and becoming more diverse, growing at two percent a year. As the community grows, there needs to be **dynamic efforts put toward social integration** to help maintain a positive social fabric throughout the community.

Mankato's unemployment rate remains at 2.5 percent, compared to the state average of 3.7 percent. Yet, there's still a worker shortage making it important to **grow the workforce by attracting employees** with a variety of skills, backgrounds and educational levels to the area. Greater Mankato Growth has a focused effort on retention of local talent to meet growing business needs.

Two age groups that have a significant impact in the community are those age 21 and under and the baby boomer generation. Enrollments in public schools are on the rise, and it's expected there will be an increase of up to six percent within the next few years. This has led to development of a new middle school

on the east end of Mankato, as well as updates to expand current existing school buildings. In addition, enrollments at higher educational institutions also continues to increase. Mankato's amenities, including housing and medical services, make the city an attractive place to retire. Baby boomers exiting the workforce are looking for living options that meet their needs.

Quality and affordable lifecycle housing must be a continued focus. Retiree and single-family housing must be reviewed to ensure needs are met. Private development support is key. Communities that have not addressed these challenges experience a decline in livability, population and economic base. Staff continue to encourage different housing choices and **promote investment and reinvestment** because it enhances a neighborhood's character. Staff assigned to neighborhoods are committed to increasing citizen participation and looking for ways to enhance livability.

Just as the community is changing, so is the city's employee base. The city continuously examines services delivered, and several efficiencies, service redesign and reorganization have been completed to help meet the needs of a 21st-century organization and community. Over the last few years, several long-term employees have retired, and more are expected. This makes it imperative to continue to build shared knowledge among staff. Since employees are the city's most important asset, there's a proactive effort to foster a "high performing" organization with an emphasis on creating an innovative culture that provides leadership development at all levels.

To continue to evolve and meet future needs, it's key to **look for ways to be innovative.** There's investment in staff through training opportunities to help problem solve, be responsive and provide quality customer service. Skills employees learn are key to helping the city move forward in a way that encourages **leadership at all levels in the organization.** It also has a positive impact on service delivery provided in partnership with other organizations.

To continue the organizational culture of leaders at all levels and as a high-performing organization, four leadership staff participated in the University of Virginia Senior Executive Institute to hone skills and build strategies this last year. To further build innovation within the organization, employees participated in the Innovation Academy. This academy is a nationwide effort that's part of the Alliance for Innovation, a premier organization for cities and counties that helps look for ways to transform service delivery to best meet 21st-century challenges. This year, 30 employees will be part of an internal training focused on high-performing organizations. The Pulse, a staff committee, is designed to further enhance employee engagement and service delivery.

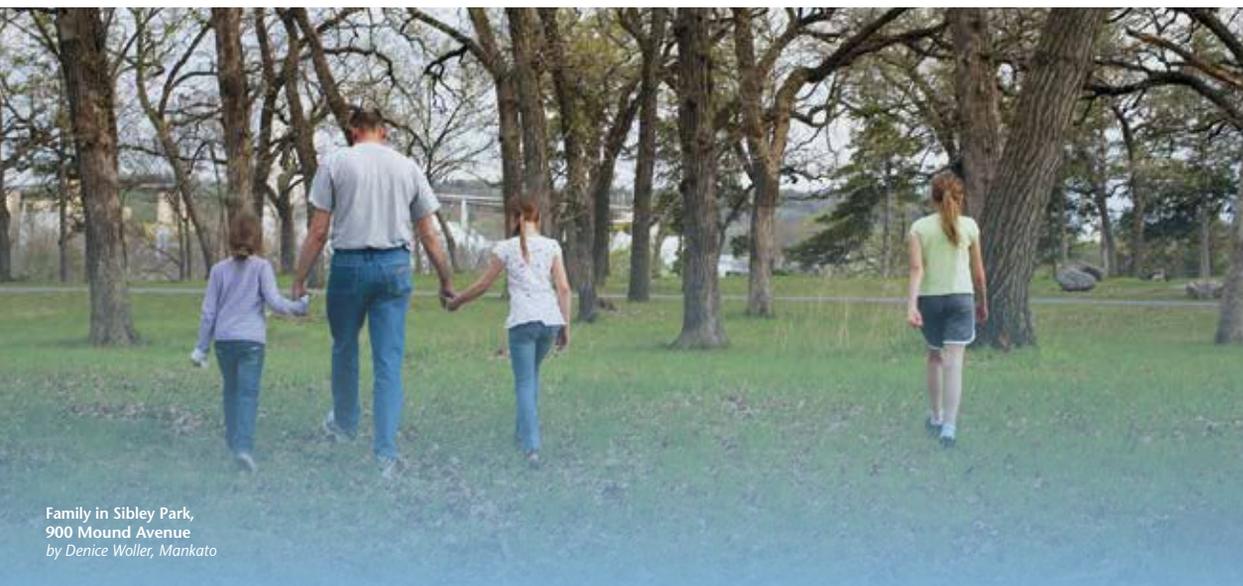


Bird's eye view
by Jen Spellacy, Mankato

Looking forward

While the city is prospering, there are challenges.

- ◆ There needs to be a **focus on efforts that create opportunities for social integration** for all who live in the community.
- ◆ Since Mankato is becoming more diverse, equality in age, gender, race and income needs to be addressed. As a result, city staff will need to **diversify and enhance ability to engage all residents**.
- ◆ It's key to **ensure living options (affordable lifecycle housing) are available and supported** by private development.
- ◆ It's important to **grow the workforce by attracting employees** with a variety of skills, backgrounds and educational levels to the area.
- ◆ Since the younger population continues to grow, it's imperative to have schools that **provide a quality education**.
- ◆ **To be a high-performing organization**, leadership and training opportunities need to be reviewed to find ways to continue to benefit the city's most valuable asset--its staff. Thirty city of Mankato team members will be trained in high-performing organization skills on-site.
- ◆ The LEAD Institute will evolve to "Infuse," designed to provide knowledge, skills and behaviors to **help employees be effective** in their roles. A goal is to develop staff understanding about city services and innovations within first two years of employment.
- ◆ **Flexibility and evolution in organizational structure is a priority** to focus on 21st-century service delivery.



Family in Sibley Park,
900 Mound Avenue
by Denise Woller, Mankato

Engaging the Community

A focus on livability, safety, customer service and community engagement.



Night time on Riverfront Drive
by Rich Gemmill, Mankato

Resources, technology and people are all key to a government organization running efficiently while providing quality customer service. It's important to continue to use and look for innovative ways to provide city services and develop a capable and versatile internal workforce. Staff continues to look for ways to deliver services to promote a well-maintained environment, enhance safety, build partnerships and provide opportunities to staff to help them continue to provide quality customer service.

Mankato is committed to being prosperous and safe. Mankato's "Safe and Clean" initiative launched and has been successful. Maintenance of the area has increased, and the now open connectivity corridor connects downtown hotels and entertainment.

The Special Service Maintenance District provides enhanced city services on the 400 and 500 blocks within Mankato's City Center. Businesses share costs and equally benefit from enhanced services, including general maintenance and clean-up. Video surveillance cameras, lighting and police officers, who patrol sidewalks, plazas and conduct nightly walkthroughs of private businesses, help maintain safety.

Although Mankato has experienced a 20 percent population growth, the city's continued **commitment to community-based policing principles** have resulted in relatively unchanged statistics for serious crime over the past 10 years. While this number remains stable, less serious crime has increased with the majority stemming from alcohol, drugs and mental illness. In addition, the number of higher education institutions in Mankato contribute to the number of people in the 18- to 26- age group, which makes up more than 35 percent of the population. Fifty-six percent of arrests made have been within this age group.



A Mankato police vehicle.

A police officer has been assigned on campus and police liaisons are in the schools to address this segment. Work with students to provide educational opportunities, such as raising alcohol and drug awareness, is a priority.

Police officers assigned to Mankato's City Center on Thursday, Friday and Saturday evenings show an established presence within the community and build relationships with local businesses so they can work together more effectively. Part-time police officers will continue to assist with emergency calls, foot and trail patrols, community events, traffic direction and help monitor video surveillance.

Mankato has continued to effectively operate **one of the largest combination fire departments** in the state comprised of full-time and volunteer staff and has helped save taxpayers \$3 million in personnel expenses each year. Staff have also been key in Mankato's ability to ensure an Insurance Service Officer (ISO) rating of 3 over the last decade. To help expand overnight coverage and better serve areas to the east and northeast of Mankato, plans are underway to build townhomes on the west side of the fire station at 1721 Augusta Drive. By having firefighters living closer to the station, enhanced response times and recruitment rates are anticipated.

Mankato's full-time firefighters provide key services in specialized areas—hazardous materials team, confined space rescues, regional airport suppression and building inspections (to look for high-risk occupancies). Since Mankato firefighters respond to about approximately 98 percent of medical calls and assist the local ambulance service, it's important to look for ways to eliminate these duplicate areas. Doing so will help firefighters **focus on regional service delivery efforts.**



A Mankato fire truck.



Mankato at sunset
by Charles Berg, Mankato

Engaging the Community

A focus on livability, safety, customer service and community engagement.



City Center in summer
by Jason Bennett, Mankato



A 311 Mankato customer service representative answers a phone a call.

Since a major event can have a significant economic and livability impact, Mankato remains committed to regular evaluations and updates of emergency management plans. A plan can help ensure recovery efforts move forward in the best way possible. To help be prepared for emergencies, opportunities to practice emergency preparedness include local and regional collaborations with area jurisdictions through training exercises.

Excellent customer service remains a top priority, and first-call resolve continues to be an emphasis with a focus on providing customers the information they need and ensuring customer satisfaction. Over the past year, 311 Mankato customer service staff managed more than 37,000 city calls, a 4 percent increase from the previous year. In addition, to help build organizational capacity there are new ways to provide service delivery. For example, there's online live chat, 311 Mankato SeeClickFix app, Mankato's online customer service system and other 24-hour online services. 311 Mankato will work in partnership with other jurisdictions during emergencies so resources

are used effectively. These types of opportunities will continue to be maximized.

Since **partnerships can help make Mankato a better place**, staff continue to look for new opportunities. Over the last year, the cities of Mankato and North Mankato have partnered with Bethany Lutheran College to launch KTV, public access television. The partnership has helped raise the profile of the public access station while using the same resources to operate. In addition, it helps provide college students experience and work to place in their portfolio. KTV features local government and educational programming, such as Mankato Hot Spots, City Updates and #FAQFridayMankato, on television and online (accessktv.org).

Another new partnership to serve the best interest of city and county taxpayers, is Mankato's partnership with Blue Earth County. By working together on prosecution and legal services, including city attorney services, there's efficiencies in managing cases.

Mankato staff continue to take the lead to work with organizations to provide programming and events that have a positive impact on livability and quality of life. Partnerships that have helped make a difference include the Tapestry Project, Kiwanis Holiday of Lights and Mankato Marathon. All add to Mankato's overall livability and help make it a destination.

Staff **promotes volunteerism** by providing opportunities that align with varying interests. Over the last year, more than 200 residents have volunteered. They help beautify city parks, serve on the Community Emergency Response Team, or Volunteers in Police Service; assist at the animal impound or Sibley Park Farm. Some public safety staff have stepped into the volunteer role by giving their time to launch and manage summer fishing and soccer programs to help engage youth.



Mankato staff volunteer with the Cops and Bobbers youth summer program.

Looking forward

- ◆ Since **community safety involves everyone**, it's important to work with community members to educate about how they can play a role in safety. To do this, police officers need to **continue community-policing efforts**. By building relationships and working on local initiatives, such as the Tapestry project, people can make a difference in their neighborhoods.
- ◆ It's important to also maintain relationships with students at schools and higher education institutions to help **promote a safe environment, good stewardship and citizenship**. Assigning police officers to schools and on campus is key to building these efforts.
- ◆ To help **allocate fire resources in the best possible way**, staff will review duplication of current services, specifically when responding to medical emergency calls, and determine if duplicate efforts can be eliminated. Doing so will enable resources to **focus on specialized fire prevention services** (hazardous materials, team, confined space rescue and regional airport fire suppression training). This will also help position the ambulance service to focus on their core service delivery area--responding to medical calls and providing medical transportation services.
- ◆ Staff will also **focus on emergency operations** and look to develop a new continuity of operations plan to help city services continue to move forward during emergencies.
- ◆ Opportunities for 311 Mankato customer service to **work with other public organizations** will be reviewed and considered. Ideas to further **evolve 311 Mankato** will be explored.
- ◆ 311 Mankato customer service **continues to focus on high quality customer service and response** which includes **customer satisfaction**.
- ◆ Opportunities to **recognize community volunteers** for their efforts will be explored.

MANKATO FAST FACTS

This chart shows how the city of Mankato compares with other Metropolitan Statistical Areas (MSA) in the state. The second chart presents a snapshot view of Mankato's demographics over a five-year period.

How does Mankato compare with other regional centers?

Metropolitan Statistical Area (MSA)	2014 Metropolitan Statistical Area (MSA) population	2014 core city population	MSA core city employment percentage	MSA median house value	MSA Unemployment rate	Minnesota city unemployment rank (MSA core city)	MSA core city retail sales	MSA core city retail sales (per capita)	National -lowest cost of doing business rank (MSA)	MSA GDP Growth % (2014-2015)
Duluth	280,218	86,239	91.7%	\$139,600	4.3	33	\$1,511,335,066	\$17,524.96	16	0.33%
Mankato	98,478	41,268	93.64%	\$163,300	2.4	21	\$1,326,306,279	\$33,264.94	5	0.34%
Moorhead	228,291	110,725	95.58%	\$161,400	2.2	2	\$555,741,631	\$5,019.12	NR	3.92%
Rochester	212,778	109,252	95.2%	\$166,600	2.5	6	\$2,279,524,516	\$20,864.83	24	0.57%
St. Cloud	192,418	66,039	90.76%	\$164,100	2.9	42	\$1,254,677,135	\$18,999.03	19	1.41%
Comparative Rank			3	3	2	3	3	1	1	4

Source: U.S. Census Bureau, <http://factfinder.census.gov>

City of Mankato fast facts

	2011	2012	2013	2014	2015 (estimate)
Population	39,624	40,179	40,739	41,268	41,680
Annual population change (percentage)	0.8%	1.4%	1.4%	1.3%	1%
Parks maintained	45	45	48	48	49
Part 1 crimes (serious)	1,963	2,056	1,893	1,599	1,757
Part 2 crimes (simple)	3,067	3,121	3,004	3,059	3,125
311 total calls	28,642	29,175	30,199	36,228	45,000
Building inspections performed	4,470	4,100	3,552	4,100	4,100
Street lights maintained	1,300	1,424	1,424	1,424	1,425
Inches of snow plowed	98	37	48	48	42
Civic Center economic impact	\$40,659,089	\$40,267,657	\$41,623,559	\$41,600,000	\$42,604,246 (estimated)
Number of volunteers (Volunteers in Police Service; part-time and reserves; Community Emergency Response Team)	70	100	100	175	200
Structural building fires	21	32	23	25	27
Boulevard trees maintained	12,375	12,540	13,441	14,322	14,479
Annual amount of water treated (billion gallons)	1.866	1.974	1.8	1.8	1.91
Annual amount of wastewater treated (billion gallons)	3.137	2.396	2.6	2.94	2.9
City of Mankato social network subscribers	2,280	3,001	3,906	4,917	5,891

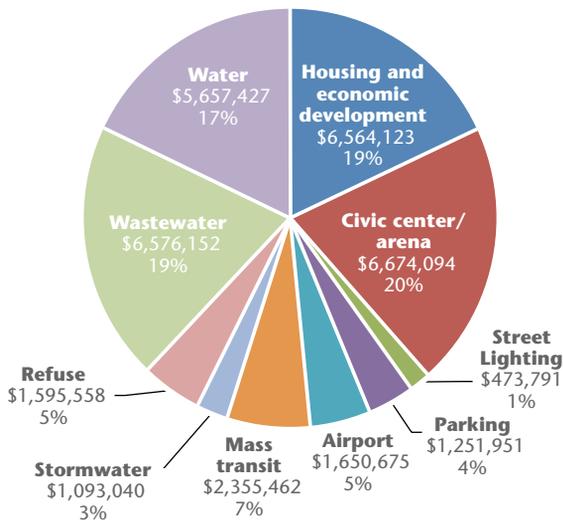
A LOOK AT YOUR FINANCES

The following information is provided from Mankato's 2014 comprehensive annual financial report and illustrates the financial position of the city's major government activities and business-type activities, as of December 31, 2014.

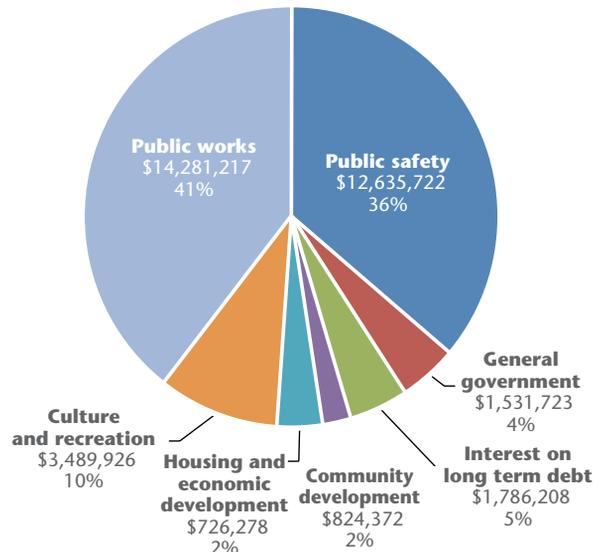
City of Mankato balance sheet			
	Government activity	Business-type activity	Total
Assets	\$208,020,210	\$198,855,695	\$406,875,905
Liabilities	\$63,757,009	\$51,763,478	\$115,520,487
Total net position	\$144,263,201	\$147,092,217	\$291,355,418

City of Mankato statement of activities			
	Government activity	Business-type activity	Total
Revenues	\$17,231,537	\$32,720,574	\$49,952,111
Expenses	\$35,275,446	\$33,892,273	\$69,167,719
Transfers	\$26,073,275	\$4,908,272	\$30,981,547
Increase in net position	\$8,029,366	\$3,736,573	\$11,765,939

Statement of business-type activity expenditures



Statement of general government expenditures





SIBLEY PARK

1887

Sibley Park,
900 Mound Avenue
by Erik Odegard, Mankato