

# City of Shoreview, Minnesota

Biennial Operating Budget 2014-2015  
Capital Improvement Program 2014-2019

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## *City of Shoreview, Minnesota*

### **Adopted Biennial Operating Budget 2014-2015 and Capital Improvement Program 2014-2019**

#### Principal City Officials

City Council	Name	Term Expires
Mayor	Sandy Martin	December 31, 2014
Council member	Emy Johnson	December 31, 2016
Council member	Terry Quigley	December 31, 2014
Council member	Ady Wickstrom	December 31, 2016
Council member	Ben Withhart	December 31, 2014

Administrative Staff	Name	Date of Hire
City Manager	Terry Schwerm	June 16, 1993
Assistant City Manager/ Community Development Director	Thomas C. Simonson	February 19, 1985
Finance Director/Treasurer	Jeanne A. Haapala	September 26, 1988
Assistant Finance Director	Fred Espe	October 27, 1998
Public Works Director	Mark J. Maloney	September 6, 1994

*Prepared by the Finance Department*

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### Biennial Budget 2014-2015

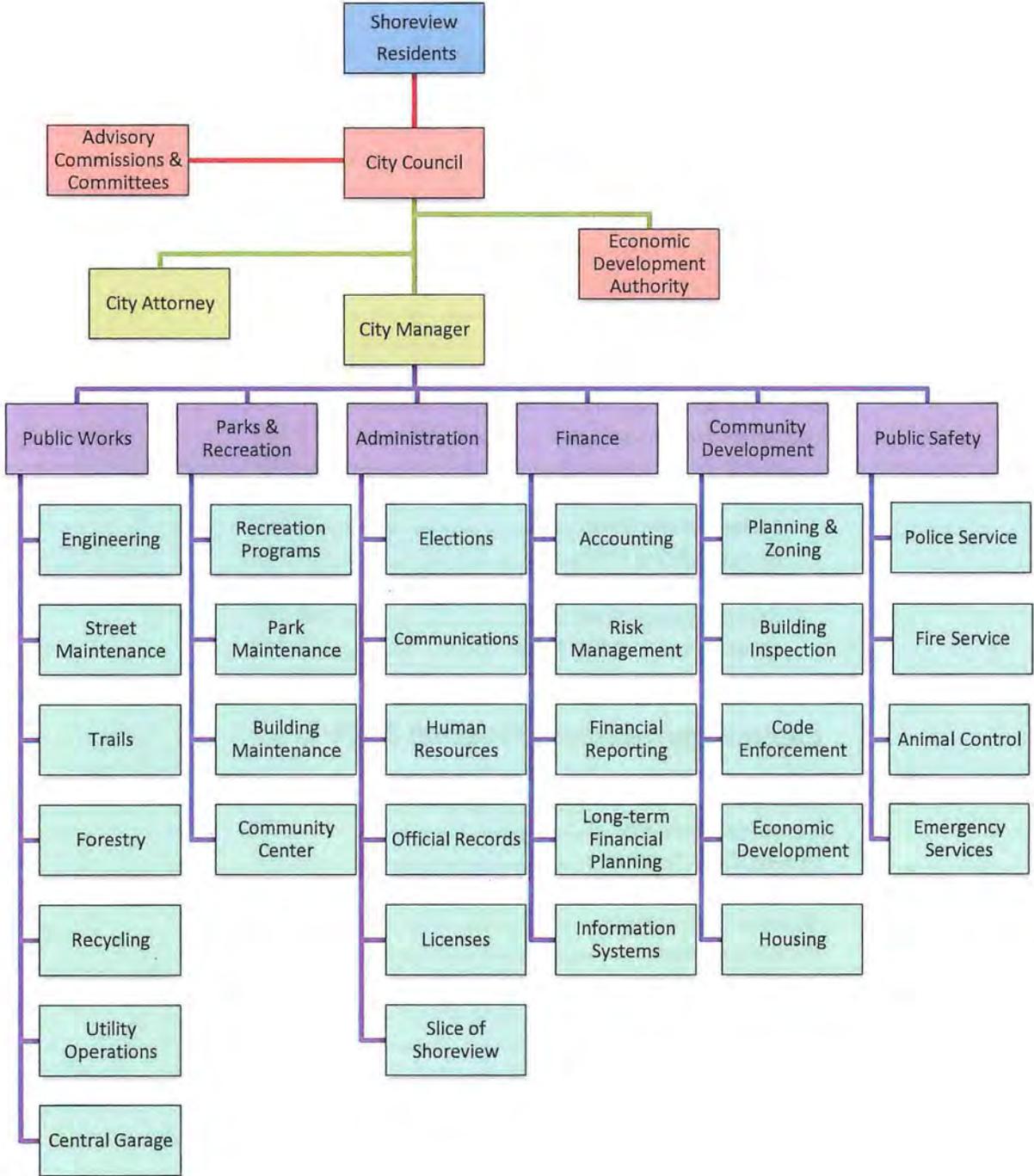
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# Organization Structure

Shoreview operates under the Minnesota Statutory Plan B (Council – Manager) form of government. Policy-making and legislative authority are vested in a City Council consisting of the Mayor and four Council members, all elected on a non-partisan basis. The City Council appoints the City Manager, who in turn appoints directors of the various departments. Council members serve four-year terms, with two members elected every two years. The mayor is elected for a two-year term. Functional areas of city operations are shown in the organizational chart below.



Mayor and City Council and Citizens of Shoreview

## Budget Process

Shoreview prepares and adopts a biennial budget during odd-numbered years, and considers potential budget amendments for the second year of the biennial budget during even-numbered years. The budget process begins in May and continues through adoption in December. Finance staff members coordinate budget preparation, provide analytical support to City Administration, evaluate budget requests in relation to resource limitations, and analyze any new program or service level changes along with any corresponding impact on revenue sources. The City Manager meets with Department Directors over a number of formal and informal meetings, during the summer and fall, to discuss issues impacting budget requests and potential budget revisions. Changes resulting from department meetings are incorporated into the budget prior to Council review. City Council work sessions begin in late summer and continue until the budget hearing (first meeting in December) and budget adoption (second meeting in December). State law requires adoption and certification of a preliminary tax levy by September 16, and certification of the final tax levy and budget by December 30.

## Budget Objectives

Primary objectives for City budget preparation are to provide an operational plan for the effective delivery of City services to residents and businesses, and to ensure protection of the City's financial strength and flexibility through a revenue structure and long-term planning efforts that are consistent with financial policies, Council goals, and the working capital targets established in the City's FYOP. Specific goals that guide budget development include: maintain existing services and programs; protect and maintain parks, lakes and open space areas; improve communications with residents and businesses; encourage maintenance and reinvestment in neighborhoods; explore targeted development and redevelopment to ensure a diverse tax base, quality housing, jobs, and a good mix of commercial services for residents; provide for future housing and capital improvement initiatives; and address economic challenges.

**Service efficiency** is measured by comparing Shoreview's taxing levels, revenue by source, and expense by function, to cities of similar size. Data obtained from the Office of State Auditor and the League of Minnesota Cities is used to prepare the benchmark comparisons for 28 metro-area cities closest to Shoreview in population (selecting 14 larger and 14 smaller). The most recent revenue and expense data available from the Office of State Auditor (for the year 2011) and the most recent property tax data (for the year 2013) show that Shoreview's:

- City share of the property tax bill (on a median valued home value of \$222,200) is 6<sup>th</sup> lowest among comparison cities (\$758 in Shoreview compared to \$960 on average).
- City tax rate is 6<sup>th</sup> lowest among comparison cities (19 percent below average).
- Special assessment revenue per capita is 2<sup>nd</sup> lowest of comparison cities, due to Shoreview's capital policy which limits the use of special assessments to the cost of new improvements.
- Charges for service revenues are 3<sup>rd</sup> highest per capita, due to memberships and daily admission revenue for the community center as well as recreation program fees.

- Public safety spending per capita is the lowest among comparison cities (half of the average) due to efficiencies gained through contracts with other local governments.
- Total spending per capita is 6<sup>th</sup> lowest among comparison cities (23 percent below average).

**Funding strategies** balance revenue from diversified sources such as taxes, utility rates and user fees, as well as the use of current resources versus debt issuance. The overall revenue structure is established with a long-term view, and is designed to protect service delivery, ensure adequate resources in support of operations, protect asset function and condition by providing sufficient funding for repair and replacement costs when needed, and provide long-term stability and sustainability.

**Financial planning**, and the policies that support planning and decision-making, are critical to achieving and sustaining financial strength and flexibility. These efforts provide short and long-term operating and capital projections, as well as integrated financial strategies for the future. The City's financial policies governing fund equity levels, infrastructure replacement, and debt issuance support one another and are designed to protect the financial health of the City. Financial planning efforts through the budget, CIP, FYOP, CHIRP, and the establishment of fund goals and targets help ensure:

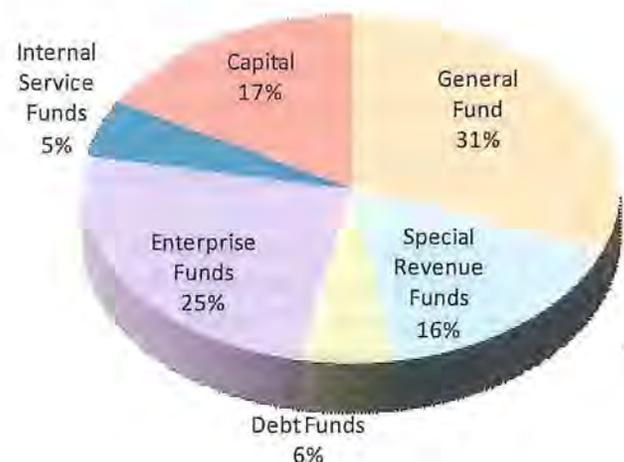
- Decision-making considers a long-term view of community needs.
- Practices prevent the use of one-time revenues to support ongoing operating expenses.
- Analysis considers long-term maintenance and operating costs when planning and evaluating capital projects.
- Commitment to balanced operations where revenues support operating costs.

**Financial strength and flexibility** is measured by how well the City is able to adapt to changing conditions, avoid temporary solutions that cannot be sustained, respond to unanticipated events and challenges, support operations with limited new development, ensure continuation of essential services, protect asset condition, navigate economic cycles, secure and maintain a high bond rating (reducing borrowing costs), prepare for the future, moderate changes in tax levies, utility rates and user fees whenever possible, and avoid short-term borrowing to support operations.

Since November of 2010 Standard and Poor's has assigned a AAA bond rating to Shoreview's general obligation debt, the highest bond rating awarded, due in part to the City's commitment to sustainable long-term financial practices and long-term planning.

## Budget Overview

Municipalities account for operations through the use of separate "funds" that account for services and associated revenue sources. Each fund can be thought of as a separate business entity that is created for a specific purpose. Not only does each fund have its own purpose, but each fund has different constraints on its resources.



**Total Operating Budget** – The total 2014 and 2015 budget for operating funds is summarized in the table below (excluding planned capital projects). Budgeted expense in 2014 is \$24,636,946, an increase of \$754,346 over the 2013 budget (3.2 percent). Budgeted expense in 2015 is \$25,466,226, an increase of \$829,280 over the 2014 budget (3.4 percent).

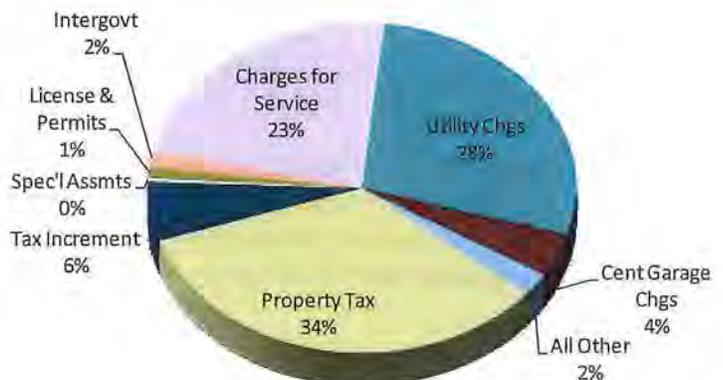
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Budget	Revised Estimate	Budget	Budget
<b>Revenue</b>						
Property Taxes	\$ 6,966,068	\$ 7,147,896	\$ 7,459,567	\$ 7,459,567	\$ 7,739,154	\$ 8,117,671
Special Assessments	186,281	174,842	107,971	94,428	100,850	199,945
Licenses and Permits	441,243	540,755	314,050	475,600	324,500	308,300
Intergovernmental	375,466	376,158	366,152	363,727	365,392	361,152
Charges for Services	5,568,549	5,689,999	5,809,731	5,942,760	6,037,173	6,190,130
Fines and Forfeits	62,135	67,000	62,500	52,800	52,800	52,800
Utility Charges	7,100,858	8,086,327	7,993,640	7,993,640	8,294,577	8,663,303
Central Garage Charges	1,060,926	1,143,847	1,153,020	1,196,240	1,242,855	1,256,090
Interest Earnings	351,119	185,417	163,350	137,950	153,000	160,070
Other Revenues	126,918	174,000	80,740	103,556	102,808	102,427
<b>Total Revenue</b>	<b>\$ 22,239,563</b>	<b>\$ 23,586,241</b>	<b>\$ 23,510,721</b>	<b>\$ 23,820,268</b>	<b>\$ 24,413,109</b>	<b>\$ 25,411,888</b>
<b>Expense</b>						
General Government	\$ 2,037,408	\$ 2,243,504	\$ 2,345,660	\$ 2,455,800	\$ 2,442,375	\$ 2,515,522
Public Safety	2,556,068	2,706,424	2,882,693	2,861,662	3,000,223	3,144,020
Public Works	1,747,326	1,864,122	1,979,986	1,979,026	2,086,295	2,150,401
Parks and Recreation	5,291,572	5,282,365	5,470,139	5,458,672	5,759,484	6,116,013
Community Development	621,534	612,405	680,735	690,928	742,615	780,031
Enterprise Operations	5,272,823	5,244,732	5,705,039	5,583,226	5,817,212	6,015,448
Central Garage	537,045	550,659	593,566	577,942	599,799	617,652
Miscellaneous	156,808	67,522	40,000	40,000	40,000	40,000
Debt Service	2,407,716	2,331,187	2,277,782	2,429,890	2,213,943	2,096,139
Depreciation	1,636,971	1,813,983	1,907,000	1,867,000	1,935,000	1,991,000
<b>Total Expense</b>	<b>\$ 22,265,271</b>	<b>\$ 22,716,903</b>	<b>\$ 23,882,600</b>	<b>\$ 23,944,146</b>	<b>\$ 24,636,946</b>	<b>\$ 25,466,226</b>
<b>Other Sources (Uses)</b>						
Sale of Asset-Gain	64,457	26,311	41,000	40,000	29,000	-
Debt Proceeds	4,620,000	-	20,000	2,596,503	-	10,000
Debt Refunding	(4,410,000)	-	-	(135,000)	(860,000)	(1,385,000)
Contributed Capital Assets	17,281	194,313	-	-	-	-
Transfers In	2,261,833	2,063,714	2,359,186	2,362,009	2,070,010	2,130,321
Transfers Out	(1,496,802)	(1,374,262)	(1,340,320)	(1,349,850)	(1,347,010)	(1,829,400)
<b>Net Change</b>	<b>\$ 1,031,061</b>	<b>\$ 1,779,414</b>	<b>\$ 707,987</b>	<b>\$ 3,389,784</b>	<b>\$ (331,837)</b>	<b>\$ (1,128,417)</b>

It should be noted that property taxes are also levied for capital funds therefore the property taxes shown on the first line of the above table do not reflect the total adopted City tax levy. A summary of revenue and expense for all funds is presented on the next page, and a discussion of the total property tax levy is presented later in this document.

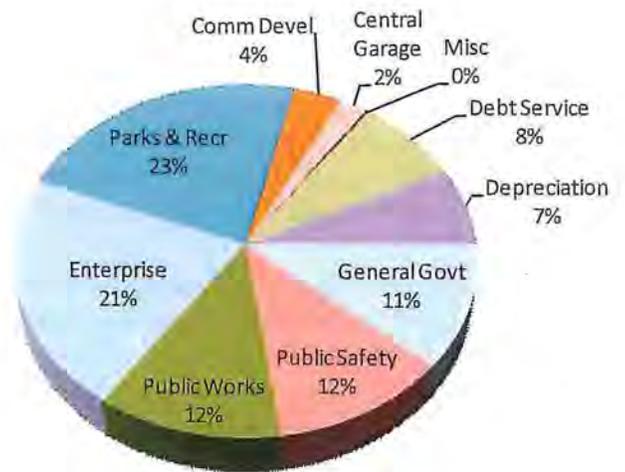
**Combined Revenue and Expense** for all funds in 2014 (including capital projects) is provided in the table below (by type of fund). Total estimated expense is \$27,153,344 for the year (\$24,636,946 in operating funds plus \$2,516,398 in capital funds). An additional \$2,447,000 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2014 CIP estimate of \$4,963,398).

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility	Internal Service		
<b>Revenue</b>							
Property Taxes	\$ 6,837,154	\$ 170,000	\$ 548,000	\$ -	\$ 184,000	\$ 2,270,000	\$ 10,009,154
Tax Increment	-	-	-	-	-	1,723,380	1,723,380
Special Assessments	-	-	100,850	-	-	12,821	113,671
Licenses and Permits	324,500	-	-	-	-	-	324,500
Intergovernmental	188,622	66,000	1,270	26,330	83,170	91,975	457,367
Charges for Services	1,303,110	4,725,563	-	1,000	7,500	804,000	6,841,173
Fines and Forfeits	52,800	-	-	-	-	-	52,800
Utility Charges	-	-	-	8,294,577	-	-	8,294,577
Central Garage Charges	-	-	-	-	1,242,855	-	1,242,855
Interest Earnings	45,000	13,800	13,950	68,200	12,050	42,700	195,700
Other Revenues	26,108	46,200	-	500	30,000	330,227	433,035
<b>Total Revenue</b>	<b>8,777,294</b>	<b>5,021,563</b>	<b>664,070</b>	<b>8,390,607</b>	<b>1,559,575</b>	<b>5,275,103</b>	<b>29,688,212</b>
<b>Expense</b>							
General Government	2,227,053	215,322	-	-	-	621,650	3,064,025
Public Safety	3,000,223	-	-	-	-	116,848	3,117,071
Public Works	1,556,726	529,569	-	-	-	1,136,900	3,223,195
Parks and Recreation	1,726,055	4,033,429	-	-	-	407,000	6,166,484
Community Development	590,237	152,378	-	-	-	234,000	976,615
Enterprise Operations	-	-	-	5,817,212	-	-	5,817,212
Central Garage	-	-	-	-	599,799	-	599,799
Miscellaneous	-	-	-	-	40,000	-	40,000
Debt Service	-	-	1,674,973	300,916	238,054	-	2,213,943
Depreciation	-	-	-	1,275,000	660,000	-	1,935,000
<b>Total Expense</b>	<b>9,100,294</b>	<b>4,930,698</b>	<b>1,674,973</b>	<b>7,393,128</b>	<b>1,537,853</b>	<b>2,516,398</b>	<b>27,153,344</b>
<b>Other Sources (Uses)</b>							
Sale of Asset-Gain	-	-	-	-	29,000	-	29,000
Debt Refunding	-	-	(860,000)	-	-	-	(860,000)
Transfers In	692,000	419,000	839,610	-	119,400	759,000	2,829,010
Transfers Out	(369,000)	(260,000)	(66,610)	(651,400)	-	(1,482,000)	(2,829,010)
<b>Net Change</b>	<b>\$ -</b>	<b>\$ 249,865</b>	<b>\$(1,097,903)</b>	<b>\$ 346,079</b>	<b>\$ 170,122</b>	<b>\$ 2,035,705</b>	<b>\$ 1,703,868</b>

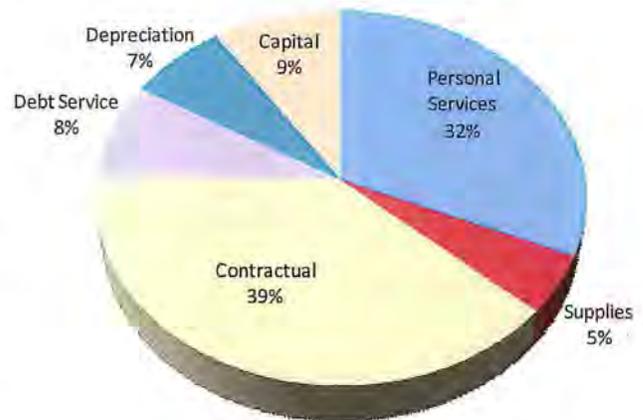
**Revenue by Source** – Revenue (for combined operating and capital funds) is derived from a combination of sources including: property tax, utility charges, charges for service, tax increment, intergovernmental revenue, central garage charges, license and permit revenue and other miscellaneous sources. More information is provided on property tax levies and utility rates later in this document.



Total Expense by Function – Public works accounts for 33 percent of expense (12 percent for engineering, street and trail maintenance, and forestry; and 21 percent for enterprise (utility) operations). Parks and recreation operations account for 23 percent. Public safety accounts for 12 percent (police, fire, animal control, and emergency services). General government accounts for 11 percent, followed by debt service at 8 percent, and depreciation at 7 percent (for utility system and central garage assets). Community development and central garage operations account for 4 and 2 percent respectively.



Total Expense by Class – Contractual costs account for the largest share of total spending (39 percent), and include: sewage treatment; contracted police, fire and recycling; inter-fund charges; and repair and maintenance. Personal services accounts for 32 percent, and includes: wages, health insurance, required contributions to social security, medicare and PERA, and workers compensation insurance. Capital costs account for 9 percent of total operating spending, followed by 8 percent for debt payments, and 7 percent for depreciation expense (for the depreciation of utility system and central garage assets). Supplies account for the smallest share of spending at 5 percent.



In recent years the City has held the cost of health insurance premiums down through use of a high-deductible plan. Premiums are significantly lower than the Ramsey County plan (the City's former health insurance provider).

Net Change – The General Fund budget, as shown on the previous page, is designed to balance each year because all revenue received during the budget year is available to support expense. Budgets in other funds are designed to accomplish a variety of long-term objectives and therefore the net difference between revenue and expense may result in an increase or a decrease in fund equity during any given budget year. For instance:

- Revenue in Debt Funds is legally restricted to debt payment and must be held until the related debt is paid in full. Therefore, the 2014 budget assumes spending a portion of accumulated fund balances to cover debt payments.
- Expense totals in Utility Funds do not include planned capital costs because these funds must be reported using full accrual accounting (recording depreciation of assets over their useful life). For a relatively new fund with modest cash balances, such as the Street Lighting Fund, capital costs can have a dramatic impact on cash balances and cash flow, which means that an operating surplus (where revenue is greater than expense) is necessary to support planned capital costs.

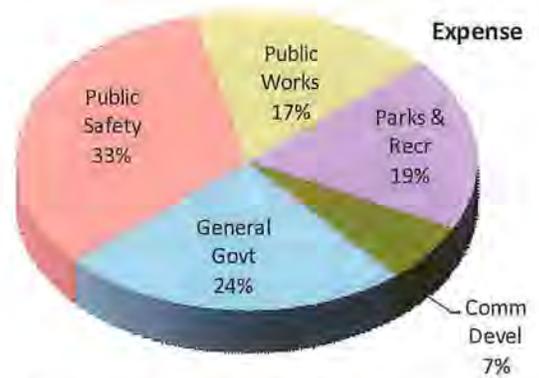
**Combined Revenue and Expense** for all funds in 2015 is provided in the table below (by type of fund). Total estimated expense is \$30,152,224 for the year (\$25,466,226 in operating funds plus \$4,685,998 in capital funds). An additional \$6,550,926 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2015 CIP estimate of \$11,236,924).

Even though a budget is adopted for 2015, the City will continue to hold a budget hearing during 2014 (for the 2015 budget), and will adopt both a preliminary and final tax levy for the 2015 budget, by following the normal budget process (and as is consistent with State law). Any necessary modifications to 2015 revenue or expense will be handled through a budget amendment in December of 2014, after the normal budget hearing.

	Operating Funds						Total All Funds
	General	Special Revenue	Debt	Utility Funds	Internal Service	Capital Funds	
<b>Revenue</b>							
Property Taxes	\$ 7,180,671	\$ 185,000	\$ 544,000	\$ -	\$ 208,000	\$ 2,400,000	\$ 10,517,671
Tax Increment	-	-	-	-	-	914,000	914,000
Special Assessments	-	-	199,945	-	-	12,821	212,766
Licenses and Permits	308,300	-	-	-	-	-	308,300
Intergovernmental	188,622	65,000	1,210	25,470	80,850	712,774	1,073,926
Charges for Services	1,302,400	4,879,230	-	1,000	7,500	804,000	6,994,130
Fines and Forfeits	52,800	-	-	-	-	-	52,800
Utility Charges	-	-	-	8,663,303	-	-	8,663,303
Central Garage Charges	-	-	-	-	1,256,090	-	1,256,090
Interest Earnings	50,000	8,700	11,670	76,500	13,200	62,000	222,070
Other Revenues	26,227	45,700	-	500	30,000	343,908	446,335
<b>Total Revenue</b>	<b>9,109,020</b>	<b>5,183,630</b>	<b>756,825</b>	<b>8,766,773</b>	<b>1,595,640</b>	<b>5,249,503</b>	<b>30,661,391</b>
<b>Expense</b>							
General Government	2,269,274	246,248	-	-	-	919,600	3,435,122
Public Safety	3,144,020	-	-	-	-	110,598	3,254,618
Public Works	1,603,772	546,629	-	-	-	1,179,800	3,330,201
Parks and Recreation	1,850,037	4,265,976	-	-	-	2,258,000	8,374,013
Community Development	611,917	168,114	-	-	-	218,000	998,031
Enterprise Operations	-	-	-	6,015,448	-	-	6,015,448
Central Garage	-	-	-	-	617,652	-	617,652
Miscellaneous	-	-	-	-	40,000	-	40,000
Debt Service	-	-	1,587,156	274,796	234,187	-	2,096,139
Depreciation	-	-	-	1,331,000	660,000	-	1,991,000
<b>Total Expense</b>	<b>9,479,020</b>	<b>5,226,967</b>	<b>1,587,156</b>	<b>7,621,244</b>	<b>1,551,839</b>	<b>4,685,998</b>	<b>30,152,224</b>
<b>Other Sources (Uses)</b>							
Debt Proceeds	-	-	10,000	-	-	295,200	305,200
Debt Refunding	-	-	(1,385,000)	-	-	-	(1,385,000)
Transfers In	748,000	448,000	814,921	-	119,400	2,664,600	4,794,921
Transfers Out	(378,000)	(687,000)	(50,000)	(700,400)	(14,000)	(2,965,521)	(4,794,921)
<b>Net Change</b>	<b>\$ -</b>	<b>\$ (282,337)</b>	<b>\$ (1,440,410)</b>	<b>\$ 445,129</b>	<b>\$ 149,201</b>	<b>\$ 557,784</b>	<b>\$ (570,633)</b>

A discussion of each operating fund budget is presented on the next several pages.

**General Fund** – The General Fund includes revenue and expense associated with a wide range of services, accounts for the largest share of the budget, and receives the largest share of the property tax levy. Major functions include general government, public safety, public works, parks and recreation and community development.



General Government includes activities related to City Council and Commissions, elections, legal, administration, human resources, finance, information systems, and communications.

Changes in general government for 2014 include an administrative staff position converting to full-time, a new part-time management assistant position in the human resources department, the cost of a general election, a two percent wage adjustment for regular staff, and a \$75 per month increase in the City's share of health insurance. Communication costs are partially supported through a transfer from the Cable Television Fund in the amount of \$160,000. After consideration of the transfer, general government expense is expected to rise 2.4 percent in 2014 and 1.7 percent in 2015.

Public Safety includes contract costs associated with police, fire, and animal control as well as operation of the City's warning sirens. Shoreview achieves significant savings in public safety costs through contracts with Ramsey County for police service, and Lake Johanna Fire Department for fire service. Changes in public safety include higher costs for dispatch, a 4.8 percent increase in policing costs due primarily to the County now charging for the costs associated with its retiree health insurance program, continued expansion of the fire duty crew program (for paid on-call firefighters working different shifts at fire stations) and pay increases to reflect current market rates. Overall, public safety costs are expected to increase 4.1 percent for 2014 and 4.8 percent for 2015.

Public Works includes administration and engineering, street and trail maintenance, and forestry. Changes in 2014 include higher asphalt prices, increased sign replacement costs due to new federal regulations regarding sign reflectivity, and potentially higher forestry expenses due to the Emerald Ash Borer response. Public works costs increase 5.5 percent for 2014 and 3 percent for 2015.

Parks and Recreation includes park administration, building operation/maintenance and park maintenance. Total parks and recreation costs are projected to increase 7.1 percent in 2014 and 7.2 percent in 2015 due in part to the reestablishment of the park and recreation director position in August of 2014.

Community Development includes planning and zoning administration, and building inspection. Over the next 2 years the EDA and HRA funds will pay an increasing share of the Community Development Director position, until the total charged to the two funds reaches 50 percent of the position, additional personal changes include the creation of a new full-time regular planning and economic development position (duties and funding shared with the EDA) and a part-time customer service representative position (duties and funding shared with public works). Overall, community development costs will increase 5.7 percent for 2014 and 3.7 percent for 2015.

**Special Revenue Funds** are used to account for revenue that is dedicated by State statute, local ordinance, resolution, or practice to support specific operations or expenses. Establishment of these funds enables the City to closely monitor both revenue and expense associated with a given program.

Recycling Fund – Accounts for the operation and promotion of the City’s curbside recycling program through a joint powers agreement with Ramsey County. The program also provides two clean-up day events (in the spring and fall) in conjunction with the City of Arden Hills. Revenue is derived from grant funding and user fees.

Community Center Fund – Accounts for revenue and expense associated with the operation and maintenance of the fitness center and studios, the Tropics Indoor Water Park, Tropical Adventure indoor play area, banquet and meeting rooms, birthday party rooms, gymnasium, locker facilities, picnic pavilion and the Wave Café. Because the facility was designed to serve as a community gathering place, room space is provided to community-oriented groups at reduced rates or free. The General Fund provides a contribution (through an inter-fund transfer) equal to \$239,000 for 2014, and \$246,000 for 2015, to offset discounted room rentals (covering approximately 9 percent of operating costs). The Recreation Program Fund provides a 2014 inter-fund transfer equal to \$100,000, and a 2015 inter-fund transfer equal to \$120,000 for use of the facility throughout the year. All remaining revenue is from memberships, daily admissions, room rentals, concessions and interest earnings.

Recreation Programs Fund – Accounts for a variety of recreational and social programs offered on a fee basis. Revenue is generated through user fees and an inter-fund transfer from the General Fund to assist in supporting programs that provide overall community benefit (drop-in child care, preschool, youth/teen and community programs). The General Fund provides \$70,000 of support in 2014 and \$72,000 in 2015.

Cable Television Fund – Accounts for the receipt of cable franchise fees designated for communications and cable television uses. Costs supported by the fund include operation and promotion of cable communications via North Suburban Communications Commission, staff costs for communication activities, partial support for publication and distribution of the *ShoreViews* city newsletter, and funding for operating and capital costs associated with broadcasting public meetings.

Economic Development Authority Fund – Accounts for revenue dedicated to support activities of the EDA, including retention and expansion of local business, targeted redevelopment areas, providing employment opportunities and to strengthen and diversify the City’s tax base.

Housing and Redevelopment Authority Fund – Accounts for revenue dedicated to support the housing-related activities of Shoreview’s EDA, including the development of affordable housing, protection of property values and neighborhoods by promoting reinvestment and home improvements.

Slice of Shoreview Fund – Accounts for revenue and expense associated with a three-day community festival held in July at Island Lake Park. Revenue is derived from donations, event charges, and a \$10,000 transfer from the General Fund.

**Debt Funds** account for payment of debt obligations not already accounted for in Enterprise (utility) or Internal Service (central garage) funds. Separate Debt Service funds are maintained for each debt issue because tax levies and special assessment collections are legally restricted to the payment of specific debt issues.

Debt Issuance planned over the next 5 years is shown in the table below. G.O. Improvement Bonds support the assessment portion of street, utility and surface water projects, and generally represent the cost of new improvements. G.O. Water, Sewer and Surface Water Bonds finance the Enterprise Fund share of capital projects, as well as the addition of a \$9 million water treatment plant in 2015. Water rates will be adjusted starting in 2014 to cover debt service associated with the new water treatment plant.

Description	2014	2015	2016	2017	2018
GO Improvement bonds (assmts)	\$ -	\$ 310,000	\$ -	\$ 340,000	\$ 440,000
GO Water bonds	-	9,900,000	-	630,000	560,000
GO Sewer bonds	-	1,200,000	-	330,000	1,400,000
GO Surface Water bonds	-	840,000	-	520,000	870,000
Estimated Total Debt Issued	\$ -	\$ 12,250,000	\$ -	\$ 1,820,000	\$ 3,270,000

Debt Repayment – Over the next 5 years approximately 47 percent of the City’s current outstanding debt will be retired, and 82 percent will be retired within 10 years. This is considered a very favorable indicator by bond rating agencies.

- **General Obligation/Certificate of Participation Debt** is retired at a slightly faster rate with 54 percent paid within 5 years and 86 percent paid within 10 years.
- **Enterprise and Internal Service** debt is retired over a slightly slower rate with approximately 41 percent paid within 5 years and 77 percent paid within 10 years.

Debt Limit – Minnesota statutes limit the amount of general obligation debt and certificates of participation debt to 3 percent of total market value. As of December 31, 2012 Shoreview’s legal debt limit is \$77.1 million, and Shoreview’s debt levels were approximately 15 percent of the limit. Debt issued in 2013, including crossover refunding bonds, result in debt levels rising to 18 percent of the limit for 2013. After the refunding bond call dates, debt levels will return to 15 percent.

Debt Levies – The debt portion of the tax levy is managed with the goal of providing a predictable and gradual change in the debt levy. In 2010 and 2011 the City set aside General Fund surplus in the amount of \$378,064 and \$311,728 respectively to mitigate changes in future debt levies, and expects to set aside \$82,000 at the end of 2013.

Description	2014	2015	2016	2017	2018
Existing Debt-Central Garage	\$ 184,000	\$ 208,000	\$ 208,000	\$ 200,000	\$ 200,000
Existing Debt-Debt Funds	548,000	544,000	545,000	551,000	542,000
Future Debt -Debt Funds	-	-	-	-	-
Total Debt Levies	\$ 732,000	\$ 752,000	\$ 753,000	\$ 751,000	\$ 742,000
Change in Debt Levy	\$ (47,000)	\$ (20,000)	\$ (1,000)	\$ 2,000	\$ 9,000

Bond Rating – Shoreview receives favorable interest rates on debt relative to the marketplace due to its AAA credit rating. The rating was reaffirmed in October of 2013, and excerpts from the October 2013 Standard & Poor’s rationale and outlook sections of the rating summary are reproduced below:

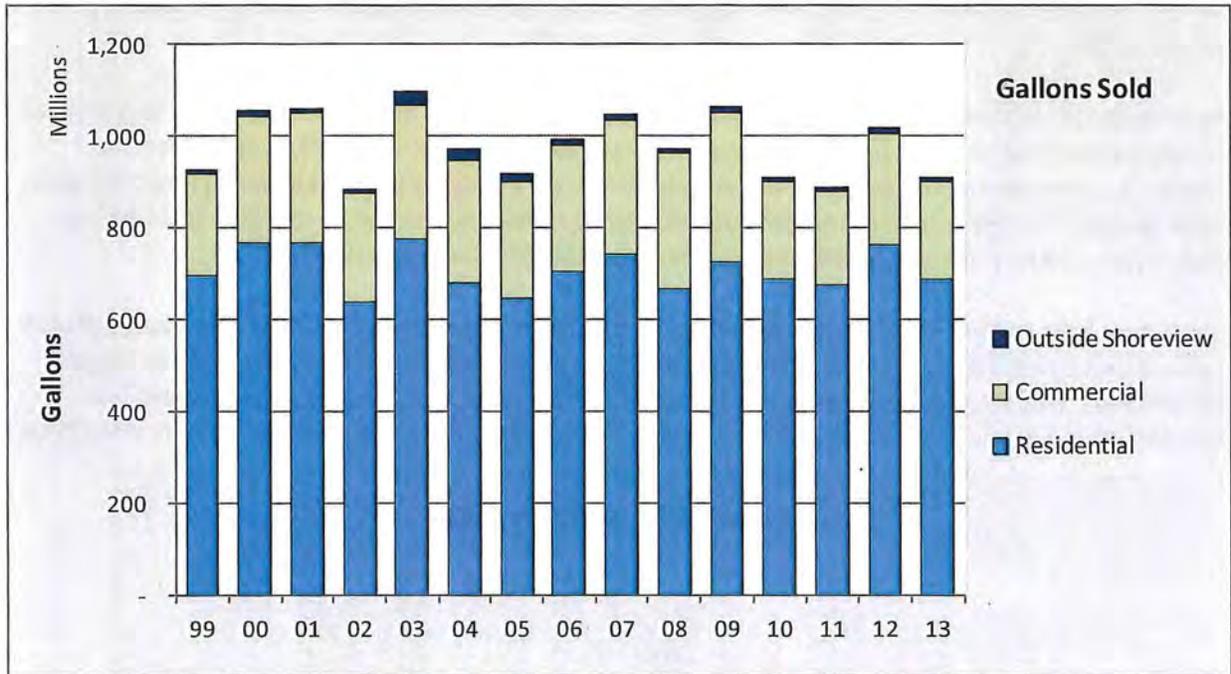
- Very strong economy, which benefits from participation in the broad and diverse economy of Minneapolis-St. Paul (the Twin Cities);
- Very strong budgetary flexibility, with 2012 audited available reserves at 49% of general fund expenditures;
- Strong budgetary performance, which takes into account the small use of reserves for the total governmental budget in 2012.
- Very strong liquidity, providing very strong cash levels to cover both debt service and expenditures;
- Very strong management with strong financial policies reflective in consistent ability to maintain balanced budgets; and
- Adequate debt and contingent liabilities position, driven mostly by the city's moderate carrying charges and high net direct debt as a percent of total governmental funds revenue.
- The stable outlook reflects our view of the city’s consistent economy and financial performance, which is supported by very strong management. We do not expect to revise the rating in the next two years because we believe the city will maintain very strong reserves. However, the rating could be negatively impacted by a further decline in market value along with a decline in the combined available fund balances, should the combined balances fall below 75% of general fund expenditures

**Enterprise Funds** are used to account for self-supporting utility operations that are managed similar to private business enterprises. Charges for service, which are billed to customers, provide the sole support for operating costs, capital needs and debt service payments. Debt issued to finance utility infrastructure is accounted for within these funds.

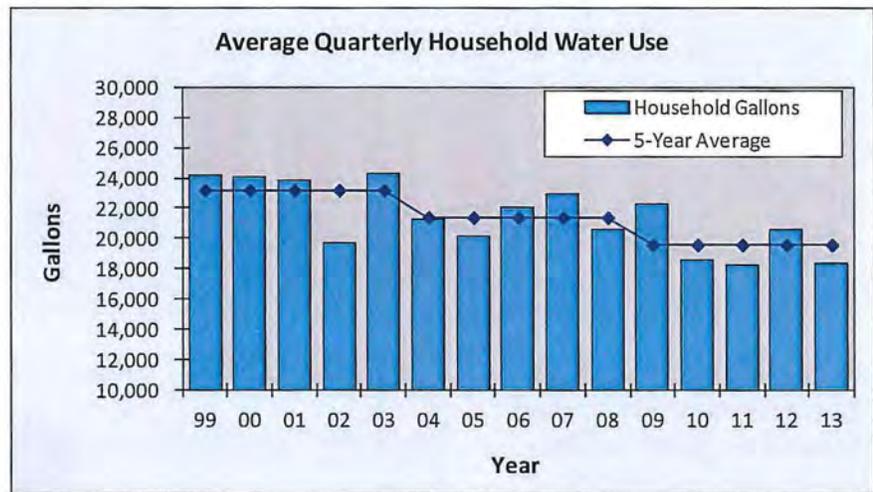
Water Fund – Accounts for the distribution of drinking water to approximately 9 thousand residences and businesses within City limits, and provides limited service at higher billing rates to neighboring communities through service agreements. Utility rates are designed to support operations and maintenance, debt payments, expansion of the system when necessary, as well as water system replacements.

Shoreview uses a conservation based water rate structure, as required by Minnesota law, with graduated rates that increase as customer water use increases. The rate structure is designed to protect the City’s ability to deliver consistent and reliable water service to all properties at current water storage and delivery capacity. The City’s water system (wells, water towers, underground water reservoir, distribution lines, valves and fire hydrants) is sufficient to deliver water service to all properties in Shoreview for the future. A water treatment plant is planned for the year 2015 to address concerns about iron and manganese levels in the water supply.

Water use over the last 15 years is shown in the table below. Fluctuations in water consumption are expected from year to year, and are due primarily to weather patterns each growing season. Frequent rainfall during summer months can lead to lower water consumption just as periods of drought can lead to higher water consumption.



Other factors that reduce household water use include water conservation efforts, an aging population, more efficient plumbing fixtures, an increase in landscape sprinkler systems, and fewer people per household. The graph at right shows the change in average quarterly household water consumption over the last 15 years.

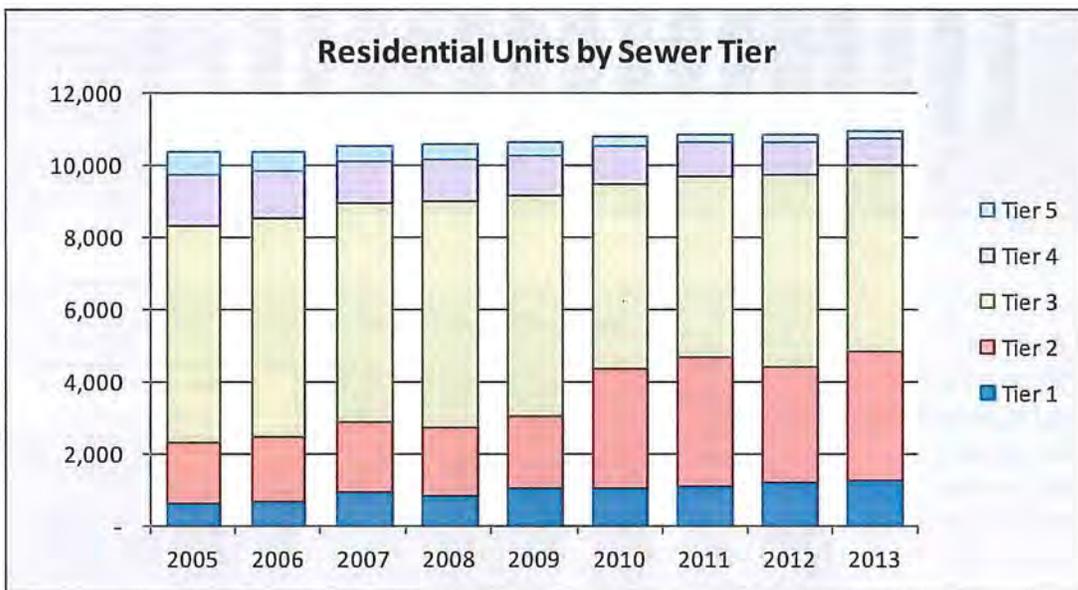


As water consumption drops, water rates must be revised to generate sufficient income necessary to support the cost of operations. For 2014, water rates will increase 4.2 percent.

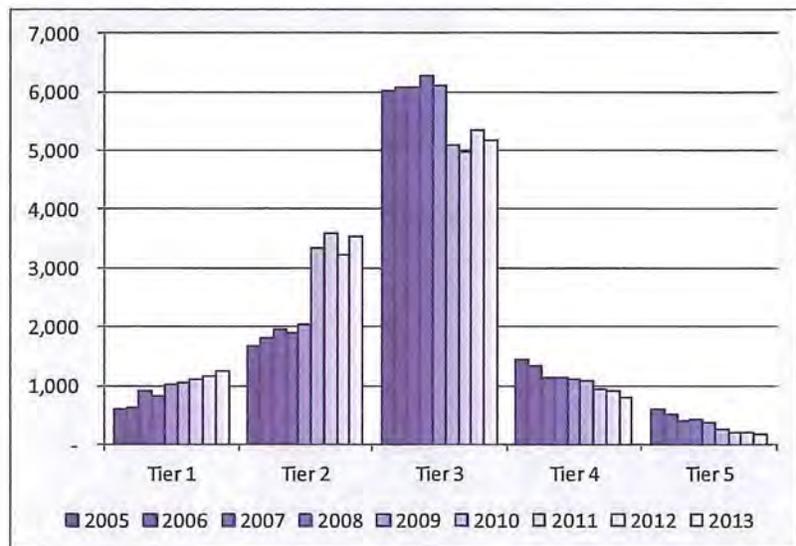
**Sewer Fund** – Accounts for the collection and treatment of wastewater (sewage) from residences and businesses throughout Shoreview. Sewage is routed to facilities owned and operated by Metropolitan Council Environmental Services (MCES), and Shoreview is billed for its prorated share of overall sewage flow. Sewage treatment costs account for 50 percent of Sewer Fund expense in 2014. Operating, maintenance and replacement costs are supported entirely by user charges which will increase 3 percent in 2014.

Sewer rates are designed to charge high volume customers more because they contribute more flow to the system than low volume customers. In recent years the City completed a city-wide inspection program to eliminate the discharge of storm water (from roof systems or ground water) into the City’s sewer system. This effort is an important part of keeping sewage treatment costs down by reducing sewage flow and by removing an \$86,000 surcharge on the City’s sewage treatment bill.

Two factors have caused a shift in residential sewer billings: first, beginning in 2010 Minnesota statutes required that cities charge apartment and condominium units according to the same rates as single-family homes; and second, declining water use shifts sewer customers into lower sewer tiers. Two graphs provided below illustrate a pronounced shift in customers from tier 3 into lower tiers since 2009.



Even though residential sewer bills are based on winter water consumption (which excludes summer watering) the shift in customers to lower tiers will require careful monitoring in the future. Fortunately (as stated earlier) recent efforts to reduce sewage flow will allow sewer operating costs to remain relatively constant over the next two years.



**Surface Water Fund** – Accounts for operation, maintenance, replacement and improvement of the City’s storm water system. The surface water management program is designed to preserve and use natural water storage and retention systems as much as is practical to reduce the amount of public capital expense necessary to control excessive volumes and runoff rates, improve water quality, prevent flooding and erosion from surface water flows, promote ground water recharge, and protect and enhance fish and wildlife habitat and water recreational facilities (lakes etc.). Surface water charges are established by property type and the amount of impervious surface area.

Total Surface Water expense is projected to increase 14.2 percent for 2014, a significant portion of this increase (59%) is related to pond dredging costs. Planned capital costs over the next few years due to street reconstruction projects and the addition of storm water facilities continue to place pressure on surface water rates. As a result, residential surface water rates will increase \$1.93 per quarter for 2014, an increase of 10 percent.

**Street Lighting Fund** – Accounts for the operation, maintenance and replacement of the street lighting system throughout the community, in support of safe vehicle and pedestrian traffic. The City’s street light system includes lighting owned by the City as well as lights leased from Xcel Energy. Street light replacement costs over the next two years address a growing trend of street light outages. Residential rates are projected to increase 4% in 2014.

**Impact on Utility Bill** – The quarterly utility bill for an average home (quarterly water use of 17.5 thousand gallons, and winter water use of 12 thousand gallons) is expected to increase \$6.63 per quarter. The largest share of the increase is for sewer service. As discussed earlier in this document, the increase in water and sewer rates is designed to offset the trend of declining water use.

Average User			
	2013	2014	Change
Water	\$ 45.58	\$ 47.49	\$ 1.91
Sewer	80.20	82.61	2.41
Surface water	19.33	21.26	1.93
Street lighting	9.47	9.85	0.38
State fee	1.59	1.59	-
<b>Total</b>	<b>\$ 156.17</b>	<b>\$ 162.80</b>	<b>\$ 6.63</b>

The table at right provides the estimated change in the utility bill at 6 different usage levels. Depending on the amount of water consumed, the change in the quarterly bill ranges from an increase of \$4.74 to \$17.35.

Use Level	% of Homes	Water Gallons	Sewer Gallons	Total Utility Bill		Change in Quarterly Bill	Use Level
				2013	2014		
Very low	10%	5,000	4,000	\$ 103.12	\$ 107.86	\$ 4.74	Very low
Low	22%	10,000	8,000	\$ 123.38	\$ 128.82	\$ 5.44	Low
Average	42%	17,500	12,000	\$ 156.17	\$ 162.80	\$ 6.63	Average
Above avg	19%	25,000	22,000	\$ 189.47	\$ 197.31	\$ 7.84	Above avg
High	5%	55,000	26,000	\$ 300.52	\$ 313.11	\$ 12.59	High
Very high	2%	80,000	34,000	\$ 416.73	\$ 434.08	\$ 17.35	Very high

**Internal Service Funds** are used to account for services that are provided by one department to another on a cost-reimbursement basis.

**Central Garage Fund** – Accounts for operation, maintenance and replacement of the maintenance center building, vehicles, heavy equipment and other miscellaneous equipment owned by the fund and used in service delivery to the public. Operating funds, which use vehicles and equipment to provide services, pay inter-fund charges to the Central Garage Fund. This fund also accounts for debt issued to finance the 2010 maintenance center renovation. Debt payments are supported by a combination of tax levies, intergovernmental revenue (for federal interest credits associated with the Build America Bond program) and transfers from utility funds.

Short-term Disability Fund – Accounts for premiums paid by regular employees (through payroll deduction) and disability payments to employees on a self-insured basis. Annual losses are monitored closely for the purpose of establishing appropriate disability premiums and retaining sufficient fund balances.

Liability Claims Fund – Accounts for losses below the City’s insurance deductible and the receipt of annual dividends from the League of Minnesota Cities Insurance Trust (the City’s insurance provider). The fund is monitored closely to preserve two to three years of average annual loss coverage. Periodic insurance surcharges are assessed to operating funds to restore fund balances when necessary.

**Economy** – Although the City can influence property value growth through new development approvals and economic development efforts, the City has limited ability to offset the effects of the real estate market correction because less than 5 percent of property in Shoreview is considered undeveloped. As Shoreview continues to near full development, opportunities for tax base growth from new construction diminish. This means that existing property must support operating cost changes because little if any new value is available to offset a portion of rising costs. Despite the dramatic decline in new development throughout the metro area, Shoreview has had some recent success in achieving new development and redevelopment through retention of PaR Systems, expansion of TSI, new retail along Red Fox Road, construction of TCF Bank facilities, and relocation of Cummins Power Generation into Shoreview.

Because the City has budgeted conservatively for permit revenue for a decade or more, the decline in building permit activity is having little effect on the City’s budget or tax levy.

Market Value – Total market value is expected to increase .6 percent for 2014 taxes, and taxable value is expected to increase 1.6%. Shoreview’s values grew an average of 9.9 percent per year from 1999 to 2008, followed by an average decline of 4.9 per year since 2008. Total market values and median home values are shown in the first table at right. The second table shows the percent change in total market value and median home value over the same period.



Median Home Value – According to the Ramsey County Assessor, Shoreview’s median home value will increase from \$222,200 in 2013 to \$224,500 in 2014, an increase of 1 percent before the effect of the new Homestead Market Value Exclusion (HMVE) program. Once the HMVE is applied the median home value drops to \$207,500 (a total value increase of 1.2 from 2013).



**Property Taxes** – The preliminary 2014 property tax levy, as shown in the table below, is 3.4 percent higher than the adopted 2013 levy. Current tax levy projections for the second budget year (2015) reflect a 5.1 percent increase. Public safety costs are the primary cause of the levy increase for the General Fund share of the levy. It should be noted that even though the largest share of the tax levy is allocated to the General Fund, over the last 11 years (since 2004) the General Fund share of the tax levy has declined from a high of 77% in 2004 to a low of 69% for 2014, while combined debt service and capital share of the tax levy has risen from 23% in 2004 to 31% for 2014. This trend is expected to continue in the future due to increased repair and replacement costs.

Property Tax Levy	2013 Adopted	2014 Adopted	2015 Adopted	Dollar Change		Percent Change		Percent Impact on Total Levy	
				2014	2015	2014	2015	2014	2015
				General Fund	\$ 6,639,567	\$ 6,837,154	\$ 7,180,671	\$ 197,587	\$ 343,517
Debt									
Debt Funds	501,000	548,000	544,000	47,000	(4,000)	9.38%	-0.73%	0.49%	-0.04%
Central Garage Fund	184,000	184,000	208,000	-	24,000	0.00%	13.04%	0.00%	0.24%
Total Debt Funds	685,000	732,000	752,000	47,000	20,000	6.86%	2.73%	0.49%	0.20%
Capital Costs									
Street Renewal Fund	850,000	900,000	950,000	50,000	50,000	5.88%	5.56%	0.52%	0.50%
General Fixed Asset Fund	1,250,000	1,350,000	1,425,000	100,000	75,000	8.00%	5.56%	1.03%	0.75%
Information Technology Fund	-	20,000	25,000	20,000	5,000	100.00%	25.00%	0.21%	0.05%
Capital Impr. Fund	120,000	-	-	(120,000)	-	-100.00%		-1.24%	0.00%
Total Capital Funds	2,220,000	2,270,000	2,400,000	50,000	130,000	2.25%	5.73%	0.52%	1.30%
EDA									
EDA Fund	60,000	80,000	90,000	20,000	10,000	33.33%	12.50%	0.21%	0.10%
HRA Fund	75,000	90,000	95,000	15,000	5,000	20.00%	5.56%	0.15%	0.05%
Total EDA Funds	135,000	170,000	185,000	35,000	15,000	25.93%	8.82%	0.36%	0.15%
<b>Total Levy</b>	<b>\$ 9,679,567</b>	<b>\$ 10,009,154</b>	<b>\$ 10,517,671</b>	<b>\$ 329,587</b>	<b>\$ 508,517</b>	<b>3.40%</b>	<b>5.08%</b>	<b>3.40%</b>	<b>5.08%</b>

**Homestead Market Value Exclusion (HMVE)** – Beginning with 2012 property taxes, a portion of home value is excluded from property taxes, for homes valued below \$413,800. This credit is designed to work in a similar manner to the Market Value Homestead Credit program (previous property tax relief program), by reducing the property value used to calculate taxes. The formula excludes 40 percent of the first \$76,000 in home value less 9 percent of the value over \$76,000.

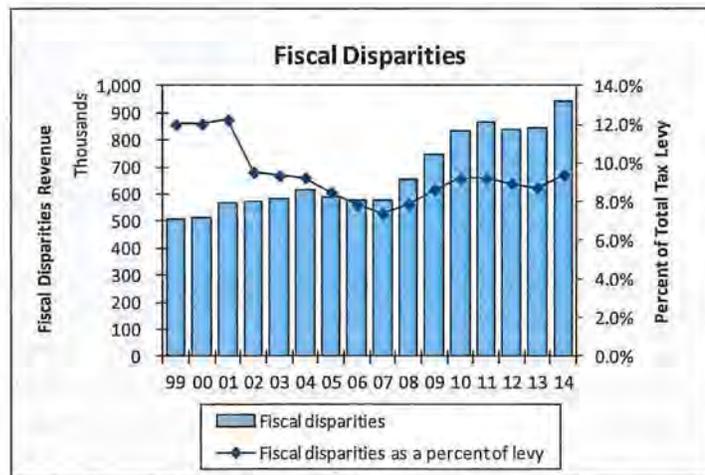
Sample home values and the portion of value excluded from taxes is provided in the table at right.

Home Value	Excluded Value	Percent of Value Excluded
\$ 76,000	\$ 30,400	40.0%
\$ 100,000	\$ 28,240	28.2%
\$ 150,000	\$ 23,740	15.8%
\$ 200,000	\$ 19,240	9.6%
\$ 235,700	\$ 16,027	6.8%
\$ 250,000	\$ 14,740	5.9%
\$ 300,000	\$ 10,240	3.4%
\$ 350,000	\$ 5,740	1.6%
\$ 400,000	\$ 1,240	0.3%
\$ 413,800	\$ -	0.0%

**Tax Rates** – Shoreview’s tax rate will increase to 37.474 for 2014, due to the combined impact of the levy increase and a minor increase in taxable value. The table below provides a comparison of preliminary 2014 tax rates to three previous years. Shoreview accounts for about 23% of the total tax bill once market value based taxes are included (for voter approved school district levies).

	Tax Rates				Percent Change		
	Payable 2011	Payable 2012	Payable 2013	Payable 2014	Payable 2012	Payable 2013	Payable 2014
<b>Tax Rates</b>							
City of Shoreview	30.671%	33.252%	36.970%	37.474%	8.4%	11.2%	1.4%
Shoreview HRA	0.198%	0.254%	0.289%	0.345%	28.3%	13.8%	19.4%
Ramsey County	54.678%	61.316%	65.240%	63.743%	12.1%	6.4%	-2.3%
School district 621	25.573%	29.044%	29.444%	29.667%	13.6%	1.4%	0.8%
School district 623	14.566%	17.065%	15.464%	23.301%	17.2%	-9.4%	50.7%
All other [1]	8.355%	9.956%	10.199%	9.822%	19.2%	2.4%	-3.7%
Total-621 Schools	119.475%	133.822%	142.142%	141.051%	12.0%	6.2%	-0.8%
Total-623 Schools	108.468%	121.843%	128.162%	134.685%	12.3%	5.2%	5.1%
[1] Regional rail, Met Council, Mosquito Control and Rice Creek Watershed combined.							
<b>Market Value Rates</b>							
School district 621	0.19536%	0.21242%	0.22834%	0.21045%	8.7%	7.5%	-7.8%
School district 623	0.19715%	0.19591%	0.24553%	0.09604%	-0.6%	25.3%	-60.9%

**Fiscal disparities** – The fiscal disparities program is a mechanism established by the State to provide a sharing of property tax revenues generated by commercial and industrial (C/I) growth since 1971. The program pools 40 percent of C/I value since the program began and redistributes the value to each community based on a formula. The result is either a net gain or a net loss in tax dollars from the pool.



**Tax on Median Home** – The estimated change in property tax for a median valued home (using preliminary tax rates for each jurisdiction as provided by Ramsey County), is shown in the table at right. Shoreview’s share of the tax bill will increase an estimated 2.6 percent (\$19.70 per year), and the combined tax for all other taxing jurisdictions will decrease approximately \$41.70 per year (\$1.24 increase for the HRA and \$42.94 decrease for all other jurisdictions), for a total decrease of .6 percent.

Mounds View Schools & Rice Creek Watershed	Payable 2013	Payable 2014	Dollar Change	Percent Change
Home value	\$ 222,200	\$ 224,500	\$ 2,300	1.0%
HMVE home value	\$ 205,000	\$ 207,500	\$ 2,500	1.2%
Taxable value	\$ 2,050	\$ 2,075	\$ 25	1.2%
<b>Property Tax</b>				
City	\$ 757.89	\$ 777.59	\$ 19.70	2.6%
HRA	5.92	7.16	1.24	20.9%
All other jurisdictions	2,657.47	2,614.53	(42.94)	-1.6%
<b>Total Property Tax</b>	<b>\$ 3,421.28</b>	<b>\$ 3,399.28</b>	<b>\$ (22.00)</b>	<b>-0.6%</b>

Since the change in home value will vary from property to property, and the change in value impacts the change in property tax (even if preliminary levies remain the same); the estimated change in the City portion of property taxes is presented in the table below using 7 different assumptions about value changes. The City share of the tax bill for a median home value of \$224,500 under each assumption is described after the table, and ranges from a 10.3 percent decrease to a 19.8 percent increase because of how state statutes allocate property taxes based on value.

Market Value			Market Value			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
Before MVE			After MVE								
2013	2014	Value Change	2013	2014	Value Change	2013	2014	2013	2014	Dollars	Percent
\$ 249,440	\$ 224,500	-10.0%	\$ 234,600	\$ 207,500	-11.6%	\$ 2,346	\$ 2,075	\$ 867.32	\$ 777.59	\$ (89.73)	-10.3%
\$ 236,320	\$ 224,500	-5.0%	\$ 220,300	\$ 207,500	-5.8%	\$ 2,203	\$ 2,075	\$ 814.45	\$ 777.59	\$ (36.86)	-4.5%
\$ 226,240	\$ 224,500	-0.8%	\$ 209,300	\$ 207,500	-0.9%	\$ 2,093	\$ 2,075	\$ 773.78	\$ 777.59	\$ 3.81	0.5%
\$ 222,200	\$ 224,500	1.0%	\$ 205,000	\$ 207,500	1.2%	\$ 2,050	\$ 2,075	\$ 757.89	\$ 777.59	\$ 19.70	2.6%
\$ 213,800	\$ 224,500	5.0%	\$ 195,800	\$ 207,500	6.0%	\$ 1,958	\$ 2,075	\$ 723.87	\$ 777.59	\$ 53.72	7.4%
\$ 204,100	\$ 224,500	10.0%	\$ 185,200	\$ 207,500	12.0%	\$ 1,852	\$ 2,075	\$ 684.68	\$ 777.59	\$ 92.91	13.6%
\$ 195,220	\$ 224,500	15.0%	\$ 175,500	\$ 207,500	18.2%	\$ 1,755	\$ 2,075	\$ 648.82	\$ 777.59	\$ 128.77	19.8%

- A median home with a 10% value decrease will pay \$89.73 less City tax for the year.
- A median home with a 5% value decrease will pay \$36.86 less City tax for the year.
- A median home with a 0.8% value decrease will pay \$3.81 more City tax for the year.
- A median home with a 1% value increase will pay \$19.70 more City tax for the year.
- A median home with a 5% value increase will pay \$53.72 more City tax for the year.
- A median home with a 10% value increase will pay \$92.91 more City tax for the year.
- A median home with a 15% value increase will pay \$128.77 more City tax for the year.

The next table provides the estimated change in the City share of the tax bill for home values ranging from \$100,000 to \$900,000, assuming a 1 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from a 2.9 percent increase for a home valued at \$100,000, to a 2.5 percent increase for a home valued at \$900,000.

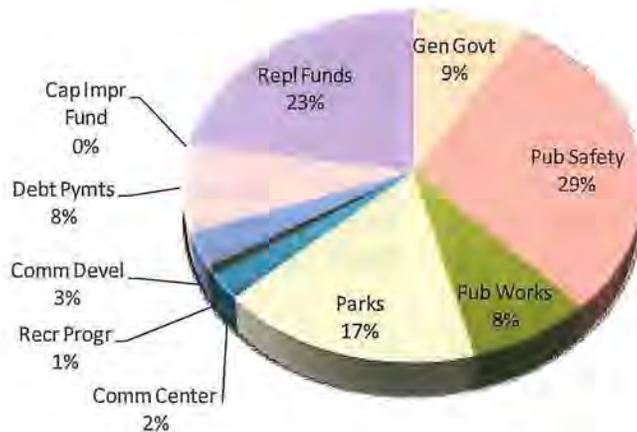
Market Value			Market Value			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
Before MVE			After MVE								
2013	2014	Value Change	2013	2014	Value Change	2013	2014	2013	2014	Dollars	Percent
\$ 99,000	\$ 100,000	1.0%	\$ 70,700	\$ 71,800	1.6%	\$ 707	\$ 718	\$ 261.38	\$ 269.06	\$ 7.68	2.9%
\$ 148,510	\$ 150,000	1.0%	\$ 124,600	\$ 126,300	1.4%	\$ 1,246	\$ 1,263	\$ 460.65	\$ 473.30	\$ 12.65	2.7%
\$ 198,000	\$ 200,000	1.0%	\$ 178,600	\$ 180,800	1.2%	\$ 1,786	\$ 1,808	\$ 660.28	\$ 677.53	\$ 17.25	2.6%
\$ 222,200	\$ 224,500	1.0%	\$ 205,000	\$ 207,500	1.2%	\$ 2,050	\$ 2,075	\$ 757.89	\$ 777.59	\$ 19.70	2.6%
\$ 247,500	\$ 250,000	1.0%	\$ 232,500	\$ 235,300	1.2%	\$ 2,325	\$ 2,353	\$ 859.55	\$ 881.76	\$ 22.21	2.6%
\$ 297,000	\$ 300,000	1.0%	\$ 286,500	\$ 289,800	1.2%	\$ 2,865	\$ 2,898	\$1,059.19	\$1,086.00	\$ 26.81	2.5%
\$ 346,500	\$ 350,000	1.0%	\$ 340,400	\$ 344,300	1.1%	\$ 3,404	\$ 3,443	\$1,258.46	\$1,290.23	\$ 31.77	2.5%
\$ 495,000	\$ 500,000	1.0%	\$ 495,000	\$ 500,000	1.0%	\$ 4,950	\$ 5,000	\$1,830.02	\$1,873.70	\$ 43.68	2.4%
\$ 693,000	\$ 700,000	1.0%	\$ 693,000	\$ 700,000	1.0%	\$ 7,413	\$ 7,500	\$2,740.59	\$2,810.55	\$ 69.96	2.6%
\$ 891,000	\$ 900,000	1.0%	\$ 891,000	\$ 900,000	1.0%	\$ 9,888	\$ 10,000	\$3,655.59	\$3,747.40	\$ 91.81	2.5%

The table below provides the estimated change in the City share of the tax bill for home values ranging from \$100,000 to \$900,000, assuming a 5 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from a 9.4 percent increase for a home valued at \$100,000, to a 7.1 percent increase for a home valued at \$900,000.

Market Value			Market Value			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
Before MVE		Value Change	After MVE		Value Change	2013	2014	2013	2014	Dollars	Percent
2013	2014		2013	2014							
\$ 95,240	\$ 100,000	5.0%	\$ 66,500	\$ 71,800	8.0%	\$ 665	\$ 718	\$ 245.85	\$ 269.06	\$ 23.21	9.4%
\$ 142,860	\$ 150,000	5.0%	\$ 118,500	\$ 126,300	6.6%	\$ 1,185	\$ 1,263	\$ 438.09	\$ 473.30	\$ 35.21	8.0%
\$ 190,480	\$ 200,000	5.0%	\$ 170,400	\$ 180,800	6.1%	\$ 1,704	\$ 1,808	\$ 629.97	\$ 677.53	\$ 47.56	7.5%
\$ 213,810	\$ 224,500	5.0%	\$ 195,800	\$ 207,500	6.0%	\$ 1,958	\$ 2,075	\$ 723.87	\$ 777.59	\$ 53.72	7.4%
\$ 238,095	\$ 250,000	5.0%	\$ 222,300	\$ 235,300	5.8%	\$ 2,223	\$ 2,353	\$ 821.84	\$ 881.76	\$ 59.92	7.3%
\$ 285,715	\$ 300,000	5.0%	\$ 274,200	\$ 289,800	5.7%	\$ 2,742	\$ 2,898	\$1,013.72	\$1,086.00	\$ 72.28	7.1%
\$ 333,333	\$ 350,000	5.0%	\$ 326,100	\$ 344,300	5.6%	\$ 3,261	\$ 3,443	\$1,205.59	\$1,290.23	\$ 84.64	7.0%
\$ 476,190	\$ 500,000	5.0%	\$ 476,190	\$ 500,000	5.0%	\$ 4,762	\$ 5,000	\$1,760.51	\$1,873.70	\$ 113.19	6.4%
\$ 666,670	\$ 700,000	5.0%	\$ 666,700	\$ 700,000	5.0%	\$ 7,084	\$ 7,500	\$2,618.95	\$2,810.55	\$ 191.60	7.3%
\$ 857,145	\$ 900,000	5.0%	\$ 857,145	\$ 900,000	5.0%	\$ 9,464	\$ 10,000	\$3,498.84	\$3,747.40	\$ 248.56	7.1%

Program	2013	2014	Change	
	City Tax	City Tax	\$	%
value before MVE->	\$ 222,200	\$ 224,500		
value after MVE->	\$ 205,000	\$ 207,500		
Home	Home			
General Government	\$ 70.41	\$ 66.51	\$ (3.90)	
Public Safety	220.10	228.69	8.59	
Public Works	59.95	62.78	2.83	
Parks and Recreation:				
Park Admin and Maint	124.14	132.30	8.16	
Community Center Operation	18.34	18.74	0.40	
Recreation Programs	5.53	5.49	(0.04)	
Community Development	22.28	25.39	3.11	
Debt Service	62.00	61.31	(0.69)	
Capital Improvement Fund	9.47	-	(9.47)	
Replacement Funds	165.67	176.38	10.71	
<b>Total City Taxes</b>	<b>\$ 757.89</b>	<b>\$ 777.59</b>	<b>\$ 19.70</b>	<b>2.6%</b>

**Property Taxes per Function –** As discussed previously in this document, Shoreview's annual share of the property tax bill on a median home (after HMVE) is \$777.59. To illustrate how property taxes support a variety of City programs and services, the table to the left and the graph below show the breakdown of property tax by program.



**Inter-fund Transfers** – Transfers between funds are used when resources are accumulated in one fund and will be used to support costs in another fund. Planned transfers for 2014 and 2015 are shown in the table below.

- General Fund transfers to the Community Center Fund offset the room rental subsidy for community-oriented use of the building; to the Recreation Programs Fund cover a portion of playground and general program costs; to the Slice of Shoreview Fund support event costs; to the Refunding COP debt fund assist in paying community center debt payments
- Community Center transfers cover planned Community Center expansion costs
- Recreation Program transfers to the Community Center Fund pay for use of the building; to the Community Center Expansion Fund cover planned Community Center expansion costs
- Cable TV transfers to the General Fund support a portion of communication costs
- Closed Bond Fund transfers to debt funds provide funding for debt payments in an effort to reduce the debt share of the levy
- TIF #2 transfers to debt funds cover tax increment debt payments
- Community Investment transfers to the Refunding COP debt fund assist in paying community center debt payments; to the Community Center Expansion Fund for planned Community Center expansion costs
- Street Renewal transfers cover planned street rehabilitation costs
- GFA Replacement transfers cover planned computer/technology capital costs and support for community center debt payments
- Utility Fund transfers (from Water, Sewer, Surface Water and Street Lighting Funds) to the General Fund are for payments in lieu of taxes (and represent no more than one percent of asset value); and to the Central Garage fund represent a prorated share of debt payments (maintenance center renovation).

From Fund	To Fund	2014 Transfers	2015 Transfers
General Fund	Community Center	\$ 239,000	\$ 246,000
General Fund	Recreation Programs	70,000	72,000
General Fund	Slice of Shoreview	10,000	10,000
General Fund	Refunding COPs (debt)	50,000	50,000
Community Center	Comm Cntr Expansion	-	200,000
Recreation Programs	Community Center	100,000	120,000
Recreation Programs	Comm Cntr Expansion	-	200,000
Cable TV	General Fund	160,000	167,000
Closed Bond	Refunding COPs (debt)	50,000	50,000
Closed Bond	2002 G.O. Impr. Bonds	16,610	-
TIF #2 City Center	2007 G.O. TIF Bonds	368,000	359,921
Community Investment	Refunding COPs (debt)	175,000	175,000
Community Investment	Comm Cntr Expansion	100,000	1,476,000
Street Renewal	Hanson, Oakridge Nbr	537,000	-
Street Renewal	Turtle Lane Nbr	-	630,600
GFA Replacement	Capital Acquisition/IS	122,000	144,000
GFA Replacement	Refunding COPs (debt)	180,000	180,000
Water	General Fund	260,000	302,000
Water	Central Garage	43,000	43,000
Sewer	General Fund	138,000	138,000
Sewer	Central Garage	43,000	43,000
Surface Water	General Fund	116,000	121,000
Surface Water	Central Garage	31,000	31,000
Street Lighting	General Fund	18,000	20,000
Street Lighting	Central Garage	2,400	2,400
Central Garage	Capital Acquisition/IS	-	14,000
Total Transfers		\$ 2,829,010	\$ 4,794,921
From Operating Funds		\$ 1,347,010	\$ 1,829,400
From Capital Funds		1,482,000	2,965,521
Total Transfers		2,829,010	4,794,921
To Operating Funds		\$ 2,070,010	\$ 2,130,321
To Capital Funds		759,000	2,664,600
Total Transfers		\$ 2,829,010	\$ 4,794,921

**Full-time Equivalents (FTE)** for all staff positions, including associate staff, are shown in the table below.

Description	2011 Budget	2012 Budget	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Full-time</b>						
General Fund	40.81	39.77	39.75	39.08	41.52	41.89
Recycling	0.35	0.35	0.35	0.35	0.35	0.35
Community Center Operations	13.05	14.05	14.05	13.65	14.51	14.62
Recreation Programs	3.75	3.75	3.75	3.97	5.21	5.32
Cable Television	0.25	0.25	0.25	0.25	0.25	0.25
Economic Development Authority	0.16	0.15	0.15	0.29	0.40	0.45
HRA Programs of EDA	0.14	0.16	0.18	0.30	0.60	0.60
Water Enterprise Fund	7.75	7.75	7.75	7.37	7.75	7.75
Sewer Enterprise Fund	6.75	6.76	6.76	6.50	6.76	6.76
Surface Water Mgmt Utility	3.39	3.41	3.41	3.32	3.41	3.41
Street Light Utility	0.20	0.20	0.20	0.18	0.20	0.20
Central Garage	2.40	2.40	2.40	2.38	2.40	2.40
<b>Total Full-time</b>	<b>79.00</b>	<b>79.00</b>	<b>79.00</b>	<b>77.64</b>	<b>83.36</b>	<b>84.00</b>
<b>Part-time</b>						
General Fund	-	0.80	0.80	0.80	0.22	0.24
Community Center Operations	-	-	-	-	0.06	0.08
Recreation Programs	0.75	0.75	0.75	-	0.06	0.08
Water Enterprise Fund	-	-	-	-	0.04	0.05
Sewer Enterprise Fund	-	-	-	-	0.04	0.05
<b>Total Part-time</b>	<b>0.75</b>	<b>1.55</b>	<b>1.55</b>	<b>0.80</b>	<b>0.42</b>	<b>0.50</b>
<b>Associate</b>						
General Fund	2.34	3.84	3.26	3.29	3.96	3.81
Community Center Operations	23.63	22.39	22.56	25.21	23.87	23.93
Recreation Programs	24.04	24.63	25.24	25.83	27.46	28.83
Cable Television	0.10	0.10	0.10	0.10	0.10	0.10
Economic Development Authority	-	-	-	0.08	-	-
HRA Programs of EDA	-	-	0.36	0.10	-	-
Water Enterprise Fund	0.60	0.65	0.64	0.32	0.62	0.62
Sewer Enterprise Fund	0.60	0.65	0.65	0.32	0.64	0.64
Surface Water Mgmt Utility	0.13	0.14	0.14	0.11	0.26	0.26
Street Light Utility	-	-	-	-	0.08	0.08
<b>Total Associate</b>	<b>51.44</b>	<b>52.40</b>	<b>52.95</b>	<b>55.36</b>	<b>56.99</b>	<b>58.27</b>
<b>Total FTEs</b>	<b>131.19</b>	<b>132.95</b>	<b>133.50</b>	<b>133.80</b>	<b>140.77</b>	<b>142.77</b>

Changes in full-time FTEs include reestablishment of a parks and recreation director for part of the year (.36), reclassification of the assistant to the city manager to full-time, the addition of a community center coordinator, and the addition of an administrative tech position in community development (added after the 2013 budget was adopted). Part-time FTEs decrease in 2014 due to the net effect of the reclassification of the assistant to the city manager position, an increase for an administrative tech in human resources and increased recreation supervisor hours. Associate FTEs increase for: temporary positions to assist with elections, accounting (due to finance department staff transitions), GIS and forestry; increased hours at the community center for the manager on duty, service desk and concession positions; and additional recreation program hours.

## Summary

The remaining portion of this document provides greater detail on City programs and services, funding sources and planned capital projects. We sincerely hope that regular users and other interested parties will find this document to be an interesting and useful resource for evaluating the City's programs and services.

We express our appreciation to all City staff for their contributions to the budget, and to the City Council for the guidance and direction provided during the budget process. It is an honor to service the citizens of Shoreview.

Respectfully submitted,

  
\_\_\_\_\_  
Terry Schwerm, City Manager

  
\_\_\_\_\_  
Jeanne A. Haapala, Finance Director

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## City of Shoreview, Minnesota – 2014-2015 Biennial Budget

### General Fund

The General Fund accounts for the revenue and expense associated with basic government activities. Governmental accounting guidelines describe the General Fund as accounting for all financial transactions not accounted for in another fund, because each of the other fund types is used to account for operations that have special funding sources that may carry legal or policy restrictions for specified uses. The General Fund accounts for day-to-day operations that are supported by property taxes and a variety of other sources.

Revenue in support of basic services is recorded by source according to the following classifications:

- Property Taxes
- Licenses and Permits
- Intergovernmental
- Charges for Services
- Fines and Forfeits
- Interest Earnings
- Other Revenue

Expense is accounted for within five main groupings:

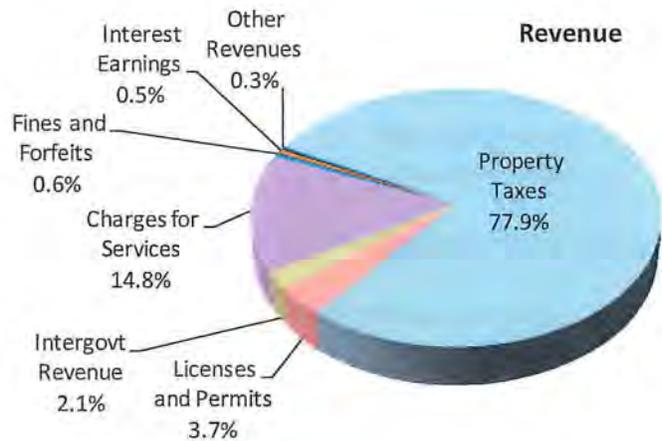
- General Government
- Public Safety
- Public Works
- Parks and Recreation
- Community Development

General Fund Summary

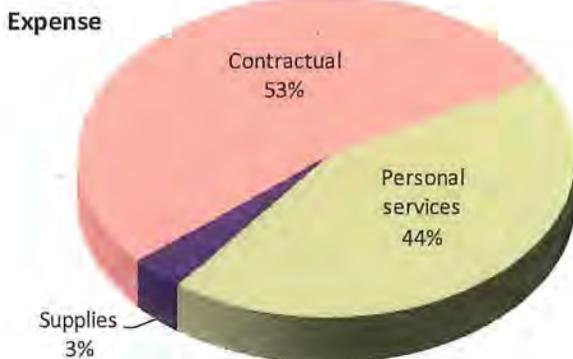
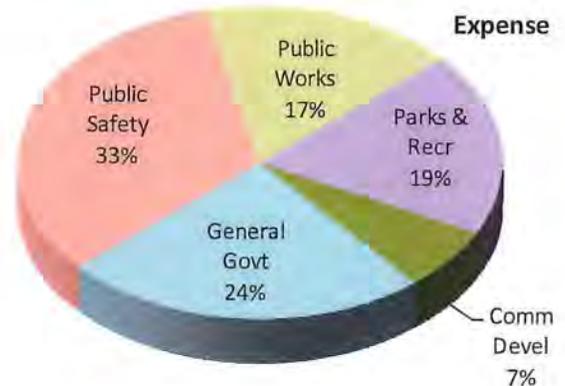
**Fund Description** – The General Fund is the primary operating fund of the City, and accounts for revenue and expense associated with providing basic government services. Principal revenue sources include property taxes, charges for services and licenses and permits. Expenses are accounted for by function and activity. Public safety accounts for the largest share of General Fund expense, followed by general government, parks and recreation and public works.

**Background** – Preserving the financial health of the General Fund and its ability to deliver essential City services throughout the year requires careful management of fund balances. Primary revenue sources are received in July and December of each year while operating costs occur throughout the year. The City’s fund balance policy requires a minimum fund balance equal to 50 percent of property taxes and state aids, as well as a maximum unanticipated expense allocation of up to 10 percent of budgeted expense. Fund balances in excess of these amounts are transferred out of the fund for purposes determined by the City Council on an annual basis (typically for one-time costs).

**Revenue** – Property taxes account for the largest share of General Fund revenue (77.9%) because the services provided are typically not associated with user fees or charges. Charges for services provide 14.8% of General Fund revenue, primarily from inter-fund charges that allocate administrative costs to operating funds and capital projects, or that allocate engineering costs to capital projects. Licenses and permit revenue provide 3.7 percent of revenue. Intergovernmental revenue provides 2.1% of General Fund revenue and is primarily Municipal State Aid for street maintenance.



**Expense** – General Fund costs are accounted for within five functional classifications (general government, public safety, public works, parks and recreation, and community development), as well as by expense type. Contractual costs account for 53% of total expense, for contracted police and fire service, central garage equipment, building charges and other contractual costs. Personal services accounts for 44% of the General Fund budget, leaving 3% for supplies.



**Transfers** in reflect payments in lieu of property taxes from utility funds and support from the Cable TV Fund for communication costs. Transfers out provide support for debt service (\$50,000 in 2014 and 2015), the Slice of Shoreview event (\$10,000 in 2014 and 2015), Recreation Programs (\$70,000 in 2014 and \$72,000 in 2015), and Community Center operations (\$239,000 in 2014 and \$246,000 in 2015).

City of Shoreview, Minnesota – 2014-2015 Biennial Budget

General Fund Summary

	2011	2012	2013	2013	2014	2015	2014
	Actual	Actual	Budget	Estimate	Budget	Budget	Percent of Total
<b>Revenue</b>							
Property Taxes	\$ 6,265,673	\$ 6,374,969	\$ 6,639,567	\$ 6,639,567	\$ 6,837,154	\$ 7,180,671	77.9%
Licenses and Permits	441,243	540,755	314,050	475,600	324,500	308,300	3.7%
Intergovernmental	188,521	187,149	185,622	187,407	188,622	188,622	2.1%
Charges for Services	1,198,357	1,262,088	1,284,970	1,313,670	1,303,110	1,302,400	14.8%
Fines and Forfeits	62,135	67,000	62,500	52,800	52,800	52,800	0.6%
Interest Earnings	79,714	47,253	45,000	40,000	45,000	50,000	0.5%
Other Revenues	40,264	52,529	24,040	26,956	26,108	26,227	0.3%
<b>Total Revenue</b>	<b>8,275,907</b>	<b>8,531,743</b>	<b>8,555,749</b>	<b>8,736,000</b>	<b>8,777,294</b>	<b>9,109,020</b>	<b>100.0%</b>
<b>Expense</b>							
<b>General Government</b>							
Council and Commissions Administration	\$ 130,687	\$ 142,559	\$ 146,343	\$ 142,878	\$ 145,385	\$ 152,092	1.60%
Human Resources	475,215	529,535	549,989	550,655	539,688	556,313	5.93%
Elections	220,382	221,451	258,301	265,331	278,161	292,157	3.06%
Communications	2,983	33,194	3,300	2,983	39,559	4,000	0.43%
Finance and Accounting	141,404	196,779	195,504	200,365	209,370	216,534	2.30%
Information Systems	529,100	533,464	558,561	554,298	559,990	576,455	6.15%
Legal	260,108	290,661	327,064	299,604	334,900	346,723	3.68%
General Government	79,933	90,207	95,000	112,000	120,000	125,000	1.32%
<b>General Government</b>	<b>1,839,812</b>	<b>2,037,850</b>	<b>2,134,062</b>	<b>2,128,114</b>	<b>2,227,053</b>	<b>2,269,274</b>	<b>24.47%</b>
<b>Public Safety</b>							
Police	1,753,514	1,838,635	1,927,465	1,908,605	1,969,030	2,052,720	21.64%
Fire	789,897	861,450	947,610	947,356	1,023,220	1,083,270	11.24%
Emergency Services	12,657	6,339	7,618	5,701	7,973	8,030	0.09%
<b>Public Safety</b>	<b>2,556,068</b>	<b>2,706,424</b>	<b>2,882,693</b>	<b>2,861,662</b>	<b>3,000,223</b>	<b>3,144,020</b>	<b>32.97%</b>
<b>Public Works</b>							
Public Works Adm and Engin.	420,754	429,014	453,274	454,399	460,442	477,523	5.06%
Streets	749,473	767,986	791,653	781,254	837,694	872,552	9.21%
Trail Management	81,567	113,786	115,797	126,153	126,347	133,322	1.39%
Forestry and Nursery	46,425	78,327	115,096	113,241	132,243	120,375	1.45%
<b>Public Works</b>	<b>1,298,219</b>	<b>1,389,113</b>	<b>1,475,820</b>	<b>1,475,047</b>	<b>1,556,726</b>	<b>1,603,772</b>	<b>17.11%</b>
<b>Parks and Recreation</b>							
Municipal Buildings	131,436	125,612	130,035	123,572	127,775	131,866	1.40%
Park/Recreation Admin.	487,669	337,545	341,562	347,831	397,368	466,226	4.37%
Park Maintenance	1,097,443	1,130,995	1,139,696	1,127,839	1,200,912	1,251,945	13.20%
<b>Parks and Recreation</b>	<b>1,716,548</b>	<b>1,594,152</b>	<b>1,611,293</b>	<b>1,599,242</b>	<b>1,726,055</b>	<b>1,850,037</b>	<b>18.97%</b>
<b>Community Development</b>							
Planning and Zoning Admin.	372,874	347,568	402,507	395,670	434,522	451,050	4.77%
Building Inspection	157,414	170,209	155,874	179,777	155,715	160,867	1.71%
<b>Community Development</b>	<b>530,288</b>	<b>517,777</b>	<b>558,381</b>	<b>575,447</b>	<b>590,237</b>	<b>611,917</b>	<b>6.49%</b>
<b>Total Expense</b>	<b>7,940,935</b>	<b>8,245,316</b>	<b>8,662,249</b>	<b>8,639,512</b>	<b>9,100,294</b>	<b>9,479,020</b>	<b>100.00%</b>
<b>Other Sources (Uses)</b>							
Transfers In	471,450	481,000	519,000	519,000	692,000	748,000	
Transfers Out	(751,145)	(607,830)	(412,500)	(494,000)	(369,000)	(378,000)	
<b>Net Increase (Decrease)</b>	<b>55,277</b>	<b>159,597</b>	<b>-</b>	<b>121,488</b>	<b>-</b>	<b>-</b>	
Fund Equity, beginning	3,921,135	3,976,412	4,136,009	4,136,009	4,257,497	4,257,497	
<b>Fund Equity, ending</b>	<b>\$ 3,976,412</b>	<b>\$ 4,136,009</b>	<b>\$ 4,136,009</b>	<b>\$ 4,257,497</b>	<b>\$ 4,257,497</b>	<b>\$ 4,257,497</b>	
Months of operating coverage	5.8	5.7		5.6	5.4	5.2	

**Council & Commissions**

101-40100

Shoreview is a Plan B statutory City where the Mayor and four Council members are responsible for legislative actions and policymaking. The Council appoints a City Manager who is responsible for administration and operation of City government in accordance with policies and direction from the City Council. The Council and Commissions activity accounts for memberships and contributions to outside organizations. The City Council interacts with other governmental units, organizations, representatives, cities and community groups; adopts the annual budget, capital improvement plan and five-year operating plan; and conducts regular goal setting to establish priorities and future direction of the City.

**Goals and Objectives:**

- Financial Stability - continuously work to maintain and further improve long-term financial stability of the City.
- Community Facilities - update and expand public facilities, parks, and trails to enhance the City's quality of life and provide a Community for All Ages.
- Economic Development - improve the environment for business expansion, redevelopment, and neighborhoods through outreach and selected financial participation.
- Community for All Ages - continue to develop Shoreview as a Community for All Ages that provides housing choices, public amenities, services, and resources for all residents.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Personal services	\$ 47,639	\$ 47,651	\$ 48,893	\$ 48,522	\$ 48,515	\$ 49,522
Supplies	\$ 63	\$ 353	\$ 300	\$ 300	\$ 250	\$ 300
Contractual	\$ 82,985	\$ 94,555	\$ 97,150	\$ 94,056	\$ 96,620	\$ 102,270
Total	\$ 130,687	\$ 142,559	\$ 146,343	\$ 142,878	\$ 145,385	\$ 152,092
Percent change		9.1%	2.7%	0.2%	-0.7%	4.6%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.65%	1.73%	1.69%	1.65%	1.60%	1.60%

**Budget Impacts:**

- Council salaries are adjusted every two years based on an adopted Council policy.
- Contributions to community organizations are projected to have little growth through 2015.
- Training and professional development allowances provide approximately \$800 per Council member for training as well as \$3,000 every other year for goal setting.
- The annual Volunteer Recognition Dinner is funded from this activity, providing an opportunity to express appreciation for the many volunteers active in the City on commissions and committees and in other areas.

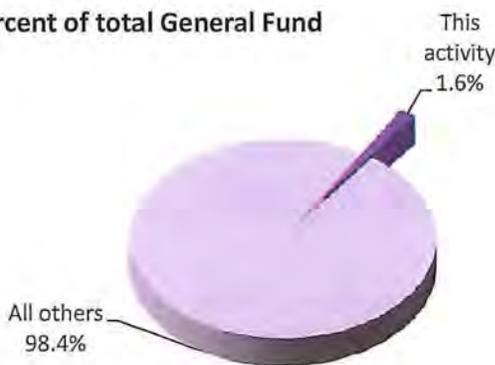
Council & Commissions			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Population	\$ 5.10	\$ 5.22	\$ 5.68
% change from prior year		2.4%	8.8%
Council & Commissions annual cost per household	\$ 12.69	\$ 12.56	\$ 13.66
% change from prior year		-1.0%	8.8%
Median home value	\$ 262,200	\$ 249,350	\$ 235,700
% change from prior year		-4.9%	-5.5%
Total market value (thousands)	\$ 3,015,578	\$ 2,838,577	\$ 2,568,567
% change from prior year		-5.9%	-9.5%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating quality of life as excellent or good	98%	96%	99%
Residents rating quality of life as excellent	62%	55%	58%
Residents indicating the City is headed in the right direction	87%	84%	94%
Residents that somewhat or strongly approve of how Mayor and Council are doing	84%	87%	92%
Residents rating the sense of community identity as somewhat strong or strong	87%	91%	96%
Residents indicating they expect to live in Shoreview 10 years or more	72%	78%	81%
Residents rating the quality and value of city services as excellent or good	75%	80%	87%

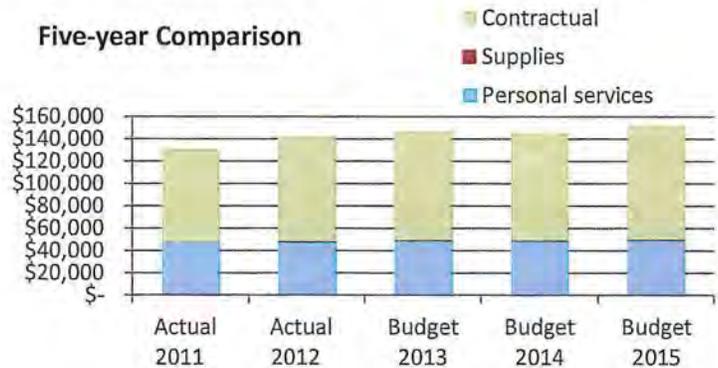
**Recent Achievements:**

- Partnered with several developers on both economic development and multi-family redevelopment projects.
- Maintained AAA bond rating and implemented electric and gas franchise fees to create Community Investment Fund.
- Continued environmental focus with recent Green Step City (MPCA) recognition, as well as becoming involved in Regional Indicators Initiative (ULI MN).

**Percent of total General Fund**



**Five-year Comparison**



**Administration**

101-40200

The Administration activity provides administrative leadership and direction for all day to day operations and activities of the City; ensure the execution of policies and direction of the City Council; coordinate municipal functions; and serve as the primary liaison to contractual public safety services. Specific responsibilities include preparation of Council agendas, weekly communication to the City Council; perform City Clerk functions including management of the City's official records and response to data requests; serve as primary staff liaison to the Human Rights Commission and Public Safety Committee; work directly with various community groups; and administer liquor, tobacco, massage, gambling and peddler licenses.

**Goals and Objectives:**

- Update records management policies to permit more electronic record storage. This would allow the City to reduce the quantity of permanent records kept in paper form, and allow for electronic backup of records.
- Research and implement a Citizen's Academy for residents of Shoreview to promote greater understanding about City operations, promote participation in the City, encourage citizen involvement, and create additional City boosters through the community.
- Update City ordinance pertaining to peddler licensing and fireworks.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 311,529	\$ 361,786	\$ 372,949	\$ 374,484	\$ 386,027	\$ 391,789
Supplies	\$ 16,333	\$ 13,546	\$ 20,000	\$ 16,990	\$ 17,300	\$ 18,300
Contractual	\$ 147,353	\$ 154,203	\$ 157,040	\$ 159,181	\$ 136,361	\$ 146,224
<b>Total</b>	<b>\$ 475,215</b>	<b>\$ 529,535</b>	<b>\$ 549,989</b>	<b>\$ 550,655</b>	<b>\$ 539,688</b>	<b>\$ 556,313</b>
Percent change		11.4%	3.9%	4.0%	-1.9%	3.1%
<b>Full-time equivalents</b>						
Full-time	2.65	2.40	2.40	2.40	3.10	3.05
Part-time		0.60	0.60	0.60		
<b>Total</b>	<b>2.65</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.10</b>	<b>3.05</b>
Percent of total General Fund	5.98%	6.42%	6.35%	6.37%	5.93%	5.87%

**Budget Impacts:**

- Personnel costs reflect the Assistant to City Manager position change from a .8 position to full-time.
- Contractual fees fluctuate in odd and even years to allow for community surveys.

**Administration**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Administration annual cost per capita	\$ 17.93	\$ 18.98	\$ 21.08
% change from prior year		5.9%	11.1%
Administration annual cost per household	\$ 44.66	\$ 45.69	\$ 50.74
% change from prior year		2.3%	11.1%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating staff job performance as excellent or good	78%	87%	93%
Residents rating service at City Hall or on the phone as excellent or good	no data	97%	95%
Residents who feel the closest connection to the City	15%	21%	18%
Residents rating the quality of life as excellent or good	98%	96%	99%

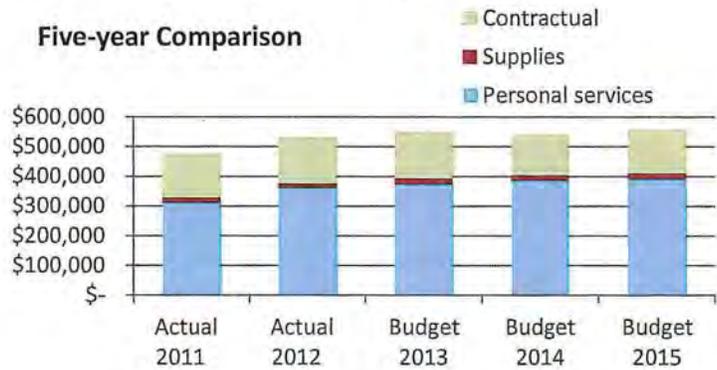
**Recent Achievements:**

- Community Survey completed in summer of 2013.
- Provided staff support for the Community for All Ages initiative.

**Percent of total General Fund**



**Five-year Comparison**



**Human Resources**

101-40210

The purpose of Human Resources (HR) is to provide cost-effective HR programs and services that attract, promote and retain a well qualified, diverse and motivated workforce to provide excellent services to residents and visitors. HR provides the following key services: recruiting and hiring, ensuring compliance with Federal and State laws and regulations, developing and implementing HR policies, managing compensation and classification programs, administering benefit plans, performance management, OSHA/safety administration and security, employee-wide training, and serving as an internal consultant to management, supervisors and employees.

**Goals and Objectives:**

- Draw on a variety of methods to ensure a deep group of qualified applicants in the recruiting process. The quality of our staff is dependent upon the quality of the candidate pool in the hiring process. This HR function has the greatest impact on organizational effectiveness.
- Use hiring processes that select the right candidate for the job, for the organization and for our mission.
- Ensure the City is prepared for all mandates included in the Health Care Reform Act effective in 2010 through 2018, as well as other state and federal mandates and law revisions.
- Continue to implement technology improvements in HR processes, such as: tracking FMLA usage and safety training, and greater use of electronic media for promoting job openings.
- Prepare a Retiree Reference Guide to assist employees in planning for retirement.
- Prepare succession plan for the next 10 years.
- Watch for health cost containment ideas, healthy work place initiatives, and other leading edge ideas that can be adapted to Shoreview and improve productivity, save costs and retain quality employees.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 189,410	\$ 189,015	\$ 198,886	\$ 201,194	\$ 220,471	\$ 233,732
Supplies	\$ 2,868	\$ 816	\$ 5,355	\$ 5,330	\$ 3,600	\$ 2,555
Contractual	\$ 28,104	\$ 31,620	\$ 54,060	\$ 58,807	\$ 54,090	\$ 55,870
<b>Total</b>	<b>\$ 220,382</b>	<b>\$ 221,451</b>	<b>\$ 258,301</b>	<b>\$ 265,331</b>	<b>\$ 278,161</b>	<b>\$ 292,157</b>
Percent change		0.5%	16.6%	19.8%	7.7%	5.0%
<b>Full-time equivalents</b>						
Full-time	2.00	2.00	2.00	2.00	2.00	2.00
Part-time					0.22	0.24
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.22</b>	<b>2.24</b>
Percent of total General Fund	2.78%	2.69%	2.98%	3.07%	3.06%	3.08%

**Budget Impacts:**

- Health insurance premiums are expected to increase between 8% and 13% for 2014.
- Contractual services continues to be the largest HR budget item, and includes CDL drug testing, OSHA/Safety services, employee assistance program, and employee training.
- National Health Care is impacting COBRA insurance continuation expenses and will require significant HR administrative time, and the addition of a new position beginning 2014.
- Recruitment of a Parks & Recreation Director in 2014 will incur greater advertising costs and recruitment expenses.

**Human Resources**

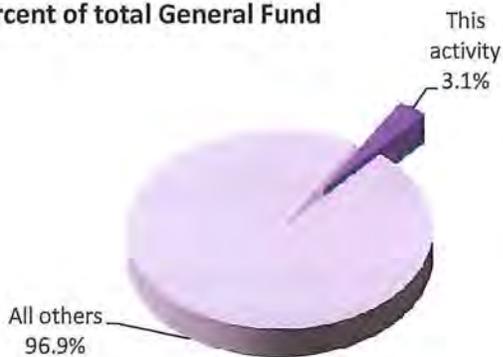
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Human Resources annual cost per capita	\$ 8.11	\$ 8.80	\$ 8.82
% change from prior year		8.5%	0.2%
Total number of regular and associate staff served	412	400	406
Hiring: full-time/associate (new hires and rehires)	3 / 270	2 / 165	3 / 169
Number of applications processed: regular/associate positions	790 / 1,038	198 / 811	133 / 703
Unexpected Leaves: Impacting HR administrative workload			
- FMLA (number of employees/total hours)	11 / 1,526	10 / 275	7 / 1,179
- Short-term Disability (number of employees/total hours)	2 / 520	4 / 950	2 / 464
- Workers' Compensation (number of recordable injuries/lost work days)	3 / 14	5 / 17	4 / 0

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating staff job performance as excellent or good	78%	87%	93%
Residents rating service at City Hall or on the phone as excellent or good	no data	97%	95%

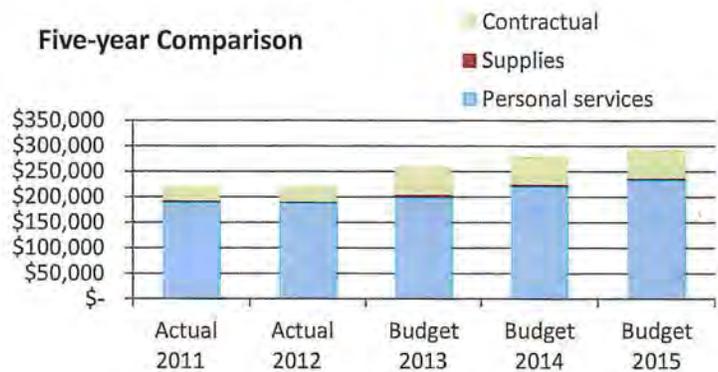
**Recent Achievements:**

- Serves on the League of Minnesota Cities (LMC) Human Resources and Data Practices Policy Committee which influences LMC policy direction on HR matters.
- Wrote a comprehensive CDL loss of license policy.
- Gave presentations at the MN Public Employees Labor Relations Association Winter Conference and the MN Safety and Health Annual Conference.
- Implemented Automated Job Application System.

**Percent of total General Fund**



**Five-year Comparison**



**Elections**

101-40300

Under the direction of Ramsey County, and in accordance with State election laws, the City is responsible for oversight and coordination of all City and State elections for general and primary elections (held in even numbered years). The Deputy City Clerk is responsible for all aspects of the City's involvement in election activities including: securing designated polling places; ensuring accessibility of locations; recruiting, training and supervising election judges; election day activities; communicating election and polling place information to the public; promoting citizen participation; and working with Ramsey County Elections staff on issues such as voting equipment and voting procedures.

**Goals and Objectives:**

- Work with Ramsey County Elections staff on election law changes.
- The Deputy City Clerk serves as a member of the Ramsey County Task Force for selection and purchase of new voting equipment for implementation in 2014.
- Prepare for 'no excuse' absentee voting which is expected to substantially increase the number of absentee voters.
- Transition to new voting equipment in 2014.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services		\$ 27,265			\$ 8,059	
Supplies		\$ 2,946			\$ 3,500	
Contractual	\$ 2,983	\$ 2,983	\$ 3,300	\$ 2,983	\$ 28,000	\$ 4,000
<b>Total</b>	<b>\$ 2,983</b>	<b>\$ 33,194</b>	<b>\$ 3,300</b>	<b>\$ 2,983</b>	<b>\$ 39,559</b>	<b>\$ 4,000</b>
Percent change		1012.8%	-90.1%	-91.0%	1098.8%	-89.9%
<b>Full-time equivalents</b>						
Associate		1.23			0.15	
<b>Total</b>	<b>-</b>	<b>1.23</b>	<b>-</b>	<b>-</b>	<b>0.15</b>	<b>-</b>
Percent of total General Fund	0.04%	0.40%	0.04%	0.03%	0.43%	0.04%

**Budget Impacts:**

- Elections are held in even-numbered years; therefore the budget has significant fluctuations between election years.
- Part time staff was added for a few weeks prior to the election in 2012 to assist with absentee voting and additional part time staff will be needed in 2014 to handle projected increases in absentee voting numbers.
- Election Judge services will be accounted for in contractual services, rather than personal services, beginning in 2014.

**Elections**

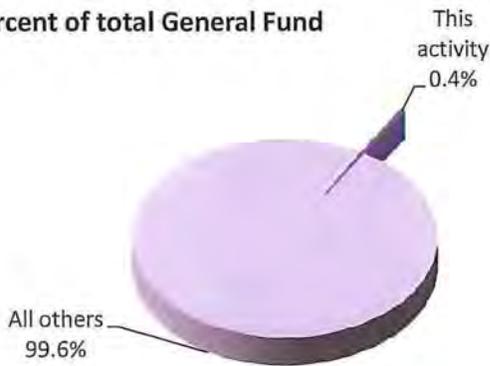
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Elections annual cost per household	\$ 2.71	\$ 0.29	\$ 3.18
Number of registered voters	17,301		16,867
Elections annual cost per registered voter	\$ 1.63		\$ 1.97
Election judges trained	129		147
Number of ballots cast	13,036		16,618
Elections annual cost per ballot cast	\$ 2.17		\$ 2.00
Number of absentee ballots processed	937		1,983

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

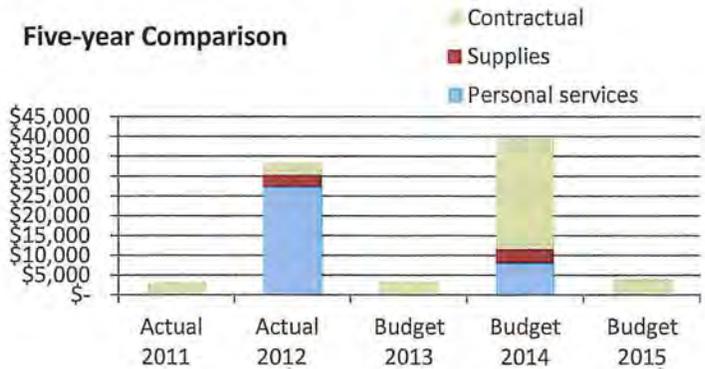
**Recent Achievements:**

- Facilitated improvements to the absentee voting process, including counting absentee ballots at City Hall, rather than at the precinct level.
- Successfully conducted 2012 General Election that included processing nearly 2000 absentee votes.

**Percent of total General Fund**



**Five-year Comparison**



## Communications

101-40400

The Communications activity includes coordination and production of six issues of the ShoreViews newsletter (including three issues that include the Parks and Recreation catalog), modifications and updates to the City's website, preparation and distribution of press releases and Access Shoreview for inclusion on the City's website and in local newspapers, as well as writing and editing messages for cable television and the electronic sign at Victoria Street and Highway 96. Use of email distributions and social media are maintained by communications staff.

**Goals and Objectives:**

Improve communication with citizens through the following efforts:

- Continue to increase communication and services, and promote the City through the use of new website.
- Continue to expand Access Shoreview and explore further promotion of the e-mail notification system for residents to receive City information.
- Explore use of advertising to defray costs of ShoreViews publication.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 54,483	\$ 59,407	\$ 86,004	\$ 86,335	\$ 94,220	\$ 100,384
Supplies		\$ 24	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 86,921	\$ 82,568	\$ 107,500	\$ 112,030	\$ 113,150	\$ 114,150
Capital outlay		\$ 54,780				
Total	\$ 141,404	\$ 196,779	\$ 195,504	\$ 200,365	\$ 209,370	\$ 216,534
Percent change		39.2%	-0.6%	1.8%	7.1%	3.4%
<b>Full-time equivalents</b>						
Full-time	0.75	1.00	1.00	1.00	1.25	1.25
Part-time		0.20	0.20	0.20		
Total	0.75	1.20	1.20	1.20	1.25	1.25
Percent of total General Fund	1.78%	2.39%	2.26%	2.32%	2.30%	2.28%

**Budget Impacts:**

- Communications Costs increased substantially in 2013 due to hiring of full-time Communications Coordinator.
- The 2012 Capital Outlay expenditure represents the one-time payment for website design services for the City and Community Center websites.
- ShoreViews printing costs have increased about 10% due to full-color publication.

**Communications**

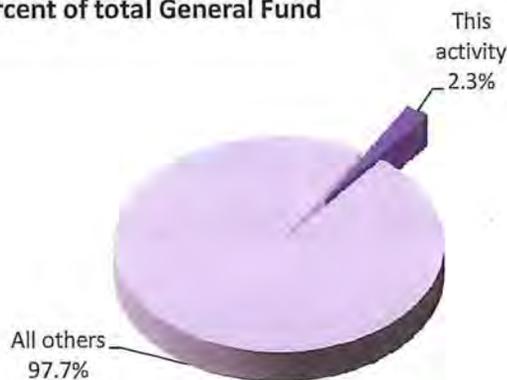
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Issues of ShoreViews newsletter	4	6	6
Number of Unique annual visitors to City website	736,211	611,194	720,120
Communications annual cost per website visit	\$ 0.02	\$ 0.23	\$ 0.27
% change from prior year		1050.0%	17.4%
Number of Electronic e-mail blasts	6	24	24
Number of e-mail subscribers	1,530	1,446	1,416
Number of local meetings/events provided via cable cast including:			
Shoreview Today	-		2
Council meetings	24	24	24
Planning	11	11	11
Community Events (Parade, Band, Speaker Series, etc.)	8	10	10

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents indicating they receive the ShoreViews City publication	88%	92%	90%
Residents that received ShoreViews indicating they read the publication	91%	89%	96%
Residents rating the ShoreViews City publication as somewhat or very effective	93%	89%	96%
Residents indicating that they access the City website	51%	67%	67%
Residents rating the website content as excellent or good	no data	93%	95%

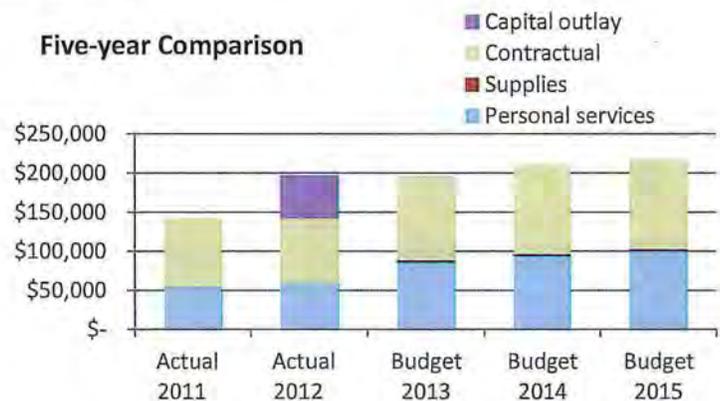
**Recent Achievements:**

- Unveiled the complete redesign of the City and Community Center websites in July 2013. The City has received positive feedback on the new look and easier navigation to the website.
- Implemented full-color ShoreViews publication, which greatly improved readability.
- Continued online Access Shoreview publication with a 30% open rate.

**Percent of total General Fund**



**Five-year Comparison**



**Finance & Accounting**

101-40500

The Finance & Accounting activity is responsible for overall financial management, accounting, financial reporting, insurance, treasury functions, coordination of long-term financial planning efforts, and providing support and financial guidance to all City departments and funds. Functions include day-to-day accounting operations, annual and interim financial reporting, budgeting, capital improvement planning, long-term operating planning, utility rate analysis, risk management, debt issuance and management, investment of City funds, accounts payable, payroll, utility billing, internal controls and performing financial analysis in support of the City Council and administration. Other activities provided include staffing the City Hall front desk, providing assistance to walk-in customers, answering the main phone line, collecting and balancing daily receipts and issuance of various City licenses.

**Goals and Objectives:**

- Issue timely and accurate monthly and annual financial reports.
- Minimize audit costs through accurate and complete accounting processes and financial reporting.
- Continue to expand budget software functionality, in support of the two-year budget and five-year operating plan process, and provide integration to other City financial systems.
- Provide benchmark comparisons annually and communicate changes and trends.
- Prepare property tax estimates in support of the annual budget process.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 437,253	\$ 445,552	\$ 464,861	\$ 468,128	\$ 467,590	\$ 482,475
Supplies	\$ 4,753	\$ 3,330	\$ 4,000	\$ 3,950	\$ 3,250	\$ 4,000
Contractual	\$ 87,094	\$ 84,582	\$ 89,700	\$ 82,220	\$ 89,150	\$ 89,980
<b>Total</b>	<b>\$ 529,100</b>	<b>\$ 533,464</b>	<b>\$ 558,561</b>	<b>\$ 554,298</b>	<b>\$ 559,990</b>	<b>\$ 576,455</b>
Percent change		0.8%	4.7%	3.9%	0.3%	2.9%
<b>Full-time equivalents</b>						
Full-time	4.95	4.95	4.95	4.95	4.95	4.95
Associate	0.01	0.01	0.01	0.01	0.25	0.25
<b>Total</b>	<b>4.96</b>	<b>4.96</b>	<b>4.96</b>	<b>4.96</b>	<b>5.20</b>	<b>5.20</b>
Percent of total General Fund	6.66%	6.47%	6.45%	6.42%	6.15%	6.08%

**Budget Impacts:**

- Full-time staff members in the step program (length of service less than 4 years employment in the position) are currently paid less than the regular rate of pay. Therefore, estimated wages for the period 2011-2015 include both cost of living and step increases.
- Audit costs are projected to rise 2% per year. The 3-year audit contract is up for renewal in 2014.
- General liability insurance is expected to increase 16.7% for 2014, as a result of rating changes by the City's insurance carrier.
- Personal services decreases in 2014 due to the retirement of a long-term employee.

**Finance & Accounting**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Finance & Accounting annual cost per household	\$ 49.41	\$ 50.87	\$ 51.12
% change from prior year		3.0%	0.5%
Bond rating from Standard & Poor's (from Moody's in 2008)	AAA	AAA	AAA
Outstanding debt (in millions)	\$ 28.1	\$ 26.4	\$ 24.1
Investment portfolio at year-end (in millions)	\$ 24.6	\$ 23.9	\$ 24.8
Average investment yield	1.68%	1.65%	0.83%
Investment Benchmark (2-year Treasury Bill)	0.70%	0.45%	0.28%
Unqualified Audit Opinion	Yes	Yes	Yes
Years the GFOA Certificate of Achievement has been received	25	26	27
Paychecks issued	6,101	6,122	6,194
Accounts payable invoices processed	8,709	8,277	7,849
Workers Compensation injuries processed	12	14	16

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating services received for property taxes paid excellent or good	75%	80%	87%
Residents rating customer service at City Hall or on phone as excellent or good	no data	97%	95%

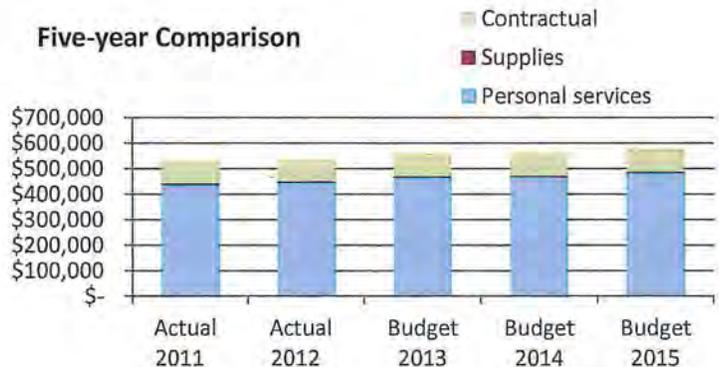
**Recent Achievements:**

- City bond rating upgraded to AAA by Standard and Poor's in November of 2010 (14 months after an upgrade to Aa+). The AAA rating is the highest bond rating awarded.
- Completed the first Five-year Operating Plan in 2009, and implemented improvements in 2010.
- Fourth lowest 2010 per capita total spending among comparison cities (32% below average).
- Sixth lowest 2011 per capita total spending among comparison cities (23% below average).
- Sixth lowest 2013 City property tax on a median home value among comparison cities.
- City tax levy ranking dropped 2 rank positions from 2003 to 2013 among comparison cities.
- The City's Finance Director received the League of Minnesota Cities Leadership Award in 2013 for contributions to City government, one of LMC's highest individual honors.

**Percent of total General Fund**



**Five-year Comparison**



**Information Systems**

101-40550

The Information Systems activity provides administrative and technical support to all departments through the procurement, maintenance and replacement of computer hardware and software, data management (storage, protection and backup systems) and general system support. Computerized systems provide the structure for an array of diverse applications including accounting and financial systems, utility billing, building permitting, recreation and fitness registration and tracking, computer aided design (CAD), geographic information systems and mapping (GIS), website and intranet design/support, telephone services, network and building security/access, wireless coverage, water systems monitoring and control (SCADA), fuel & salt system, digital signage, virtual infrastructure, and audio/visual systems as well as routine office functions.

**Goals and Objectives:**

- Conversion of personal computers to virtual desktops where appropriate, to reduce energy and replacement costs, and to simplify data protection and workstation management.
- Improve production, assembly and access to documents through a workflow module addition to the document imaging system.
- Continue development of intranet applications to provide information to employees, promote efficiency in information sharing between departments (internal budget reporting , property database management, etc.), and provide useful applications in support of departments and functions.
- Update and enhance calendaring systems and Google Apps.
- Continue to expand mobile devices/products, providing real time monitoring of systems and assistance when needed.
- Add/enhance High Availability and Disaster Recovery functionality at the Maintenance Center.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Personal services	\$ 112,709	\$ 144,705	\$ 179,856	\$ 159,573	\$ 185,300	\$ 195,923
Supplies	\$ 12,718	\$ 10,079	\$ 12,800	\$ 12,000	\$ 13,200	\$ 13,400
Contractual	\$ 89,655	\$ 109,344	\$ 134,408	\$ 128,031	\$ 136,400	\$ 137,400
Capital outlay	\$ 45,026	\$ 26,533				
Total	\$ 260,108	\$ 290,661	\$ 327,064	\$ 299,604	\$ 334,900	\$ 346,723
Percent change		11.7%	12.5%	3.1%	2.4%	3.5%
Full-time equivalents						
Full-time	1.95	1.95	1.95	1.69	1.95	1.95
Total	1.95	1.95	1.95	1.69	1.95	1.95
Percent of total General Fund	3.28%	3.53%	3.78%	3.47%	3.68%	3.66%

**Budget Impacts:**

- Software maintenance and license fees continue to account for a majority of the budget increase (for new or expanded systems, virtual servers, virtual desktops, phone system, financial system, document management, etc).
- One full-time staff member is in the step program, due to the length of service in the position, is paid below the regular rate of pay for the position.
- One full-time staff position was vacant for more than 4 months in 2013.
- Capital costs shown for 2011 and 2012 reflect the portion of personal services costs capitalized for the development of new software

**Information Systems**

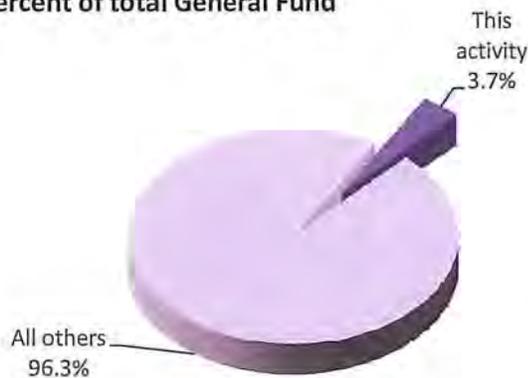
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Information Systems annual cost per household	\$ 23.47	\$ 25.01	\$ 27.85
% change from prior year		6.6%	11.4%
Data switches	20	13	13
Desktop VOIP phones	88	89	90
Multi-function copiers	11	11	9
Servers, virtual	19	23	23
Servers, physical	10	10	10
Wireless access points	9	16	17
Workstations, physical	75	54	45
Workstations, conf rooms/pt use	10	15	18
Workstations, virtual	5	10	40

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating ease of navigating the City website as excellent or good	no data	92%	91%

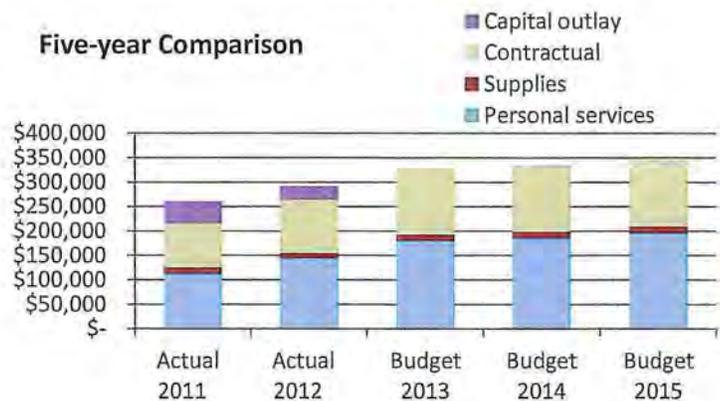
**Recent Achievements:**

- Implemented for all city staff an automated timesheet and leave time request system. Seasonal and part time workers can swipe their employee ID cards at touch screen enabled stations to clock in and out. Regular staff can access the functions through a browser to request leave time, submit timesheets, and get approvals.
- Continued to enhance the budgeting and financial systems, adding features such as a more automated expense reimbursement process and capacity for sub-accounts.
- Added a city "web store" interface to handle incoming customer payments for various products and services offered by the city. This will be available through a convenient internet based web portal on the city web site.
- Rolled out completely updated city and community center websites. This was done in conjunction with several staff members from city departments
- Continuing to convert from the traditional environment of staff personal computers to a virtual computer (VDI) infrastructure. There are currently over 60 virtual desktops in production.
- Wave Cafe area was updated with additional digital displays for community center program information, and upgraded signage for the Wave Cafe and Membership areas.
- Updated entire virtual network infrastructure to latest software and hardware versions.
- Added a new method of secure access for remote connection to city network for eligible staff and support vendors.
- Updated Council chambers with new audio/video technology. This includes new displays for Council members, and new controls and inputs for displaying and controlling video and audio for various meeting requirements.
- Provided storage and other network resources for the Red Zone/Public Works sanitary sewer video project.

**Percent of total General Fund**



**Five-year Comparison**



**Legal**

101-40600

The legal budget provides for the City's contracted legal services with the firm Kelly & Lemmons. Patrick Kelly currently serves as the appointed City Attorney providing general legal counsel to the City Council, Planning Commission, and staff; as well as handling all civil litigation for the City. Their firm also handles criminal prosecutions on a variety of misdemeanor penalties.

**Goals and Objectives:**

- Continue to work more aggressively with City staff on code enforcement, including nuisance and property maintenance complaints.
- Continue to evaluate new legal firm and develop a formal contractual arrangement.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Contractual	\$ 79,933	\$ 90,207	\$ 95,000	\$ 112,000	\$ 120,000	\$ 125,000
Total	\$ 79,933	\$ 90,207	\$ 95,000	\$ 112,000	\$ 120,000	\$ 125,000
Percent change		12.9%	5.3%	24.2%	26.3%	4.2%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.01%	1.09%	1.10%	1.30%	1.32%	1.32%

**Budget Impacts:**

- 2014 and 2015 budgets show increases of about 10% to reflect changes in law firm and increased criminal prosecutions.

**Legal**

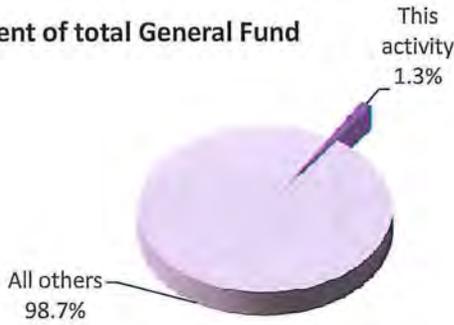
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Legal annual cost per household	\$ 8.88	\$ 7.68	\$ 8.64
% change from prior year		-13.5%	12.5%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

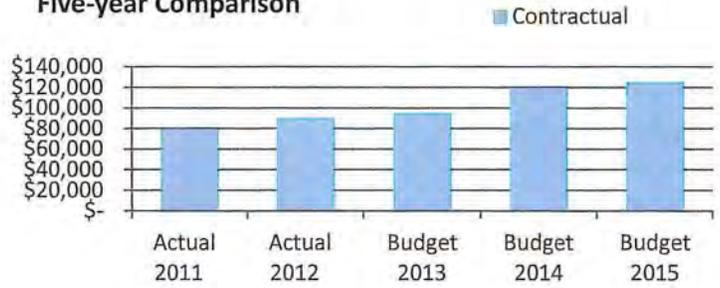
**Recent Achievements:**

- Successfully transitioned to new firm Kelly & Lemmons in 2012 and to new City Attorney, Patrick Kelly, in 2013.

**Percent of total General Fund**



**Five-year Comparison**



**Police**

101-41100

The City contracts with the Ramsey County Sheriffs Department for police services including patrol, traffic enforcement, and criminal investigation and apprehension. The City also contracts for supplemental water patrol on Shoreview lakes. Ramsey County also provides dispatch services for the City under a joint powers agreement. In 2012, Ramsey County began providing animal control services on a contract basis.

**Goals and Objectives:**

- Continue active traffic enforcement on City streets by dedicated traffic deputies using district citations, administrative citations, and use of speed carts.
- Expand neighborhood watch programs through better outreach and advertising in ShoreViews newsletters and Night to Unite participation.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Contractual	\$ 1,753,514	\$ 1,838,635	\$ 1,927,465	\$ 1,908,605	\$ 1,969,030	\$ 2,052,720
Total	\$ 1,753,514	\$ 1,838,635	\$ 1,927,465	\$ 1,908,605	\$ 1,969,030	\$ 2,052,720
Percent change		4.9%	4.8%	3.8%	2.2%	4.3%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	22.08%	22.30%	22.25%	22.09%	21.64%	21.66%

**Budget Impacts:**

- Police budget reflects a 4.8% increase in 2014 due primarily to the County now charging for costs associated with its retiree health insurance program.
- Dispatch costs are increasing in accordance with cost allocations negotiated at time of dispatch consolidation, and planned implementation of a new computer aided dispatch system.

**Police**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Police annual cost per household	\$ 164.08	\$ 168.57	\$ 176.18
% change from prior year		2.7%	4.5%
Number of Police calls for service	6,298	6,443	6,661
Police annual cost per call for service	\$ 270.76	\$ 272.16	\$ 276.03
% change from prior year		0.5%	1.4%
Part I crime rate (per 100,000 inhabitants)	1,256	1,204	1,184
Part II crime rate (per 100,000 inhabitants)	1,184	1,420	1,353
Response time for top priority calls (average in min:sec)	5:05	6:06	5:33

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating quality of police protection as excellent or good	96%	95%	97%
Percent of residents who feel amount of patrol is about right	78%	76%	90%
Percent of residents who feel traffic speeding is very/somewhat serious problem	49%	46%	37%

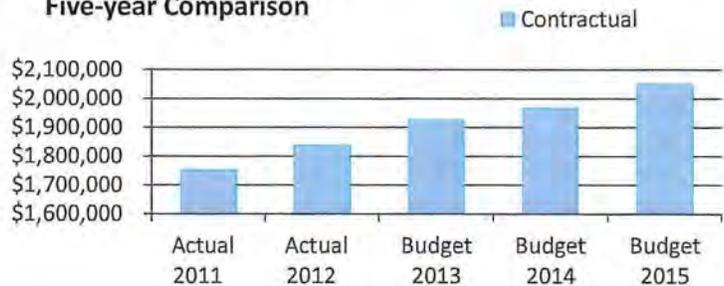
**Recent Achievements:**

- Administrative citation system was implemented in 2010.
- Transition to new Ramsey County Sheriff, who took office January 3, 2011, has been smooth.

**Percent of total General Fund**



**Five-year Comparison**



**Fire**

101-41200

Shoreview, in conjunction with the cities of Arden Hills and North Oaks, contract for fire services with the Lake Johanna Fire Department. The Department provides fire suppression and investigation, as well as fire prevention, public education services, and emergency medical response when stations are staffed. The Department is considered a paid on-call department, but is in the process of a multi-year implementation plan that will provide 24 hour station staffing with paid on-call firefighters. The Department is managed through a Board of Directors; Shoreview has two representatives that serve on the Board.

**Goals and Objectives:**

- Continue to expand Duty Crews hours until 24/7 coverage is achieved in accordance with implementation plan.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Contractual	\$ 789,897	\$ 861,450	\$ 947,610	\$ 947,356	\$ 1,023,220	\$ 1,083,270
Total	\$ 789,897	\$ 861,450	\$ 947,610	\$ 947,356	\$ 1,023,220	\$ 1,083,270
Percent change		9.1%	10.0%	10.0%	8.0%	5.9%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	9.95%	10.45%	10.94%	10.97%	11.24%	11.43%

**Budget Impacts:**

- Duty Crew implementation accounts for a significant portion of cost increases due to additional staffing hours, as well as pay increases to better reflect current market rates.
- Future budget increase is expected to be 6-10% for the next 2-3 years, and will then level off once Duty Crew is fully implemented.
- During the past few years, Shoreview's percentage of the budget has increased based on the cost share formula due to a higher volume of medical calls than either Arden Hills or North Oaks.
- General Engineering (vehicle maintenance) costs have also increased in 2014 to better reflect annual costs.

Fire			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Fire annual cost per household	\$ 70.99	\$ 75.94	\$ 82.55
% change from prior year		7.0%	8.7%
Number of fire and medical calls (*including medical calls starting in 2010)	806*	988	1,060
Average response time (average for all cities, calls in min:sec)	5:36	5:11	5:07
Average response time during shift crew hours Day/Evening		4:06/4:38	4:18/4:17
ISO Fire Rating	3	3	3

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Percent rating quality of fire protection services as excellent or good	94%	97%	98%

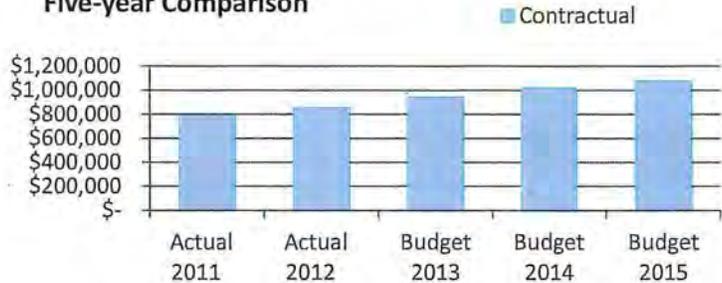
**Recent Achievements:**

- Duty Crews now cover all weekday hours from 7:30 a.m. to 10:00 p.m. and weekends from 8:00 a.m. to 1:00 p.m.
- Received a \$338,000 FEMA grant for purchase of replacement Self Contained Breathing Apparatus.
- Completed renovations to add sleeping quarters and complete deferred maintenance to Fire Stations #2 and #4.

**Percent of total General Fund**



**Five-year Comparison**



**Emergency Services**

101-41500

A part-time emergency services coordinator is responsible for preparation and updating of the City's emergency plans, coordination with the State and County emergency services personnel, maintenance and replacement of warning sirens, and serving as staff liaison to the Public Safety Committee.

**Goals and Objectives:**

- Coordinate replacement of radio control systems for warning sirens with Ramsey County; and improvements to Victoria Street warning siren.
- Begin discussions regarding transition options for emergency services coordination.
- Work with Public Safety Committee to revise mission statement, committee responsibilities, and committee structure.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 2,011	\$ 2,113	\$ 2,888	\$ 2,881	\$ 2,873	\$ 2,880
Supplies		\$ 9	\$ 100	\$ 100	\$ 100	\$ 100
Contractual	\$ 10,646	\$ 4,217	\$ 4,630	\$ 2,720	\$ 5,000	\$ 5,050
<b>Total</b>	<b>\$ 12,657</b>	<b>\$ 6,339</b>	<b>\$ 7,618</b>	<b>\$ 5,701</b>	<b>\$ 7,973</b>	<b>\$ 8,030</b>
Percent change		-49.9%	20.2%	-10.1%	4.7%	0.7%
<b>Full-time equivalents</b>						
Associate	0.08	0.07	0.08	0.08	0.08	0.08
<b>Total</b>	<b>0.08</b>	<b>0.07</b>	<b>0.08</b>	<b>0.08</b>	<b>0.08</b>	<b>0.08</b>
Percent of total General Fund	0.16%	0.08%	0.09%	0.07%	0.09%	0.08%

**Budget Impacts:**

- The largest variable in operating budget is the potential cost of maintenance/repair of warning sirens. The budget includes a \$2,000 allowance for warning siren repair, which is sufficient in most years.

**Emergency Services**

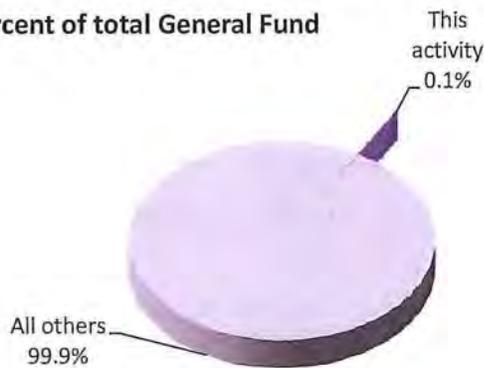
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Emergency Services annual cost per household	\$ 0.52	\$ 1.22	\$ 0.61
% change from prior year		134.6%	-50.0%
Number of warning sirens	10	10	10
Emergency Services annual cost per warning siren	\$ 535.40	\$ 1,265.70	\$ 633.90
% change from prior year		136.4%	-49.9%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

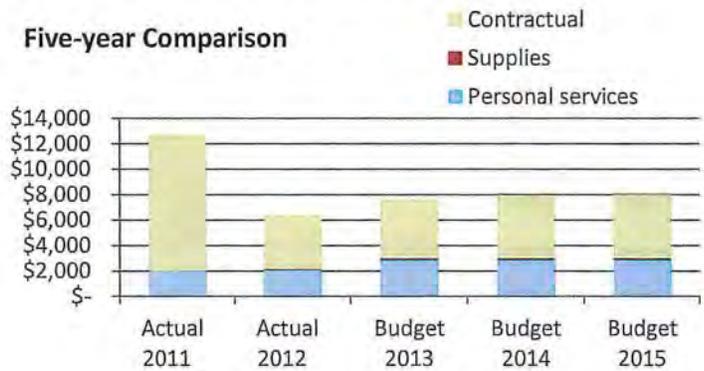
**Recent Achievements:**

- Started discussions with Public Safety Committee regarding their mission statement and committee responsibilities.

**Percent of total General Fund**



**Five-year Comparison**



**Public Works Admin. & Engineering**

101-42050

Public Works Administration & Engineering provides for the management, administration and policy development for the department; planning, design and construction oversight for City infrastructure systems; technical support for public works operating divisions; administrative support, oversight, and data management for Engineering, Street and Utility Maintenance, and Environmental Services Divisions; management of community traffic issues, complaints, and processing of traffic control requests; administrative support and technical assistance to Bikeway/Trailway and Environmental Quality Committees.

**Goals and Objectives:**

- Coordinate long-range infrastructure replacement and 5 year capital improvement plans to balance system needs, customer feedback and available resources, specifically with regard to pavement management and street renewal to achieve improvement in the pavement condition index (PCI).
- Coordinate assessment of City's sustainability and environmental practices and develop plan for implementing improvements.
- Manage sealcoat project efforts, including all aspects of project design, inspection and communication with the public. The City's Sealcoating effort is an important part of the Pavement Management Program.
- Manage the reconstruction of streets and utilities in the Hanson/Oakridge and Turtle Lane Neighborhoods, including all aspects of project design, inspection and communication with the public. This is a continuation of the City's Street Renewal Program, and is anticipated to be the key component for engineering project charges for the year.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 380,343	\$ 404,308	\$ 411,154	\$ 415,049	\$ 426,092	\$ 442,403
Supplies	\$ 8,068	\$ 1,371	\$ 7,000	\$ 3,000	\$ 4,000	\$ 2,500
Contractual	\$ 32,343	\$ 23,335	\$ 35,120	\$ 36,350	\$ 30,350	\$ 32,620
<b>Total</b>	<b>\$ 420,754</b>	<b>\$ 429,014</b>	<b>\$ 453,274</b>	<b>\$ 454,399</b>	<b>\$ 460,442</b>	<b>\$ 477,523</b>
Percent change		2.0%	5.7%	5.9%	1.6%	3.7%
<b>Full-time equivalents</b>						
Full-time	4.05	4.03	4.03	4.03	4.03	4.03
<b>Total</b>	<b>4.05</b>	<b>4.03</b>	<b>4.03</b>	<b>4.03</b>	<b>4.03</b>	<b>4.03</b>
Percent of total General Fund	5.30%	5.20%	5.23%	5.26%	5.06%	5.04%

**Budget Impacts:**

- Addition of a part time position to address Geographic Information System (GIS) needs of the department will result in higher personal services costs in the water and sewer funds in the future.

**Public Works Admin. & Engineering**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Public Works Admin/Engineering annual cost per household	\$ 38.25	\$ 40.45	\$ 41.11
% change from prior year		5.8%	1.6%
Capital project expenditures (department total, in millions)	\$ 7.6	\$ 4.7	\$ 2.6
Erosion control inspections	48	45	70
Average City street pavement condition rating	72	67	64
On-street parking waivers processed(*new proces Sept 2012)	365	192	38
Neighborhood traffic studies/reports	11	9	50

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating street repair and maintenance as excellent or good	82%	88%	76%
Residents rating the quality if snowplowing City streets as excellent or good	84%	96%	94%
Residents indicating that street maintenance should be improved	21%	9%	10%
Residents indicating that speeding is a major concern	38%	22%	23%

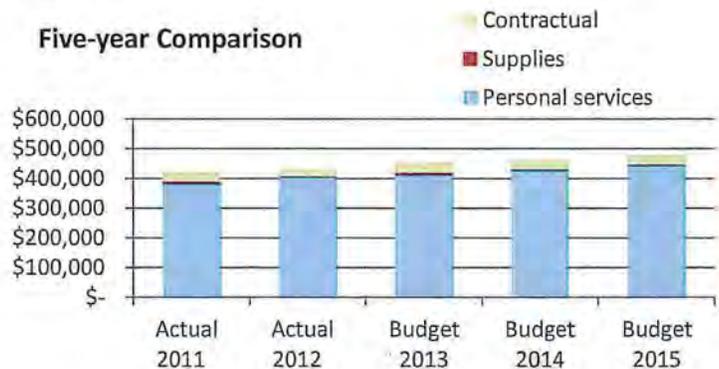
**Recent Achievements:**

- City was recognized by transportation research organizations like Mn-LRRB, TERRA and LTAP for advancing concrete and full-depth asphalt paving technologies. This publicity has resulted in other communities adopting the strategies, which in turn increases demand and improves the market for the products and services.
- Federal agencies (FHWA and EPA) recognized Shoreview for Green Roads initiatives stemming from the advancement of the use of pervious concrete.
- Public Works Director recognized as the 2011 American Public Works Associate Manager of the Year in the area of Engineering & Technology. The award strongly correlates with the integration of innovative street construction and rehabilitation strategies with Shoreviews Street Renewal Program.

**Percent of total General Fund**



**Five-year Comparison**



**Streets**

101-42200

Streets provides for the safe and reliable structural maintenance and management of all City owned pavement, curbs, and gutters; snow removal and ice control operations; operation and maintenance of all aspects of traffic control on roadways under the City's jurisdiction including pavement messages, striping, signs, crosswalks and traffic signals; and integration of sealcoating, crack filling and asphalt repair into the City's Pavement Management Program. The overall condition of the City's pavements is tracked by the Pavement Condition Index (PCI) which is used to determine the timing of various maintenance and rehabilitation strategies and gives an indication of the effectiveness of their policies and/or funding levels.

**Goals and Objectives:**

- Perform crack filling and asphalt repair to prepare streets and parking lots for the contracted 2014 Sealcoating Project.
- Maintain or improve Pavement Condition Index (PCI) for both residential and collector streets. The PCI is the main indicator of pavement condition, and is based on the data kept by the City's Pavement Management Program.
- Maintain positive trend in customer satisfaction ratings for snow removal and ice control.
- Deploy speed trailers and traffic counter to be more responsive to neighborhood traffic concerns.
- Develop sign inventory and/or database to assist in mandated retro reflectivity assessment and response.
- Reduce the number of citizen concerns about the sight distance at street intersections and manage right of way by removing/trimming trees, limbs and brush which obstruct movement and sight lines.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 410,808	\$ 401,518	\$ 432,733	\$ 419,954	\$ 429,454	\$ 449,592
Supplies	\$ 108,676	\$ 99,947	\$ 93,600	\$ 92,000	\$ 112,000	\$ 118,000
Contractual	\$ 229,989	\$ 266,521	\$ 265,320	\$ 269,300	\$ 296,240	\$ 304,960
<b>Total</b>	<b>\$ 749,473</b>	<b>\$ 767,986</b>	<b>\$ 791,653</b>	<b>\$ 781,254</b>	<b>\$ 837,694</b>	<b>\$ 872,552</b>
Percent change		2.5%	3.1%	1.7%	5.8%	4.2%
<b>Full-time equivalents</b>						
Full-time	5.06	5.05	5.05	4.88	5.05	5.05
Associate	0.32	0.32	0.32	0.28	0.33	0.33
<b>Total</b>	<b>5.38</b>	<b>5.37</b>	<b>5.37</b>	<b>5.16</b>	<b>5.38</b>	<b>5.38</b>
Percent of total General Fund	9.44%	9.31%	9.14%	9.04%	9.21%	9.21%

**Budget Impacts:**

- Supply costs for asphalt and crack filling are projected to rise due to rising oil prices.
- While the City has greatly improved the precision and efficiency of ice control in recent years, the amount of road salt and calcium chloride use fluctuates dramatically from year to year based on weather.
- Training/education costs increase more rapidly due to younger crewmembers showing more interest in Public Works Certificates.

**Streets**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Street maintenance annual cost per street mile	\$ 8,068	\$ 8,421	\$ 8,629
% change from prior year		4.4%	2.5%
Street maint, ice and snow removal, crack fill, & sealcoat annual cost per mile	\$ 9,371	\$ 11,117	\$ 12,654
Average City street pavement condition rating	72	67	64
Tons of road salt used	525	438	373
Number of snow plowing events	14	36	6
Number of de-icing and/or anti-icing events	22	11	16
Number of regular (overtime) hours spent plowing and de-icing	581(1,016)	588 (659)	426 (427)
Pounds of crack sealer used (miles of street crack sealed)	9,000(10.4)	13,500 (22)	9000 (24)
Tons of asphalt used for repairing streets	579	775	505
Hours mowing boulevards (annual total)	80	80	80

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating street repair and maintenance as excellent or good	82%	88%	76%
Residents rating snow plowing as either excellent or good	84%	96%	94%

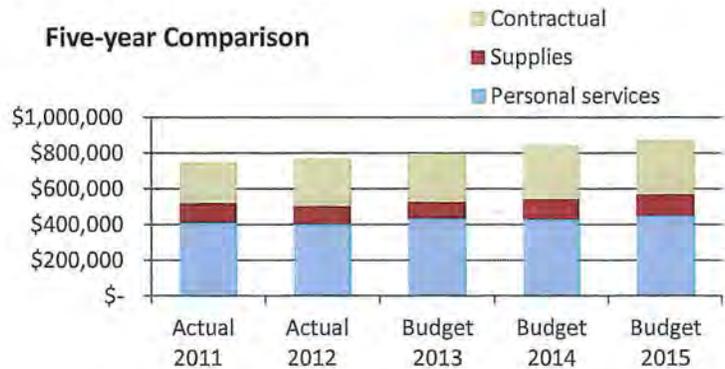
**Recent Achievements:**

- All street division employees are certified in salt calibration and application techniques, and actively participate in ice control classes. This helps manage the costs of deicing materials without compromising public safety.
- The replacement of a tailgate paver with a self propelled track paver allows for more efficient and better quality asphalt patch and street and trail repairs.
- Continued improvement in maintenance strategies using full depth reclamation (FDR) to 7 miles of streets.

**Percent of total General Fund**



**Five-year Comparison**



**Trail Management**

101-43450

This activity provides for the programming, maintenance and management of the City's sidewalk and trail infrastructure for resident use for the full year; prioritizing resident requests for additional sidewalk/trail segments and coordination with other agencies or private development infrastructure projects; maintaining an inventory of the locations and conditions of sidewalk/trail segments, and programs future replacement projects; providing edge mowing, brush trimming/removal, crack sealing, asphalt trail resurfacing operations and snow removal as well as maintenance of pedestrian bridge and boardwalk segments.

**Goals and Objectives:**

- Repair and or replace unsafe sidewalk panels noted in 2013 inspections, consistent with the Risk Management practices recommended by the League of Minnesota Cities Insurance Trust.
- Complete 2013 Trail Slurry Seal Project in North & Southeastern portion of City as part of the overall long-range asset management strategy of the City.
- Maintain safe sidewalk and trail pavement surfaces by snow removal efforts as a secondary priority after streets.
- Trim trees, bushes and shrubs and mow maintenance strips along trails to provide a safe and obstruction free walkway area.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 30,690	\$ 45,976	\$ 50,197	\$ 47,483	\$ 51,397	\$ 54,742
Supplies	\$ 6,177	\$ 9,991	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,000
Contractual	\$ 44,700	\$ 57,819	\$ 55,600	\$ 68,670	\$ 64,950	\$ 66,580
<b>Total</b>	<b>\$ 81,567</b>	<b>\$ 113,786</b>	<b>\$ 115,797</b>	<b>\$ 126,153</b>	<b>\$ 126,347</b>	<b>\$ 133,322</b>
Percent change		39.5%	1.8%	10.9%	9.1%	5.5%
<b>Full-time equivalents</b>						
Full-time	0.65	0.65	0.65	0.63	0.65	0.65
Associate	0.10	0.11	0.10	0.08	0.10	0.10
<b>Total</b>	<b>0.75</b>	<b>0.76</b>	<b>0.75</b>	<b>0.71</b>	<b>0.75</b>	<b>0.75</b>
Percent of total General Fund	1.03%	1.38%	1.34%	1.46%	1.39%	1.41%

**Budget Impacts:**

- Contractual costs include \$8,600 for continued use of Department of Corrections labor for trail maintenance activities such as tree, shrub, and brush trimming and removal.
- The budget anticipates continued rising trends for oil dependent materials, including asphalt.
- The budget reflects a more aggressive approach to repairs and replacement of trail segments related to School District transportation policies and the needs for safe walking alternatives for school age children.

**Trail Management**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Trail management annual cost per household	\$ 9.20	\$ 7.84	\$ 10.90
% change from prior year		-14.8%	39.0%
Miles of trails resurfaced	4.5	5.0	9.9
Tons of asphalt used for trail repairs	264	91	308
Hours of mowing maintenance areas along trails	730	314	285
Hours of snow removal from trails	423	373	353

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating city trails as a very important aspect to quality of life	69%	76%	65%
Residents rating maintenance of trails as either excellent or good	no data	88%	95%
Residents rating park and trail characteristics as excellent or good	97%	99%	99%

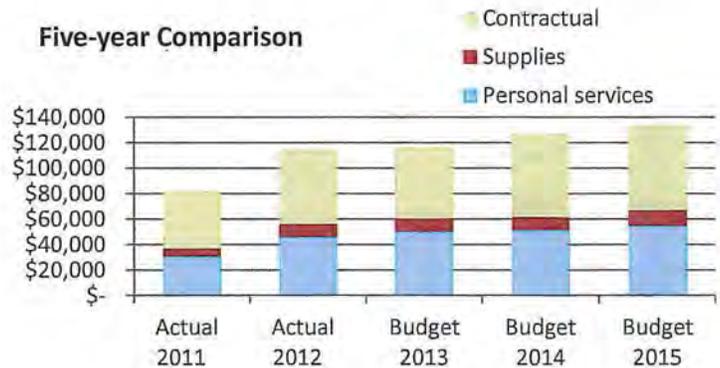
**Recent Achievements:**

- The City evaluated and tested the best maintenance strategy to maintain the smoothness of trails while also extending the life. Positive feedback has been received regarding these improvements to trail maintenance, and over the last 5 years 95% of the City's asphalt trails have been slurry seal coated.
- The replacement of the articulated sidewalk tractor allows a quicker and more efficient response to snow removal.
- The addition of a concrete scarifier permits repairs to sidewalk panels, versus costly replacements, to eliminate trip hazards.

**Percent of total General Fund**



**Five-year Comparison**



**Forestry & Nursery**

101-43900

The Forestry activity accounts for the Public Works Departments active role in the preservation of the community's forest and in the prevention and control of tree pests and diseases that threaten urban trees in Shoreview. Forestry services provided by the Public Works Department include administration of the Diseased Tree Inspection and Removal Program including Emerald Ash Borer (EAB) response, reforestation of public rights of ways and parklands and providing technical assistance to Shoreview property owners with common pest issues and to promote tree species diversity. The natural resources in the area are cited by residents as a significant Quality of Life indicator for the community, and the City has a long history of strong service delivery in this activity.

**Goals and Objectives:**

- Review and revise Tree Contractor Licensing program and City Code to address requirements and make updates as rules change.
- Pursuit of grant opportunities for tree inventories and/or forestry programs. The City may qualify for grants or other outside funding to help with EAB costs.
- Coordinate civic volunteers for Arbor Day and other public property planting or clean-up activities.
- Development of a tree inventory that helps assess the potential costs for public property ash tree replacement. This effort will aid in the development of policies for future Ash tree treatments and/or removals.
- Seek forestry volunteers to assist in inventory efforts and EAB detection.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 5,201	\$ 17,562	\$ 32,896	\$ 32,071	\$ 45,813	\$ 47,696
Supplies	\$ 6,543	\$ 11,525	\$ 26,000	\$ 27,130	\$ 33,000	\$ 19,000
Contractual	\$ 34,681	\$ 49,240	\$ 56,200	\$ 54,040	\$ 53,430	\$ 53,679
<b>Total</b>	<b>\$ 46,425</b>	<b>\$ 78,327</b>	<b>\$ 115,096</b>	<b>\$ 113,241</b>	<b>\$ 132,243</b>	<b>\$ 120,375</b>
Percent change		68.7%	46.9%	44.6%	14.9%	-9.0%
<b>Full-time equivalents</b>						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.10	0.11	0.40	0.51	0.95	0.95
<b>Total</b>	<b>0.35</b>	<b>0.36</b>	<b>0.65</b>	<b>0.76</b>	<b>1.20</b>	<b>1.20</b>
Percent of total General Fund	0.58%	0.95%	1.33%	1.31%	1.45%	1.27%

**Budget Impacts:**

- Emerald Ash Borer Response in the community may result in tree removal costs in excess of budget allowances, including public property tree removals and replacements.
- Contractual costs include \$8,500 allowance for Department of Corrections contract cost.
- The need to develop a tree inventory while offering EAB injection services to residents requires additional hours to be added to the forestry intern positions, causing an increase to personal services costs for 2014 and later years.

**Forestry & Nursery**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Forestry annual cost per household	\$ 7.70	\$ 4.46	\$ 7.51
% change from prior year		-42.1%	68.4%
Tree removal cost (public and private property, after 2011 incl treatments)	\$ 34,037	\$ 27,269	\$ 42,600
Number of licensed tree contractors	17	18	22

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

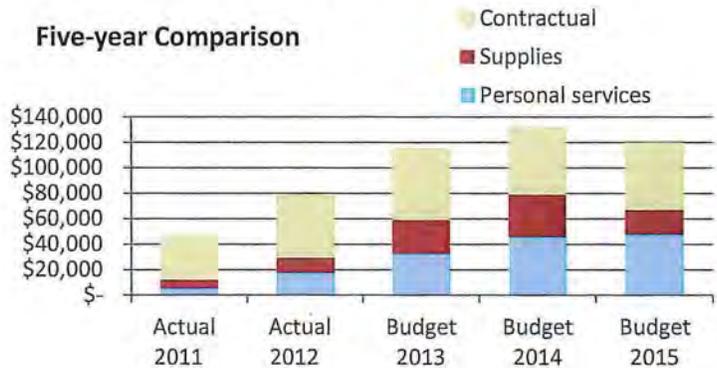
**Recent Achievements:**

- Started an Emerald Ash Borer preventative injection program for residents.
- Hired Environmental Officer.
- Secured a grant from the MN Department of Natural Resources for ash removal and replacements on public property.

**Percent of total General Fund**



**Five-year Comparison**



**Municipal Buildings**

101-40800

Municipal Buildings accounts for the operation and maintenance of the City hall and the historic Lepak/Larson House. For City hall, costs include maintenance and repairs, utility costs and cleaning. The Lepak/Larson House is currently leased by the Housing Resource Center.

**Goals and Objectives:**

- Replace variable air volume (VAV) controls for the City hall and Council chambers, for improved energy management of the building.
- Provide a healthy and safe environment for staff and visitors.
- Initiate repairs and replacements as needed.
- Maintain all mechanical systems.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 14,192	\$ 14,721	\$ 15,215	\$ 15,152	\$ 15,495	\$ 16,106
Supplies	\$ 5,390	\$ 4,723	\$ 4,750	\$ 4,750	\$ 5,000	\$ 5,250
Contractual	\$ 102,959	\$ 106,168	\$ 110,070	\$ 103,670	\$ 107,280	\$ 110,510
Capital outlay	\$ 8,895					
Total	\$ 131,436	\$ 125,612	\$ 130,035	\$ 123,572	\$ 127,775	\$ 131,866
Percent change		-4.4%	3.5%	-1.6%	-1.7%	3.2%
<b>Full-time equivalents</b>						
Full-time	0.20	0.20	0.20	0.20	0.20	0.20
Total	0.20	0.20	0.20	0.20	0.20	0.20
Percent of total General Fund	1.66%	1.52%	1.50%	1.43%	1.40%	1.39%

**Budget Impacts:**

- An inter-fund charge covering the City hall share of utility, cleaning and repair costs accounts for the majority of the annual increase in the building costs.
- Planned wage adjustments for 2014 will result in an increased cost to personal services.
- Repair costs are higher for the Lepak/Larson house due to the age of the building and its classification as a historic building. This classification requires specifically qualified period pieces, which are often more expensive, for repairs.
- Cleaning of the City hall building is provided by the Community Center custodial crew.
- Building maintenance is provided by Community Center staff for the City hall, and Parks Maintenance crew for the Lepak/Larson house.

**Municipal Buildings**

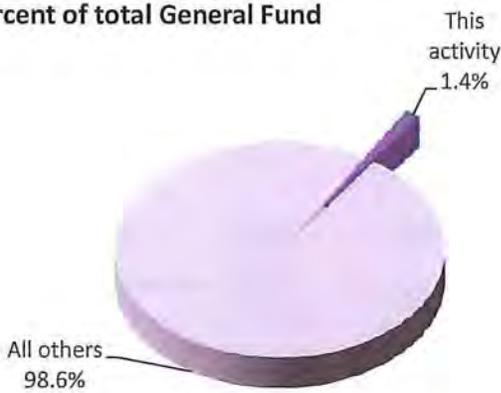
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Municipal Buildings annual cost per household	\$ 11.42	\$ 12.64	\$ 12.04
% change from prior year		10.7%	-4.8%
Municipal Buildings annual cost per square foot	\$ 8.93	\$ 9.89	\$ 9.45
% change from prior year		10.8%	-4.5%
Total square footage maintained at City hall	12,040	12,040	12,040
Total square footage maintained at Lepak/Larson house	1,248	1,248	1,248
Percentage of total work orders related to City hall	12%	13%	12%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

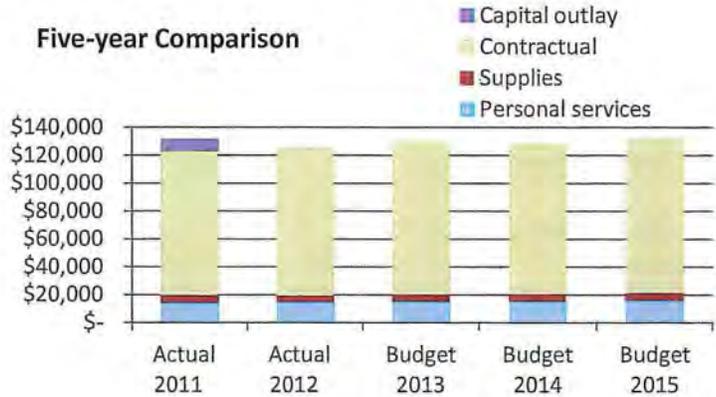
**Recent Achievements:**

- Upgraded cooling system for computer server room.
- Upgraded fire panel, smoke detectors, and alarms in City Hall. The new fire panel separates calls to Fire Department to let them know which side of the building they should respond to first.

**Percent of total General Fund**



**Five-year Comparison**



**Park/Recreation Administration**

101-43400

This activity is responsible for overall administrative support for park facilities, recreation programs and community center operations, including the development of policies, procedures and operational guidelines. The work program includes promoting the community center (for memberships, receptions and banquet events), providing administrative services (to register program participants, sell community center memberships, and process facility reservations), maintain department records and reports, coordinate staff training, provide computer support, produce marketing materials, and provide building signage.

**Goals and Objectives:**

- Continue to expand and promote park and recreation facilities and programs through updated website.
- Coordinate and expand cross training between Recreation Program staff, Community Center staff, and Administrative Services staff.
- Coordinate and be actively involved in the development of concept and final development plans for the Community Center expansion; and in the planned additions to the building.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 468,312	\$ 315,095	\$ 321,112	\$ 327,111	\$ 374,583	\$ 442,396
Supplies	\$ 5,559	\$ 6,718	\$ 5,100	\$ 5,100	\$ 5,200	\$ 5,300
Contractual	\$ 13,798	\$ 15,732	\$ 15,350	\$ 15,620	\$ 17,585	\$ 18,530
<b>Total</b>	<b>\$ 487,669</b>	<b>\$ 337,545</b>	<b>\$ 341,562</b>	<b>\$ 347,831</b>	<b>\$ 397,368</b>	<b>\$ 466,226</b>
Percent change		-30.8%	1.2%	3.0%	16.3%	17.3%
<b>Full-time equivalents</b>						
Full-time	5.00	4.00	4.00	3.92	4.44	4.86
Associate				0.34		
<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.26</b>	<b>4.44</b>	<b>4.86</b>
Percent of total General Fund	6.14%	4.09%	3.94%	4.03%	4.37%	4.92%

**Budget Impacts:**

- Personnel services will increase in 2014 due to addition of Park and Recreation Director position at mid-year.

**Park/Recreation Administration**

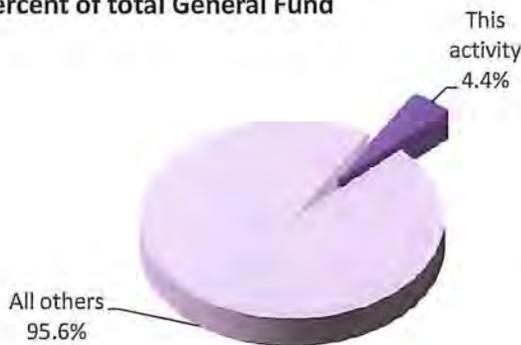
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Park/Recreation Administration annual cost per household	\$ 47.20	\$ 46.88	\$ 32.34
% change from prior year		-0.7%	-31.0%
Online payments processed for park-related activities	\$ 380,185	\$ 472,812	\$ 526,934

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating the quality of park and trail facilities as excellent or good	97%	99%	99%
Residents rating recreational program opportunities as excellent or good	83%	91%	94%
Residents stating recreational/sports facilities meet their household needs	90%	96%	98%
Residents station mix of recreational programs meet their household needs	83%	94%	96%

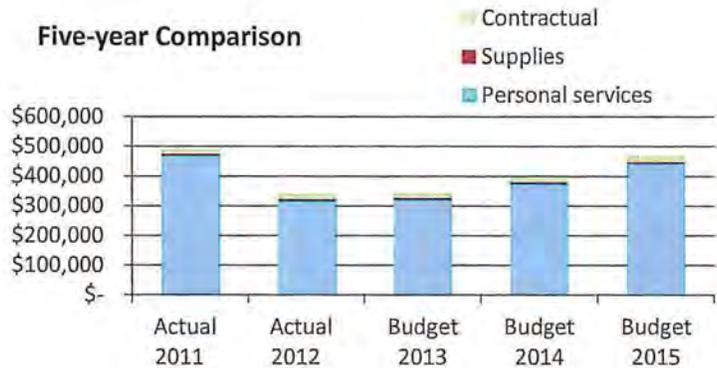
**Recent Achievements:**

- Coordinated and managed the Bucher Park redevelopment and construction.
- Assisted in the development and implementation of the updated Community Center website.
- Successfully transitioned to a streamlined management structure.
- Increased use of social media tools such as Facebook, Constant Contact, and Yelp.

**Percent of total General Fund**



**Five-year Comparison**



**Park Maintenance**

101-43710

Park Maintenance includes all turf areas, competitive sports areas, landscape beds, playgrounds, picnic shelters, parks and park buildings (including City hall, the Lepak/Larson house, and public grounds) in both winter and summer. Winter maintenance includes hockey rinks, general skating rinks, warming shelters, as well as snow and ice removal from walks and parking lots at the County Library, Lepak/Larson house and fire stations.

**Goals and Objectives:**

- Provide high quality, safe, clean and well groomed parks and play areas with timely and effective service.
- Improve and maintain quality landscaped areas at Commons Park, the community center and along highway 96 and Lexington Avenue corridors.
- Ensure safe conditions as a top priority for users and staff.
- Provide timely snow and ice removal at the community center, library, fire stations and Lepak/Larson house walks and parking lots.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 635,382	\$ 656,526	\$ 674,091	\$ 661,309	\$ 693,597	\$ 720,060
Supplies	\$ 97,170	\$ 87,857	\$ 103,875	\$ 96,775	\$ 101,950	\$ 104,875
Contractual	\$ 364,891	\$ 386,612	\$ 361,730	\$ 369,755	\$ 405,365	\$ 427,010
<b>Total</b>	<b>\$ 1,097,443</b>	<b>\$ 1,130,995</b>	<b>\$ 1,139,696</b>	<b>\$ 1,127,839</b>	<b>\$ 1,200,912</b>	<b>\$ 1,251,945</b>
Percent change		3.1%	0.8%	-0.3%	5.4%	4.2%
<b>Full-time equivalents</b>						
Full-time	8.00	8.00	8.00	7.80	8.00	8.00
Associate	1.51	1.75	1.75	1.80	1.80	1.80
<b>Total</b>	<b>9.51</b>	<b>9.75</b>	<b>9.75</b>	<b>9.60</b>	<b>9.80</b>	<b>9.80</b>
Percent of total General Fund	13.82%	13.72%	13.16%	13.05%	13.20%	13.21%

**Budget Impacts:**

- Redevelopment of Bucher Park took place in 2013.
- Staff member out on workers compensation for over 2 months in 2013 caused personal services costs to be lower for 2013 only.
- Planned wage increase for 2014 will increase the cost of personal services.

**Park Maintenance**

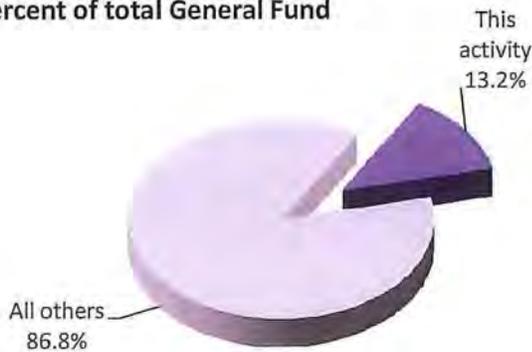
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Park Maintenance cost per household	\$ 101.58	\$ 105.50	\$ 108.37
% change from prior year		3.9%	2.7%
Park acreage	268	268	268
Park Maintenance annual cost per acre	\$ 3,939	\$ 4,095	\$ 4,220
% change from prior year		4.0%	3.1%
Number of ballfields maintained	16	16	16
Number of soccer/lacrosse fields maintained	12	12	12
Number of hockey/pleasure skating rinks maintained	14	14	14
Number of irrigation systems/zones maintained	17/284	17/284	17/284
Number of park buildings and picnic shelters maintained	13	13	13

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating park and recreational facilities as excellent or good	93%	96%	99%
Residents rating upkeep and maintenance of parks as excellent or good	93%	96%	98%

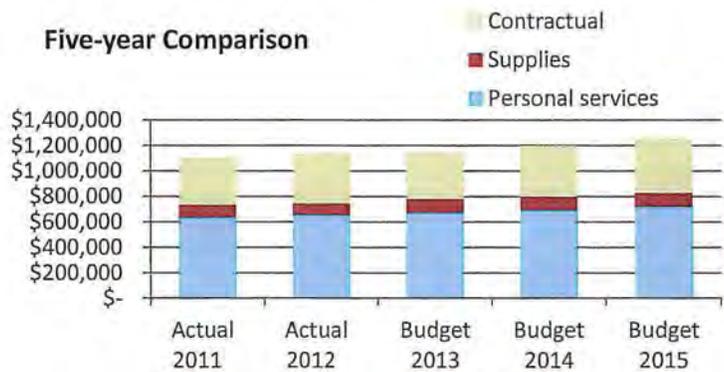
**Recent Achievements:**

- Redevelopment of Bucher Park took place in 2013.
- Upgrade to landscaping on Highway 96, Lexington Avenue, and the Community Center.

**Percent of total General Fund**



**Five-year Comparison**



**Planning & Zoning Administration**

101-44100

The Planning activity provides planning and zoning, and housing and code enforcement services to support and enhance the quality of life, provides support to the Planning Commission and Lake Regulations Committee, manages physical development of the City through the Comprehensive Plan and Development Code, implements the Housing Action Plan, and administers a proactive code enforcement program designed to maintain quality neighborhoods and housing (through complaint driven inspections, educational programs, and the Rental Housing Licensing program and SHINE neighborhood inspections).

**Goals and Objectives:**

- Undertake a Highway Corridor Transition Areas Study, initiated by the Economic Development Authority, engaging the services of a planning consulting firm to evaluate conditions and effects of single-family properties along major arterial roads and develop land use policies and reinvestment strategies that will protect residential properties and values.
- Complete new regulations for temporary business signs and digital/electronic message center signs working with the Planning Commission, Economic Development Commission and City Council.
- Complete the enactment of zoning regulations for in-fill development on residential properties in established neighborhoods.
- Continue work towards amending Development Code regulations to update allowable uses in commercial zoning districts, revise height standards, and other updates consistent with current policies and land use/zoning standards.
- Continue to assist and support the EDA work plan relating to housing programs including developing a comprehensive hoarding/garbage house response plan.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 365,797	\$ 343,291	\$ 388,997	\$ 381,710	\$ 417,982	\$ 434,860
Supplies	\$ 879	\$ 494	\$ 1,200	\$ 1,200	\$ 1,250	\$ 1,300
Contractual	\$ 6,198	\$ 3,783	\$ 12,310	\$ 12,760	\$ 15,290	\$ 14,890
<b>Total</b>	<b>\$ 372,874</b>	<b>\$ 347,568</b>	<b>\$ 402,507</b>	<b>\$ 395,670</b>	<b>\$ 434,522</b>	<b>\$ 451,050</b>
Percent change		-6.8%	15.8%	13.8%	8.0%	3.8%
<b>Full-time equivalents</b>						
Full-time	4.30	4.29	4.27	4.33	4.65	4.65
Associate	0.11	0.12	0.48	0.18	0.30	0.30
<b>Total</b>	<b>4.41</b>	<b>4.41</b>	<b>4.75</b>	<b>4.51</b>	<b>4.95</b>	<b>4.95</b>
Percent of total General Fund	4.70%	4.22%	4.65%	4.58%	4.77%	4.76%

**Budget Impacts:**

- Created a new full-time regular planning and economic development position with the Community Development Department shared (both in duties and funding) between Planning/Zoning and the EDA a portion of the costs of the position were offset by savings within the personnel area
- Eliminated a temporary part-time associate scanning position and will be creating a new part-time customer service position shared between Community Development and Public Works to provide support at information service counter, permit issuance and provide information to public

**Planning & Zoning Administration**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Planning & Zoning Administration annual cost per household	\$ 36.47	\$ 35.85	\$ 33.30
% change from prior year		-1.7%	-7.1%
Number of code enforcement complaints received and investigated	151	159	198
Number of weed abatements initiated/Council ordered	44/6	24/9	12/2
Number of rental licenses issued/properties inspected	361/177	397/203	512/273
Number of planning case files	25	30	36
Properties inspected through the SHINE Neighborhood program (bi-annual)	289	432	442

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating appearance of homes in neighborhood as excellent or good	98%	97%	98%
Residents rating appearance of yards in neighborhood as excellent or good	95%	97%	94%
Residents indicating neighborhood appearance has improved or remained the same	95%	94%	94%
Residents indicating the City does enough to promote property maintenance	no data	83%	88%
Residents indicating awareness of the HousingResource Center	no data	54%	53%
Residents indicating they favor or strongly favor more code enforcement	42%	46%	68%

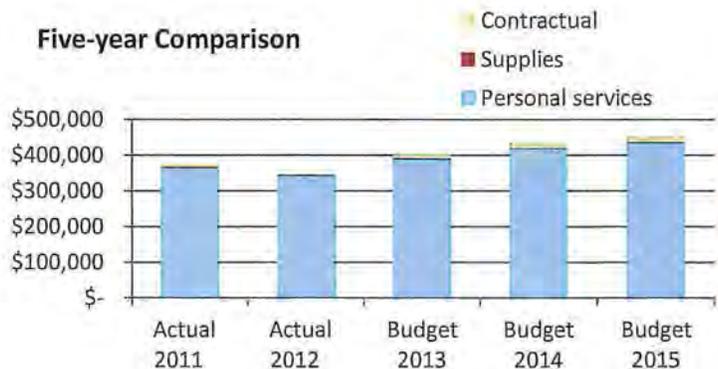
**Recent Achievements:**

- Coordinate the successful restoration and relocation of the Guerin Gas Station building on display on the grounds of the Lepak-Larson Historic Farmhouse property.
- Created new building setback regulations providing greater flexibility to homeowners seeking to reinvest in their properties.
- Implemented quarterly workshops with the Planning Commission.
- Coordinated workshops on message center signs, surface water management, and hoarding training for area cities.
- Implemented amendments to rental licensing regulations to improve enforcement and program effectiveness including late fees, re-inspection charges and crime free lease addendum requirements.
- Developed database and procedures of foreclosure and vacant properties; analyzed by neighborhoods and trends towards resale as rental properties.
- Coordinated site and building development approvals of Lakeview Terrace Apartments project; obtained \$655,000 grant from Met Council to assist redevelopment of Midland Plaza center.
- Assisted EDA to expand the eligible improvements of the Home Improvement Loan Program, and developed new marketing plan.

**Percent of total General Fund**



**Five-year Comparison**



## Building Inspection

101-44300

The Building Inspection Division of the Community Development Department is responsible for the application and enforcement of the building code and related ordinances regulating construction, alterations and the use of buildings within the city. The division also supports administration of the fire safety property maintenance codes. Building inspection services are managed by the Building Official with assistance of a department support position and, receives inspection services from a licensed contract inspector during Building Official absences. In addition to building permit inspections and plan review, the Building Official also conducts HVAC, Plumbing and Septic inspection services for the City and contracts with an outside private electrical inspector. The Shoreview Municipal Code adopts the Minnesota State Building Code, which in turn adopts the International Building Code, International Residential Code and other codes and standards relating to building construction. The Building Inspection Division works closely with the Planning Division of the Community Development Department, Engineering Division of the Public Works Department, and the Fire Marshal from the Lake Johanna Fire Department.

**Goals and Objectives:**

- Provide quality customer service by completing plan reviews for residential permits in 3 days or less, commercial permits in 2 weeks or less, and field inspections within 24-48 hours of request.
- Complete implementation of on-line permitting and payment by Spring, 2014 to improve customer convenience, lessening need for customers to visit City offices for processing.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 102,083	\$ 103,978	\$ 106,414	\$ 102,607	\$ 104,865	\$ 108,817
Supplies	\$ 949	\$ 180	\$ 1,200	\$ 1,200	\$ 1,300	\$ 1,400
Contractual	\$ 54,382	\$ 66,051	\$ 48,260	\$ 75,970	\$ 49,550	\$ 50,650
Total	\$ 157,414	\$ 170,209	\$ 155,874	\$ 179,777	\$ 155,715	\$ 160,867
Percent change		8.1%	-8.4%	5.6%	-0.1%	3.3%
<b>Full-time equivalents</b>						
Full-time	1.00	1.00	1.00	1.00	1.00	1.00
Associate	0.11	0.12	0.12	0.01		
Total	1.11	1.12	1.12	1.01	1.00	1.00
Percent of total General Fund	1.98%	2.06%	1.80%	2.08%	1.71%	1.70%

**Budget Impacts:**

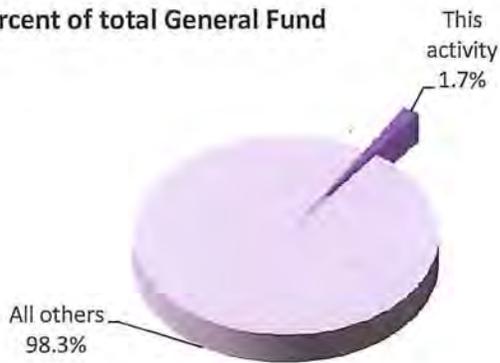
- All building related permit revenues are projected to decline over the next few years with lack of available land for new development. Permit revenue will derive mostly from housing maintenance and renovations and commercial building upgrades and expansions.

Building Inspection			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Building Inspection annual cost per household	\$ 14.55	\$ 15.13	\$ 16.31
% change from prior year		4.0%	7.8%
Number of building permits issued	1,044	922	867
Building permit valuation (in millions)	\$ 42.1	\$ 21.9	\$ 29.9
Total number of inspections	1,918	1,958	2,094
Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating building inspection services as excellent or good	72%	78%	86%

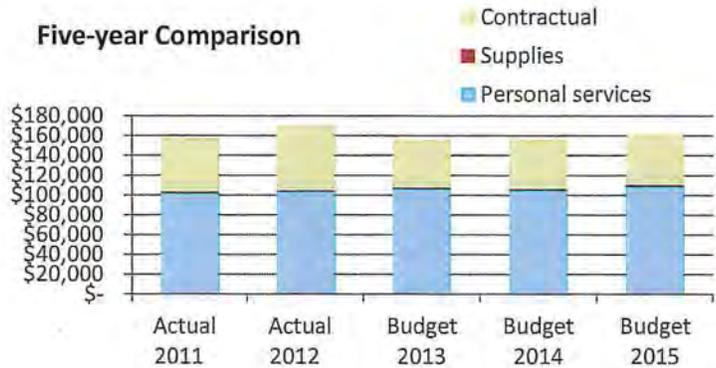
**Recent Achievements:**

- According to Decision Resources, the 78% positive rating of building inspection services is the highest satisfaction percentage of metropolitan communities that they have recorded.
- Improved information and records availability to the public through website by providing issued building permits/plans and other property records allowing for greater and easier access to contractors, builders, and residents.
- On-line access to permit applications, building regulations, fee calculator and inspection requests on website with following results:
  - o Customers can calculate permit fees in advance to budget building projects.
  - o Reduce number of phone calls for permit fees and application requests, and incorrect mail-in payments.
  - o Streamline inspection scheduling and improve customer satisfaction.
  - o Accepting credit card payments for added customer convenience.

**Percent of total General Fund**



**Five-year Comparison**



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**City of Shoreview, Minnesota – 2014-2015 Biennial Budget**

**Special Revenue Funds**

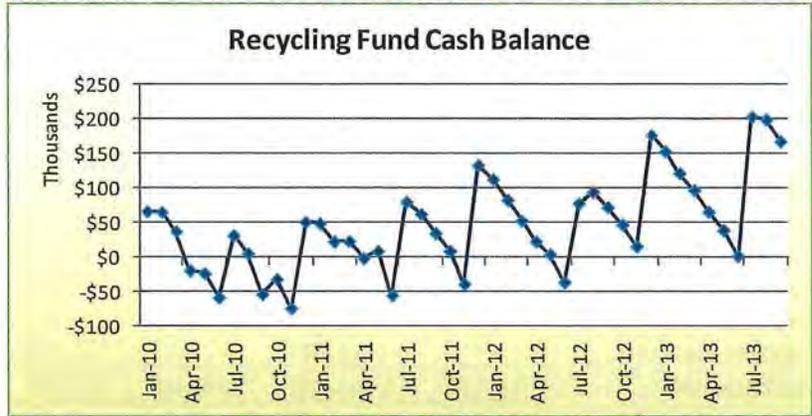
Special Revenue Funds are used to account for revenue that is dedicated by State statute, local ordinance, resolution or practice to support specific expenses. Establishment of these funds enables the City to closely monitor both revenue and expense associated with a given program. Special Revenue Fund budgets for 2014 and 2015 are shown in the table below.

	Recycling	Community Center	Recreation Programs	Cable Television	EDA	HRA	Slice of Shoreview	Total
<b>2014 Budget</b>								
<b>Revenue</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 90,000	\$ -	\$ 170,000
Intergovernmental	66,000	-	-	-	-	-	-	66,000
Charges for Services	493,500	2,431,850	1,460,213	314,000	-	-	26,000	4,725,563
Interest Earnings	-	8,000	4,200	1,600	-	-	-	13,800
Other Revenues	-	13,000	-	1,200	-	-	32,000	46,200
<b>Total Revenue</b>	<b>559,500</b>	<b>2,452,850</b>	<b>1,464,413</b>	<b>316,800</b>	<b>80,000</b>	<b>90,000</b>	<b>58,000</b>	<b>5,021,563</b>
<b>Expense</b>								
General Government	-	-	-	149,587	-	-	65,735	215,322
Public Works	529,569	-	-	-	-	-	-	529,569
Parks and Recreation	-	2,667,676	1,365,753	-	-	-	-	4,033,429
Community Development	-	-	-	-	71,007	81,371	-	152,378
<b>Total Expense</b>	<b>529,569</b>	<b>2,667,676</b>	<b>1,365,753</b>	<b>149,587</b>	<b>71,007</b>	<b>81,371</b>	<b>65,735</b>	<b>4,930,698</b>
<b>Other Sources (Uses)</b>								
Transfers In	-	339,000	70,000	-	-	-	10,000	419,000
Transfers Out	-	-	(100,000)	(160,000)	-	-	-	(260,000)
<b>Net Change</b>	<b>29,931</b>	<b>124,174</b>	<b>68,660</b>	<b>7,213</b>	<b>8,993</b>	<b>8,629</b>	<b>2,265</b>	<b>249,865</b>
Fund Equity, beginning	198,703	1,110,564	807,571	182,063	189,378	82,795	62,635	2,633,709
<b>Fund Equity, ending</b>	<b>\$228,634</b>	<b>\$ 1,234,738</b>	<b>\$ 876,231</b>	<b>\$189,276</b>	<b>\$198,371</b>	<b>\$ 91,424</b>	<b>\$ 64,900</b>	<b>\$2,883,574</b>
<b>2015 Budget</b>								
<b>Revenue</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 95,000	\$ -	\$ 185,000
Intergovernmental	65,000	-	-	-	-	-	-	65,000
Charges for Services	515,500	2,470,330	1,548,900	318,000	-	-	26,500	4,879,230
Interest Earnings	-	5,000	2,000	1,700	-	-	-	8,700
Other Revenues	-	12,500	-	1,200	-	-	32,000	45,700
<b>Total Revenue</b>	<b>580,500</b>	<b>2,487,830</b>	<b>1,550,900</b>	<b>320,900</b>	<b>90,000</b>	<b>95,000</b>	<b>58,500</b>	<b>5,183,630</b>
<b>Expense</b>								
General Government	-	-	-	178,763	-	-	67,485	246,248
Public Works	546,629	-	-	-	-	-	-	546,629
Parks and Recreation	-	2,792,201	1,473,775	-	-	-	-	4,265,976
Community Development	-	-	-	-	82,629	85,485	-	168,114
<b>Total Expense</b>	<b>546,629</b>	<b>2,792,201</b>	<b>1,473,775</b>	<b>178,763</b>	<b>82,629</b>	<b>85,485</b>	<b>67,485</b>	<b>5,226,967</b>
<b>Other Sources (Uses)</b>								
Transfers In	-	366,000	72,000	-	-	-	10,000	448,000
Transfers Out	-	(200,000)	(320,000)	(167,000)	-	-	-	(687,000)
<b>Net Change</b>	<b>33,871</b>	<b>(138,371)</b>	<b>(170,875)</b>	<b>(24,863)</b>	<b>7,371</b>	<b>9,515</b>	<b>1,015</b>	<b>(282,337)</b>
Fund Equity, beginning	228,634	1,234,738	876,231	189,276	198,371	91,424	64,900	2,883,574
<b>Fund Equity, ending</b>	<b>\$262,505</b>	<b>\$ 1,096,367</b>	<b>\$ 705,356</b>	<b>\$164,413</b>	<b>\$205,742</b>	<b>\$100,939</b>	<b>\$ 65,915</b>	<b>\$2,601,237</b>

**Recycling Fund Summary**

**Fund Description** – The Recycling Fund accounts for the operation and promotion of the City’s curbside recycling program (through a joint powers agreement with Ramsey County); and two clean-up day events in the Spring and Fall (held in conjunction with the City of Arden Hills).

**Background** – The short-term strategy for establishing recycling charges in the next few years is driven by a combination of rising costs and the cash flow needs of the fund. Because revenue is collected via the annual property tax statement, revenue collection follows the same timing as the property tax payment cycle. This means that user revenues are received in July and December of each year. As such, the Recycling Fund operates the program and pays contract costs for nearly half the year before the first revenue is received. Over the next two years user fees are scheduled to rise more than expenses in order to build sufficient operating coverage equal to 6 months.

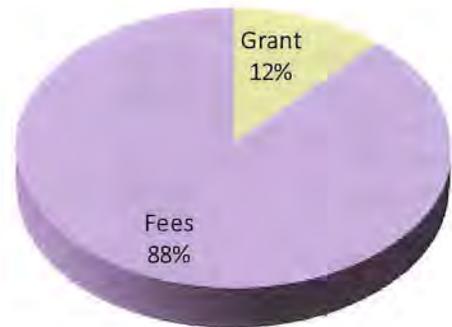


Participation in the recycling program continues at strong levels, and has grown from 78 percent of households in 2005 to 86 percent in 2012. Materials recycled in 2012 amounted to 2,696 tons, which reflects a downward trend caused by reduced paper recycling as more households move toward electronic sources of information.



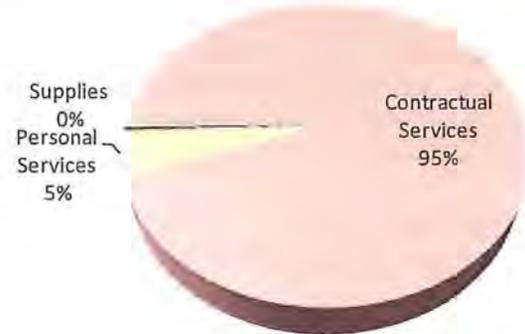
**Revenue** – User fees provide 88 percent of total revenue, and SCORE grant funding from Ramsey County provides the remaining 12 percent of total revenue.

The proposed annual residential fee for bi-weekly curbside recycling in 2014 is \$45.00, resulting in a cost of \$1.73 per collection per household. The 2014 fee is \$3.00 more than 2013 to help offset the cost of a trial program offering free clean-up day events in both the spring and fall.



**Recycling Fund Summary**

Expense – Shoreview contracts with a private refuse hauler for the curbside collection of all recyclable materials. Contractual costs for the private hauler and clean-up day events account for 95 percent of total expense. Personal services accounts for 5 percent of expense (for staff necessary to operate the program). Supplies account for less than percent.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Intergovernmental	\$ 70,845	\$ 66,794	\$ 67,000	\$ 69,000	\$ 66,000	\$ 65,000
Charges for Services	432,868	454,552	480,980	471,500	493,500	515,500
Interest Earnings	683	885	-	-	-	-
<b>Total Revenue</b>	<b>504,396</b>	<b>522,231</b>	<b>547,980</b>	<b>540,500</b>	<b>559,500</b>	<b>580,500</b>
<b>Expense</b>						
Public Works	449,107	475,009	504,166	503,979	529,569	546,629
Net Change	55,289	47,222	43,814	36,521	29,931	33,871
Fund Equity, beginning	59,671	114,960	162,182	162,182	198,703	228,634
<b>Fund Equity, ending</b>	<b>\$ 114,960</b>	<b>\$ 162,182</b>	<b>\$ 205,996</b>	<b>\$ 198,703</b>	<b>\$ 228,634</b>	<b>\$ 262,505</b>
Months of operating coverage	2.9	3.9		4.5	5.0	5.6

**Recycling**

210-42750

The Recycling activity provides for the City's recycling efforts and staffing for Shoreviews Environmental Quality Committee. The Public Works Department acts as the facilitator for the City's bi-weekly curbside recycling collection program, while recycling collection services and recycling carts are provided by a contracted vendor. Two clean-up day events (Spring and Fall) are administered by the Shoreview Public Works Department, are held in conjunction with the City of Arden Hills, and are staffed by employees of both cities.

**Goals and Objectives:**

- Monitor vendor reports on resident participation and overall effectiveness of the recycling program and clean-up day events.
- Promote community education in the areas of recycling, composting of yard waste, proper disposal of household hazardous waste, and overall reduction in the amount of residential solid waste.
- Coordinate City recycling programs and objectives along with Ramsey County solid waste programs.
- Work with the City's recycling vendor to implement a pilot program for curbside collection of compostable waste if determined to be feasible.
- Explore the feasibility of a document shredding event for residents.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 6,983	\$ 24,583	\$ 25,546	\$ 25,159	\$ 26,579	\$ 28,069
Supplies	\$ 1,039	\$ 2,804	\$ 1,200	\$ 1,000	\$ 1,100	\$ 1,100
Contractual	\$ 441,085	\$ 447,622	\$ 477,420	\$ 477,820	\$ 501,890	\$ 517,460
<b>Total</b>	<b>\$ 449,107</b>	<b>\$ 475,009</b>	<b>\$ 504,166</b>	<b>\$ 503,979</b>	<b>\$ 529,569</b>	<b>\$ 546,629</b>
Percent change		5.8%	6.1%	6.1%	5.0%	3.2%
<b>Full-time equivalents</b>						
Full-time	0.35	0.35	0.35	0.35	0.35	0.35
<b>Total</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>
<b>Percent of Total Expense</b>	<b>1.68%</b>	<b>2.09%</b>	<b>2.11%</b>	<b>2.09%</b>	<b>2.08%</b>	<b>2.04%</b>

**Budget Impacts:**

- The City's contract cost for recycling collection services will increase each year by the Annual Consumer Price Index for the Midwest Region or 3%, whichever is lower.
- Changes to Clean Up Day events will require separate mailings to each household, as well as be advertised the ShoreViews city newsletter.

Recycling			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Recycling annual cost per household	\$ 41.30	\$ 43.18	\$ 45.52
% change from prior year		4.6%	5.4%
Tons of materials recycled annually	3,342	2,985	2,696
% change from prior year		-10.7%	-9.7%
Number of vehicles at clean-up day events (Spring and Fall combined)	1,812	1,092	1,138
% change from prior year		-39.7%	4.2%
Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents indicating that reducing waste is very or somewhat important	no data	97%	88%

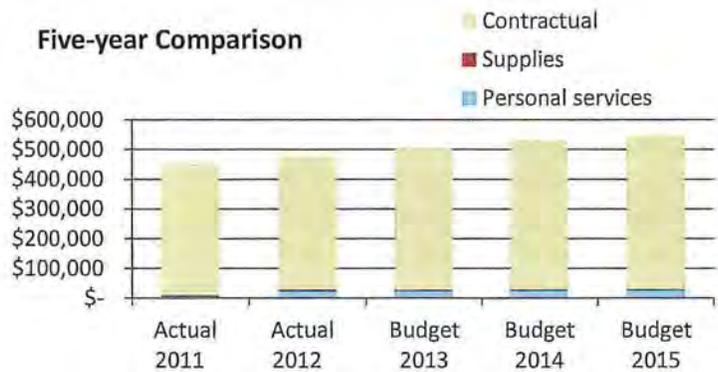
**Recent Achievements:**

- A new vendor was selected in 2011 for residential recycling collection, because the previous contract expired. The new contract covers from 2011 to 2015.

**Percent of Total Expense**



**Five-year Comparison**

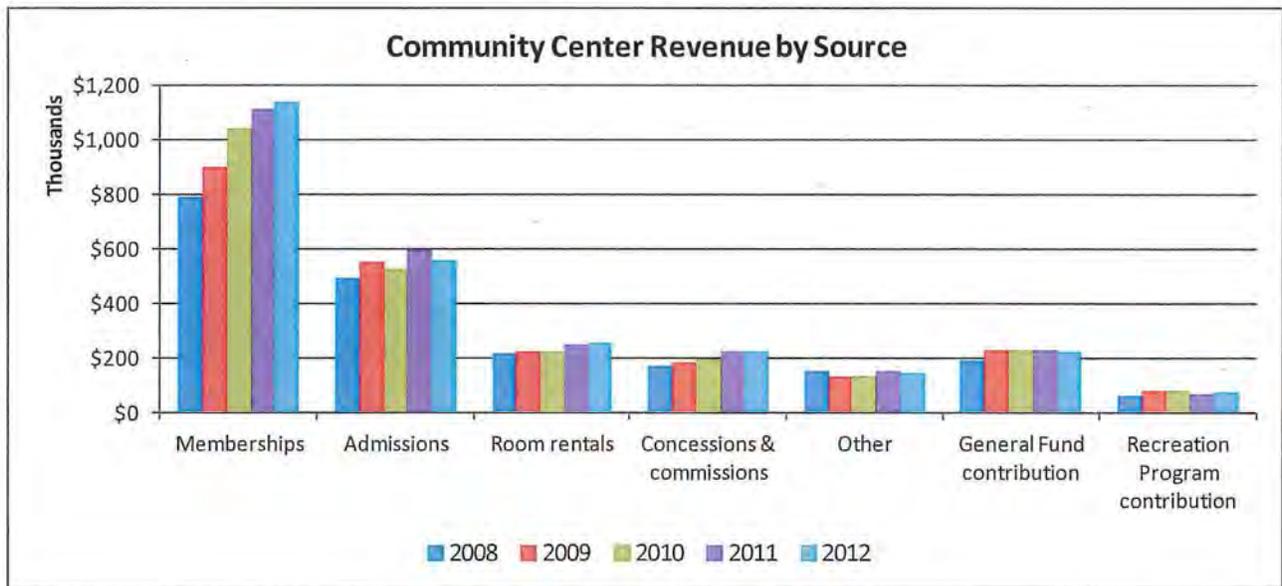
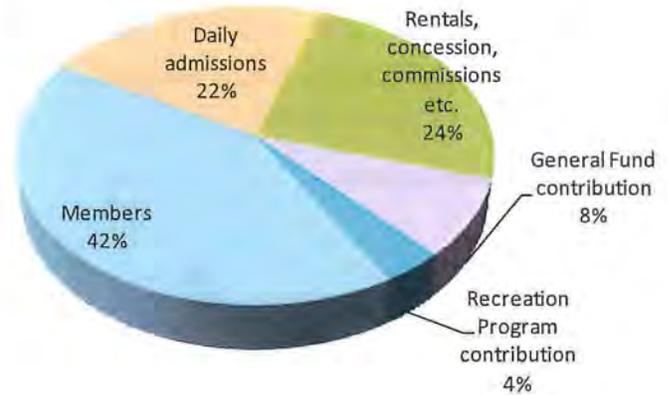


**Community Center Fund Summary**

**Fund Description** – The Community Center Fund accounts for revenue and expense associated with the operation and maintenance of the fitness center and studios, the Tropics Indoor Water Park, Tropical Adventure indoor play area, banquet and meeting rooms, birthday party rooms, gymnasium, locker facilities, picnic pavilion and concessions.

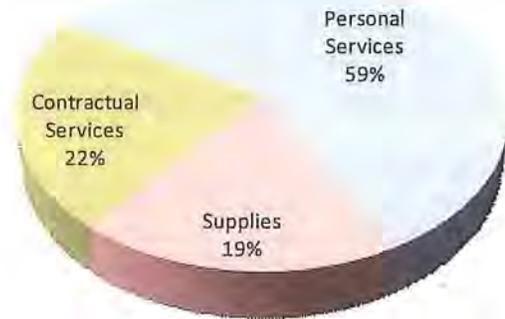
**Background** – One of the goals of the Community Center since it opened in 1990 has been to serve as a gathering space for the community by providing free or reduced room rental rates to community-oriented groups. The facility attracts neighborhood associations, scouting troops, local arts organizations, area churches as well as fitness and recreation users. To offset the rental revenue subsidy, the General Fund provides an annual contribution (through an inter-fund transfer) to cover a portion of operating costs.

**Revenue** – Daily admissions and memberships provide about 64 percent of community center revenue. Another 24 percent comes from room rentals, concessions, banquet commissions, building charges, and locker/vending fees. The Recreation Programs Fund provides about 8 percent of total revenue (to offset program use of the facility) and the General Fund provides 4 percent of total revenue, through inter-fund transfers.



**Community Center Fund Summary**

Expense – Operating costs are projected to increase an average of 3 percent annually due to repair and maintenance costs and personal services. Personal services accounts for the largest share of expense at 59%, followed by contractual costs at 22% and supplies and capital costs at 19%.



Transfers in reflect a contribution from the General Fund to offset the room rental subsidy for community-oriented groups (\$239,000 in 2014 and \$246,000 in 2015), and from the Recreation Programs Fund for program use of the facility (\$100,000 in 2014 and \$120,000 for 2015). A planned transfer out in 2015 provides \$200,000 in support for a community center expansion.

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Charges for Services	\$ 2,311,071	\$ 2,298,345	\$ 2,323,755	\$ 2,376,100	\$ 2,431,850	\$ 2,470,330
Interest Earnings	20,674	14,100	9,000	7,500	8,000	5,000
Other Revenues	756	60	-	13,000	13,000	12,500
<b>Total Revenue</b>	<b>2,332,501</b>	<b>2,312,505</b>	<b>2,332,755</b>	<b>2,396,600</b>	<b>2,452,850</b>	<b>2,487,830</b>
<b>Expense</b>						
Parks and Recreation	2,401,866	2,451,456	2,561,724	2,587,372	2,667,676	2,792,201
<b>Total Expense</b>	<b>2,401,866</b>	<b>2,451,456</b>	<b>2,561,724</b>	<b>2,587,372</b>	<b>2,667,676</b>	<b>2,792,201</b>
<b>Other Sources (Uses)</b>						
Transfers In	297,000	300,000	312,000	312,000	339,000	366,000
Transfers Out	-	-	-	-	-	(200,000)
<b>Net Change</b>	<b>227,635</b>	<b>161,049</b>	<b>83,031</b>	<b>121,228</b>	<b>124,174</b>	<b>(138,371)</b>
Fund Equity, beginning	600,652	828,287	989,336	989,336	1,110,564	1,234,738
<b>Fund Equity, ending</b>	<b>\$ 828,287</b>	<b>\$ 989,336</b>	<b>\$ 1,072,367</b>	<b>\$ 1,110,564</b>	<b>\$ 1,234,738</b>	<b>\$ 1,096,367</b>
Months of operating coverage	4.1	4.6		5.0	5.3	4.6

## Community Center

220-43800

The Community Center facility provides a quality health and wellness facility, a venue for corporate and family events, and a gathering place for the community. The Community Center activity accounts for member services, facility rentals, daily admissions, group events, concessions, recreation program use of the facility, and special events. Maintenance efforts include the repair and replacement of equipment and building amenities throughout the facility. A combination of full-time and associate staff members deliver services 7 days per week.

**Goals and Objectives:**

- Provide quality facility, operate efficiently, support community needs, and generate operating revenue.
- Keep the Tropics Waterpark an exciting destination for customers through innovative pool amenities.
- Ensure cost effective and efficient staffing and service delivery through ongoing evaluation and adjustments to staffing levels.
- Continue restructuring the rental process for pool groups, birthday parties, corporate and banquet events.
- Research the possibility of booking events online and the potential for electronically signed contracts.
- Keep membership retention at or above 90%.
- Research and evaluate various fitness equipment for Fitness Center.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 1,352,471	\$ 1,399,967	\$ 1,465,784	\$ 1,515,582	\$ 1,570,841	\$ 1,674,045
Supplies	\$ 448,853	\$ 446,078	\$ 481,115	\$ 469,600	\$ 499,815	\$ 510,461
Contractual	\$ 600,542	\$ 599,684	\$ 614,825	\$ 602,190	\$ 597,020	\$ 607,695
Capital outlay		\$ 5,727				
Total	\$ 2,401,866	\$ 2,451,456	\$ 2,561,724	\$ 2,587,372	\$ 2,667,676	\$ 2,792,201
Percent change		2.1%	4.5%	5.5%	4.1%	4.7%
<b>Full-time equivalents</b>						
Full-time	13.05	14.05	14.05	13.65	14.51	14.62
Part-time					0.06	0.08
Associate	23.63	22.39	22.56	25.21	23.87	23.93
Total	36.68	36.44	36.61	38.86	38.44	38.63
Percent of Total Expense	9.00%	10.79%	10.73%	10.75%	10.46%	10.40%

**Budget Impacts:**

- Add full-time Building Coordinator in 2013 to promote continuity during all hours of building operation. The cost for the position will be partially offset by reductions in associate staff hours.
- Nominal annual increases in membership, rental and daily pass fees have continued to support operating costs.

**Community Center**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Number of Community Center memberships (annual/seasonal)	2,473	2,590	2,332
% change from prior year		4.7%	-10.0%
Number of Community Center members (all combined)	6,464	6,436	6,064
% change from prior year		-0.4%	-5.8%
Total member visits	308,404	332,762	317,509
% change from prior year		7.9%	-4.6%
Total Community Center visits (members and nonmembers)	627,822	699,025	660,678
% change from prior year		11.3%	-5.5%
Number of installment billing transactions (monthly billing)	8,811	9,661	9,843
Members enrolled in health insurance reimbursement programs	1,085	1,783	1,450
General Fund support as a percent of Community Center expense	10.1%	9.5%	9.2%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents stating they are members of the Community Center	29%	45%	64%
Residents rating Community Center customer service as excellent or good	92%	98%	98%
Residents rating Community Center cleanliness as excellent or good	93%	92%	95%
Residents rating membership prices as excellent or good	57%	67%	71%
Residents rating the overall Community Center experience as excellent or good	96%	95%	98%

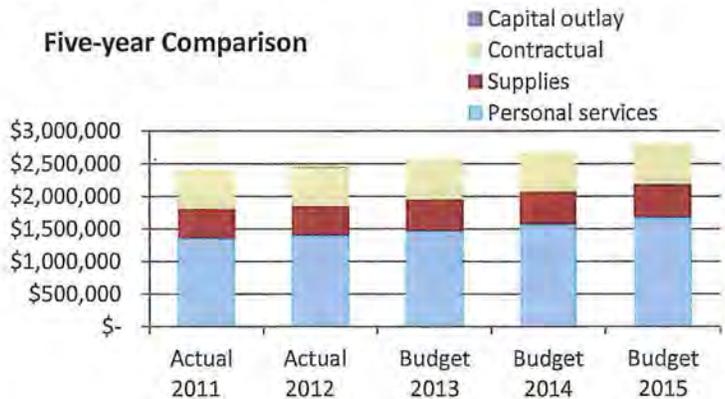
**Recent Achievements:**

- Received the Readers Choice Award for the Best Community Center in 2012 and 2013.
- Membership revenue exceeded \$1 million in 2011 and 2012.
- Received the 2012 Ellis Silver International Aquatics Safety Award.
- Created and expanded patio outside waterpark to accommodate pool groups.
- Created a Senior Fit program to replace the discontinued Silver Sneakers program.
- Redesigned the rental process in 2013 to ensure a rental staff person can meet with customers on evenings and weekends; as a result, rental revenue had increased by \$30,000 midyear 2013 as compared to 2012.

**Percent of Total Expense**



**Five-year Comparison**



Recreation Programs Fund Summary

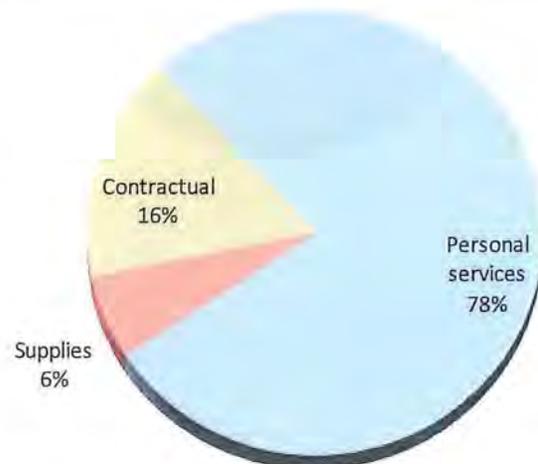
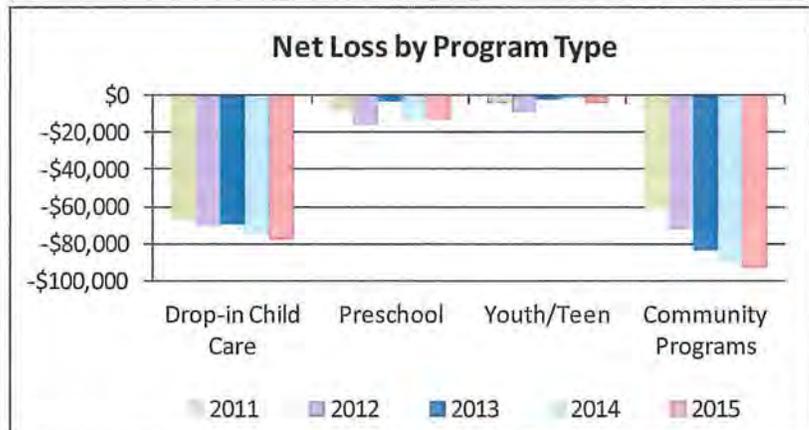
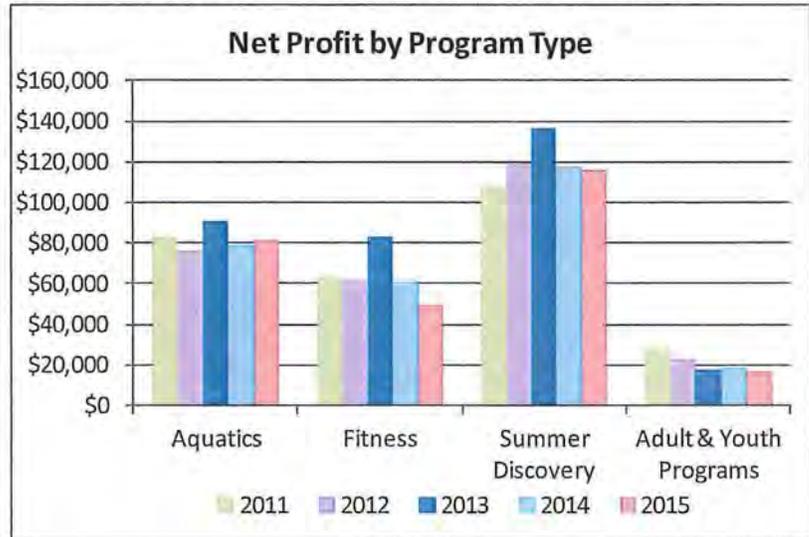
**Fund Description** – The Recreation Programs Fund accounts for a variety of recreational and social programs offered on a fee basis. Revenues are generated through user fees and a transfer from the General Fund to assist in supporting programs that provide overall community benefit, such as: Drop-in Child Care, Preschool, Youth/Teen and Community Programs. Program costs include the direct expense of providing the program, an allocation for administrative costs, and an annual transfer to the Community Center Fund for recreation program use of the facility. User fees are updated on a regular basis to reflect market conditions and program costs.

**Background** – Fund balances provide working capital to cover program costs and start-up costs for new or expanded programs (until programs develop a customer base to offset costs). The programs shown in the first graph at right generate an annual profit, which helps support community-based programs that do not generate a profit.

Community-based programs that receive support from the profit-oriented programs listed above include the Farmers Market, Concert in the Commons, Movie Nights, Preschool Programs and the Drop-in Child Care program at the Community Center.

**Revenue** – Program fees provide 95 percent of revenue. The Recreation Programs Fund also receives an inter-fund transfer from the General Fund to help pay for community-oriented programs (providing 5 percent of total revenue).

**Expense** – Personal services account for staff time for recreation instructors, supervisors and coordinators (78 percent of recreation program expense). Contractual costs cover transportation, building fees, insurance and other miscellaneous contracted expense (16 percent of expense). Program supplies account for the remaining 6 percent of expense.



City of Shoreview, Minnesota – 2014-2015 Biennial Budget

Recreation Programs Fund Summary

Transfers in reflect a contribution from the General Fund to offset a portion of community-oriented program costs (\$70,000 in 2014 and \$72,000 in 2015). Transfers out provide support to the Community Center Fund for recreation program use of the Community Center facility (\$100,000 in 2014 and \$120,000 in 2014), and provide \$200,000 for the planned community center expansion in 2015.

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Charges for Services						
Adult and Youth Sports	\$ 165,810	\$ 152,011	\$ 174,800	\$ 141,821	\$ 152,346	\$ 155,432
Aquatics Programs	243,929	261,063	243,819	283,283	289,645	297,337
Fitness Programs	317,167	327,509	357,272	339,161	351,817	360,589
Summer Discovery	328,312	354,766	371,758	402,321	405,423	416,120
Preschool Programs	92,311	93,843	105,546	95,510	145,843	202,103
Drop-in Child Care	19,657	11,306	11,844	12,408	12,408	12,972
Youth/teen Programs	92,848	84,900	82,184	76,086	49,922	50,746
Community Programs	43,048	55,433	53,703	86,400	52,809	53,601
Interest Earnings	12,323	8,388	4,800	4,000	4,200	2,000
Other Revenues	60	972	-	-	-	-
Total Revenue	1,315,465	1,350,191	1,405,726	1,440,990	1,464,413	1,550,900
<b>Expense</b>						
Parks and Recreation						
Park/Recreation Admin	305,442	318,947	344,288	304,171	387,969	437,077
Adult and Youth Sports	103,318	96,427	109,874	94,800	96,256	97,813
Aquatics Programs	120,363	138,093	131,212	146,847	151,242	152,223
Fitness Programs	189,922	199,180	201,306	195,740	209,023	218,916
Summer Discovery	164,814	175,840	196,598	202,925	206,689	211,297
Preschool Programs	74,645	81,794	74,516	75,721	113,540	151,377
Drop-in Child Care	64,496	60,893	68,196	62,257	61,751	63,636
Youth/teen Programs	72,589	69,963	70,949	59,718	36,621	38,410
Community Programs	77,569	95,620	100,183	129,879	102,662	103,026
Total Expense	1,173,158	1,236,757	1,297,122	1,272,058	1,365,753	1,473,775
<b>Other Sources (Uses)</b>						
Transfers In	65,000	65,000	70,000	70,000	70,000	72,000
Transfers Out	(70,000)	(75,000)	(80,000)	(80,000)	(100,000)	(320,000)
Net Change	137,307	103,434	98,604	158,932	68,660	(170,875)
Fund Equity, beginning	407,898	545,205	648,639	648,639	807,571	876,231
Fund Equity, ending	\$ 545,205	\$ 648,639	\$ 747,243	\$ 807,571	\$ 876,231	\$ 705,356
Months of operating coverage	5.3	6.1		7.1	7.1	5.6

**Park/Recreation Administration**

225-43400

The Park/Recreation Administration activity provides support and management of the Recreation Programs division. Recreation Programs provide leisure activities and services for customers of all ages living in Shoreview and the surrounding area. Programs are designed to fulfill customer needs and desires for fun, skill improvement, physical fitness, play, personal safety and social interaction. Program areas are divided into nine budgetary activities based on program topics/similarities. The Park/Administration activity accounts for regular staff costs, Slice of Shoreview staff liason, printing costs, credit card fees, staff training and general supplies.

**Goals and Objectives:**

- Continue to review and update program offerings to insure proper mix of recreation and cultural programs to serve all ages in the community.
- Review facility usage and explore expanded use of school and other facilities for recreation programs.
- Improve marketing of recreation program offerings on updated Community Center and City websites, and through social media.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 269,243	\$ 280,528	\$ 300,308	\$ 262,191	\$ 346,449	\$ 394,937
Supplies	\$ 530	\$ 471	\$ 800	\$ 800	\$ 800	\$ 800
Contractual	\$ 35,669	\$ 37,948	\$ 43,180	\$ 41,180	\$ 40,720	\$ 41,340
<b>Total</b>	<b>\$ 305,442</b>	<b>\$ 318,947</b>	<b>\$ 344,288</b>	<b>\$ 304,171</b>	<b>\$ 387,969</b>	<b>\$ 437,077</b>
Percent change		4.4%	7.9%	-4.6%	12.7%	12.7%
<b>Full-time equivalents</b>						
Full-time	3.75	3.75	3.75	3.22	4.21	4.32
Part-time	0.75	0.75	0.75	0.75	1.06	1.08
<b>Total</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>3.97</b>	<b>5.27</b>	<b>5.40</b>
Percent of Total Expense	1.15%	1.40%	1.44%	1.26%	1.52%	1.63%

**Budget Impacts:**

- Credit card processing fees are expected to continue to increase at a rate greater than inflation due to growing percentage of people who register online and pay with credit.

**Park/Recreation Administration**

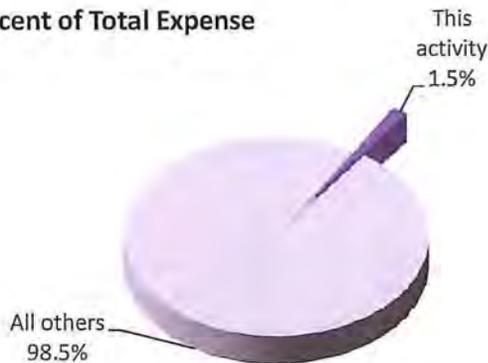
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Administration annual cost per program participant	\$ 14.77	\$ 11.61	\$ 11.15
% change from prior year		-21.4%	-4.0%
Total rec program participants (all programs, includes unregistered)	20,679	26,317	28,601
% change from prior year		27.3%	8.7%
In person registrations	8,347	6,930	7,368
Online registrations	4,961	6,461	7,103
Online registrations, as a percent of total registrations	37.3%	48.2%	49.1%
Percent supported by general fund	4.9%	5.2%	5.0%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Citizens rating recreational programs as excellent or good	83%	91%	90%
Citizens participating in recreation programs	31%	39%	38%
Citizens stating that Shoreview's Rec programs meet their needs	83%	94%	96%

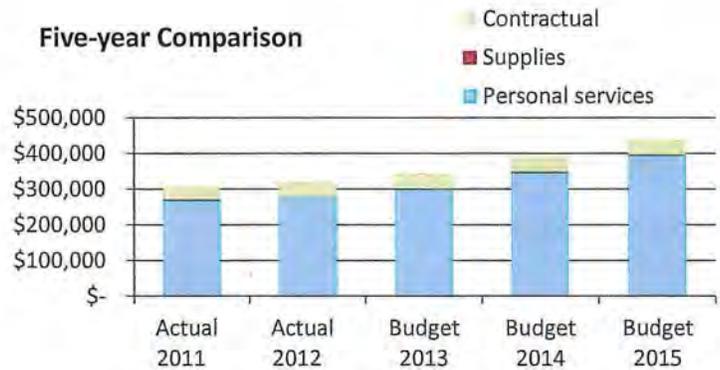
**Recent Achievements:**

- Greatly expanded the Summer Discovery program by using added space in the building.
- Continue to grow fitness program offerings and participants.
- Received positive feedback on updated website and successful integration of Vision Internet website with Vermont Systems (VSI) program registration.

**Percent of Total Expense**



**Five-year Comparison**



**Adult & Youth Sports**

225-43510

The Youth and Adult Sports program provides leagues and individual instruction in a variety of athletics. Adult leagues are offered for basketball, softball, volleyball, kickball, broomball, and dodgeball using Shoreview and Mounds View School District facilities. Individual instruction is available for tennis and golf. Summer sports camps include a variety of topics ranging from basketball to volleyball; from bowling to skateboarding. Shoreview contracts with private businesses to provide these camps. Youth leagues are offered for soccer, baseball, softball and volleyball. Shoreview often combines with neighboring cities to facilitate the youth league program. The primary focus of the youth sports program is to promote sportsmanship, skill-building, and have fun in a low-competitive atmosphere. The youth sports program relies on parent volunteers to serve as coaches.

**Goals and Objectives:**

- Recruit volunteer parents and community members to coach youth teams.
- Explore methods of using school district facilities in a more efficient and cost-effective manner.
- Expand the tennis program to include winter classes.
- Expand the pickleball program offerings and create a league.
- Research and offer a new youth sports league, such as Futsal 'indoor soccer.'
- Research and evaluate youth and adult sports registration fees to ensure that they are competitive with neighboring cities, and that overhead costs are met.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 11,521	\$ 12,969	\$ 14,057	\$ 12,653	\$ 12,712	\$ 12,975
Supplies	\$ 17,836	\$ 15,273	\$ 14,756	\$ 16,508	\$ 16,969	\$ 17,192
Contractual	\$ 73,961	\$ 68,185	\$ 81,061	\$ 65,639	\$ 66,575	\$ 67,646
<b>Total</b>	<b>\$ 103,318</b>	<b>\$ 96,427</b>	<b>\$ 109,874</b>	<b>\$ 94,800</b>	<b>\$ 96,256</b>	<b>\$ 97,813</b>
Percent change		-6.7%	13.9%	-1.7%	-12.4%	1.6%
<b>Full-time equivalents</b>						
Associate	0.49	0.51	0.48	0.44	0.44	0.44
<b>Total</b>	<b>0.49</b>	<b>0.51</b>	<b>0.48</b>	<b>0.44</b>	<b>0.44</b>	<b>0.44</b>
Percent of Total Expense	0.39%	0.42%	0.46%	0.39%	0.38%	0.36%

**Budget Impacts:**

- As a method of recruiting volunteers, coaches are reimbursed for their child's registration fee at the end of the season at a cost of \$7,000 per year. Starting in 2014, reimbursement will apply to only one coach per team, reducing the cost to \$3,500 annually. The volunteer reimbursement practice is expected to be eliminated in the future.
- Mounds View School District facility fees have increased by \$3,000 annually.
- One regular staff dedicates .75 FTE to youth and adult sports supported by the general fund.

**Adult & Youth Sports**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Youth league participants	884	963	945
Youth sports volunteers	130	147	126
Adult sports teams	153	121	81
Other sports participants (individual and after-school)	1,148	1,005	1,102
Mounds View School District facility use fees	\$ 6,283	\$ 9,254	\$ 9,521

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

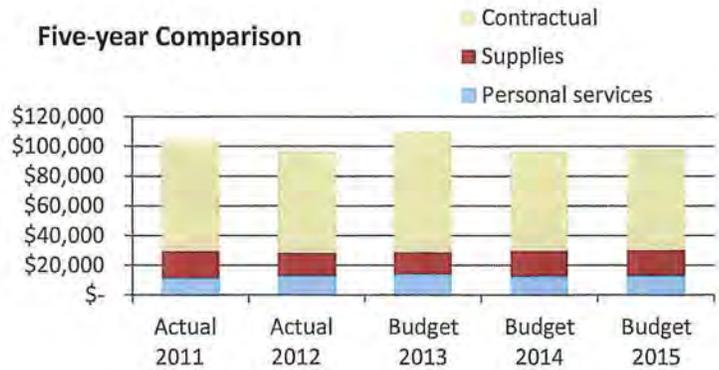
**Recent Achievements:**

- Added Pickleball courts on Commons and Shamrock Park tennis courts.
- Added Pickleball courts in the Community Center gymnasium, and designated Pickleball times.
- Girls Volleyball participation increased 20% in 2012.
- Elementary Track program increased 6% in 2013.

**Percent of Total Expense**



**Five-year Comparison**



## Aquatics

225-43520

The Aquatics program focuses on providing group and individual swimming instruction, specialty aquatic classes, CPR, first aid, and safety-related activities for youth and adults. Custom private lessons are also available to the public whereby the customer can arrange a class at a time and day that is convenient to them. On-going staff training is an important component of Aquatics program. Swim lesson staff attend 8 in-services per year to keep their skills sharp and learn new skills. Aquatics staff train city staff in CPR/AED and First Aid and respond to medical emergency situations in the community center. The Tropics Indoor Water Park is a multi-use facility. Staff must balance open recreational use with swim lessons, lap swimmers, and water exercise.

**Goals and Objectives:**

- Determine the feasibility of expanding the swim lesson program by using Chippewa Middle School Pool.
- Offer aquatic programs for adults including swim lessons, stroke technique clinics and triathlon clinic.
- Increase the number of participants in Red Cross Lifeguard Classes.
- Research different safety programs to implement in place of Safety Camp.
- Increase the total number of participants in Group Swimming Lessons by 3% annually.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 113,665	\$ 128,246	\$ 121,233	\$ 138,359	\$ 142,689	\$ 142,988
Supplies	\$ 5,936	\$ 8,284	\$ 8,262	\$ 7,800	\$ 7,033	\$ 7,585
Contractual	\$ 762	\$ 1,563	\$ 1,717	\$ 688	\$ 1,520	\$ 1,650
<b>Total</b>	<b>\$ 120,363</b>	<b>\$ 138,093</b>	<b>\$ 131,212</b>	<b>\$ 146,847</b>	<b>\$ 151,242</b>	<b>\$ 152,223</b>
Percent change		14.7%	-5.0%	6.3%	15.3%	0.6%
<b>Full-time equivalents</b>						
Associate	5.92	5.43	5.54	6.69	6.76	6.77
<b>Total</b>	<b>5.92</b>	<b>5.43</b>	<b>5.54</b>	<b>6.69</b>	<b>6.76</b>	<b>6.77</b>
Percent of Total Expense	0.45%	0.61%	0.55%	0.61%	0.59%	0.57%

**Budget Impacts:**

- Safety Camp was eliminated due to consistent low enrollment.
- Participant fees have been adjusted to compensate for the increase in cost for CPR/AED and First Aid cards.
- All Aquatic programs had a 2% - 6% fee increase in 2012. Fees will continue to increase 2% to 3% annually to keep pace with rising expenses and to prevent larger increases in the future.

Aquatics			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Group lesson participants	2,723	2,838	3,070
Private lesson participants	388	404	455
Speciality/safety related participants	221	276	203
Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

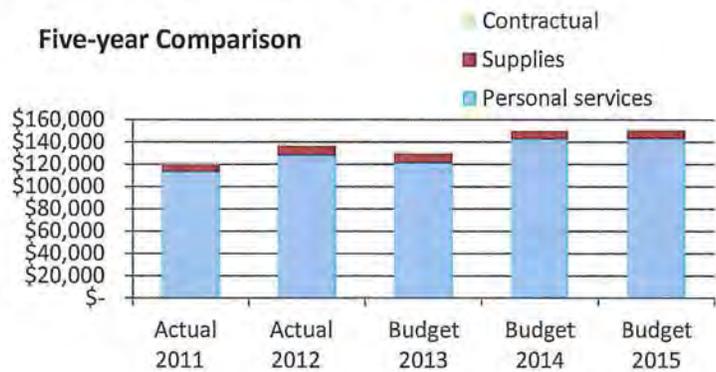
**Recent Achievements:**

- Pool staff was awarded a Silver International Aquatic Safety Award by Jeff Ellis and Associates early in 2012, based on the results of multiple random and unannounced aquatic facility operational safety audits throughout the year. Receiving this award demonstrates that Shoreview consistently exceeds industry standards in risk management and aquatic safety.
- Entered into a contract with U.S. Coast Guard Auxiliary to offer a Boating Safety Class.
- Developed a program that bridges parent and toddler class to independent swimming lessons.
- Adjusted lesson schedule in the mornings to help accommodate locker room congestion.
- Added Sunday evening lessons to develop and expand the program.
- Developed a punch card, allowing swimming lesson participants to stay at the waterpark after lessons.

**Percent of Total Expense**



**Five-year Comparison**



**Fitness Programs**

225-43530

The Fitness Program Activity provides an opportunity for adults, youth, and families to improve their health, wellness, and fitness level through participation in group fitness classes, personal training, and specialty fitness and wellness classes. Specialty classes include but are not limited to Tae Kwon Do, Get Fit! Body Challenge, and perinatal exercise. Fitness staff members hold certifications from accredited fitness organizations and attend on-going trainings. Free weeks are offered in between sessions as a way for community members to try a class before registering. The Fitness Program also funds 12 hours per week of staffing in the fitness center.

**Goals and Objectives:**

- Explore expanding the fitness program to include sport-specific training to appeal to athletes.
- Expand group fitness class offerings by using gym activity room as a third studio.
- In addition to the one week of free fitness classes, implement specialty classes which incorporate a nominal fee.
- Explore options of high intensity group training programs.
- Continue to explore new group fitness classes and programs and keep current on cutting edge offerings.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 164,012	\$ 176,066	\$ 179,747	\$ 177,312	\$ 187,113	\$ 196,746
Supplies	\$ 10,337	\$ 7,914	\$ 8,080	\$ 5,755	\$ 8,000	\$ 8,000
Contractual	\$ 15,573	\$ 15,200	\$ 13,479	\$ 12,673	\$ 13,910	\$ 14,170
<b>Total</b>	<b>\$ 189,922</b>	<b>\$ 199,180</b>	<b>\$ 201,306</b>	<b>\$ 195,740</b>	<b>\$ 209,023</b>	<b>\$ 218,916</b>
Percent change		4.9%	1.1%	-1.7%	3.8%	4.7%
<b>Full-time equivalents</b>						
Associate	3.70	4.01	3.99	3.89	4.08	4.18
<b>Total</b>	<b>3.70</b>	<b>4.01</b>	<b>3.99</b>	<b>3.89</b>	<b>4.08</b>	<b>4.18</b>
Percent of Total Expense	0.71%	0.88%	0.84%	0.81%	0.82%	0.82%

**Budget Impacts:**

- Residents receive a \$5 discount and Annual Community Center Members receive a 30% discount off standard group fitness classes.
- The cost of free classes has been reduced to \$4,500 annually.
- One full-time staff, dedicating .75 FTE, is assigned to manage the fitness program and is funded through the Parks and Recreation Administration Activity.
- The Silver Sneakers Program has been discontinued and replaced with a Senior Fit program at an annual cost of \$14,000.

**Fitness Programs**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Fitness class participants	3,522	3,671	3,886
Personal training sessions sold	1,313	1,076	1,421
Punch cards sold (for 5 fitness class attendances)	888	1,116	1,104
Drop-in passes sold (for 1 fitness class attendance)	820	801	797
Speciality fitness participants	369	591	722

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

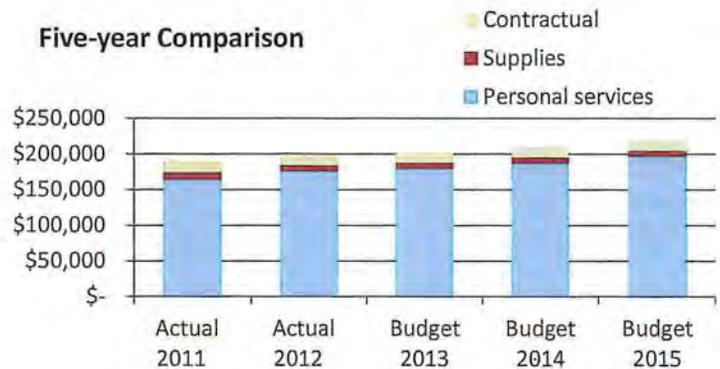
**Recent Achievements:**

- Averaged an additional 12 class offerings per year in 2012 and 2013.
- Class registrations increased by an average of two participants per class.
- Group training sessions increased 29% in 2012.
- Expanded Group Fitness offerings by moving revving 'indoor cycling' to the Gym Activity Room to allow more studio space.

**Percent of Total Expense**



**Five-year Comparison**



## Summer Discovery

225-43535

Summer Discovery is a full-day summer childcare program for children in grades K-8. The program offers a mix of recreation and education for a fun-filled summer. Staff members prepare daily activities including art, science, dramatic play, nature, and gym and library time. Participants have the option to partake in a variety of enrichment classes, field trips, and open swim at Tropics Indoor Water Park. A healthy hot lunch program is also available. Summer Discovery has become the premier summer child care option in the Shoreview area.

**Goals and Objectives:**

- Examine feasibility of combining lunches and child care costs into one fee structure.
- Offer new enrichment activities to keep children engaged.
- Develop different schedules with increased enrollment to decrease the impact on the facility.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 110,627	\$ 118,535	\$ 136,348	\$ 137,331	\$ 139,788	\$ 143,571
Supplies	\$ 17,993	\$ 16,922	\$ 19,250	\$ 18,450	\$ 18,900	\$ 19,200
Contractual	\$ 36,194	\$ 40,383	\$ 41,000	\$ 47,144	\$ 48,001	\$ 48,526
Total	\$ 164,814	\$ 175,840	\$ 196,598	\$ 202,925	\$ 206,689	\$ 211,297
Percent change		6.7%	11.8%	15.4%	5.1%	2.2%
<b>Full-time equivalents</b>						
Associate	5.53	5.68	6.17	6.38	6.38	6.38
Total	5.53	5.68	6.17	6.38	6.38	6.38
Percent of Total Expense	0.62%	0.77%	0.82%	0.84%	0.81%	0.79%

**Budget Impacts:**

- Transportation and field trips account for \$21,500 of expenses.
- Lunches and snacks account for \$19,000 of expenses.
- One full-time staff, funded through the Recreation Program Administration Activity, dedicates .5 FTE to the Summer Discovery program.
- Two additional classrooms in 2013 will affect revenues and expenses.

**Summer Discovery**

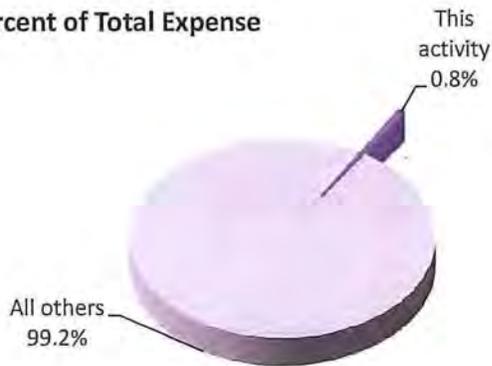
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Number of Summer Discovery participants	199	202	215
Summer Discovery annual cost per participant	\$ 752.76	\$ 815.91	\$ 817.86
% change from prior year		8.4%	0.2%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

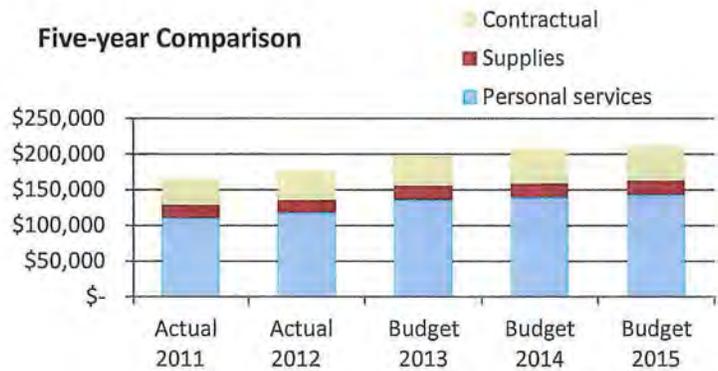
**Recent Achievements:**

- Parents can register children for enrichment classes and print out child care statements on-line.
- Trained coordinators in Manager on Duty procedures to reduce the programs reliance on building staff.
- All families are enrolled in automated billing.
- Added an Eighth grade classroom which increased program enrollment 14%.
- Added two additional classrooms, increasing capacity to over 250 participants.

**Percent of Total Expense**



**Five-year Comparison**



**Preschool Programs**

225-43555

The preschool Program is school-year program known as Kids Corner Preschool to the general public. This activity provides preschool classes tailored to stimulate the emotional, social, intellectual, and cognitive development of children ages 2.5 to 5 years old. Classes focus on the areas of art, music, dramatic play, physical fitness, reading, and arithmetic while preparing the child for kindergarten. Classes are primarily held in room 207 of the community center, however, expanded class offerings have been held in Beachcomber Bay and the Gym Activity Room.

**Goals and Objectives:**

- Offer new preschool classes during non-traditional days and times (evenings and weekends).
- Increase number of families enrolled in auto-pay to 100%.
- Research cost analysis and profit margin for offering all day preschool.
- Research opportunities for summer preschool classes.
- Research benefits of program accreditation.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 66,937	\$ 72,136	\$ 65,375	\$ 66,746	\$ 104,115	\$ 140,502
Supplies	\$ 7,408	\$ 9,283	\$ 8,787	\$ 8,600	\$ 9,050	\$ 10,500
Contractual	\$ 300	\$ 375	\$ 354	\$ 375	\$ 375	\$ 375
<b>Total</b>	<b>\$ 74,645</b>	<b>\$ 81,794</b>	<b>\$ 74,516</b>	<b>\$ 75,721</b>	<b>\$ 113,540</b>	<b>\$ 151,377</b>
Percent change		9.6%	-8.9%	-7.4%	52.4%	33.3%
<b>Full-time equivalents</b>						
Associate	2.10	2.06	2.11	2.15	3.52	4.75
<b>Total</b>	<b>2.10</b>	<b>2.06</b>	<b>2.11</b>	<b>2.15</b>	<b>3.52</b>	<b>4.75</b>
Percent of Total Expense	0.28%	0.36%	0.31%	0.31%	0.45%	0.56%

**Budget Impacts:**

- Additional classes offered in Fall 2014 will increase revenue and expenses.
- Staff work schedule will be increased to accommodate changes in program structure, causing an increase in personal services costs.

**Preschool Programs**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Preschool program participants	120	101	110
% change from prior year		-15.8%	8.9%
Average program cost per participant	\$ 584	\$ 739	\$ 744
% change from prior year		26.5%	0.7%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

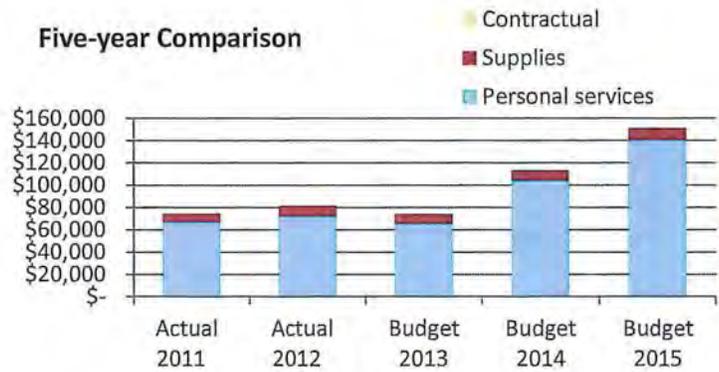
**Recent Achievements:**

- The program has changed from a seasonal program to a school-year program, allowing participants to register once for the entire year.
- Families will be required to enroll in an auto-billing option.
- Teachers attend an annual Early Childhood Education Conference.
- Added seasonal evening parent/child classes.

**Percent of Total Expense**



**Five-year Comparison**



**Drop-in Child Care**

225-43560

The Kids Care program provides drop-in day care for infants and children ages 6 months to 8 years of age for users of the Community Center. Kids Care was created as a benefit to community center members, fitness class participants, and general community center users and not designed to cover costs, but rather to provide a convenience to members. A low fee is charged and the parent/guardians must remain in the building. The revenue from group fitness and memberships will ideally offset the financial loss this activity encumbers.

**Goals and Objectives:**

- Research methods of administering this program in 2013 in order to reduce expenditures, yet maintain the current level of service.
- Ensure that we are operating during peak community center and group fitness hours by monitoring Kids Care and group fitness attendance.
- Research possible benefits of child care licensure.
- Evaluate opportunities for child care in other parts of the Community Center, such as the gym or indoor playground.
- Develop new programs allowing parents/guardians to leave the facility while children are in care.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 61,671	\$ 58,497	\$ 65,317	\$ 59,407	\$ 58,901	\$ 60,786
Supplies	\$ 2,825	\$ 2,396	\$ 2,879	\$ 2,850	\$ 2,850	\$ 2,850
<b>Total</b>	<b>\$ 64,496</b>	<b>\$ 60,893</b>	<b>\$ 68,196</b>	<b>\$ 62,257</b>	<b>\$ 61,751</b>	<b>\$ 63,636</b>
Percent change		-5.6%	12.0%	2.2%	-9.5%	3.1%
<b>Full-time equivalents</b>						
Associate	2.57	3.35	3.36	3.05	3.05	3.05
<b>Total</b>	<b>2.57</b>	<b>3.35</b>	<b>3.36</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>
Percent of Total Expense	0.24%	0.27%	0.29%	0.26%	0.24%	0.24%

**Budget Impacts:**

- Kids Care has increased open hours by 20%, to better accommodate fitness class participants and fitness center users, resulting in a corresponding increase in personal services.

**Drop-in Child Care**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Drop-in child care participants	5,961	10,497	9,653
Drop-in child care average cost per participant	\$ 9.38	\$ 6.14	\$ 6.31
Drop-in child care hours used by participants	7,111	13,005	11,929
Drop-in child care average cost per hour of child care provided	\$ 7.87	\$ 4.96	\$ 5.10
% change from prior year		-37.0%	2.8%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

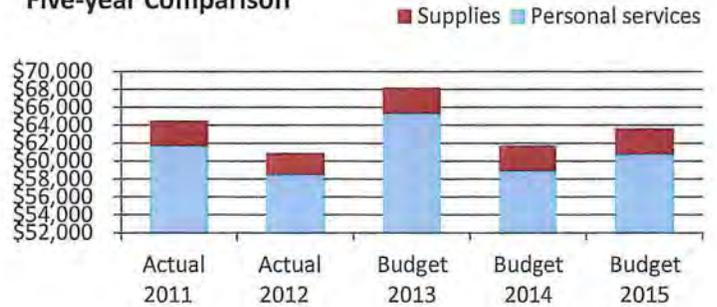
**Recent Achievements:**

- Kids Care has increased the number of hours that it is open to better accommodate fitness class participants and fitness center users.
- Adjusted ages of participants to provide a better experience.
- Implemented program changes to remain in compliance with MN statutes.

**Percent of Total Expense**



**Five-year Comparison**



**Youth/Teen Programs**

225-43580

The Youth/Teen activity includes a variety of recreational programs focused on youth ages 2-12 such as ice skating lessons, tumbling, summer enrichment camps, schools out programs, and family events. Specific programs vary according to current trends and the public's interests. Several of these activities are contracted services with businesses to provide art camps, dance and drama programs, and computer camps.

**Goals and Objectives:**

- Utilize volunteers at family oriented special events, and collaborate with Emmanuel Covenant Church as a way to promote community involvement and decrease program costs.
- Collaborate with neighboring cities, which reduces staffing and supply costs and offers an opportunity to host programs in other facilities such as local schools.
- Adjust ice skating fees to accommodate the continuous increase in ice arena rental.
- Evaluate expanding the tumbling program, offering more days for classes.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 21,812	\$ 19,007	\$ 20,106	\$ 17,467	\$ 15,811	\$ 16,828
Supplies	\$ 7,089	\$ 7,388	\$ 7,378	\$ 6,644	\$ 7,045	\$ 7,525
Contractual	\$ 43,688	\$ 43,568	\$ 43,465	\$ 35,607	\$ 13,765	\$ 14,057
<b>Total</b>	<b>\$ 72,589</b>	<b>\$ 69,963</b>	<b>\$ 70,949</b>	<b>\$ 59,718</b>	<b>\$ 36,621</b>	<b>\$ 38,410</b>
Percent change		-3.6%	1.4%	-14.6%	-48.4%	4.9%
<b>Full-time equivalents</b>						
Associate	0.75	0.81	0.85	0.76	0.69	0.72
<b>Total</b>	<b>0.75</b>	<b>0.81</b>	<b>0.85</b>	<b>0.76</b>	<b>0.69</b>	<b>0.72</b>
Percent of Total Expense	0.27%	0.31%	0.30%	0.25%	0.14%	0.14%

**Budget Impacts:**

- Some camps have been moved to other facilities to accommodate other recreation programs.
- Facility expenses have increased, especially ice arena expenses.
- Eliminated School's Out Camp and Enrichment Camps due to low enrollment, which lowered revenue and expense.

**Youth/Teen Programs**

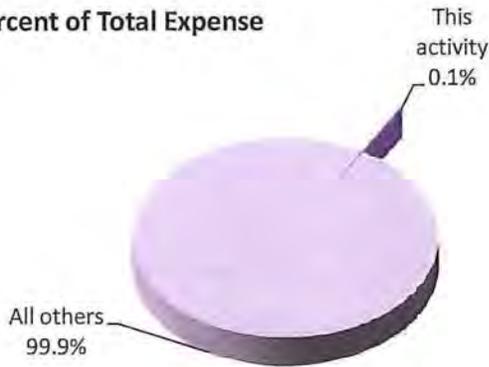
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Ice skating participants	231	204	204
Enrichment Camp participants	219	206	220
Tumbling participants	135	131	155
Family event participants	921	966	1,214
General youth participants	478	512	525

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

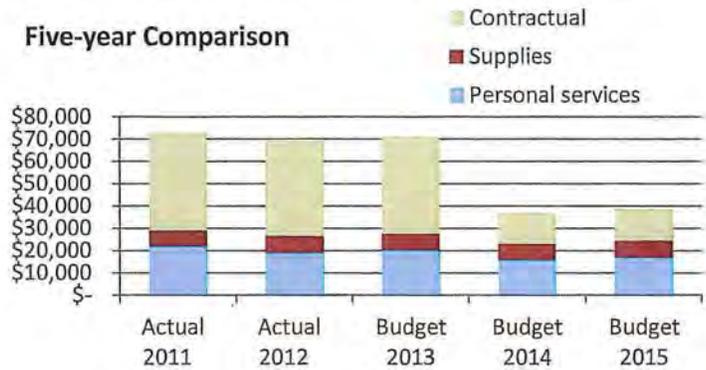
**Recent Achievements:**

- The Family New Years Eve Party continues to be the most popular family event of the year. Attendance remained over 500 in 2011 and 2012.
- Increased class levels and participant numbers in tumbling program.
- Used Survey Monkey, Facebook, Constant Contact, and other social media tools to evaluate and market special events.

**Percent of Total Expense**



**Five-year Comparison**



**Community Programs**

225-43590

The Community Program activity encompasses programs that provide services to the public and bring in little or no revenue. Programs in this activity include warming house supervision, concerts, movies, Slice of Shoreview support, puppet wagon, summer playgrounds, Farmers Market, and senior programs. These programs are not designed to cover costs and a portion of the expenses are supported by a transfer from the general fund.

**Goals and Objectives:**

- Work with our marketing staff to reach a broader audience to promote special events using social media tools such as Constant Contact and Facebook.
- Monitor and evaluate daily ice skating attendance patterns at each of the outdoor rinks.
- Offer two additional Friday field trips that have not been offered in the past two years.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 39,897	\$ 45,613	\$ 55,674	\$ 50,224	\$ 52,651	\$ 52,690
Supplies	\$ 10,794	\$ 12,516	\$ 12,879	\$ 13,746	\$ 13,119	\$ 12,985
Contractual	\$ 26,878	\$ 37,491	\$ 31,630	\$ 65,909	\$ 36,892	\$ 37,351
<b>Total</b>	<b>\$ 77,569</b>	<b>\$ 95,620</b>	<b>\$ 100,183</b>	<b>\$ 129,879</b>	<b>\$ 102,662</b>	<b>\$ 103,026</b>
Percent change		23.3%	4.8%	35.8%	2.5%	0.4%
<b>Full-time equivalents</b>						
Associate	2.98	2.78	2.74	2.47	2.54	2.54
<b>Total</b>	<b>2.98</b>	<b>2.78</b>	<b>2.74</b>	<b>2.47</b>	<b>2.54</b>	<b>2.54</b>
Percent of Total Expense	0.29%	0.42%	0.42%	0.54%	0.40%	0.38%

**Budget Impacts:**

- A transfer from the general fund of approximately \$65,000 per year supports these programs.
- Warming house supervision accounts for \$24,000 of the Community Programs budget.

**Community Programs**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Skating rink attendance	12,294	11,960	8,508
Concert and movie attendance (program began in 2010)	3,790	3,325	3,020
Senior program participants	757	508	721
Summer playground and field trip participants	221	415	434

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

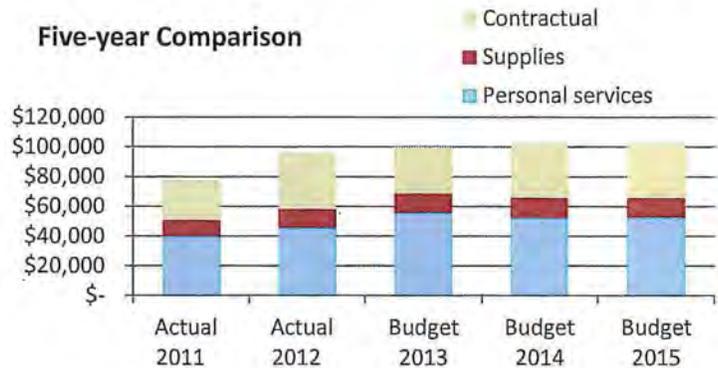
**Recent Achievements:**

- The Farmers Market, Concert Series, and Friday Night Flix continue to be extremely popular for Shoreview residents. Youth activities have been added prior to Friday Night Flix to create a family friendly environment.
- Added a weekly special event in the Farmers Market in 2013 and worked with neighboring businesses such as Land O Lakes and MN Pork Board to cross promote, educate, and distribute free items, which reduced supply costs.
- The Farmers Market moved to the North lot of the Community Center to allow a safer flow of traffic and larger stalls for vendors, and included the Haffeman Pavilion for entertainment and seating.

**Percent of Total Expense**



**Five-year Comparison**

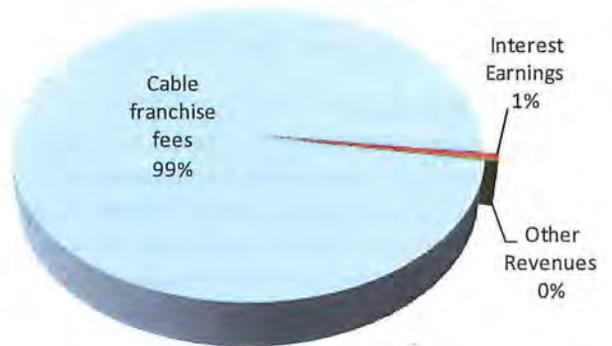


**Cable Television Fund Summary**

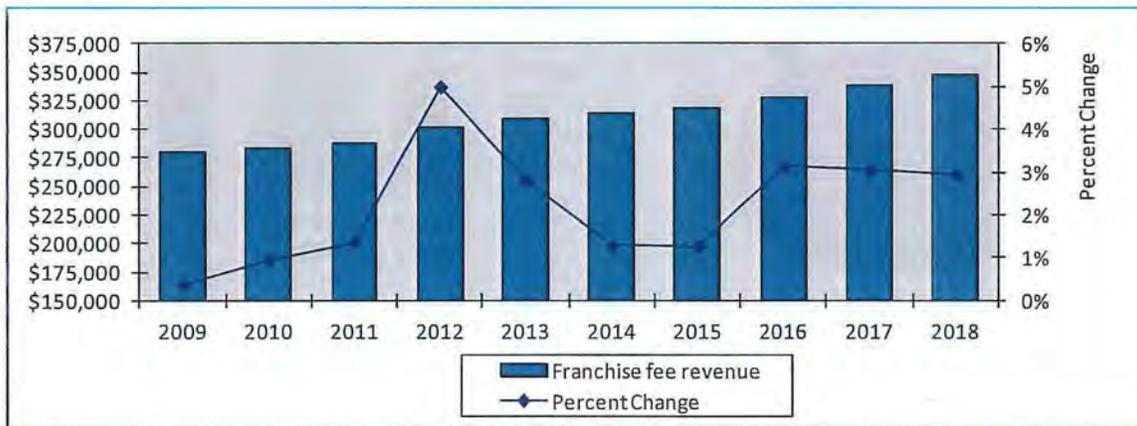
Fund Description – The Cable Television Fund accounts for the receipt of franchise fees (from the cable television provider Comcast) that are restricted to communications and cable television uses. Costs supported by the fund include operation and promotion of cable communications (via North Suburban Communications Commission), partial support for publication and distribution of the *ShoreViews* City newsletter, and funding for operating and capital costs associated with broadcasting public meetings.

Background – The Cable Television Fund provides support for communication-related costs occurs through an annual transfer to the General Fund.

Revenue – Cable franchise fees provide more than 99 percent of revenue for the fund. Future use of this revenue source could be impacted by changes in State law which could limit the franchising authority of cities as well as franchise fee revenue.



Franchise revenue has grown an average of 3.1 percent per year over the last 5 years, and is 11% higher in 2013 than it was in 2008.



**Cable Television Fund Summary**

Expense – Contractual costs account for Shoreview’s share of North Suburban Communications Commission costs, administrative costs, and maintenance of production equipment (37 percent of expense). The transfer to the General Fund accounts for 52 percent of Cable Television Fund expense (in support of communication costs). Personal services (television production and information systems support) accounts for 11 percent of expense.



Transfers out provide support to the General Fund for communications activities (\$160,000 in 2014 and \$167,000 in 2015).

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Charges for Services	\$ 287,206	\$ 301,530	\$ 288,400	\$ 310,000	\$ 314,000	\$ 318,000
Interest Earnings	3,174	2,056	1,800	1,500	1,600	1,700
Other Revenues	1,200	1,100	1,200	1,100	1,200	1,200
<b>Total Revenue</b>	<b>291,580</b>	<b>304,686</b>	<b>291,400</b>	<b>312,600</b>	<b>316,800</b>	<b>320,900</b>
<b>Expense</b>						
General Government	140,936	141,737	153,398	260,211	149,587	178,763
<b>Total Expense</b>	<b>140,936</b>	<b>141,737</b>	<b>153,398</b>	<b>260,211</b>	<b>149,587</b>	<b>178,763</b>
<b>Other Sources (Uses)</b>						
Transfers Out	(154,057)	(127,989)	(116,920)	(120,950)	(160,000)	(167,000)
<b>Net Change</b>	<b>(3,413)</b>	<b>34,960</b>	<b>21,082</b>	<b>(68,561)</b>	<b>7,213</b>	<b>(24,863)</b>
Fund Equity, beginning	219,077	215,664	250,624	250,624	182,063	189,276
<b>Fund Equity, ending</b>	<b>\$ 215,664</b>	<b>\$ 250,624</b>	<b>\$ 271,706</b>	<b>\$ 182,063</b>	<b>\$ 189,276</b>	<b>\$ 164,413</b>
Months of operating coverage	9.6	7.9		7.1	6.6	5.7

**Cable Television**

230-40900

Through a ten city Joint Powers Agreement, the City is a member of the North Suburban Communications Commission which oversees the management and administration of the cable franchise currently held by Comcast. The NSCC also operates as a public access corporation that provides public access television to the franchise area. Revenue for this fund is obtained from a 5% franchise fee paid by Comcast. Their revenue funds the City share of cable franchise administration, staff costs to cablecast City Council and Planning Commission meetings, acquisition and maintenance of cable equipment for the Council Chambers and City Hall, and operating transfers that are used to finance City communication activities.

**Goals and Objectives:**

- Actively participate with other NSCC member cities in franchise renewal process with Comcast.
- Continue to be actively involved in the governance of the NSCC (Councilmember Wickstrom serves as Vice-Chair.)

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 28,904	\$ 31,128	\$ 33,688	\$ 33,433	\$ 34,217	\$ 35,403
Supplies		\$ 1,367	\$ 500	\$ 500	\$ 500	\$ 500
Contractual	\$ 112,032	\$ 109,242	\$ 119,210	\$ 110,778	\$ 114,870	\$ 117,860
Capital outlay				\$ 115,500		\$ 25,000
<b>Total</b>	<b>\$ 140,936</b>	<b>\$ 141,737</b>	<b>\$ 153,398</b>	<b>\$ 260,211</b>	<b>\$ 149,587</b>	<b>\$ 178,763</b>
Percent change		0.6%	8.2%	83.6%	-2.5%	19.5%
<b>Full-time equivalents</b>						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.10	0.10	0.10	0.10	0.10	0.10
<b>Total</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>
Percent of Total Expense	0.53%	0.62%	0.64%	1.08%	0.59%	0.67%

**Budget Impacts:**

- Contractual costs include payment to the NSCC for cable administration and oversight, webstreaming, and administrative charges.
- Cable television fund balance decreased significantly due to capital costs associated with Council Chamber project.

**Cable Television**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Council and Planning Commission meetings cablecast	35	35	35

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Percent of Residents with Cable Broadband internet access	40%	57%	36%
Percent of Residents who subscribe to cable	59%	63%	55%
Percent of Residents who watch City Council meetings monthly	19%	13%	7%
Percent of Residents who watch Planning Commission meetings monthly	16%	8%	3%
Percent of Residents who watch other public access programming monthly	20%	7%	1%

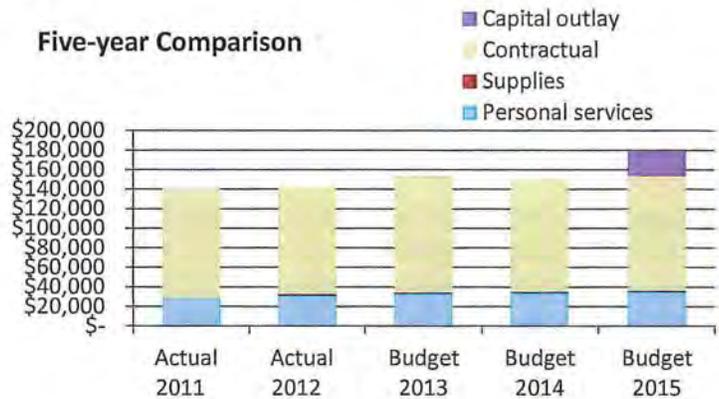
**Recent Achievements:**

- Completed upgrade to Council Chambers sound system and audio-visual control system.
- Participation in the franchise renewal process with Comcast.

**Percent of Total Expense**



**Five-year Comparison**



**Economic Development Authority Fund Summary**

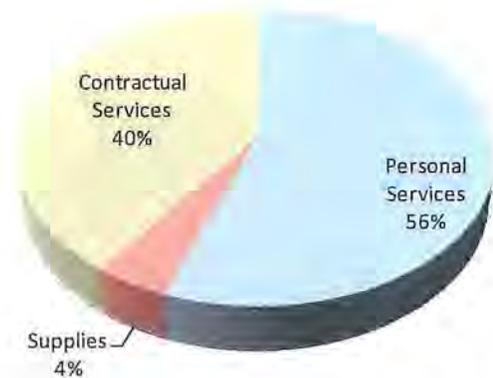
Fund Description – The Economic Development Authority (EDA) Fund accounts for revenue dedicated to support the activities of Shoreview’s EDA.

Background – The EDA was created by the City Council in 2008 to encourage the retention and expansion of local business, to attract new business, to emphasize targeted redevelopment areas and meet service demands of the community, to provide employment opportunities, and to strengthen and diversify the City’s tax base. Support for the City’s economic development program is provided by the Administration and Community Development departments through a combination of staff and consultant resources.

The EDA fund was created with an initial \$50,000 transfer from the General Fund to cover startup costs for two years, and the fund began levying property taxes 2011. During 2010 the Twin Cities Community Capital Fund closed and returned the City’s investment in the business loan program to the EDA. Since the funds returned to the City are legally restricted to economic development and business assistance (as governed by Minnesota Statutes), the funds are not available to support general operating costs. The EDA is currently exploring options for a business loan program.

Revenue – Property taxes provide the sole support for EDA operations.

Expense – Contractual services account for 40 percent of total expense. Personal service costs account for 56 percent of the EDA budget, and cover approximately 15 percent of the City’s Assistant City Manager/Community Development Director position and 25 percent of the Administrative Tech/Planning position. Supplies make up the remaining 4 percent of the EDA budget.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Property Taxes	\$ 24,818	\$ 54,358	\$ 60,000	\$ 60,000	\$ 80,000	\$ 90,000
Interest Earnings	3,969	2,367	-	-	-	-
<b>Total Revenue</b>	<b>28,787</b>	<b>56,725</b>	<b>60,000</b>	<b>60,000</b>	<b>80,000</b>	<b>90,000</b>
<b>Expense</b>						
Community Development	44,469	51,765	52,547	61,106	71,007	82,629
<b>Total Expense</b>	<b>44,469</b>	<b>51,765</b>	<b>52,547</b>	<b>61,106</b>	<b>71,007</b>	<b>82,629</b>
<b>Other Sources (Uses)</b>						
Transfers In	26,556	-	-	-	-	-
Net Change	10,874	4,960	7,453	(1,106)	8,993	7,371
Fund Equity, beginning	174,650	185,524	190,484	190,484	189,378	198,371
<b>Fund Equity, ending</b>	<b>\$185,524</b>	<b>\$190,484</b>	<b>\$197,937</b>	<b>\$189,378</b>	<b>\$198,371</b>	<b>\$205,742</b>
Restricted fund equity	\$165,777	\$165,777	\$165,777	\$165,777	\$165,777	\$165,777
Operating fund equity	\$ 19,747	\$ 24,707	\$ 32,160	\$ 23,601	\$ 32,594	\$ 39,965
Months of operating coverage	4.6	4.9		4.0	4.7	5.1

**Economic Development Authority Fund Summary**

Development Project Initiatives currently in process include:

- **TIF Legislation** – Seek special legislation for the extension of Tax Increment District No. 1, set to expire in 2014, to continue providing funding resources to retain and grow local businesses through expansions and redevelopment
- **BRE Program** – Continue implementing and expanding the Business Retention and Expansion (BRE) program and other strategic economic plans for enhancing important local business relationships to ensure that Shoreview sustains a strong, healthy, and positive business climate that promotes and fosters continued economic development, business growth and reinvestment in the community.
- **Children’s Hospital Property** – Plan for possible sale of 18-acre parcel in Rice Creek Corporate Park by current owner and work with potential buyers/developers to secure new businesses consistent with PUD office uses
- **Rice Street/691 Interchange** – Explore major building improvements to declining retail center or redevelopment potential (possibly in coordination with interchange upgrades by MnDOT)
- **Shoreview Corporate Center** – Work with business park ownership to seek and secure new business tenants for two vacant buildings including one in need of substantial improvements or redevelopment
- **Shoreview Town Center** – Update and revise redevelopment strategies (including phasing, financial feasibility and potential property assembly) for long-range plan
- **Shoreview Village Mall** – Pursue with current mall owner the possible sale for a comprehensive redevelopment of an aging and underutilized retail center and solicit interest from qualified developers
- **Westinghouse/PaR Nuclear** – Assist key company to explore options (both short and long term) to retain and facilitate expansion and growth needs

**Economic Development (EDA)**

240-44400

The Economic Development activity manages, promotes, and facilitates economic development, redevelopment, business retention and expansion to create a strong and economic tax base, employment opportunities and desired which sustain the high quality of life in the community. Overall policy direction and decision-making is through the City Council with both the Economic Development Authority (EDA) and Economic Development Commission (EDC) serving in a policy advisory capacity. The EDA facilitates economic growth by supporting existing businesses, reinvestment in residential neighborhoods and commercial areas to enhance the economic vitality and quality of life. The EDC is the primary link between the City and the business community, recognizing that business retention and economic growth are essential elements to maintaining a healthy and vibrant business environment.

**Goals and Objectives:**

EDA conducts an annual strategic planning session to develop goals.

- Childrens Hospital Property - work with potential developer of largest vacant commercial parcel.
- Rice Street/694 - explore redevelopment of declining retail center.
- Shoreview Corporate Center - potential redevelopment of aging vacant facility.
- Shoreview Town Center - update redevelopment strategies for long-range plan.
- Shoreview Village Mall - pursue sale for redeveloping aging retail center and seek developer.
- Westinghouse - assist key company to retain and facilitate expansion and growth needs.

EDC adopted a new mission statement and updated work plan in 2013.

- Continue implementation of Business Retention and Expansion Program and expand to next level emerging companies.
- Host two Business Exchange social networking events annually.
- Develop tactical strategy for assisting/supporting smaller businesses in community.
- Conduct one special workshop for small businesses each year.
- Improve communications to business community including feature articles and reviving Business Matters as e-newsletter.
- Coordinate and collaborate with EDA including periodic joint meetings to share work plan priorities.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 23,339	\$ 27,698	\$ 22,807	\$ 34,496	\$ 39,497	\$ 49,609
Supplies	\$ 1,776	\$ 2,583	\$ 2,000	\$ 3,200	\$ 3,200	\$ 3,400
Contractual	\$ 19,354	\$ 21,484	\$ 27,740	\$ 23,410	\$ 28,310	\$ 29,620
<b>Total</b>	<b>\$ 44,469</b>	<b>\$ 51,765</b>	<b>\$ 52,547</b>	<b>\$ 61,106</b>	<b>\$ 71,007</b>	<b>\$ 82,629</b>
Percent change		16.4%	1.5%	18.0%	35.1%	16.4%
<b>Full-time equivalents</b>						
Full-time	0.16	0.15	0.15	0.29	0.40	0.45
Associate				0.08		
<b>Total</b>	<b>0.16</b>	<b>0.15</b>	<b>0.15</b>	<b>0.37</b>	<b>0.40</b>	<b>0.45</b>
Percent of Total Expense	0.17%	0.23%	0.22%	0.25%	0.28%	0.31%

**Budget Impacts:**

- Personnel along with Contractual costs for TIF consulting and legal services make up the majority of the EDA operating budget.
- Contractual costs for consulting and legal were lower the past year due to majority being charged to developers on projects the City supported through tax increment.
- Financial assistance for business expansions and new commercial development supported by the EDA are funded through existing special funds or new TIF districts.

**Economic Development (EDA)**

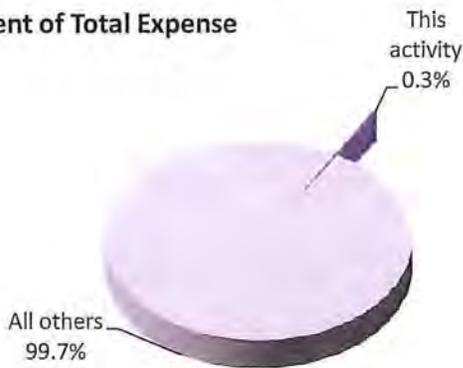
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Economic Development Authority annual cost per household	\$ 3.22	\$ 4.28	\$ 4.96
% change from prior year		32.9%	15.9%
Number of Business Retention and Expansion (BRE) visits	10	3	6
Number of Tax Increment Districts	6	6	8

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating shopping as very or somewhat important to quality of life	80%	85%	84%
Residents rating shopping opportunities in Shoreview as excellent or good	52%	72%	71%
Residents rating service and retail prospects as too few/too little	34%	29%	38%
Residents rating entertainment/dining prospects as too few/too little	56%	43%	52%
Residents rating "Sit Down Dining" as lacking or limited	30%	24%	37%

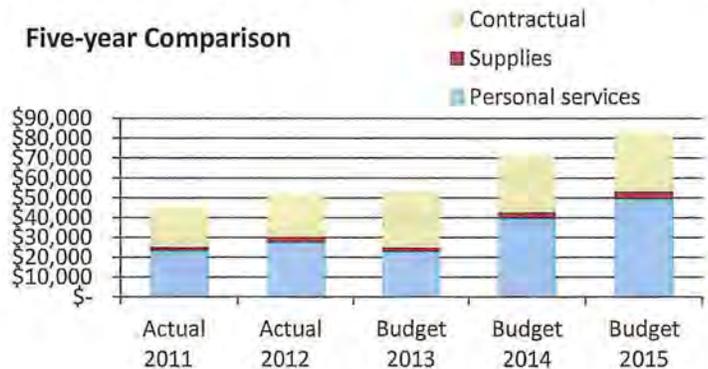
**Recent Achievements:**

- Continued BRE (Business Retention and Expansion program) visits to key local businesses.
- Revised format of Business Exchange from morning drop-in to twice annual evening social event with number of attendees increasing substantially.
- Assisted PaR Systems constructed new \$5.5 million 48,000 sq ft building bringing new jobs and space to meet continued growth projections.
- Assisted TSI, Inc. on a \$7 million-58,000 sq ft expansion to headquarters facility that will add 180 new jobs.
- Assisted Red Fox Rd retail development; retail center opened in 2012, including three restaurants.
- City TIF secured Trader Joes store as anchor to the Red Fox retail project; opened Fall, 2013.
- Assisted redevelopment of Sinclair gas station for a new TCF Bank opened in early 2013; project also providing funding support for Red Fox Rd improvements.
- City facilitated Cummins Power Generation purchase and relocation of Medtronic property and after major renovations in 2012 now is global headquarters with 600 workers.
- City received the EDAM award for business retention project of the year for the PaR Systems and TSI expansions in 2013.

**Percent of Total Expense**



**Five-year Comparison**



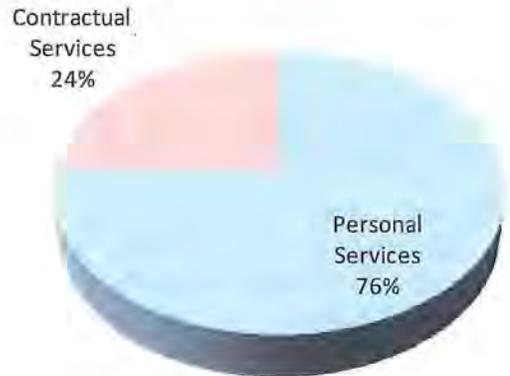
**Housing Redevelopment Authority Fund Summary**

Fund Description – The Housing Redevelopment Authority (HRA) Fund accounts for revenue dedicated to support the housing-related activities of Shoreview’s EDA.

Background – The HRA was created by the City Council in 2009 to assist in the development of affordable housing and to protect property values and neighborhoods by promoting reinvestment and improvements to homes. Other housing-related efforts include monitoring of vacant property and promoting a Home Energy Improvement Loan program in cooperation with the Housing Resource Center.

Revenue – Property taxes provide the sole support for HRA operations.

Expense – Personal services account for 76 percent of the HRA budget (for 25 percent of the City’s Assistant City Manager/Community Development Director position and 35 percent of the Administrative Tech/Planning position). Contractual services account for 24 percent of total expense, for consultant costs.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Property Taxes	\$ 57,380	\$ 68,909	\$ 75,000	\$ 75,000	\$ 90,000	\$ 95,000
Interest Earnings	269	424	-	-	-	-
<b>Total Revenue</b>	<b>57,649</b>	<b>69,333</b>	<b>75,000</b>	<b>75,000</b>	<b>90,000</b>	<b>95,000</b>
<b>Expense</b>						
Community Development	46,777	42,863	69,807	54,375	81,371	85,485
<b>Total Expense</b>	<b>46,777</b>	<b>42,863</b>	<b>69,807</b>	<b>54,375</b>	<b>81,371</b>	<b>85,485</b>
<b>Other Sources (Uses)</b>						
Transfers In	10,861	-	-	-	-	-
Net Change	21,733	26,470	5,193	20,625	8,629	9,515
Fund Equity, beginning	13,967	35,700	62,170	62,170	82,795	91,424
<b>Fund Equity, ending</b>	<b>\$ 35,700</b>	<b>\$ 62,170</b>	<b>\$ 67,363</b>	<b>\$ 82,795</b>	<b>\$ 91,424</b>	<b>\$ 100,939</b>
Months of operating coverage	10.0	13.7		12.2	12.8	13.3

**Housing Redevelopment Authority Fund Summary**

Housing Project Initiatives currently in process include:

- **Foreclosures/Vacant Properties** – Analysis of foreclosures and vacant properties including numbers by areas and trends to determine need for additional strategies and policies
- **Highway Corridor** – Transition Areas Study Planning study of residential properties along Highways 96 and 49 arterial corridors to develop long-term land use strategies and actions to buffer/protect nearby neighborhoods
- **Hoarding/Garbage House Response Plan** – Development of a multi-agency and coordinated process for effectively addressing the increasing number of major hoarding/garbage houses in the community
- **Home Improvement Loan Program** – Review Shoreview Home Improvement Loan Program to determine effectiveness, possible changes to guidelines, and expanded promotion
- **Housing Improvement Areas** – Engage townhome/condominium associations to encourage reinvestment using the HIA as a financing tool and adopt formal City policy
- **Lakeview Terrace Apartments (Midland Plaza Redevelopment)** – Private redevelopment project in partnership with the City to remove aging retail center, realignment of Owasso Street and construct new luxury 104-unit apartment building to serve community
- **Rental Property Strategies** – Analysis of rental properties in single-family neighborhoods and townhome areas to assess impacts and potential policy changes to licensing program and explore potential fix-up program
- **Scattered Site Blighted Properties** – Review existing blighted and/or major code enforcement properties to assess the need for City actions to acquire to protect surrounding neighborhoods

**Housing Programs (HRA)**

241-44500

The HRA Programs activity accounts for the Housing and Redevelopment Authority (HRA) functions of the EDA, including efforts to increase housing choices in the community, to maintain quality housing stock, and preserve residential neighborhoods. Housing programs are managed by the Assistant City Manager/Community Development Director with assistance from the City Planner and other staff members of the Community Development Department.

**Goals and Objectives:**

The EDA conducts an annual strategic planning to develop their goals - work plan priorities for housing include:

- Foreclosures/Vacant Properties - analysis of foreclosures/vacant properties including by areas and trends to determine need for new policies.
- Highway Corridor Transition Areas - planning study of residential properties along highway corridors to develop long-term strategies to buffer nearby neighborhoods.
- Hoarding/Garbage House Policy - develop a coordinated process for addressing growing number of major hoarding/garbage houses in community.
- Housing Improvement Areas - engage townhome/condominium associations to encourage reinvestment using the HIA as a financing tool and adopt formal City policy.
- Scattered Blighted Properties - review existing blighted/major code enforcement properties to assess the need for aggressive City action to acquire.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 31,070	\$ 29,344	\$ 37,807	\$ 36,625	\$ 61,621	\$ 64,535
Contractual	\$ 15,707	\$ 13,519	\$ 32,000	\$ 17,750	\$ 19,750	\$ 20,950
<b>Total</b>	<b>\$ 46,777</b>	<b>\$ 42,863</b>	<b>\$ 69,807</b>	<b>\$ 54,375</b>	<b>\$ 81,371</b>	<b>\$ 85,485</b>
Percent change		-8.4%	62.9%	26.9%	16.6%	5.1%
<b>Full-time equivalents</b>						
Full-time	0.14	0.16	0.18	0.30	0.60	0.60
Associate			0.36	0.10		
<b>Total</b>	<b>0.14</b>	<b>0.16</b>	<b>0.54</b>	<b>0.40</b>	<b>0.60</b>	<b>0.60</b>
Percent of Total Expense	0.18%	0.19%	0.29%	0.23%	0.32%	0.32%

**Budget Impacts:**

- Contractual costs for TIF consulting and legal services relating to the HRA were diminished the past year due to most costs being charged directly to housing projects supported by TIF.
- Financial assistance towards housing projects and programs supported by the EDA are funded through existing special funds or new revenues generated from tax increment.
- The HRA fund covers the annual contractual agreement for services of the Housing Resource Center providing free housing improvement counseling and access to home improvement loans to residents.

**Housing Programs (HRA)**

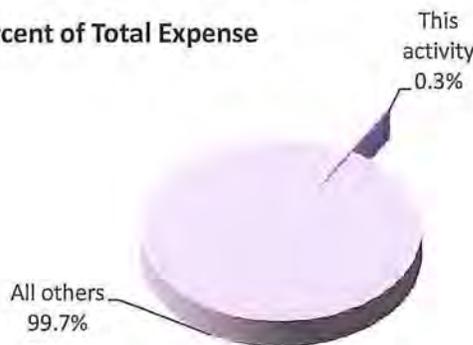
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Housing Redevelopment Authority annual cost per household	\$ 3.20	\$ 4.50	\$ 4.11
% change from prior year		40.6%	-8.7%
Services provided/clients served by the HousingResource Center	488/261	267/138	179/179
Shoreview Home Energy Improvement Loan Program applications/closed loans	6/5	5/4	2/1

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating condition of homes in neighborhood as excellent or good	98%	97%	98%
Residents rating condition of yards in neighborhood as excellent or good	95%	97%	94%
Residents indicating neighborhood appearance as improved or remained the same	95%	94%	94%
Residents indicating the City is doing enough to promote property maintenance	no data	83%	88%
Residents indicating an awareness of the Housing Resource Center	no data	54%	53%

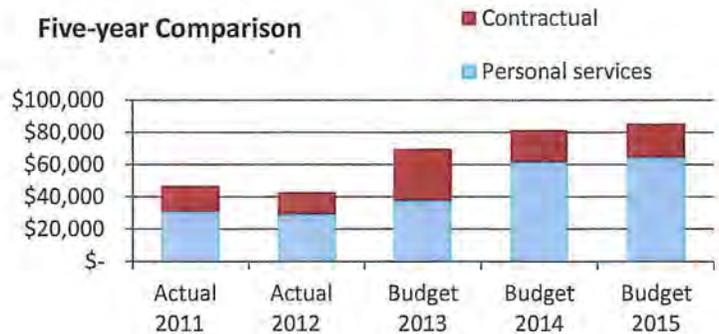
**Recent Achievements:**

- Expanded eligible improvements and revised the Shoreview Home Improvement Loan program.
- Revised and improved rental licensing regulations for more effective enforcement including requiring drug free lease addendum for multi-family crime free program.
- Approved and supported with new TIF district the redevelopment of the vacant Midland Plaza center to construct new \$24 million upscale 104-unit luxury apartment building Lakeview Terrace with 2014 opening.
- Provided TIF assistance for construction of new \$15 million 105-unit senior housing project Shoreview Senior Living, completed in 2012, with mix of congregate, assisted living, and memory care rental apartments and up to 12 units for Elderly Waivers for eligible residents.

**Percent of Total Expense**



**Five-year Comparison**



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**Slice of Shoreview Fund Summary**

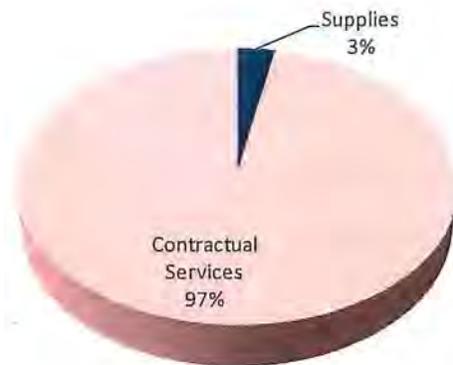
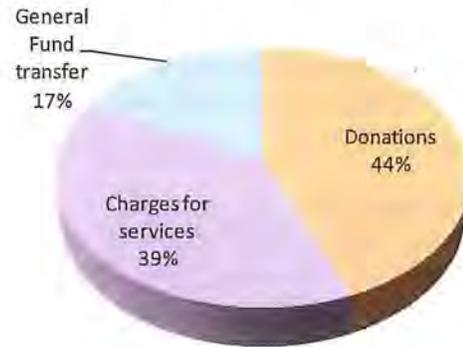
**Fund Description** – The Slice of Shoreview Fund accounts for the revenue and expense associated with a three day community festival held in July at Island Lake Park.

**Background** – The Slice of Shoreview Fund was created in 2007 when the City took financial responsibility for the annual event. All revenue associated with the event (donations, sponsorships and entrance fees) is received by the City in support of related costs. Support for the event is provided by an Event Coordinator (under contract with the City), numerous volunteers and City staff.

**Revenue** – Donations from local businesses provide 44 percent of revenue. Entrance fees paid by vendors provide 39 percent of revenue.

**Expense** – Contractual costs account for the majority of expense (97 percent of total cost) followed by 3 percent for supplies.

**Transfers in** reflect a contribution from the General Fund provides to support event costs (\$10,000 in 2014 and 2015). The General Fund transfer provides approximately 17 percent of total resources for the event.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Charges for Services	\$ 24,818	\$ 23,720	\$ 23,000	\$ 26,000	\$ 26,000	\$ 26,500
Interest Earnings	1,189	853	-	-	-	-
Other Revenues	37,864	38,896	25,000	32,000	32,000	32,000
<b>Total Revenue</b>	<b>63,871</b>	<b>63,469</b>	<b>48,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,500</b>
<b>Expense</b>						
General Government	56,660	63,917	58,200	67,475	65,735	67,485
<b>Total Expense</b>	<b>56,660</b>	<b>63,917</b>	<b>58,200</b>	<b>67,475</b>	<b>65,735</b>	<b>67,485</b>
<b>Other Sources (Uses)</b>						
Transfers In	10,000	10,000	10,000	10,000	10,000	10,000
<b>Net Change</b>	<b>17,211</b>	<b>9,552</b>	<b>(200)</b>	<b>525</b>	<b>2,265</b>	<b>1,015</b>
Fund Equity, beginning	35,347	52,558	62,110	62,110	62,635	64,900
<b>Fund Equity, ending</b>	<b>\$ 52,558</b>	<b>\$ 62,110</b>	<b>\$ 61,910</b>	<b>\$ 62,635</b>	<b>\$ 64,900</b>	<b>\$ 65,915</b>
Months of operating coverage	9.9	11.0		11.4	11.5	11.6

**Slice of Shoreview**

270-40250

The Slice of Shoreview is a three day community festival held in late July at Island Lake Park. The event includes entertainment, arts and crafts, food vendors, carnival, fireworks and a parade. An Event Coordinator, contracted by the City, works with numerous volunteers to coordinate activities. Funding is provided through a combination of a City contribution, sponsorship from local businesses and fees. A Taste of Slice event is also held in the winter to thank sponsors and promote the event for the following year.

**Goals and Objectives:**

- Expand the Slice website to promote the event and provide up-to-date Slice information.
- Continue to provide a high quality 3-day family oriented event for the community at Island Lake Park.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Supplies	\$ 2,554	\$ 2,578	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,200
Contractual	\$ 54,106	\$ 61,339	\$ 55,200	\$ 65,475	\$ 63,735	\$ 65,285
Total	\$ 56,660	\$ 63,917	\$ 58,200	\$ 67,475	\$ 65,735	\$ 67,485
Percent change		12.8%	-8.9%	5.6%	12.9%	2.7%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.21%	0.28%	0.24%	0.28%	0.26%	0.25%

**Budget Impacts:**

- The Slice Fund receives a \$10,000 annual contribution from the General Fund, which supports approximately 15% of total costs.
- The Slice budget has grown steadily during the past five years, but has been supported by increased contributions and fees.

**Slice of Shoreview**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Annual event cost per household (including costs covered by fees & donations)	\$ 5.18	\$ 5.45	\$ 6.12
% change from prior year		5.2%	12.3%
General fund support for the Slice of Shoreview event	\$ 15,000	\$ 10,000	\$ 10,000
General fund support as an annual cost per household (city support)	\$ 1.44	\$ 0.96	\$ 0.96
General fund support as a percent of the total event cost	27.8%	17.6%	15.6%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents attending the Slice of Shoreview event	61%	no data	no data
Residents rating the Slice of Shoreview event as excellent or good	93%	no data	no data

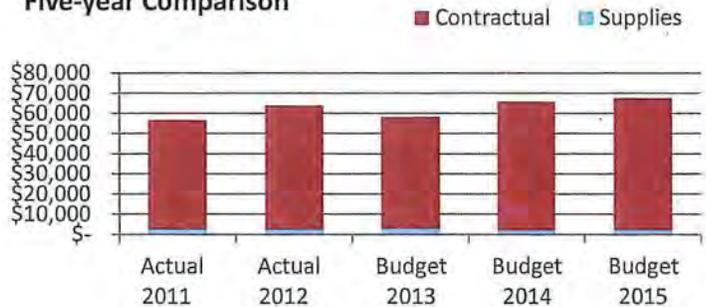
**Recent Achievements:**

- The Slice Fund has been able to build a solid fund balance in the past five years, due primarily to increased contributions and higher fee revenue.

**Percent of Total Expense**



**Five-year Comparison**



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**City of Shoreview, Minnesota – 2014-2015 Biennial Budget**

**Debt Service Funds**

Debt Service Funds account for accumulating legally restricted revenue for the payment of long-term debt (principal, interest and related fees). Debt associated with Enterprise and Internal Service funds are reported in those funds because resources are accumulated in and payments are made from those funds. For instance, debt issued for water improvements is accounted for and paid by the City’s Water Fund, as is debt associated with the Sewer Fund, Surface Water Fund and Central Garage Fund. Debt Service Fund payments for 2014 and 2015 are shown in the table below, grouped by type of debt. The Closed Debt Fund holds funds set aside by Council action or policy for future debt payments as well as funds that are no longer pledged to a specific debt issue, typically because the debt is fully retired.

	Improvement Bonds	Fire Stations	Tax Increment	Street Improvement	Capital Lease	Closed Debt	Total
<b>2014 Budget</b>							
<b>Revenue</b>							
Property Taxes	\$ 8,000	\$ 132,000	\$ -	\$ 408,000	\$ -	\$ -	\$ 548,000
Special Assessments	87,120	-	-	-	-	13,730	100,850
Intergovernmental	1,270	-	-	-	-	-	1,270
Interest Earnings	2,400	750	-	4,000	5,000	1,800	13,950
<b>Total Revenue</b>	<b>98,790</b>	<b>132,750</b>	<b>-</b>	<b>412,000</b>	<b>5,000</b>	<b>15,530</b>	<b>664,070</b>
<b>Expense</b>							
Debt Service	222,934	144,566	367,975	469,983	469,515	-	1,674,973
<b>Total Expense</b>	<b>222,934</b>	<b>144,566</b>	<b>367,975</b>	<b>469,983</b>	<b>469,515</b>	<b>-</b>	<b>1,674,973</b>
<b>Other Sources (Uses)</b>							
Debt Refunded	(100,000)	(760,000)	-	-	-	-	(860,000)
Transfers In	16,610	-	368,000	-	455,000	-	839,610
Transfers Out	-	-	-	-	-	(66,610)	(66,610)
<b>Net Change</b>	<b>(207,534)</b>	<b>(771,816)</b>	<b>25</b>	<b>(57,983)</b>	<b>(9,515)</b>	<b>(51,080)</b>	<b>(1,097,903)</b>
Fund Equity, beginning	574,316	907,568	4,054	1,837,006	520,762	803,511	4,647,217
<b>Fund Equity, ending</b>	<b>\$ 366,782</b>	<b>\$ 135,752</b>	<b>\$ 4,079</b>	<b>\$ 1,779,023</b>	<b>\$ 511,247</b>	<b>\$ 752,431</b>	<b>\$ 3,549,314</b>
<b>2015 Budget</b>							
<b>Revenue</b>							
Property Taxes	\$ 16,000	\$ 132,000	\$ -	\$ 396,000	\$ -	\$ -	\$ 544,000
Special Assessments	186,215	-	-	-	-	13,730	199,945
Intergovernmental	1,210	-	-	-	-	-	1,210
Interest Earnings	1,470	500	-	2,000	6,000	1,700	11,670
<b>Total Revenue</b>	<b>204,895</b>	<b>132,500</b>	<b>-</b>	<b>398,000</b>	<b>6,000</b>	<b>15,430</b>	<b>756,825</b>
<b>Expense</b>							
Debt Service	203,062	133,895	364,000	413,684	472,515	-	1,587,156
<b>Total Expense</b>	<b>203,062</b>	<b>133,895</b>	<b>364,000</b>	<b>413,684</b>	<b>472,515</b>	<b>-</b>	<b>1,587,156</b>
<b>Other Sources (Uses)</b>							
Debt Proceeds	10,000	-	-	-	-	-	10,000
Debt Refunded	-	-	-	(1,385,000)	-	-	(1,385,000)
Transfers In	-	-	359,921	-	455,000	-	814,921
Transfers Out	-	-	-	-	-	(50,000)	(50,000)
<b>Net Change</b>	<b>11,833</b>	<b>(1,395)</b>	<b>(4,079)</b>	<b>(1,400,684)</b>	<b>(11,515)</b>	<b>(34,570)</b>	<b>(1,440,410)</b>
Fund Equity, beginning	366,782	135,752	4,079	1,779,023	511,247	752,431	3,549,314
<b>Fund Equity, ending</b>	<b>\$ 378,615</b>	<b>\$ 134,357</b>	<b>\$ -</b>	<b>\$ 378,339</b>	<b>\$ 499,732</b>	<b>\$ 717,861</b>	<b>\$ 2,108,904</b>

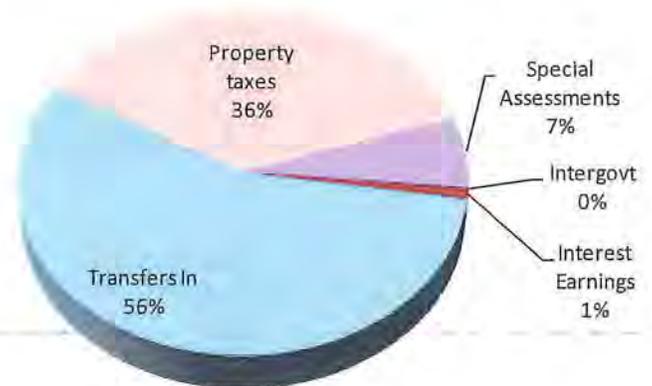
**Debt Funds Summary**

Fund Description – Debt Service Funds are used to account for payment of all debt obligations except for debt associated with the City’s Enterprise or Internal Service Funds. A distinct Debt Service Fund is maintained for each debt issue because tax levies and assessment collections are legally restricted to the payment of a specific debt issues.

Background – The City of Shoreview receives a low interest rate on debt relative to the marketplace due to its AAA credit rating from Standard and Poor’s. Consistent with the City’s long-term planning efforts, the debt portion of the tax levy is managed with the goal of providing a predictable and gradual change in the levy. During 2010 and 2011 the City set aside General Fund operating surpluses equal to \$378,064 and \$311,728 respectively, and expects to set aside \$82,000 at the end of 2013 to be used to mitigate the impact of future street improvement and maintenance center debt. The table below provides a summary of all planned debt levies in all funds (for the years 2011 through 2015).

Debt Levies	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
<b>Tax Levies-Debt Funds</b>					
Street bonds	\$ 232,000	\$ 232,000	\$ 358,000	\$ 408,000	\$ 396,000
Improvement bonds	150,000	67,026	-	8,000	16,000
Fire Station bonds	145,000	143,000	143,000	132,000	132,000
Sub-total Debt Fund Levies	527,000	442,026	501,000	548,000	544,000
<b>Tax Levies-Internal Service Funds</b>					
Maintenance Center bonds	98,000	216,000	184,000	184,000	208,000
<b>Total Debt Levy</b>	<b>\$ 625,000</b>	<b>\$ 658,026</b>	<b>\$ 685,000</b>	<b>\$ 732,000</b>	<b>\$ 752,000</b>

Revenue – Transfers in account for 56 percent of revenue needed to cover debt payments (from tax increment funds, the Community investment Fund, the General Fixed Asset Replacement Fund and the General Fund). Property taxes provide 36 percent of total revenue, followed by special assessments at 7 percent.



Transfers in reflect support for debt payments from the Closed Bond Fund (\$66,610 in 2014 and \$50,000 in 2015), from TIF District #2 (\$368,000 in 2014 and \$359,921 in 2015), from the General Fixed Asset Replacement Fund (\$180,000 in 2014 and 2015), from the Community Investment Fund (\$175,000 in 2014 and 2015), and from the General Fund \$50,000 in 2014 and 2015). Transfers out provide for closing the 2002 G.O. Improvement Bond Fund with a transfer from the Closed Bond Fund (\$16,610 in 2014), and providing support for debt payments from the Closed Bond Fund (\$50,000 in 2014 and 2015).

**City of Shoreview, Minnesota – 2014-2015 Biennial Budget**

**Debt Funds Summary**

The table below provides a summary of planned revenue as well as payments by specific debt issue for all debt funds combined.

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Property Taxes	\$ 520,311	\$ 435,278	\$ 501,000	\$ 501,000	\$ 548,000	\$ 544,000
Special Assessments	182,939	171,872	107,971	94,428	100,850	199,945
Intergovernmental	831	1,330	-	1,255	1,270	1,210
Interest Earnings	43,030	22,458	19,050	14,050	13,950	11,670
<b>Total Revenue</b>	<b>747,111</b>	<b>647,232</b>	<b>628,021</b>	<b>610,733</b>	<b>664,070</b>	<b>756,825</b>
<b>Expense</b>						
<b>Debt Service</b>						
2011 Ref Capital Lease (comm cntr)	676,298	465,353	472,515	471,215	469,515	472,515
2004 Capital Plan Bonds (fire)	142,674	139,298	140,711	161,887	144,566	133,895
2006 Street Improvement Bonds	230,211	232,061	228,210	267,172	254,685	226,765
2013 Street Improvement Bonds	-	-	3,000	28,220	215,298	186,919
2004 Ref Tax Increment Bonds	380,286	389,024	379,470	376,290	-	-
2007 Ref Tax Increment Bonds	43,975	184,475	298,375	298,375	367,975	364,000
1995 Improvement Bonds	70,777	67,126	-	-	-	-
2001 Improvement Bonds	85,028	83,328	-	-	-	-
2002 Improvement Bonds	50,968	50,468	52,860	52,854	51,513	-
2004 Improvement Bonds	48,645	52,313	50,798	53,168	47,270	51,320
2006 Improvement Bonds	20,754	20,228	19,700	22,601	19,505	21,815
2008 Improvement Bonds	28,240	27,696	32,300	32,300	31,265	30,465
2009 Improvement Bonds	7,934	27,633	27,033	27,033	26,893	30,757
2010 Improvement Bonds	2,413	3,820	13,769	13,769	13,656	18,622
2013 Improvement Bonds	-	-	-	-	32,832	50,083
<b>Total Expense</b>	<b>1,788,203</b>	<b>1,742,823</b>	<b>1,718,741</b>	<b>1,804,884</b>	<b>1,674,973</b>	<b>1,587,156</b>
<b>Other Sources (Uses)</b>						
Debt Proceeds	4,620,000	-	20,000	2,596,503	-	10,000
Debt Refunded	(4,410,000)	-	-	(135,000)	(860,000)	(1,385,000)
Transfers In	1,200,366	1,027,114	1,247,286	1,250,109	839,610	814,921
Transfers Out	-	(9,114)	(126,000)	(50,000)	(66,610)	(50,000)
<b>Net Change</b>	<b>369,274</b>	<b>(77,591)</b>	<b>50,566</b>	<b>2,467,461</b>	<b>(1,097,903)</b>	<b>(1,440,410)</b>
Fund Equity, beginning	1,888,073	2,257,347	2,179,756	2,179,756	4,647,217	3,549,314
<b>Fund Equity, ending</b>	<b>\$2,257,347</b>	<b>\$2,179,756</b>	<b>\$2,230,322</b>	<b>\$4,647,217</b>	<b>\$3,549,314</b>	<b>\$ 2,108,904</b>
Months of operating coverage	15.5	14.5		16.9	16.3	19.5

**Debt Limit** – Minnesota statutes limit the amount of debt a City may issue for general obligation purposes. Currently, the City has used about 18 percent of the available debt limit, leaving 82 percent available.

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## City of Shoreview, Minnesota – 2014-2015 Biennial Budget

### Enterprise Funds

Enterprise Funds account for self-supporting utility operations that are managed similar to private enterprises. Charges for service, which are billed to customers, provide the sole support for operating costs, capital needs and debt service payments. Enterprise Fund budgets for the year 2014 and 2015 are shown in the table below.

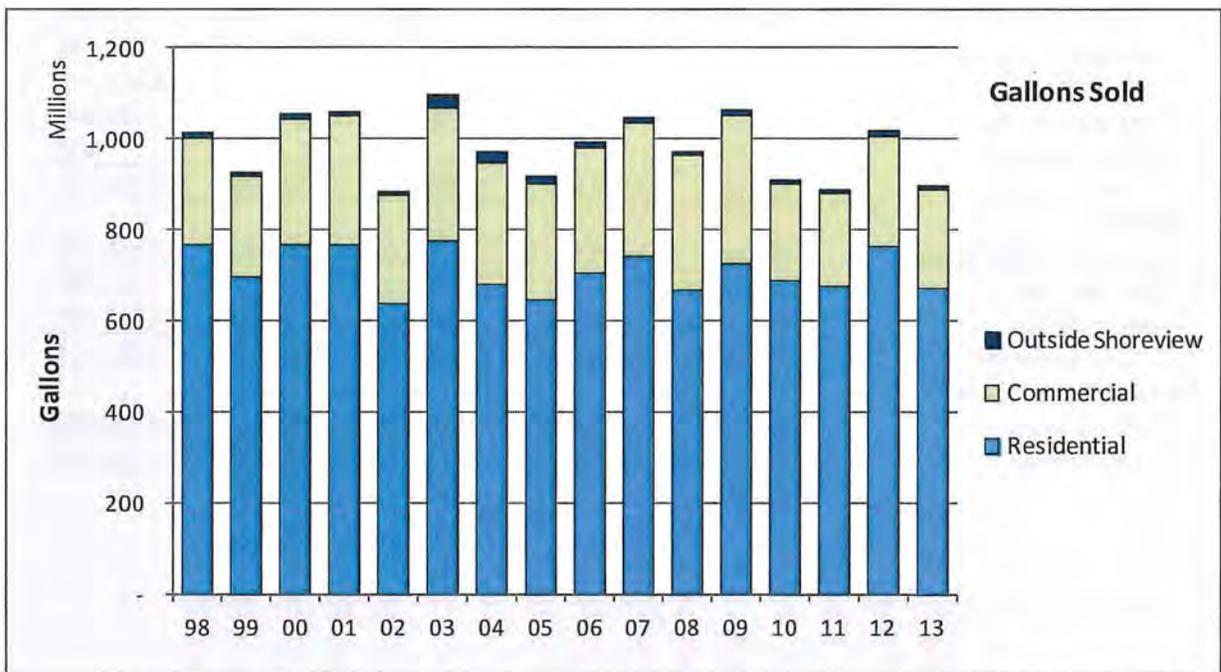
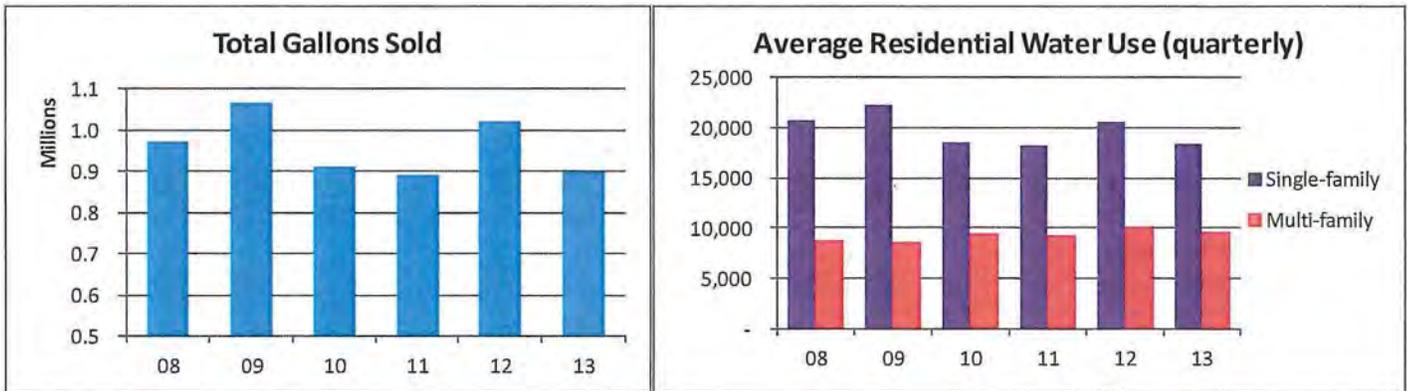
	Water	Sewer	Surface Water	Street Lighting	Total
<b>2014 Budget</b>					
<b>Revenue</b>					
Intergovernmental	\$ 12,620	\$ 10,050	\$ 3,660	\$ -	\$ 26,330
Charges for Services	-	1,000	-	-	1,000
Utility Charges	2,653,500	3,822,500	1,325,577	493,000	8,294,577
Interest Earnings	34,000	24,000	8,000	2,200	68,200
Other Revenues	-	-	-	500	500
<b>Total Revenue</b>	<b>2,700,120</b>	<b>3,857,550</b>	<b>1,337,237</b>	<b>495,700</b>	<b>8,390,607</b>
<b>Expense</b>					
Enterprise Operations	1,503,536	3,219,590	826,595	267,491	5,817,212
Debt Service	160,623	58,177	82,116	-	300,916
Depreciation	639,000	330,000	248,000	58,000	1,275,000
<b>Total Expense</b>	<b>2,303,159</b>	<b>3,607,767</b>	<b>1,156,711</b>	<b>325,491</b>	<b>7,393,128</b>
<b>Other Sources (Uses)</b>					
Transfers Out	(303,000)	(181,000)	(147,000)	(20,400)	(651,400)
<b>Net Change</b>	<b>\$ 93,961</b>	<b>\$ 68,783</b>	<b>\$ 33,526</b>	<b>\$ 149,809</b>	<b>\$ 346,079</b>
<b>2015 Budget</b>					
<b>Revenue</b>					
Intergovernmental	\$ 12,200	\$ 9,720	\$ 3,550	\$ -	\$ 25,470
Charges for Services	-	1,000	-	-	1,000
Utility Charges	2,760,000	3,936,500	1,453,803	513,000	8,663,303
Interest Earnings	38,000	27,000	9,000	2,500	76,500
Other Revenues	-	-	-	500	500
<b>Total Revenue</b>	<b>2,810,200</b>	<b>3,974,220</b>	<b>1,466,353</b>	<b>516,000</b>	<b>8,766,773</b>
<b>Expense</b>					
Enterprise Operations	1,565,163	3,308,671	865,205	276,409	6,015,448
Debt Service	148,243	54,309	72,244	-	274,796
Depreciation	651,000	348,000	266,000	66,000	1,331,000
<b>Total Expense</b>	<b>2,364,406</b>	<b>3,710,980</b>	<b>1,203,449</b>	<b>342,409</b>	<b>7,621,244</b>
<b>Other Sources (Uses)</b>					
Transfers Out	\$ (345,000)	\$ (181,000)	\$ (152,000)	\$ (22,400)	\$ (700,400)
<b>Net Change</b>	<b>\$ 100,794</b>	<b>\$ 82,240</b>	<b>\$ 110,904</b>	<b>\$ 151,191</b>	<b>\$ 445,129</b>

Water Fund Summary

**Fund Description** – The Water Fund accounts for revenue and expense associated with the distribution of water to property owners (residences and businesses) and the administration, operation, maintenance and replacement of the City’s water system.

**Background** – Shoreview uses a conservation based water rate structure that is designed to protect the City’s ability to deliver consistent and reliable water service to all properties at the current water storage and delivery capacity. The City’s water system, (wells, water towers, underground water reservoir, distribution lines, valves and fire hydrants) is sufficient to deliver water service to all properties in Shoreview for the future. A water treatment plant is planned for the year 2015 to address concerns about iron and manganese levels in the water supply.

**Revenue** – The primary source of revenue is water use charges paid by residents and business owners. Fluctuations in water consumption and revenue are expected from year to year, and are due primarily to weather patterns each growing season. Frequent rainfall through the summer months can lead to lower water consumption much like periods of sustained drought can lead to higher water consumption.

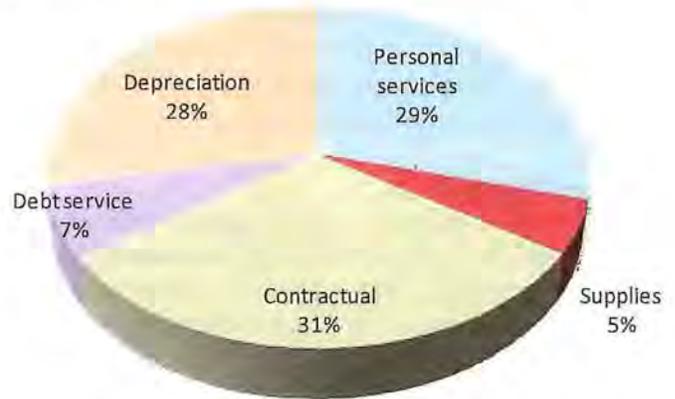


City of Shoreview, Minnesota – 2014-2015 Biennial Budget

Water Fund Summary

Expense – Personal services accounts for 29 percent of water expense (for operation, billing and maintenance staff costs). Contractual costs account for 31 percent of water expense (for repairs, equipment and building charges, insurance, electric costs and administrative charges). Depreciation expense accounts for 28 percent of expense, followed by 7 percent for principal and interest payments on debt service, and 5 percent for supplies.

Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$260,000 in 2014 and \$302,000 in 2015) and to the Central Garage Fund for the Water Fund share of debt service payments on the maintenance center (\$43,000 in 2014 and 2015).



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Special Assessments	\$ 1,187	\$ 1,002	\$ -	\$ -	\$ -	\$ -
Intergovernmental	13,366	13,198	12,940	11,815	12,620	12,200
Utility Charges	2,184,742	2,917,020	2,591,000	2,607,000	2,653,500	2,760,000
Interest Earnings	80,297	35,077	35,000	30,000	34,000	38,000
Other Revenues	210	-	-	-	-	-
<b>Total Revenue</b>	<b>2,279,802</b>	<b>2,966,297</b>	<b>2,638,940</b>	<b>2,648,815</b>	<b>2,700,120</b>	<b>2,810,200</b>
<b>Expense</b>						
Enterprise Operations	1,368,874	1,405,259	1,569,417	1,489,821	1,503,536	1,565,163
Miscellaneous	108,152	1,901	-	-	-	-
Debt Service	202,063	183,921	171,435	207,718	160,623	148,243
Depreciation	609,067	614,991	630,000	624,000	639,000	651,000
<b>Total Expense</b>	<b>2,288,156</b>	<b>2,206,072</b>	<b>2,370,852</b>	<b>2,321,539</b>	<b>2,303,159</b>	<b>2,364,406</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	-	31,823	-	-	-	-
Transfers Out	(225,000)	(240,000)	(262,500)	(262,500)	(303,000)	(345,000)
<b>Net Change</b>	<b>\$ (233,354)</b>	<b>\$ 552,048</b>	<b>\$ 5,588</b>	<b>\$ 64,776</b>	<b>\$ 93,961</b>	<b>\$ 100,794</b>
Cash balance (year end)	\$ 2,935,896	\$ 3,023,577		\$ 4,246,339	\$ 2,559,436	\$ 8,310,608
Months of oper/capital coverage	12.2	12.9		12.7	10.9	13.2

## Water Operations

601-45050

The Water Operations activity provides for overall administration, operation, maintenance, replacement and infrastructure security for Shoreviews drinking water system. The system depends on two elevated water towers, an underground water storage reservoir, six wells and over 110 miles of water mains to deliver high quality water and efficient distribution throughout the City. The activity ensures the integrity of drinking water and facilities by monitoring and analyzing water samples and well conditions as required by the Department of Health and the Department of Natural Resources; coordinates water meter data with the utility billing function; performs preventative maintenance measures including leak detection, water main flushing, hydrant and valve exercising, and provides locations for the City's underground infrastructure; repairs broken hydrants and water mains; and enforces water use restrictions.

**Goals and Objectives:**

- Rehabilitate Well No. 5 to ensure reliability and reduce future maintenance costs.
- Maintain and continue to monitor unaccounted for water through a variety of activities (meter upgrades, lead detection, and hydrant and valve replacement) to strive to stay at 5% or less.
- Prepare and deliver 2014 Annual Drinking Water Report explaining the results of water testing, and as required by the Minnesota Department of Health.
- Manage the design and initial construction of a water treatment plant to address water quality issues related to iron and manganese in the City's water supply.
- The addition of water main on Gaston, Grove, and St. Albans streets to provide water service for residents and for fire protection.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 645,143	\$ 633,905	\$ 694,297	\$ 635,193	\$ 672,596	\$ 707,483
Supplies	\$ 72,895	\$ 92,296	\$ 115,000	\$ 111,500	\$ 117,000	\$ 117,000
Contractual	\$ 644,976	\$ 675,618	\$ 757,920	\$ 743,128	\$ 713,940	\$ 740,680
<b>Total</b>	<b>\$ 1,363,014</b>	<b>\$ 1,401,819</b>	<b>\$ 1,567,217</b>	<b>\$ 1,489,821</b>	<b>\$ 1,503,536</b>	<b>\$ 1,565,163</b>
Percent change		2.8%	11.8%	6.3%	-4.1%	4.1%
<b>Full-time equivalents</b>						
Full-time	7.75	7.75	7.75	7.37	7.75	7.75
Part-time					0.04	0.05
Associate	0.60	0.65	0.64	0.32	0.62	0.62
<b>Total</b>	<b>8.35</b>	<b>8.40</b>	<b>8.39</b>	<b>7.69</b>	<b>8.41</b>	<b>8.42</b>
Percent of Total Expense	5.11%	6.17%	6.56%	6.19%	5.90%	5.83%

**Budget Impacts:**

- Contractual costs reflect rehabilitation of a well, a booster pump, feasibility study costs for a future water treatment plant, and 25% of the Department of Corrections contract costs.
- Training and development costs rise due to the increased incidence of staff certifications and the corresponding required training hours per year.
- The cost of electric utilities is predicted to rise in the future.
- The addition of booster pumps to increase water pressure in an area with below average water pressure.

**Water Operations**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Average daily gallons of water pumped (millions)	2.91	2.69	3.01
Maximum daily gallons pumped (million gallons)	9.46	5.91	6.97
Water main break repairs	14	3	3
Hydrants repaired	42	75	82
Unaccounted for water as a percent of total water	8.2%	3.6%	3.2%
Operating cost per million gallons of water pumped/produced	\$ 1,774	\$ 2,012	\$ 1,836
% change from prior year		13.4%	-8.8%

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating drinking water quality as excellent or good	no data	89%	95%
Residents rating water and sewer services as excellent or good	93%	96%	96%

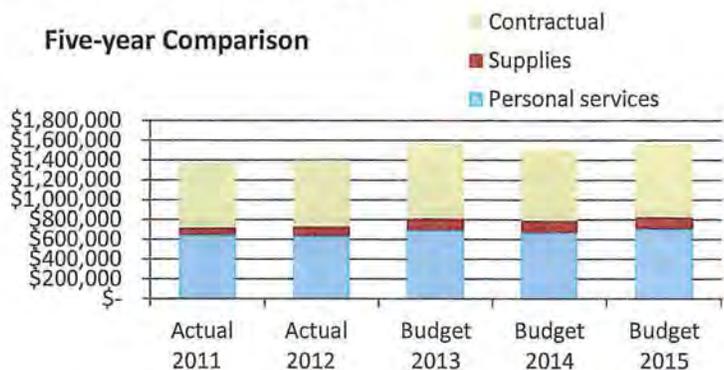
**Recent Achievements:**

- The Minnesota Department of Health requires that utility maintenance employees hold a Class D water operators certificate. Five of our eight personnel hold a higher certificate than is actually required.
- The City's one million gallon water storage reservoir was recently cleaned and inspected, verifying minimal structural repair needs that will be addressed with the addition of the water treatment facility.
- Recent improvements/upgrades to the City's SCADA system allow for remote monitoring and control.

**Percent of Total Expense**



**Five-year Comparison**

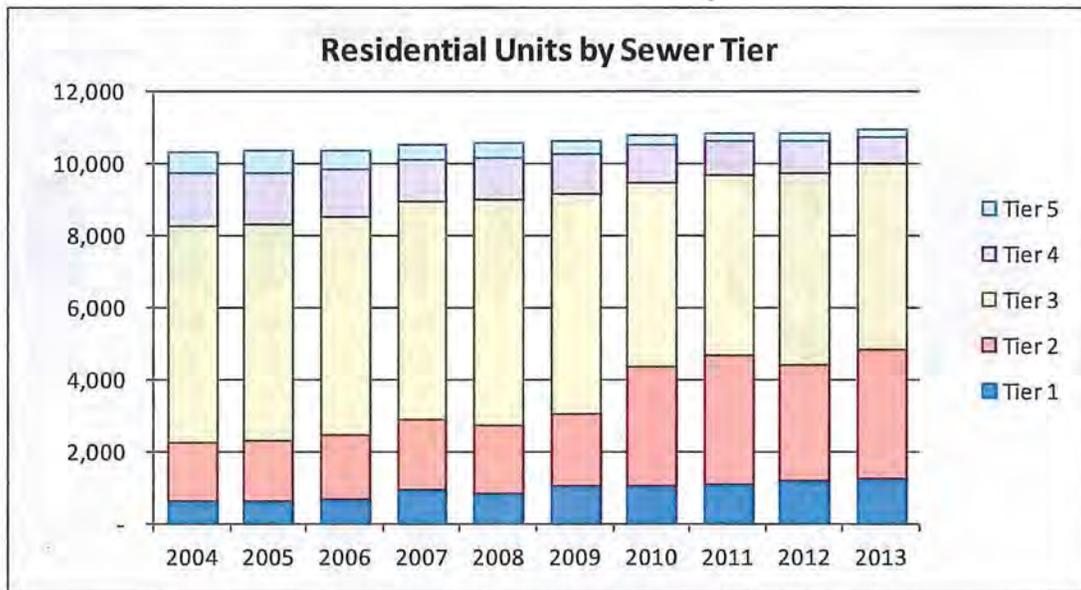


Sewer Fund Summary

**Fund Description** – The Sewer Fund accounts for revenue and expense associated with the collection and treatment of wastewater (sewage) from residences and businesses throughout Shoreview, as well as the administration, operation, maintenance and replacement of the City’s sewer system.

**Background** – Sewage is routed or pumped into facilities owned and operated by Metropolitan Council Environmental Services (MCES). Because sewage treatment costs are more than half of operating costs, sewer rates are designed to charge high volume customers more because they contribute more flow to the system than low volume customers. In recent years Shoreview completed a city-wide inspection program to eliminate the illegal discharge of storm water into the City’s sewer system. This effort is an important step in reducing sewage treatment costs in two ways: 1) to remove a potential \$86,000 surcharge on the City’s 2014 sewage treatment bill from MCES, and 2) to reduce the sewage flows routed into the sewage treatment system.

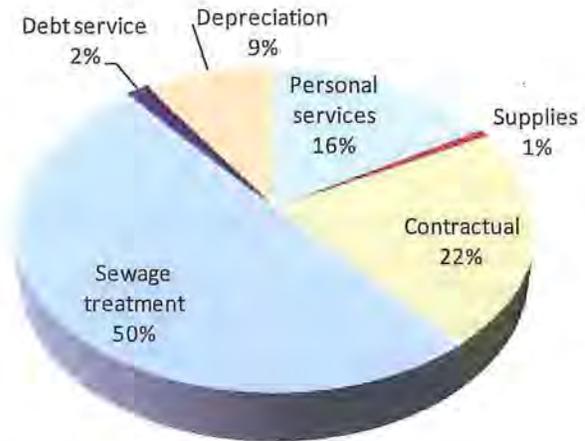
Trends in water conservation also impact residential sewer bills. Even though residential sewer bills are based on winter water consumption, and therefore not subject to the fluctuations caused by summer weather, the trend toward lower water consumption is evident in winter months. During the last few years the City has seen a shift in the number of residential customers billed in each of the five sewer tiers. The number of homes billed in the lowest two tiers is rising while the number of homes billed in the highest three tiers is declining.



**Revenue** – The primary source of revenue for the Sewer Fund is sewer use charges paid by residents and business owners.

**Sewer Fund Summary**

Expense – Sewage treatment costs account for 50 percent of sewer expense. Remaining contractual costs (for repairs, equipment and building charges, insurance, electric costs and administrative charges) account for 22 percent of sewer expense. Personal services accounts for 16 percent of expense (for operation, billing and maintenance staff costs). Depreciation expense accounts for 9 percent of expense, followed by 2 percent for principal and interest payments on debt service, and 1 percent for supplies.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$138,000 in 2014 and 2015) and to the Central Garage Fund for the Sewer Fund share of debt service payments on the maintenance center (\$43,000 in 2014 and 2015).

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Special Assessments	\$ 1,541	\$ 1,525	\$ -	\$ -	\$ -	\$ -
Intergovernmental	10,649	10,516	10,310	9,415	10,050	9,720
Charges for Services	3,680	1,325	200	1,000	1,000	1,000
Utility Charges	3,543,104	3,565,927	3,716,500	3,700,500	3,822,500	3,936,500
Interest Earnings	58,518	24,964	25,000	21,000	24,000	27,000
<b>Total Revenue</b>	<b>3,617,492</b>	<b>3,604,257</b>	<b>3,752,010</b>	<b>3,731,915</b>	<b>3,857,550</b>	<b>3,974,220</b>
<b>Expense</b>						
Enterprise Operations	2,953,041	2,893,667	3,152,625	3,120,250	3,219,590	3,308,671
Debt Service	76,061	72,489	68,884	74,499	58,177	54,309
Depreciation	295,893	317,853	310,000	326,000	330,000	348,000
<b>Total Expense</b>	<b>3,324,995</b>	<b>3,284,009</b>	<b>3,531,509</b>	<b>3,520,749</b>	<b>3,607,767</b>	<b>3,710,980</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	-	25,068	-	-	-	-
Transfers Out	(187,000)	(188,000)	(196,500)	(196,500)	(181,000)	(181,000)
<b>Net Change</b>	<b>\$ 105,497</b>	<b>\$ 157,316</b>	<b>\$ 24,001</b>	<b>\$ 14,666</b>	<b>\$ 68,783</b>	<b>\$ 82,240</b>
Cash balance (year end)	\$ 2,103,096	\$ 2,029,363	\$ -	\$ 2,288,614	\$ 2,137,397	\$ 2,611,837
Months of oper/capital coverage	7.4	6.4		6.0	6.6	7.6

## Sewer Operations

602-45550

The Sewer Operations activity provides for administration, operation, maintenance and replacement of the City's sanitary sewer collection system; provides for the safe and effective conveyance of sewage through the City; as well as preparation of quarterly utility bills. The sewer system includes 17 lift stations, approximately 108 miles of sanitary sewer pipe and 2,036 sanitary sewer manholes.

**Goals and Objectives:**

- Inspect, monitor, repair and maintain potential infiltration and inflow areas and administer credit/rebate applications for MCES surcharge program.
- Implement LMC (League of Minnesota Cities) recommendations regarding preventative maintenance and inspection measures to ensure reliability and minimize City exposure to sewage back-up claims/damages.
- Continue annual sewer cleaning and manhole inspections and direct emergency response to failures.
- Perform televised inspections of sewer lines in conjunction with improvement projects for preventative maintenance and identify and program sewer lining projects.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 564,114	\$ 563,492	\$ 609,775	\$ 561,630	\$ 590,500	\$ 622,011
Supplies	\$ 19,629	\$ 22,089	\$ 24,000	\$ 23,000	\$ 25,500	\$ 25,500
Contractual	\$ 2,367,627	\$ 2,307,396	\$ 2,516,850	\$ 2,535,620	\$ 2,603,590	\$ 2,661,160
<b>Total</b>	<b>\$ 2,951,370</b>	<b>\$ 2,892,977</b>	<b>\$ 3,150,625</b>	<b>\$ 3,120,250</b>	<b>\$ 3,219,590</b>	<b>\$ 3,308,671</b>
Percent change		-2.0%	8.9%	7.9%	2.2%	2.8%
<b>Full-time equivalents</b>						
Full-time	6.75	6.76	6.76	6.50	6.76	6.76
Part-time					0.04	0.05
Associate	0.60	0.65	0.65	0.32	0.64	0.64
<b>Total</b>	<b>7.35</b>	<b>7.41</b>	<b>7.41</b>	<b>6.82</b>	<b>7.44</b>	<b>7.45</b>
Percent of Total Expense	11.06%	12.73%	13.19%	12.96%	12.63%	12.32%

**Budget Impacts:**

- Out-sourced sewage treatment and disposal costs paid to the Met Council (MCES) account for 50% of the 2014 sewer budget. Sewage flows are monitored and metered by Met Council and are subject to their pricing, which can consider infiltration and inflow impacts attributable to the maintenance of the City's sewer system.
- Implementation of Redzone project to inspect, inventory, and televise all of the sanitary sewer lines throughout the City. This will provide accurate GPS and mapping information of the City's sanitary sewer infrastructure.

**Sewer Operations**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Annual sewage treatment costs (paid to MCES)	\$ 1,757,550	\$ 1,764,310	\$ 1,699,069
Miles of sewer lines inspected	40	60	40
Miles of sewer lines jetted/rodded/cleaned	110	114	35
Number of times lift station pumps serviced	44	56	44
Number of responses to homeowner responsible sewer backups	25	26	24
Number of sanitary sewer backups with City responsibility	7	6	6
Number of sanitary sewer blockages per thousand connections	0.8	0.7	0.7

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating water and sewer services as excellent or good	93%	96%	96%

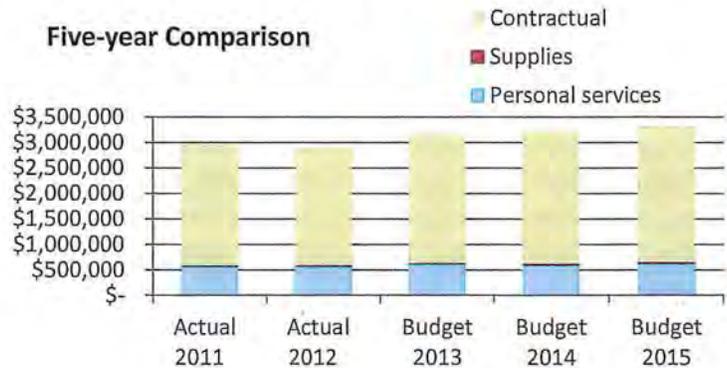
**Recent Achievements:**

- Integrating 94% of all sanitary sewer lift stations into the Supervisory Controls and Data Acquisition (SCADA) system allowing for monitoring by remote devices, and reducing staff costs and overtime charges.
- Continue to track and monitor all maintenance activities related to the remediation of inflow and infiltration within the meter shed 49 district and to submit for Met Council credit.
- Recent improvements/upgrades to the City's SCADA system allow for remote monitoring and control.

**Percent of Total Expense**



**Five-year Comparison**

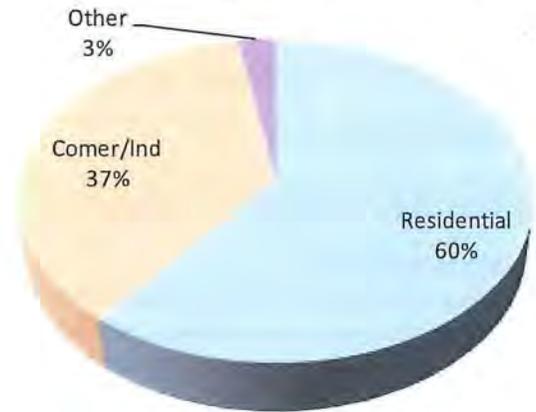


**Surface Water Fund Summary**

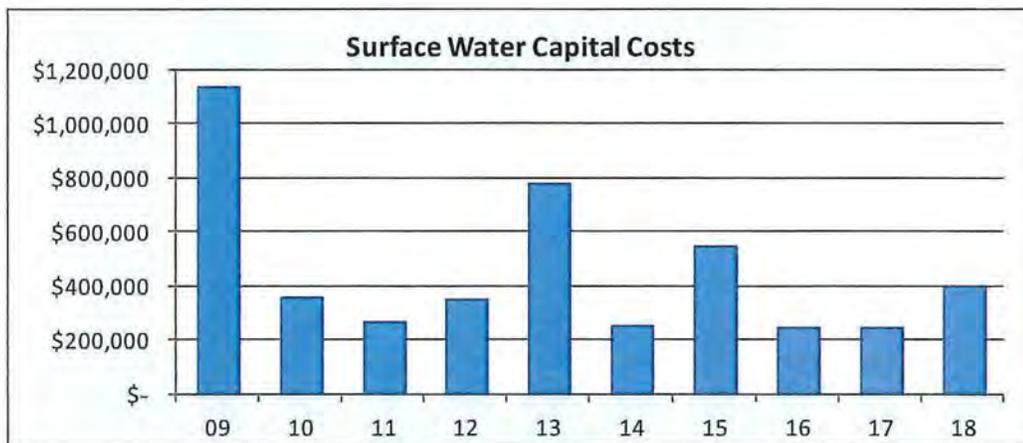
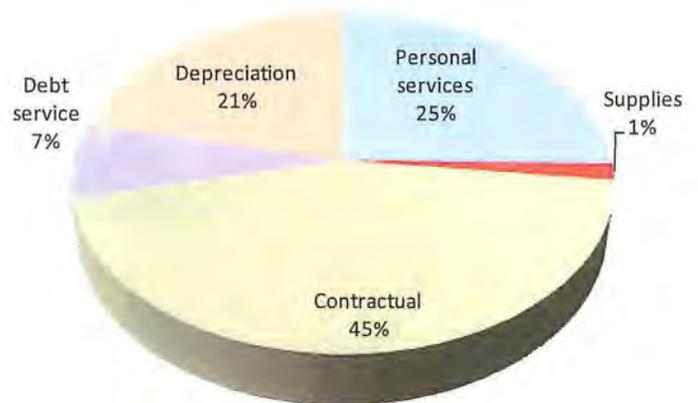
**Fund Description** – The Surface Water Fund accounts for revenue and expense associated with the administration, maintenance, replacement and improvement of the City’s storm sewers and surface water ponds, as well as operation of the Snail Lake Improvement District (SLID).

**Background** – The City’s storm system collects and directs surface water runoff and provides protection for ground water quality. Activities required under the City’s National Pollution Discharge Elimination System (NPDES) plan are accounted for within the Surface Water Fund.

**Revenue** – User charges from all property in the City (based on the type of property and the amount of impervious surface area) are the primary source of revenue for the fund. Residential property accounts for 60 percent of total revenue, followed by 37 percent from commercial/industrial property and 3 percent of all remaining property.



**Expense** – Contractual costs account for 45 percent of surface water expense (for repairs, equipment and building charges, insurance, electric costs and administrative charges). Personal services accounts for 25 percent (for operation, maintenance and billing). Depreciation expense accounts for 21 percent of expense, followed by 8 percent for debt service (principal and interest payments), and 1 percent for supplies.



City of Shoreview, Minnesota – 2014-2015 Biennial Budget

Surface Water Fund Summary

Transfers – Planned transfers provide support to the General Fund for payments in lieu of property taxes (\$116,000 in 2014 and \$121,000 for 2015) and to the Central Garage Fund for the Surface Water Fund share of debt service payments for the maintenance center (\$31,000 in 2014 and 2015).

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Special Assessments	\$ 472	\$ 303	\$ -	\$ -	\$ -	\$ -
Intergovernmental	3,863	3,815	3,750	3,580	3,660	3,550
Utility Charges	1,007,679	1,147,236	1,212,140	1,212,140	1,325,577	1,453,803
Interest Earnings	20,606	8,476	8,000	7,000	8,000	9,000
<b>Total Revenue</b>	<b>1,032,620</b>	<b>1,159,830</b>	<b>1,223,890</b>	<b>1,222,720</b>	<b>1,337,237</b>	<b>1,466,353</b>
<b>Expense</b>						
Enterprise Operations	669,298	710,054	714,426	706,117	826,595	865,205
Debt Service	91,277	84,797	75,594	99,661	82,116	72,244
Depreciation	214,061	221,177	223,000	229,000	248,000	266,000
<b>Total Expense</b>	<b>974,636</b>	<b>1,016,028</b>	<b>1,013,020</b>	<b>1,034,778</b>	<b>1,156,711</b>	<b>1,203,449</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	17,281	92,979	-	-	-	-
Transfers Out	(97,000)	(107,000)	(126,900)	(126,900)	(147,000)	(152,000)
<b>Net Change</b>	<b>\$ (21,735)</b>	<b>\$ 129,781</b>	<b>\$ 83,970</b>	<b>\$ 61,042</b>	<b>\$ 33,526</b>	<b>\$ 110,904</b>
Cash balance (year end)	\$ 773,425	\$ 367,602		\$ 762,760	\$ 427,323	\$ 761,574
Months of oper/capital coverage	7.3	3.0		6.0	3.3	5.4

**Surface Water Operations**

603-45850

This activity provides for the administration, maintenance, replacement and improvements to the City's surface water system including catch basins, sumps, piping, storm water lift stations and storm ponds; protection of quality of ground water and storm water; and maintenance of the City's storm water collection systems. Operational activities include regular inspection and maintenance of storm drainage ponds, repair of catch basins and drainage pipes and street sweeping, implementing the Wetland Conservation Act, mandated activities in the Rice Creek Watershed and Ramsey/Washington Watershed districts and the protection of surface and ground water resources.

**Goals and Objectives:**

- Administer National Pollutant Discharge Elimination System (NPDES) guidelines, and prepare the 2014 & 2015 Annual Reports to demonstrate compliance with Federal and State storm water management laws.
- Collect debris and fine particulates from City streets by regular sweeping of City pavements, and as an effective storm water Best Management Practice that helps protect the City's lakes and water resources.
- Inspect pond and storm sewer systems to ensure reliability of the storm drainage infrastructure at minimizing street flooding, and support compliance with NPDES Permit requirements.
- Participate in qualifying invasive species removal efforts on City lakes in conjunction with lake associations for Eurasian Milfoil and Curley Leaf Pondweed plans approved by the Minnesota Department of Natural Resources.
- Update Surface Water Management Plan.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 265,061	\$ 265,665	\$ 282,790	\$ 271,468	\$ 284,128	\$ 298,107
Supplies	\$ 14,287	\$ 18,361	\$ 18,000	\$ 18,000	\$ 16,500	\$ 16,500
Contractual	\$ 381,876	\$ 399,234	\$ 384,000	\$ 391,595	\$ 498,690	\$ 521,950
<b>Total</b>	<b>\$ 661,224</b>	<b>\$ 683,260</b>	<b>\$ 684,790</b>	<b>\$ 681,063</b>	<b>\$ 799,318</b>	<b>\$ 836,557</b>
Percent change		3.3%	0.2%	-0.3%	16.7%	4.7%
<b>Full-time equivalents</b>						
Full-time	3.30	3.32	3.32	3.23	3.32	3.32
Associate	0.13	0.14	0.14	0.11	0.26	0.26
<b>Total</b>	<b>3.43</b>	<b>3.46</b>	<b>3.46</b>	<b>3.34</b>	<b>3.58</b>	<b>3.58</b>
Percent of Total Expense	2.48%	3.01%	2.87%	2.83%	3.13%	3.12%

**Budget Impacts:**

- Apply new strategies for internal catch basin sealing for cost effective repairs to storm sewer infrastructure.
- Contractor costs for wild life management/control, pond surveys/soil inspections, storm sewer infrastructure repairs/replacement increase in the budget
- Contractual costs reflect 25% of the Department of Corrections contract costs.

**Surface Water Operations**

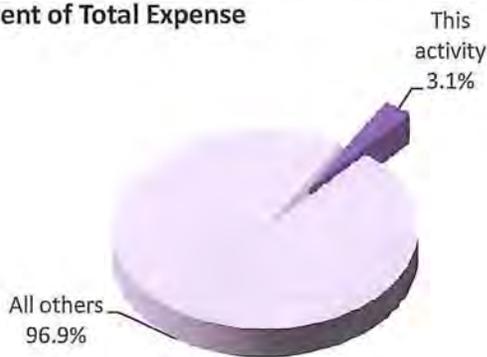
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Surface Water Operation annual cost per household	\$ 59.77	\$ 63.71	\$ 65.71
% change from prior year		6.6%	3.1%
Miles of streets swept annually	405	353	405
Surface Water Operation annual cost per mile of street swept	\$ 1,534	\$ 1,877	\$ 1,693
Tons of street sweepings collected	250	200	250
Yards of materials dredged from ponds	795	-	-
Public comments processed for the Annual Report	2	-	-

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating draining and flood control as excellent or good	87%	91%	93%
Residents rating pond maintenance as excellent or good	no data	77%	83%

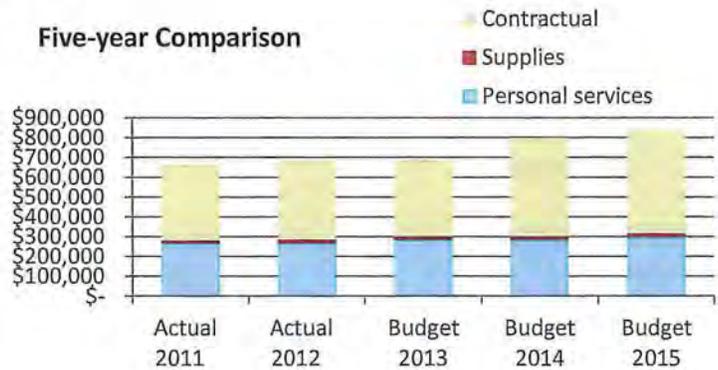
**Recent Achievements:**

- Actively participated in erosion control courses and currently have three staff members that are certified in erosion control inspections and installations.
- 100% of storm pond inlets and outlets inspected each year.
- 100% of sediment structures inspected and cleaned each year.
- The recent addition of a regenerative air street sweeper allows for the collection of finer materials on all city streets, as well as required maintenance of the City's pervious concrete streets.

**Percent of Total Expense**



**Five-year Comparison**



**Snail Lake Augmentation Operations**

603-45900

This activity, on behalf of the Snail Lake Improvement District (SLID), provides for the management and operation of the Snail Lake augmentation infrastructure in accordance with the approved operational plan; monitoring lake level, maintenance and administrative support; facilitating permits and agreements with other agencies; compiling annual operating costs; and coordinating the collection from property owners through the utility billing system. Through a prior agreement that recognizes the value of the lake to the community as a whole, the City, the riparian property owners and Ramsey County Parks participate in the capital and operating costs.

**Goals and Objectives:**

- Operate and maintain the lake augmentation infrastructure to maximize the efficiency and life of the system, as originally constructed in 1993 and modified in 2009/2010 (to incorporate filtering for zebra mussels).
- Operate the pump and screening equipment within the guidelines set by the permits from the Department of Natural Resources and agreement with the St. Paul Water Utility. The City is authorized to operate the system, per the agreement, within a targeted lake level range in the Operational Plan.
- Provide technical and budgetary recommendations to the Snail Lake Improvement District Board.
- Monitor and maintain the level of the lake within the parameters set by the SLID.
- Compile 2013 & 2014 operating and maintenance costs for collection in 2014 & 2015, respectively.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 3,444	\$ 7,986	\$ 8,396	\$ 8,374	\$ 8,567	\$ 8,888
Supplies	\$ 960		\$ 2,000	\$ 1,500	\$ 1,500	\$ 2,000
Contractual	\$ 2,203	\$ 16,308	\$ 18,440	\$ 15,180	\$ 17,210	\$ 17,760
<b>Total</b>	<b>\$ 6,607</b>	<b>\$ 24,294</b>	<b>\$ 28,836</b>	<b>\$ 25,054</b>	<b>\$ 27,277</b>	<b>\$ 28,648</b>
Percent change		267.7%	18.7%	3.1%	-5.4%	5.0%
<b>Full-time equivalents</b>						
Full-time	0.09	0.09	0.09	0.09	0.09	0.09
<b>Total</b>	<b>0.09</b>	<b>0.09</b>	<b>0.09</b>	<b>0.09</b>	<b>0.09</b>	<b>0.09</b>
Percent of Total Expense	0.02%	0.11%	0.12%	0.10%	0.11%	0.11%

**Budget Impacts:**

- The price for purchased water shall be increased each year by a percentage equal to the average of the Consumer Price Index for the previous three years, per the agreement with the St. Paul Water Utility.
- Inflationary increases are assumed for electricity and staff time.

**Snail Lake Augmentation Operations**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Snail Lake augmentation annual cost per property owner	\$ 484.01	\$ 91.76	\$ 337.42
% change from prior year		-81.0%	267.7%
Gallons pumped per year (millions)	221.2	-	110.7
Days within targeted lake elevation (May 1 to Oct 31, 184 days maximum)	96	184	184

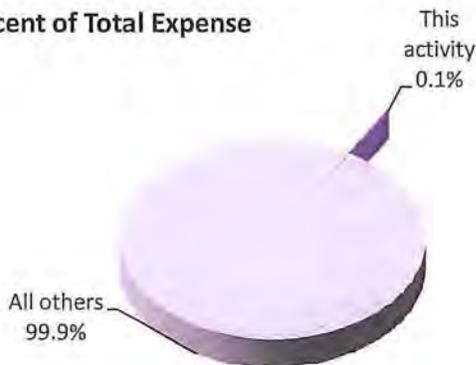
  

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents indicating Snail Lake Park is the most visited park	25%	19%	15%
Residents indicating they visit a park once a week or more	51%	49%	no data
Residents indicating they boat or fish while at the park	6%	5%	no data
Residents indicating they swim while at the park	4%	no data	no data

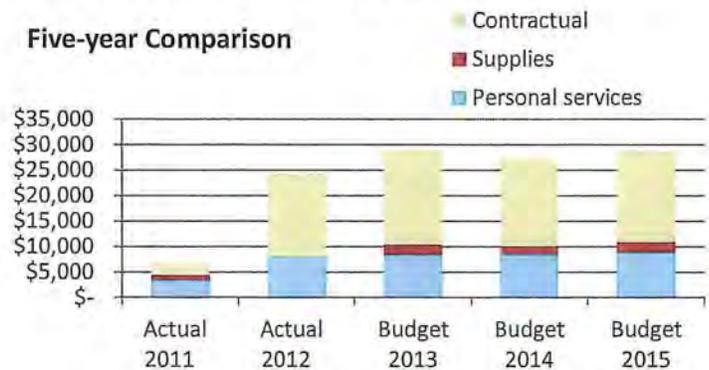
**Recent Achievements:**

- Due to the discovery of zebra mussels in the source water lake augmentation pumping was suspended in the fall of 2007. A zebra mussel screening facility was constructed in 2009, which allowed the augmentation pumping to resume in the spring of 2010. The screening facility was the first of its kind in the State of Minnesota.
- Recent improvements/upgrades to the City's SCADA system allows for remote monitoring and control.

**Percent of Total Expense**



**Five-year Comparison**

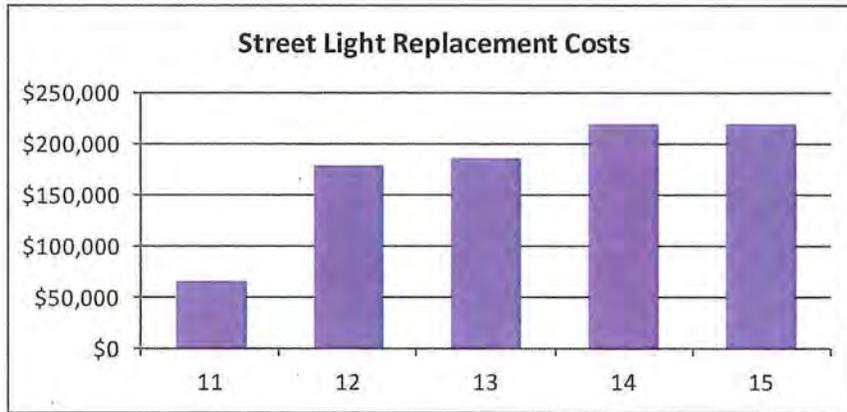


Street Lighting Fund Summary

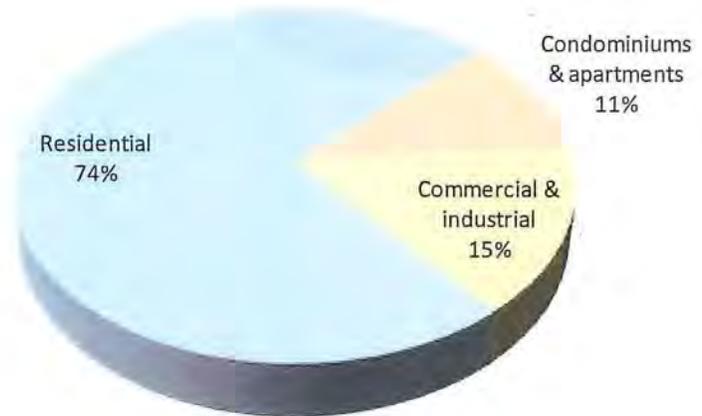
Fund Description – The Street Lighting Fund accounts for revenue and expense associated with the administration, operation, maintenance, replacement and improvement of the City’s street light system throughout the community.

Background – The City’s street lighting system is designed to support and promote safe vehicle and pedestrian traffic throughout the community. The system includes street lights owned by Xcel Energy and the City.

Planned street light replacements will increase in the future to address a growing trend of street light outages. Street lights will be replaced on a neighborhood basis as repairs become less effective.

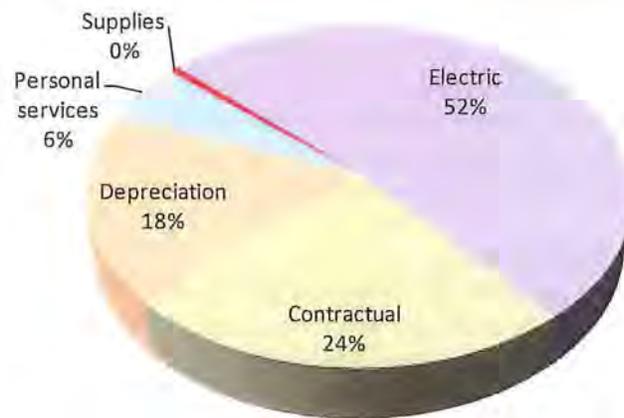


Revenue – User charges from all property in the City provide the primary source of revenue for the fund. Residential property accounts for 74 percent of total revenue, followed by 11 percent from condominiums and apartments, and 15 percent from commercial/industrial property.



Street Lighting Fund Summary

**Expense** – Electric costs account for 52 percent of expense. Contractual costs account for 24 percent of street light expense (repairs, equipment and building charges, insurance, electric costs and administrative charges). Personal services accounts for 6 percent (operation, maintenance and billing). Depreciation expense accounts for 18 percent of expense.



**Transfers** – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$18,000 in 2014 and \$20,000 for 2015) and to the Central Garage Fund for the Surface Water Fund share of debt service payments on the maintenance center (\$2,400 in each year).

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Special Assessments	\$ 142	\$ 140	\$ -	\$ -	\$ -	\$ -
Utility Charges	365,333	456,144	474,000	474,000	493,000	513,000
Interest Earnings	4,337	3,114	2,700	2,000	2,200	2,500
Other Revenues	-	-	500	500	500	500
<b>Total Revenue</b>	<b>369,812</b>	<b>459,398</b>	<b>477,200</b>	<b>476,500</b>	<b>495,700</b>	<b>516,000</b>
<b>Expense</b>						
Enterprise Operations	281,610	235,752	268,571	267,038	267,491	276,409
Depreciation	36,865	40,041	48,000	48,000	58,000	66,000
<b>Total Expense</b>	<b>318,475</b>	<b>275,793</b>	<b>316,571</b>	<b>315,038</b>	<b>325,491</b>	<b>342,409</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	-	23,693	-	-	-	-
Transfers Out	(12,600)	(15,600)	(19,000)	(19,000)	(20,400)	(22,400)
<b>Net Change</b>	<b>\$ 38,737</b>	<b>\$ 191,698</b>	<b>\$ 141,629</b>	<b>\$ 142,462</b>	<b>\$ 149,809</b>	<b>\$ 151,191</b>
Cash balance (year end)	\$ 174,479	\$ 189,614		\$ 193,266	\$ 181,075	\$ 178,266
Months of oper/capital coverage	7.6	7.2		7.1	6.3	6.0

**Street Lighting Operations**

604-42600

The Street Lighting activity provides for management of the street light infrastructure, including creating a more efficient and sustainable street lighting system by continually upgrading and replacing wiring, poles, and fixtures; performing maintenance with long term environmental goals in mind; and developing unique solutions to accommodate the needs of the diverse neighborhoods. Much of the original street lighting infrastructure installed during the rapid development phase of the City is now in need of upgrade/replacement because of insect/animal damage to wood poles and buried wiring.

**Goals and Objectives:**

- Upgrade residential street lighting to modern standards in the Hanson/Oakridge and Turtle Lake neighborhoods.
- Replace 43 of the 175-watt mercury vapor (MV) fixtures with 40-watt LED fixtures to reduce energy and maintenance costs. The City has been systematically replacing these outdated and inefficient fixtures over the last few years.
- Replace 14,000 feet of direct buried street lighting electrical wire with wire in protective conduits to improve system reliability and reduce future maintenance costs. Most of the street lighting installed prior to the year 2000 used direct bury wire, which is easily damaged and is a major contributor to lighting outages.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 15,686	\$ 16,283	\$ 16,201	\$ 14,588	\$ 19,041	\$ 19,779
Supplies	\$ 10,130	\$ 721	\$ 2,000	\$ 2,500	\$ 2,000	\$ 2,000
Contractual	\$ 255,794	\$ 218,748	\$ 250,370	\$ 249,950	\$ 246,450	\$ 254,630
Total	\$ 281,610	\$ 235,752	\$ 268,571	\$ 267,038	\$ 267,491	\$ 276,409
Percent change		-16.3%	13.9%	13.3%	-0.4%	3.3%
<b>Full-time equivalents</b>						
Full-time	0.20	0.20	0.20	0.18	0.20	0.20
Associate					0.08	0.08
Total	0.20	0.20	0.20	0.18	0.28	0.28
Percent of Total Expense	1.06%	1.04%	1.12%	1.11%	1.05%	1.03%

**Budget Impacts:**

- A significant share of the street lighting system is 20-30 years old and requires more costly maintenance. The budget reflects a more aggressive approach to streetlight replacement throughout the City.

**Street Lighting Operations**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Street Lighting annual cost per household	\$ 23.59	\$ 27.07	\$ 22.59
% change from prior year		14.8%	-16.6%
Street light system energy cost	\$ 157,858	\$ 184,212	\$ 161,578
% change from prior year		16.7%	-12.3%
Number of mercury vapor fixtures upgraded to high pressure sodium fixtures	11	13	17
Number of LED street lights (pilot test study)	-	-	29

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

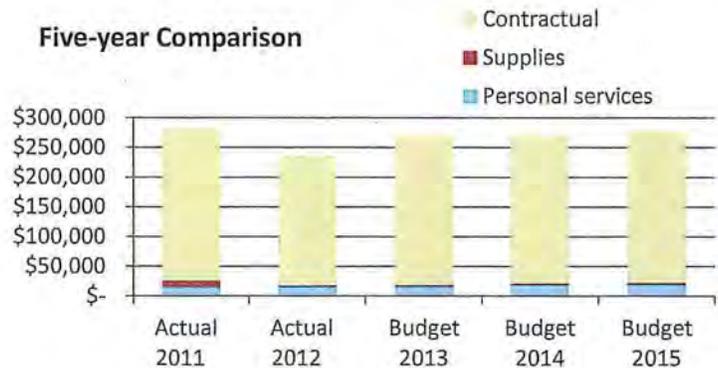
**Recent Achievements:**

- The cost of LED light fixtures has dropped significantly the past few years. Due to the lower capital cost, LED light fixtures have become the standard for street lights. The 40-watt LED fixtures will replace existing 175-watt mercury vapor and 100-watt high pressure sodium fixtures.

**Percent of Total Expense**



**Five-year Comparison**



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## City of Shoreview, Minnesota – 2014-2015 Biennial Budget

### Internal Service Funds

Internal Service Funds account for financing services that are provided by one department to another on a cost-reimbursement basis. Internal Service Fund budgets for 2014 and 2015 are shown in the table below.

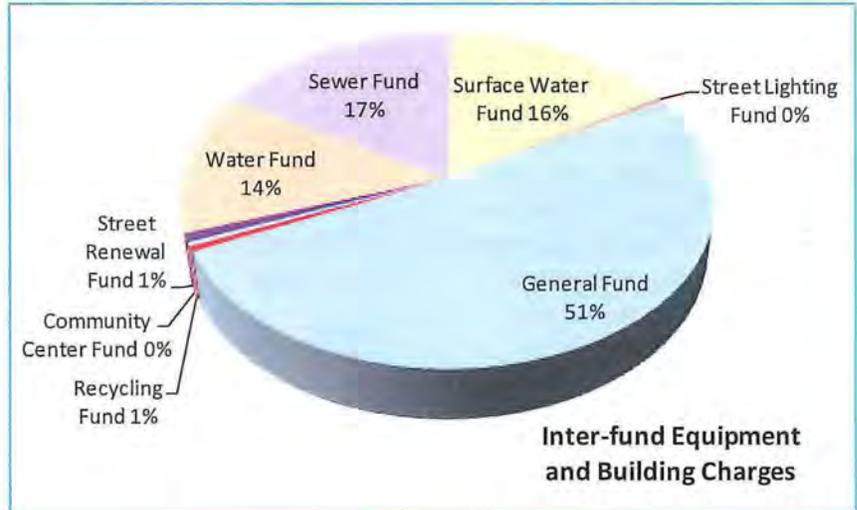
	Central Garage	Short-term Disability	Liability Claims	Total
<b>2014 Budget</b>				
<b>Revenue</b>				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Intergovernmental	83,170	-	-	83,170
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,242,855	-	-	1,242,855
Interest Earnings	9,500	450	2,100	12,050
Other Revenues	-	-	30,000	30,000
<b>Total Revenue</b>	<b>1,519,525</b>	<b>7,950</b>	<b>32,100</b>	<b>1,559,575</b>
<b>Expense</b>				
Central Garage	599,799	-	-	599,799
Miscellaneous	-	8,000	32,000	40,000
Debt Service	238,054	-	-	238,054
Depreciation	660,000	-	-	660,000
<b>Total Expense</b>	<b>1,497,853</b>	<b>8,000</b>	<b>32,000</b>	<b>1,537,853</b>
<b>Other Sources (Uses)</b>				
Sale of Asset-Gain	29,000	-	-	29,000
Transfers In	119,400	-	-	119,400
<b>Net Change</b>	<b>\$ 170,072</b>	<b>\$ (50)</b>	<b>\$ 100</b>	<b>\$ 170,122</b>
<b>2015 Budget</b>				
<b>Revenue</b>				
Property Taxes	\$ 208,000	\$ -	\$ -	\$ 208,000
Intergovernmental	80,850	-	-	80,850
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,256,090	-	-	1,256,090
Interest Earnings	10,500	500	2,200	13,200
Other Revenues	-	-	30,000	30,000
<b>Total Revenue</b>	<b>1,555,440</b>	<b>8,000</b>	<b>32,200</b>	<b>1,595,640</b>
<b>Expense</b>				
Central Garage	617,652	-	-	617,652
Miscellaneous	-	8,000	32,000	40,000
Debt Service	234,187	-	-	234,187
Depreciation	660,000	-	-	660,000
<b>Total Expense</b>	<b>1,511,839</b>	<b>8,000</b>	<b>32,000</b>	<b>1,551,839</b>
<b>Other Sources (Uses)</b>				
Transfers In	119,400	-	-	119,400
Transfers Out	(14,000)	-	-	(14,000)
<b>Net Change</b>	<b>\$ 149,001</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 149,201</b>

**Central Garage Fund Summary**

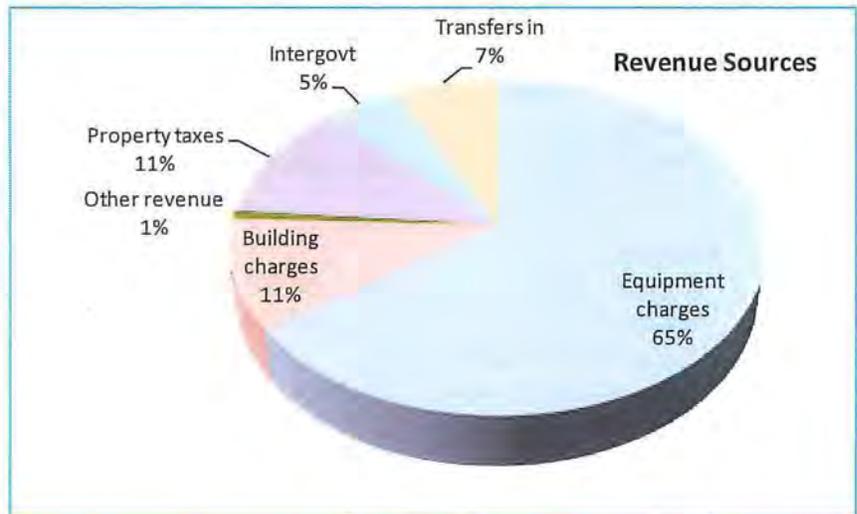
**Fund Description** – The Central Garage Fund accounts for the operation, maintenance and replacement of the maintenance center building as well as all vehicles, heavy equipment and miscellaneous equipment owned by the fund and used in service delivery to the public.

**Background** – The cost of operating the central garage building, vehicles and heavy equipment is paid by operating funds and activities through inter-fund charges. All operations that use City-owned equipment pay an allocated share of inter-fund charges based on how equipment is used throughout the year.

The General Fund pays 51 percent of inter-fund charges, followed by the Sewer Fund at 17 percent, the Surface Water Fund at 16 percent, and the Water Fund at 14 percent. The remaining 2 percent is paid by the Street Renewal, Community Center, Recycling and Street Lighting funds combined.

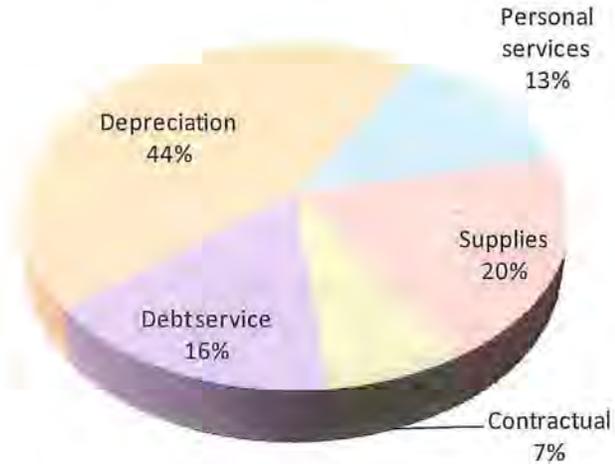


**Revenue** – The primary source of revenue for central garage operations is from inter-fund charges (equipment and building). Debt service costs are supported by a combination of property taxes, intergovernmental revenue (for federal interest credits associated with the Build America Bond program), a portion of building charges and transfers from Utility Funds.



**Central Garage Fund Summary**

**Expense** – Depreciation accounts for 44 percent of expense. Supplies account for 20 percent of expense for motor fuels, lubricants and additives, natural gas, equipment parts, tires, and small tools/equipment. Debt service for principal and interest payments on debt accounts for 16 percent of expense. Personal services accounts for 13 percent of expense for staff costs associated with maintaining the equipment and facility. Contractual costs account for the remaining 7 percent of expense for contracted repairs, insurance, electric costs and refuse disposal.



**Transfers** – Planned transfers in for 2014 include transfers from Utility Funds for principal and interest payments on debt (\$43,000 from the Water Fund, \$43,000 from the Sewer Fund, \$31,000 from the Surface Water Fund and \$2,400 from the Street Lighting Fund). Transfers out in 2015 are for planned information technology improvements.

	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Property Taxes	\$ 97,886	\$ 214,382	\$ 184,000	\$ 184,000	\$ 184,000	\$ 208,000
Intergovernmental	87,391	93,356	86,530	81,255	83,170	80,850
Central Garage Charges	1,060,926	1,143,847	1,153,020	1,196,240	1,242,855	1,256,090
Interest Earnings	17,484	12,008	10,000	8,500	9,500	10,500
Other Revenues	3,562	1,642	-	-	-	-
<b>Total Revenue</b>	<b>1,267,249</b>	<b>1,465,235</b>	<b>1,433,550</b>	<b>1,469,995</b>	<b>1,519,525</b>	<b>1,555,440</b>
<b>Expense</b>						
Central Garage	537,045	550,659	593,566	577,942	599,799	617,652
Debt Service	250,112	247,157	243,128	243,128	238,054	234,187
Depreciation	481,085	619,921	696,000	640,000	660,000	660,000
<b>Total Expense</b>	<b>1,268,242</b>	<b>1,417,737</b>	<b>1,532,694</b>	<b>1,461,070</b>	<b>1,497,853</b>	<b>1,511,839</b>
<b>Other Sources (Uses)</b>						
Sale of Asset-Gain (Loss)	57,794	5,470	41,000	40,000	29,000	-
Contributed Capital Assets	-	20,750	-	-	-	-
Transfers In	180,600	180,600	200,900	200,900	119,400	119,400
Transfers Out	-	(3,729)	-	-	-	(14,000)
<b>Net Change</b>	<b>\$ 237,401</b>	<b>\$ 250,589</b>	<b>\$ 142,756</b>	<b>\$ 249,825</b>	<b>\$ 170,072</b>	<b>\$ 149,001</b>
Cash balance (year end)	\$ 769,837	\$ 1,122,633		\$ 1,130,630	\$ 1,236,402	\$ 1,318,403
Months of oper/capital coverage	6.1	7.9		7.8	8.4	8.9

## Central Garage Operations

701-46500

The Central Garage activity accounts for management of the City's vehicle and equipment fleet, and the maintenance center facility including: safe and efficient operation, and the maintenance and replacement of all fleet vehicles, heavy equipment and miscellaneous equipment. The fleet is kept operational with minimal down time, and efforts are made to minimize major repairs. In support of the personnel that operate from the facility, the facility supports the personnel function, and provides locker rooms, lunch room, training facilities, offices, vehicle and equipment storage, record storage, and redundancy for the City's computer network and backups.

**Goals and Objectives:**

- Improve maintenance and repair turn-around by leveraging the new vehicle service bay configuration and capabilities of the renovated maintenance center. The new safe and user friendly vehicle service areas should contribute to reductions in equipment down time.
- Utilize the Department of Corrections labor crew for building cleaning and custodial functions to reduce outsources maintenance expenses.
- Review vehicle maintenance and replacement schedules to lower overall fleet costs. Given improvements in vehicle design and reliability, it may be possible to extend the expected service life of portions of the city's equipment and vehicle fleet.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 186,261	\$ 184,420	\$ 195,966	\$ 191,897	\$ 198,279	\$ 206,502
Supplies	\$ 260,669	\$ 274,633	\$ 293,500	\$ 276,100	\$ 294,050	\$ 301,600
Contractual	\$ 90,115	\$ 91,606	\$ 104,100	\$ 109,945	\$ 107,470	\$ 109,550
<b>Total</b>	<b>\$ 537,045</b>	<b>\$ 550,659</b>	<b>\$ 593,566</b>	<b>\$ 577,942</b>	<b>\$ 599,799</b>	<b>\$ 617,652</b>
Percent change		2.5%	7.8%	5.0%	1.1%	3.0%
<b>Full-time equivalents</b>						
Full-time	2.40	2.40	2.40	2.38	2.40	2.40
<b>Total</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.38</b>	<b>2.40</b>	<b>2.40</b>
Percent of Total Expense	2.01%	2.42%	2.49%	2.40%	2.35%	2.30%

**Budget Impacts:**

- Motor fuel and lubrication costs continue to increase and can vary considerably based on weather conditions. Winter conditions have a large impact on vehicle miles, the number of oil changes and fuel use for the fleet.
- Outsourced and specialized vehicle and equipment repair costs have risen faster than the Consumer Price Index. Although the City's fleet management program software helps manage the appropriate timing for equipment replacements, it does not help predict costly items such as transmission repairs and body work. These costs have risen sharply in recent years.
- Contractual services reflects 10% of the Department of Corrections contract cost, alarm monitoring service and a contractual agreement for elevator inspection and service, as well as fees associated with fleet management software, salt use management and the Emergency Radio Communication user fee.
- The addition of a back up generator to provide necessary power to insure the security and continued reliable operation of the City's computer network.

**Central Garage Operations**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Gallons of fuel used	37,500	34,678	38,163
Vehicle oil changes	164	116	114
Tires replaced	42	17	54
Facility energy costs (natural gas and electricity combined)	\$ 32,965	\$ 46,281	\$ 45,409
Average cost per gallon of diesel fuel	\$ 2.49	\$ 2.94	\$ 3.17
Average cost per gallon of unleaded fuel	\$ 2.50	\$ 2.70	\$ 3.02

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Residents rating the value of city services as excellent or good	75%	80%	87%
Residents identifying City services as an important Quality of Life	13%	16%	3%

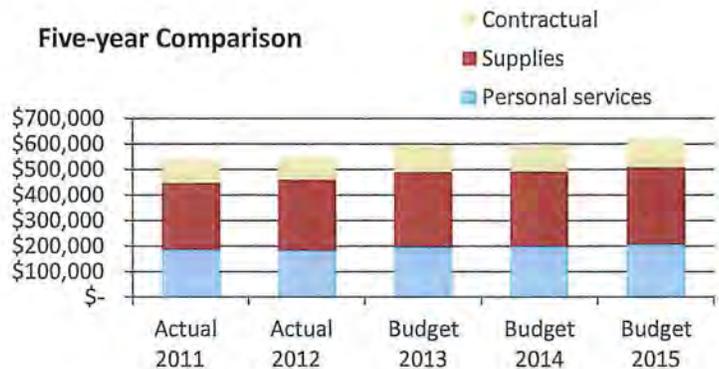
**Recent Achievements:**

- The 2010 maintenance center renovation project achieved certification as LEED Gold and was recognized by the Minnesota Construction Association with their 2011 Excellence Award for Sustainability. It was a goal of the City Council for the project to be a positive example of environmental stewardship for the community.
- Three public works supervisors are certified with A/B operators licenses for the use and management of underground fuel storage tanks, which allows the City to store and distribute fuel on-site and benefit from lower pricing of bulk purchasing.
- Facility upgrades improve both safety and working conditions; fire and security systems provide proper insurance and security for the public investment, electrical upgrades and the addition of emergency backup power provides essential emergency response capabilities, natural lighting and fixture improvements creates safer and higher quality work environment, air handling units improve air quality, heating upgrades provide more efficient climate control and more comfortable working conditions, and the addition of a new vehicle lift provides safer access to all fleet vehicles and equipment.

**Percent of Total Expense**



**Five-year Comparison**



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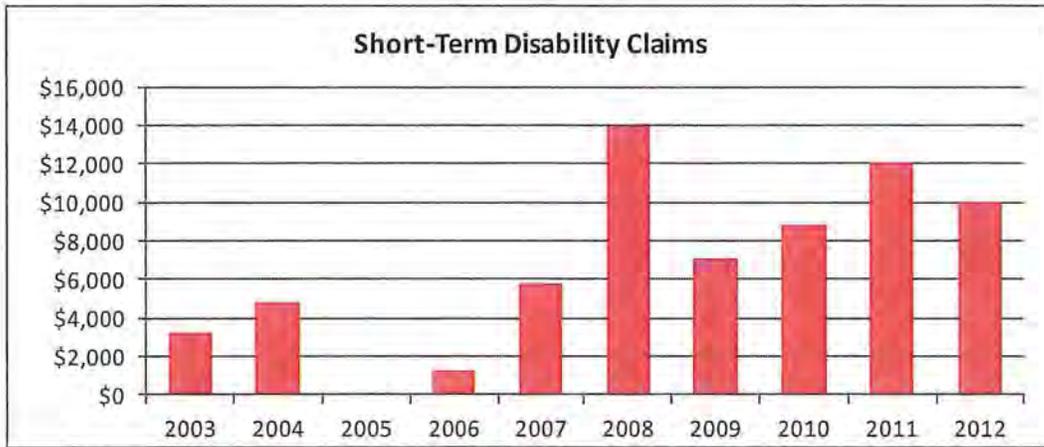
**Short-term Disability Fund Summary**

**Fund Description** – The Short-term Disability Self Insurance Fund accounts for the receipt of premiums paid by regular employees (through payroll deduction) and the expense incurred in providing short-term disability insurance to employees on a self-insured basis.

**Background** – Annual losses are monitored closely for the purpose of establishing appropriate disability premiums and retaining sufficient fund equity. Despite monthly premiums for short-term disability insurance that have remained at \$8 per month per employee since the year 1999, current fund equity provides 5 years of loss coverage. As such, the City has no plans to raise the premium.

**Revenue** – Premiums are provided to the fund via payroll deduction.

**Expense** – Average disability claims paid over the past ten years is approximately \$6,700 per year, as compared to average premium revenue of about \$7,500 per year.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Charges for Services	\$ 7,467	\$ 7,608	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Interest Earnings	948	536	600	400	450	500
<b>Total Revenue</b>	<b>8,415</b>	<b>8,144</b>	<b>8,100</b>	<b>7,900</b>	<b>7,950</b>	<b>8,000</b>
<b>Expense</b>						
Miscellaneous	12,101	10,043	8,000	8,000	8,000	8,000
<b>Total Expense</b>	<b>12,101</b>	<b>10,043</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Other Sources (Uses)</b>						
Net Change	(3,686)	(1,899)	100	(100)	(50)	-
Fund Equity, beginning	45,189	41,503	39,604	39,604	39,504	39,454
<b>Fund Equity, ending</b>	<b>\$41,503</b>	<b>\$39,604</b>	<b>\$39,704</b>	<b>\$39,504</b>	<b>\$39,454</b>	<b>\$39,454</b>
Years of operating coverage	5.3	5.1		5.1	5.1	5.1

**Short-term Disability Self Insurance**

215-47550

The Short-term Disability Fund accounts for premiums received and losses incurred in providing short-term disability insurance to regular employees on a self-insured basis. Monthly premiums are paid by employees through payroll deductions. The monthly premium has remained at \$8 per employee since 1999.

**Goals and Objectives:**

- Monitor and evaluate claims and net asset balances for potential premium adjustments (reductions or increases) in the future.
- Preserve a minimum of 3-4 years average loss coverage.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 12,101	\$ 10,043	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Total	\$ 12,101	\$ 10,043	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Percent change		-17.0%	-20.3%	-20.3%	0.0%	0.0%
<b>Full-time equivalents</b>						
Total	-	-	-	-	-	-
Percent of Total Expense	0.05%	0.04%	0.03%	0.03%	0.03%	0.03%

**Budget Impacts:**

- The number of participants as well as the average age of the City's employees could have an impact on the operations of this fund.
- Losses are unpredictable and vary greatly between fiscal years due to the number and length of employee absences resulting from temporary disabilities.

**Short-term Disability Self Insurance**

Activity Measures	2010 Actual	2011 Actual	2012 Actual
Participants (annual average)	79.3	77.8	79.3
Average age of full-time employees	44.2	44.8	45.7

Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

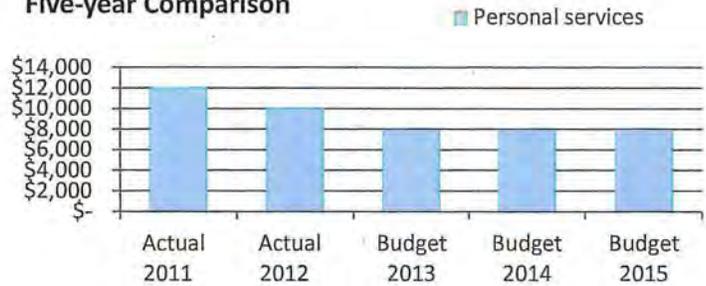
**Recent Achievements:**

- The City has met its goal of 3-4 years of average loss coverage since 2002.

**Percent of Total Expense**



**Five-year Comparison**



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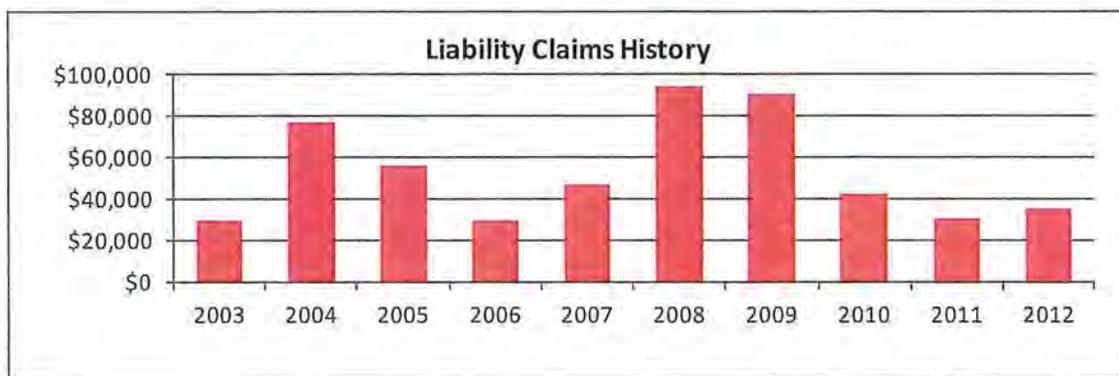
**Liability Claims Fund Summary**

**Fund Description** – The Liability Claims Fund accounts for losses below the deductible amount (\$25,000 per incident and \$75,000 annual aggregate limit), as well as the receipt of annual dividends from the League of Minnesota Cities Insurance Trust (LMCIT).

**Background** – Losses from internal and outside claims vary between fiscal years due to the number and type of claims. The fund is closely monitored to preserve two to three years of average annual loss coverage. When balances fall below targeted levels an insurance surcharge is assessed to operating funds to restore the fund balance. The last claims surcharge occurred in 2009.

**Revenue** – Dividends paid by LMCIT and insurance surcharges are the sole source of revenue for the fund.

**Expense** – Average claims paid over the past five years is \$58,300 due to larger claims in 2008 and 2009.



	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
<b>Revenue</b>						
Interest Earnings	\$ 3,904	\$ 2,458	\$ 2,400	\$ 2,000	\$ 2,100	\$ 2,200
Other Revenues	43,002	62,507	30,000	30,000	30,000	30,000
<b>Total Revenue</b>	<b>46,906</b>	<b>64,965</b>	<b>32,400</b>	<b>32,000</b>	<b>32,100</b>	<b>32,200</b>
<b>Expense</b>						
Miscellaneous	29,892	34,737	32,000	32,000	32,000	32,000
<b>Total Expense</b>	<b>29,892</b>	<b>34,737</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
Net Change	17,014	30,228	400	-	100	200
Fund Equity, beginning	175,040	192,054	222,282	222,282	222,282	222,382
<b>Fund Equity, ending</b>	<b>\$192,054</b>	<b>\$222,282</b>	<b>\$222,682</b>	<b>\$222,282</b>	<b>\$222,382</b>	<b>\$222,582</b>
Years of operating coverage	4.3	5.0		5.0	5.0	5.0

**Insurance Claims**

260-47400

The Liability Claims Fund accounts for losses not covered by insurance due to the City's large deductible. The City's annual deductible is \$25,000 per occurrence with an annual aggregate deductible of \$75,000. Dividends received annually on the City's property casualty/liability insurance policies from the League of Minnesota Cities Insurance Trust are deposited into this fund to cover future losses.

**Goals and Objectives:**

- Monitor and evaluate types of claims and net asset balances for periodic claim surcharges to user funds.
- Preserve a minimum of 2 years average loss coverage.
- Provide training and loss control information to employees to minimize potential claims.

Financial Summary	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2015 Budget
Funding Uses by Type						
Contractual	\$ 29,892	\$ 34,737	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Total	\$ 29,892	\$ 34,737	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Percent change		16.2%	-7.9%	-7.9%	0.0%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.11%	0.15%	0.13%	0.13%	0.13%	0.12%

**Budget Impacts:**

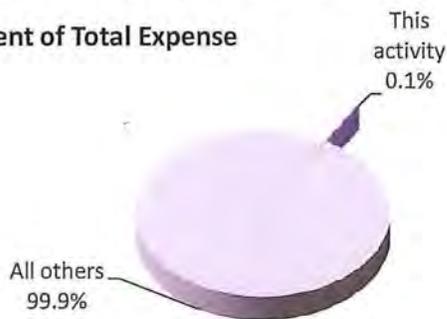
- Assessed claim surcharges to user funds in years where net assets fall below the target of 2 years average loss coverage.

Insurance Claims			
Activity Measures	2010 Actual	2011 Actual	2012 Actual
Claims filed	24	25	25
Community Survey Results	2005 Survey	2010 Survey	2013 Survey
Community survey data not available for this activity	no data	no data	no data

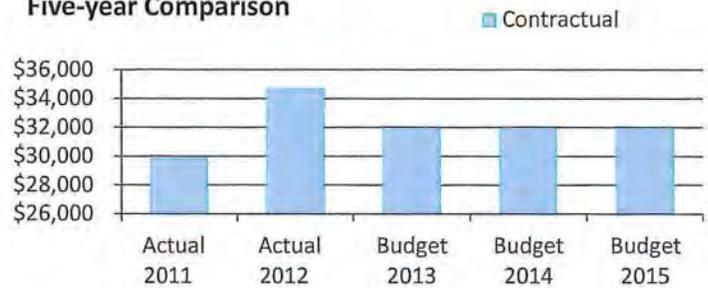
**Recent Achievements:**

- In 2009 a portion of losses incurred during 2008 (\$70,114) were reimbursed by user funds.
- The City has met its goal of 2 years average loss coverage since 2001.

**Percent of Total Expense**



**Five-year Comparison**



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# Capital Improvement Program Summary

## Introduction

The Administration and Finance departments are pleased to present the Capital Improvement Program (CIP) for the years 2014 through 2019. This CIP reflects the City's assessment of community needs and the ability to pay for major improvements, and is guided by the belief that reinvestment for replacement, maintenance or increased efficiency of existing systems shall have priority over expansion of existing systems or the provision of new services. All City departments have participated in the preparation of the CIP, including identifying major public improvements needed to serve existing development or to support future growth, projecting the timing of necessary replacements, establishing when replacements and improvements should be provided, and determining how to finance capital costs.

Capital spending decisions for the six-year CIP are generally made according to the following funding priorities, and reflect the City's efforts to allocate the City's limited resources to projects:

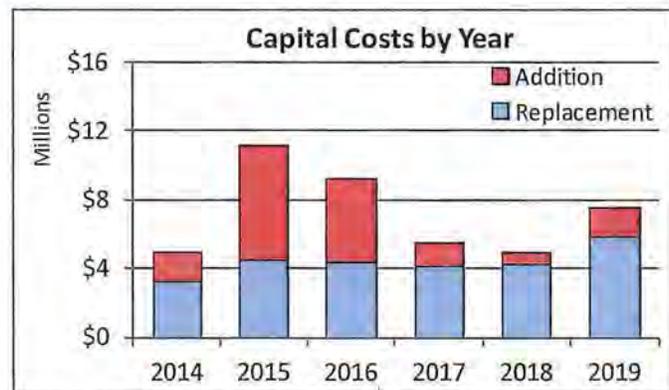
1. Contribute to the public health and welfare
2. Maintain an existing system
3. Improve efficiency of an existing system
4. Expand or add a system or service
5. Expand, renovate or add public facilities/parks

Although the CIP represents a tentative commitment to proceed with planned projects in the future, the commitment is more certain in early years and becomes increasingly more tenuous in subsequent years. Regardless, the CIP represents the City's present plan and priority for capital spending, and provides a framework for projected tax levies and utility rates.

## Infrastructure Replacement Planning

Because Shoreview is more than 96 percent developed, replacement costs account for the majority of capital spending. Over the next five years, excluding the \$9 million water treatment facility in 2015/2016, approximately 77 percent of costs are for repair, rehabilitation or reconstruction projects.

The City's Comprehensive Infrastructure Replacement Plan (CHIRP) and Policy ensure that capital replacement planning is a routine part of the annual budget process by requiring a comprehensive and integrated examination of the impact of capital replacement costs on inter-fund charges, user fees (including utility rates) and tax levies. In addition, the policy directs that the City avoid assessing property owners more than once for any given facility because the City is viewed as being primarily responsible for the payment of replacement and rehabilitation costs. The maximum cost to be assessed is limited to the cost of added improvements plus a proportionate share of project engineering and administrative costs.



## Debt Issuance

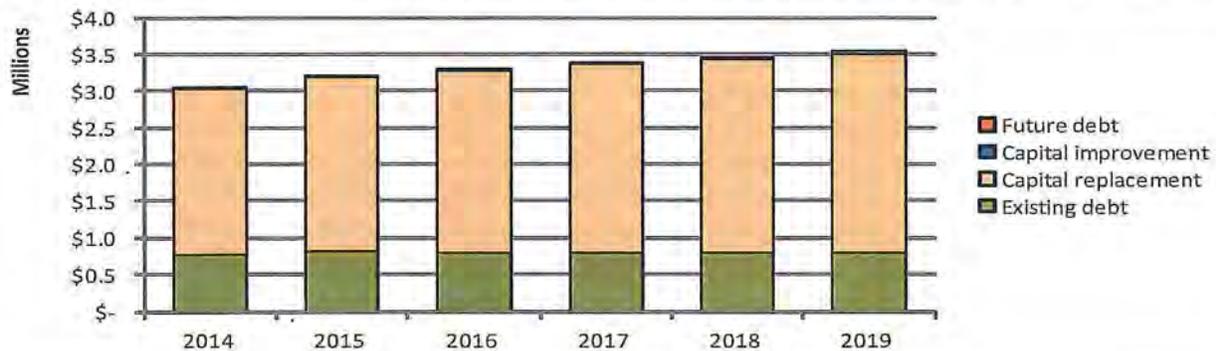
Proposed debt issuance over the next five years is \$16.9 million, in comparison to project costs of \$43.6 million (39 percent of project costs). If the water treatment plant is excluded from the totals (because of the cost and one-time nature of the project), approximately 23 percent of costs are supported by debt issuance. This favorable indicator is possible due to long-term financial planning efforts, described on the previous page, which require the identification of resources and funding mechanisms well in advance of capital needs. It also should be noted that the majority of debt issuance is for utility systems, and therefore does not impact tax levies.

Description	2015	2017	2018
GO Improvement Bonds (assmts)	\$ 295,200	\$ 320,700	\$ 418,720
GO Water Bonds	9,760,000	604,000	536,500
GO Sewer Bonds	1,145,000	319,000	1,330,000
GO Surface Water Bonds	804,700	499,900	831,080
Estimated Total Debt Issued	<u>\$ 12,004,900</u>	<u>\$ 1,743,600</u>	<u>\$ 3,116,300</u>

## Capital and Debt Levies

Capital and debt levies necessary to support planned projects in this CIP are projected to have an average annual impact of .8 percent on the total tax levy. The City has maintained this low level through setting aside General Fund operating surpluses in recent years. These surpluses are being used to buy down the annual debt levy, in an effort to smooth out temporary fluctuations in the tax levy and ease the impact on property owners.

Description	2014	2015	2016	2017	2018	2019
Capital Repl-Street Renewal	\$ 900,000	\$ 950,000	\$ 1,000,000	\$ 1,060,000	\$ 1,124,000	\$ 1,191,000
Capital Repl-Gen Fixed Asset Repl.	1,350,000	1,425,000	1,475,000	1,495,000	1,505,000	1,515,000
Capital Acquisition (IT)	20,000	25,000	30,000	35,000	40,000	40,000
Existing Debt-Central Garage	184,000	208,000	208,000	200,000	200,000	200,000
Existing Debt-Debt funds	548,000	548,000	544,000	551,000	542,000	536,000
Existing Debt-General fund contrib	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Capital and Debt Levies</b>	<b>\$ 3,052,000</b>	<b>\$ 3,206,000</b>	<b>\$ 3,307,000</b>	<b>\$ 3,391,000</b>	<b>\$ 3,461,000</b>	<b>\$ 3,532,000</b>
Change in Debt Levy	\$ (3,000)	\$ 24,000	\$ (4,000)	\$ (1,000)	\$ (9,000)	\$ (6,000)
Change in Capital Levy	\$ 50,000	\$ 130,000	\$ 105,000	\$ 85,000	\$ 79,000	\$ 77,000



## Collector Streets

MSA streets are typically City streets with higher traffic volumes. The City may designate up to 20 percent of local streets as MSA routes, and the routes are subject to certain State design requirements. The CIP contains 5 projects that use MSA funding over the next five years.

- Rehabilitation of selected MSA routes is planned for 2016 (Gramsie Road and Victoria Street)
- Rice Street/I-694 Interchange and rehabilitation of Highway 49 between Highway 96 and Gramsie Road are planned for 2017
- Bridge/Lion Neighborhood (Dale Street section) is planned for 2018
- Reconstruction of Owasso Boulevard North is planned for 2019

## Street Improvements

In 2006 the City Council changed the course of the City's street renewal program by utilizing street bonds for large-scale rehabilitation of City streets. This change enabled the City to simultaneously direct street renewal dollars toward reconstruction of substandard street segments (and reconstruct all substandard streets by 2021) while maintaining street condition ratings and preserving pavement condition through pavement strategies such as seal coating and full depth reclamation. After the \$2.5 million street rehabilitation bond sold this year, the next street bond is planned for 2022. The following street reconstruction projects are planned over the next five years.

- Hanson, Oakridge Neighborhood (2014) – This area has no curb and gutter, some cast iron water main, no storm drainage system, and the pavement life is less than five years
- Turtle Lane Neighborhood (2015) – This area has no curb and gutter, cast iron water main, limited storm sewer, and the pavement life is less than five years
- Windward Heights Neighborhood (2016 and 2017) – This area has no curb and gutter and limited storm sewer
- Bridge/Lion Neighborhood (2018) – Complete reconstruction of streets, addition of curb and gutter, installation of water main and storm water systems
- Wabasso Neighborhood (2019) – Complete reconstruction of streets; the installation of curb and gutter, storm water systems, and street lights; and repairs of water mains and sewer lines

## Park Improvements

Park improvements include replacement costs, renovations and facility additions/expansions. Projects planned over the next 5 years include:

- Community Center Addition in 2015 at an estimated cost of \$2 million – Construction of a building addition to expand fitness and gymnasium activity areas. Support will also be provided by the Community Center and Recreation Programs Funds (\$200,000 from each).
- Annual allowance of \$50,000 per year for improvements to the Community Center facility
- Wading pool – \$400,000 in 2016 for renovation of the outdoor wading pool, including a shallow water splash pool and a mid-size interactive water play structure. Support will also be provided by the General Fixed Asset Fund in the amount of \$100,000, for a total cost of \$500,000.
- Bucher Park – \$60,000 in 2014 for a Rocks-N-Ropes playground.
- Commons Park – \$30,000 in 2014 to expand the irrigation system

- Allowances – \$50,000 in 2014 for park signs and park system analysis
- Wilson Park – \$40,000 in 2015 for the addition of a picnic shelter
- McCullough Park – \$600,000 in 2017 for renovation of the park. Replacement of playground equipment will also occur (with funding from the General Fixed Asset Fund)
- Shamrock Park – \$600,000 in 2019 for renovation of the park. Replacement of playground equipment will also occur (with funding from the General Fixed Asset Fund).
- Highway 49 Trail – \$94,000 in 2017 for the addition of a trail as part of the Highway 49/Hodgson (Highway 96 to Gramsie) County project.

## **Trail Rehabilitation**

The trail improvement program continues to use rehabilitation strategies that include replacing certain segments of trail, as well as resurfacing of trails with a slurry seal. This new seal coat has proven to be a very cost effective method to extend the life of the trail system.

## **Municipal Buildings**

Most of the building projects include repair/replacement items for the community center/city hall, and fire stations. Major items include:

- Replace upper level lobby, hallway and Shoreview room carpeting in 2014 (\$135,000)
- Replace/repair movable walls in the Wedell Community Room and meeting rooms in 2014 (\$90,000)
- Replace gymnasium roof in 2015 (\$400,000)
- Refurbish/replace modular office furniture in 2015 (\$70,000)
- Replace running track surface in 2016 (\$60,000)
- Repaint the pool ceiling in 2017 (\$75,000)
- Replace banquet room chairs in 2017 (\$102,000)

## **Utility Improvements**

There are several planned improvements to the City's utility systems in the next five years. The most significant project is a planned water treatment plant in 2015 at an estimated cost of \$9 million (with costs spread over three years). The treatment plant is necessary to address growing concerns about iron and manganese in the City's water supply. Other major water system improvements include:

- A natural gas backup generator (\$100,000) for well #6 in 2015
- Renovations to well #7 in 2019 (\$125,000)
- Sanitary sewer rehabilitation (including pipe relining) in 2015 and 2019
- Annual sanitary sewer lift stations repairs
- Storm water pretreatment structures on the East shore of Lake Shoreview in 2015
- Allowance for a second structure in 2018 at a location to be determined in the future
- Street Light replacements increase over the next five years to address a growing number of street light outages occurring for lighting originally installed in the 1970s and early 1980s.

## Major Equipment

Most of the equipment costs identified in this section of the CIP are for the replacement of existing equipment. Major items include:

- Fire engine replacement in 2017, and the fire department's self-contained breathing apparatus (SCBA) in 2014 (covered primarily by a grant)
- Computer system replacements and improvements
- Central garage equipment

## Ongoing Capital Project Fund Cash Flows

Funding for capital costs is provided by operating funds, ongoing capital funds and other sources. For operating funds, planned revenue sources in the operating budget are allocated to capital costs according to the Capital Improvement Plan as each project is approved by the City Council. Because ongoing capital project funds (which also provide funding for projects) do not appear in the operating budget, cash flow projections for these funds are provided on the next few pages.

### MSA Fund

The summary of MSA Fund activity provided in the table below shows that projected MSA receipts (assuming no future advance encumbrances from the State) will be sufficient to cover project costs through the year 2018, but will not be sufficient to support the Owasso Boulevard North Reconstruction project in 2019 unless the City's MSA allocation increases more rapidly, or unless the City is allowed to advance encumber for the project.

MSA Fund Capital Projections	2013 Estimated	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>Revenue</b>							
Intergovt (MSA allocation)	\$ 667,139	\$ 673,810	\$ 680,548	\$ 687,353	\$ 694,227	\$ 701,169	\$ 708,181
Intergovt advance or (repay advance)	(117,139)	(581,835)	-	-	-	-	-
Investment interest	1,400	600	1,500	8,500	-	800	9,300
<b>Total Revenues</b>	<b>\$ 551,400</b>	<b>\$ 92,575</b>	<b>\$ 682,048</b>	<b>\$ 695,853</b>	<b>\$ 694,227</b>	<b>\$ 701,969</b>	<b>\$ 717,481</b>
<b>Expense</b>							
MSA Street Rehabilitation	695,358	-	-	1,550,000	-	-	-
County Rd D & Cottage Pl Neighbr	697,261	-	-	-	-	-	-
Red Fox Road Reconstruction	143,800	-	-	-	-	-	-
Rice Street/I-694 Interchange	-	-	-	-	420,000	-	-
Highway 49/Hodgson (96-Gramsie)	-	-	-	-	218,000	-	-
Bridge, Lion Neighborhood	-	-	-	-	-	132,000	-
Owasso Blvd N Reconstruction	-	-	-	-	-	-	2,155,000
<b>Total Expense</b>	<b>\$ 1,536,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,550,000</b>	<b>\$ 638,000</b>	<b>\$ 132,000</b>	<b>\$ 2,155,000</b>
Net change	(985,019)	92,575	682,048	(854,147)	56,227	569,969	(1,437,519)
Fund equity, beginning	1,061,666	76,647	169,222	851,270	(2,877)	53,350	623,319
Fund equity, ending	\$ 76,647	\$ 169,222	\$ 851,270	\$ (2,877)	\$ 53,350	\$ 623,319	\$ (814,200)
Fund equity percent of avg expense	8.9%	19.7%	99.1%	-0.3%	6.2%	72.6%	-94.8%
Months capital coverage (avg expense)	1.1	2.4	11.9	(0.0)	0.7	8.7	(11.4)

## Street Renewal Fund

The summary of Street Renewal Fund activity provided in the table below shows that planned increases in the tax levy are sufficient to support planned projects over the next six years while maintaining the minimum \$2 million fund balance.

<b>Street Renewal Fund</b> Capital Projections	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
<b>Revenue</b>							
Property taxes	\$ 850,000	\$ 900,000	\$ 950,000	\$ 1,000,000	\$ 1,060,000	\$ 1,124,000	\$ 1,191,000
Assessments	12,821	12,821	12,821	12,821	12,821	12,821	6,200
Investment interest	22,400	22,200	27,600	28,100	33,900	35,800	41,400
Total Revenues	\$ 885,221	\$ 935,021	\$ 990,421	\$ 1,040,921	\$ 1,106,721	\$ 1,172,621	\$ 1,238,600
<b>Expense</b>							
Street condition survey	6,500	6,500	7,500	7,500	7,500	8,500	8,500
Sealcoat and crack fill	296,000	307,400	317,500	325,400	336,700	339,700	346,000
Street rehabilitation (current projs)	445,050	537,000	630,600	627,200	627,200	792,700	552,000
Projects in prior years	153,316	-	-	-	-	-	-
Total Expense	\$ 900,866	\$ 850,900	\$ 955,600	\$ 960,100	\$ 971,400	\$ 1,140,900	\$ 906,500
Net change	(15,645)	84,121	34,821	80,821	135,321	31,721	332,100
Fund equity, beginning	2,235,008	2,219,363	2,303,484	2,338,305	2,419,126	2,554,447	2,586,168
Fund equity, ending	\$ 2,219,363	\$ 2,303,484	\$ 2,338,305	\$ 2,419,126	\$ 2,554,447	\$ 2,586,168	\$ 2,918,268
Years of capital coverage (avg expense)	2.7	2.8	2.8	2.9	3.1	3.1	3.5
Tax levy percent change	7.9%	5.9%	5.6%	5.3%	6.0%	6.0%	6.0%
Annual avg percent change (taxes)					6.2%	6.1%	5.8%

## Community Investment Fund

The summary of Community Investment Fund activity provided below shows that projected revenue is sufficient to support planned building, park and trail projects providing community-wide benefit. The existing Capital Improvement Fund will be closed at the end of 2013, and the remaining balance will be transferred to the new Community Investment Fund.

<b>Community Investment Fund</b> Capital Projections	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
<b>Revenue</b>							
Franchise fees	\$ 201,000	\$ 804,000	\$ 804,000	\$ 804,000	\$ 804,000	\$ 804,000	\$ 804,000
PCS Antenna rentals	-	280,227	292,408	305,175	318,556	332,581	347,281
Billboard fees	-	50,000	51,500	53,045	54,636	56,275	57,964
Investment interest	300	4,700	10,900	12,300	17,900	25,900	38,500
Total Revenues	\$ 201,300	\$ 1,138,927	\$ 1,158,808	\$ 1,174,520	\$ 1,195,092	\$ 1,218,756	\$ 1,247,745
<b>Expense</b>							
Community Center	-	150,000	1,526,000	50,000	50,000	50,000	50,000
Wading pool/splash pool	-	-	-	400,000	-	-	-
Park facilities	-	140,000	40,000	-	600,000	-	600,000
Trails and pathways	-	-	-	-	94,000	-	-
Total Expense	\$ -	\$ 290,000	\$ 1,566,000	\$ 450,000	\$ 744,000	\$ 50,000	\$ 650,000
<b>Other Sources (Uses)</b>							
Transfers in/Capital Imprv Fund	359,418	-	-	-	-	-	-
Transfers out/debt service funds	-	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)	(180,000)
Total Other Sources (Uses)	\$ 359,418	\$ (175,000)	\$ (175,000)	\$ (175,000)	\$ (175,000)	\$ (175,000)	\$ (180,000)
Net change	560,718	673,927	(582,192)	549,520	276,092	993,756	417,745
Fund equity, beginning	-	560,718	1,234,645	652,453	1,201,973	1,478,065	2,471,821
Fund equity, ending	\$ 560,718	\$ 1,234,645	\$ 652,453	\$ 1,201,973	\$ 1,478,065	\$ 2,471,821	\$ 2,889,566
Months of capital coverage (avg exp)	10.8	23.7	12.5	23.1	28.4	47.5	55.5
Minimum fund balance	\$ -	\$ 170,134	\$ 342,320	\$ 516,653	\$ 693,232	\$ 872,160	\$ 1,114,009
Fund balance in excess of minimum	\$ 560,718	\$ 1,064,511	\$ 310,133	\$ 685,320	\$ 784,833	\$ 1,599,661	\$ 1,775,557

The adopted Community Investment Policy outlines a formula to accumulate a minimum fund balance equal to \$3 million. During the years 2014 through 2018 the policy dedicates 15% of revenue from franchise fees (electric and gas), wireless telecommunication antenna lease receipts and outdoor billboard lease receipts to the accumulation of minimum fund balance. Beginning in 2019, and until the \$3 million minimum fund balance is reached, 20% of these revenues will be dedicated to the accumulation of minimum fund balance. The last two lines of the table above (highlighted in blue) show the growth in minimum fund balance, and available funds balances over the next 5 years.

## Information Technology Fund

The summary of Capital Acquisition Fund activity shown below, for the planned replacement and/or improvement of computer systems, shows that the small tax levy and contributions from other funds is sufficient to cover projected costs. The small tax levy is intended to assist in funding improvements that cannot be funding through replacement funds, and includes expansion of the security camera system, adding a second GIS license, added parks software functionality, expanded laserfiche capability, improvements to the network backup system, expanded wireless capability and pc additions.

<b>Information Technology Fund</b>	Projected						
Capital Projections	2013	2014	2015	2016	2017	2018	2019
<b>Revenue</b>							
Property taxes	\$ -	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000	\$ 40,000	\$ 40,000
Investment interest	200	200	100	400	400	1,100	1,600
Total Revenues	\$ 200	\$ 20,200	\$ 25,100	\$ 30,400	\$ 35,400	\$ 41,100	\$ 41,600
<b>Expense</b>							
Computer equipment/software	121,348	164,650	163,600	163,800	121,100	637,300	118,100
Total Expense	\$ 121,348	\$ 164,650	\$ 163,600	\$ 163,800	\$ 121,100	\$ 637,300	\$ 118,100
<b>Other Sources (Uses)</b>							
Transfers in/General Fund	560	-	-	-	-	-	-
Transfers in/Cable TV Fund	5,950	-	-	-	-	-	-
Transfers in/Capital Imprv Fund	7,828	-	-	-	-	-	-
Transfers in/Gen Fixed Asset Fund	106,410	122,000	144,000	138,000	108,500	629,000	104,000
Transfers in/Water Fund	300	-	800	-	3,800	-	800
Transfers in/Sewer Fund	300	-	800	-	3,800	-	800
Transfers in/Central Garage Fund	-	-	14,000	-	-	-	-
Total Other Sources (Uses)	\$ 121,348	\$ 122,000	\$ 159,600	\$ 138,000	\$ 116,100	\$ 629,000	\$ 105,600
Net change	200	(22,450)	21,100	4,600	30,400	32,800	29,100
Fund equity, beginning	41,047	41,247	18,797	39,897	44,497	74,897	107,697
Fund equity, ending	\$ 41,247	\$ 18,797	\$ 39,897	\$ 44,497	\$ 74,897	\$ 107,697	\$ 136,797
Months of capital coverage (avg exp)	2.2	1.0	2.1	2.3	3.9	5.7	7.2

## General Fixed Asset Replacement Fund

The brief summary of General Fixed Asset Replacement Fund activity provided below indicates that fund balances are beginning to grow over the next 3 years, but planned costs in 2018 will cause a drop in fund balance again in 2018. Major costs in 2018 include replacement of financial software (the system is more than 23 years old), rehabilitation of the Community Center/City Hall parking lot, and playground equipment replacements at Commons, Rice Creek and Ponds parks.

<b>General Fixed Asset Fund</b>	Projected						
Capital Projections	2013	2014	2015	2016	2017	2018	2019
<b>Revenue</b>							
Property taxes	\$ 1,250,000	\$ 1,350,000	\$ 1,425,000	\$ 1,475,000	\$ 1,495,000	\$ 1,505,000	\$ 1,515,000
Investment interest	6,000	4,000	6,000	6,000	11,000	14,000	8,000
Other	-	-	32,226	-	-	7,860	-
<b>Total Revenues</b>	<b>\$ 1,256,000</b>	<b>\$ 1,354,000</b>	<b>\$ 1,463,226</b>	<b>\$ 1,481,000</b>	<b>\$ 1,506,000</b>	<b>\$ 1,526,860</b>	<b>\$ 1,523,000</b>
<b>Expense</b>							
Fire stations & equipment	437,696	116,848	92,598	49,531	506,845	44,918	2,732
Warning sirens	-	-	18,000	-	27,000	-	27,000
Municipal buildings	208,983	457,000	756,000	225,000	410,000	295,400	150,000
Park facilities	531,000	117,000	292,000	168,000	179,400	936,000	243,200
Trails	65,000	140,000	75,000	122,000	127,000	80,000	80,000
<b>Total Expense</b>	<b>\$ 1,242,679</b>	<b>\$ 830,848</b>	<b>\$ 1,233,598</b>	<b>\$ 564,531</b>	<b>\$ 1,250,245</b>	<b>\$ 1,356,318</b>	<b>\$ 502,932</b>
<b>Other Sources (Uses)</b>							
Transfers out/Capital Imprv (IT) fund	(106,410)	(122,000)	(144,000)	(138,000)	(108,500)	(629,000)	(104,000)
Transfers out/debt funds	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
<b>Total Other Sources (Uses)</b>	<b>\$ (286,410)</b>	<b>\$ (302,000)</b>	<b>\$ (324,000)</b>	<b>\$ (318,000)</b>	<b>\$ (288,500)</b>	<b>\$ (809,000)</b>	<b>\$ (284,000)</b>
<b>Net change</b>	<b>(273,089)</b>	<b>221,152</b>	<b>(94,372)</b>	<b>598,469</b>	<b>(32,745)</b>	<b>(638,458)</b>	<b>736,068</b>
Fund equity, beginning	758,045	484,956	706,108	611,736	1,210,205	1,177,460	539,002
Fund equity, ending	<b>\$ 484,956</b>	<b>\$ 706,108</b>	<b>\$ 611,736</b>	<b>\$ 1,210,205</b>	<b>\$ 1,177,460</b>	<b>\$ 539,002</b>	<b>\$ 1,275,070</b>
Months of average capital coverage	5.0	7.3	6.3	12.5	12.1	5.6	13.1
Tax levy percent change	5.8%	8.0%	5.6%	3.5%	1.4%	0.7%	0.7%
Annual avg percent change (taxes)							3.3%

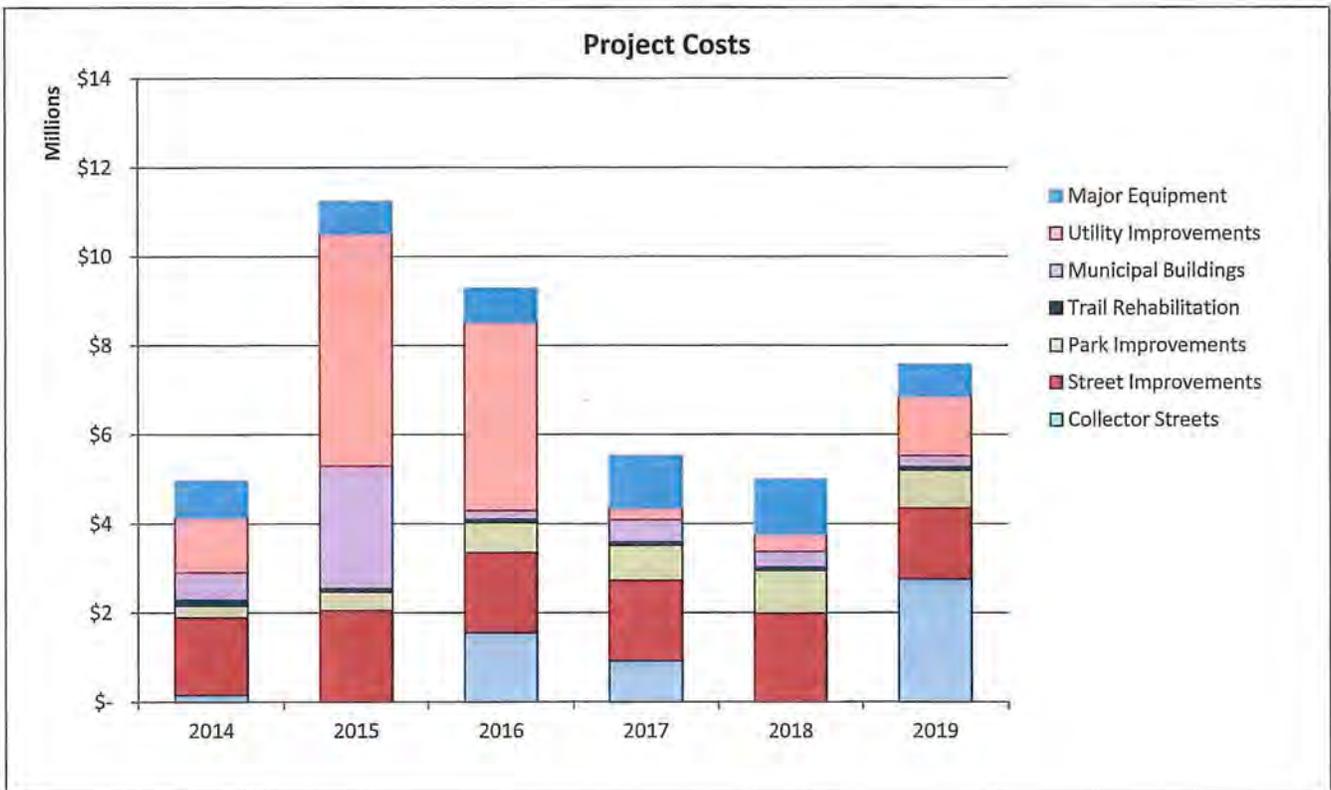
## Summary

The remainder of this document provides information about the specific capital projects, including resources and capital costs.

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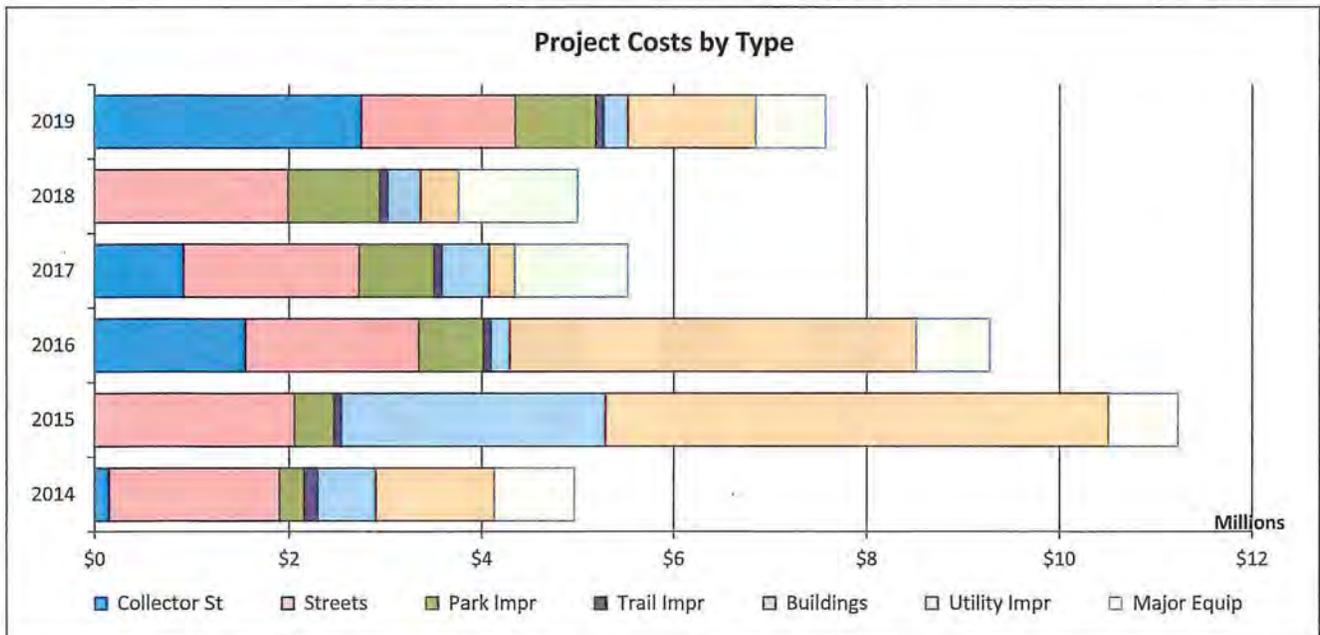
**Capital Improvement Program**

Description	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
<b>Resources</b>							
Debt Issuance	\$ 5,627,240	\$ 1,908,000	\$ 6,096,900	\$ 4,807,800	\$ 935,800	\$ 781,300	\$ 2,335,000
Intergovernmental	3,247,790	-	32,226	1,550,000	638,000	139,860	2,155,000
Internal Funds	5,275,544	3,055,398	5,107,798	2,923,931	3,948,245	4,075,738	3,080,762
<b>Total Resources</b>	<b>\$ 14,150,574</b>	<b>\$ 4,963,398</b>	<b>\$ 11,236,924</b>	<b>\$ 9,281,731</b>	<b>\$ 5,522,045</b>	<b>\$ 4,996,898</b>	<b>\$ 7,570,762</b>
<b>Project Costs</b>							
Collector Streets	\$ 8,391,080	\$ 150,000	\$ -	\$ 1,550,000	\$ 917,000	\$ -	\$ 2,755,000
Street Improvements	2,424,870	1,748,900	2,057,500	1,802,400	1,813,700	1,989,200	1,596,500
Park Improvements	1,086,000	257,000	414,000	668,000	779,400	956,000	843,200
Trail Rehabilitation	65,000	140,000	75,000	75,000	80,000	80,000	80,000
Municipal Buildings	719,958	607,000	2,747,669	198,066	490,350	345,400	250,000
Utility Improvements	507,000	1,230,000	5,215,000	4,225,000	265,000	391,220	1,322,230
Major Equipment	956,666	830,498	727,755	763,265	1,176,595	1,235,078	723,832
<b>Total Project Costs</b>	<b>\$ 14,150,574</b>	<b>\$ 4,963,398</b>	<b>\$ 11,236,924</b>	<b>\$ 9,281,731</b>	<b>\$ 5,522,045</b>	<b>\$ 4,996,898</b>	<b>\$ 7,570,762</b>



**Project Resources**

Description	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
<b>Debt</b>							
General Obligation Bonds	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Improvement Bonds (assmts)	1,665,190	146,000	149,200	122,850	197,850	184,720	234,000
Water Revenue Bonds	679,500	1,340,000	4,420,000	4,275,000	329,000	41,500	495,000
Sewer Revenue Bonds	-	165,000	980,000	160,000	159,000	150,000	1,180,000
Surface Water Revenue Bonds	782,550	257,000	547,700	249,950	249,950	405,080	426,000
<b>Total Debt</b>	<b>5,627,240</b>	<b>1,908,000</b>	<b>6,096,900</b>	<b>4,807,800</b>	<b>935,800</b>	<b>781,300</b>	<b>2,335,000</b>
<b>Intergovernmental</b>							
Other cities	865,225	-	32,226	-	-	7,860	-
Ramsey County	360,000	-	-	-	-	-	-
Metropolitan Council	452,550	-	-	-	-	-	-
MSA	1,570,015	-	-	1,550,000	638,000	132,000	2,155,000
<b>Total Intergovernmental</b>	<b>3,247,790</b>	<b>-</b>	<b>32,226</b>	<b>1,550,000</b>	<b>638,000</b>	<b>139,860</b>	<b>2,155,000</b>
<b>Internal Funds</b>							
General Fund	560	-	-	-	-	-	-
Community Center Fund	-	-	200,000	-	-	-	-
Recreation Programs Fund	-	-	200,000	-	-	-	-
Cable Television Fund	121,450	-	25,000	-	-	-	50,000
Street Renewal Fund	747,550	850,900	955,600	960,100	971,400	1,140,900	906,500
Street Renewal (assmts)	-	-	-	-	-	-	-
Tax Increment	1,433,600	-	-	-	-	-	-
General Fixed Asset Fund	1,349,089	952,848	1,377,598	702,531	1,358,745	1,985,318	606,932
Capital Acquisition Fund (IT)	-	42,650	4,000	25,800	5,000	8,300	12,500
Capital Improvement Fund	651,828	-	-	-	-	-	-
Community Investment Fund	-	290,000	1,566,000	450,000	744,000	50,000	650,000
Water Fund	15,300	115,000	15,800	15,000	18,800	15,000	15,800
Sewer Fund	90,300	60,000	10,800	10,000	13,800	10,000	10,800
Surface Water Fund	-	-	-	-	-	-	-
Street Lighting Fund	186,770	220,000	220,000	212,500	309,500	326,220	277,230
Central Garage Fund	679,097	524,000	533,000	548,000	527,000	540,000	551,000
<b>Total Internal Funds</b>	<b>5,275,544</b>	<b>3,055,398</b>	<b>5,107,798</b>	<b>2,923,931</b>	<b>3,948,245</b>	<b>4,075,738</b>	<b>3,080,762</b>
<b>Total Resources</b>	<b>\$ 14,150,574</b>	<b>\$ 4,963,398</b>	<b>\$ 11,236,924</b>	<b>\$ 9,281,731</b>	<b>\$ 5,522,045</b>	<b>\$ 4,996,898</b>	<b>\$ 7,570,762</b>



## Project Costs

Description	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
<b>Collector Streets</b>							
Street Rehabilitation	\$ 3,270,000	\$ -	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -
County Rd D Reconstruction	1,865,130	-	-	-	-	-	-
Owasso Street Realignment	3,255,950	-	-	-	-	-	-
Lexington Ave Reconstruction	-	150,000	-	-	-	-	-
Rice Street/I-694 Interchange	-	-	-	-	420,000	-	-
Highway 49/Hodgson (H96-Gramsie)	-	-	-	-	497,000	-	-
Owasso Boulevard N Reconstruction	-	-	-	-	-	-	2,755,000
<b>Total Collector Streets</b>	<b>8,391,080</b>	<b>150,000</b>	<b>-</b>	<b>1,550,000</b>	<b>917,000</b>	<b>-</b>	<b>2,755,000</b>
<b>Street Improvements</b>							
Sealcoat Streets	302,500	313,900	325,000	332,900	344,200	348,200	354,500
Cottage Place Reconstruction	520,770	-	-	-	-	-	-
Red Fox Road Reconstruction	1,601,600	-	-	-	-	-	-
Hanson, Oakridge Neighborhood	-	1,435,000	-	-	-	-	-
Turtle Lane Neighborhood	-	-	1,732,500	-	-	-	-
Windward Heights Neighborhood	-	-	-	1,469,500	1,469,500	-	-
Bridge, Lion Neighborhood	-	-	-	-	-	1,641,000	-
Wabasso Neighborhood	-	-	-	-	-	-	1,242,000
<b>Total Street Improvements</b>	<b>2,424,870</b>	<b>1,748,900</b>	<b>2,057,500</b>	<b>1,802,400</b>	<b>1,813,700</b>	<b>1,989,200</b>	<b>1,596,500</b>
<b>Park Improvements</b>							
Park Facility Replacements	75,000	20,000	160,000	40,000	70,000	223,000	44,000
Park Facility Improvements	60,000	140,000	40,000	-	700,000	-	700,000
Parking & Driveways	281,000	-	159,000	78,000	9,400	633,000	4,200
Tennis & Basketball Court Pavement	35,000	35,000	50,000	-	-	40,000	80,000
Park Building Rehabilitation	-	62,000	5,000	50,000	-	60,000	15,000
Bucher Park Rehabilitation	635,000	-	-	-	-	-	-
Wading Pool Replacement	-	-	-	500,000	-	-	-
<b>Total Park Improvements</b>	<b>1,086,000</b>	<b>257,000</b>	<b>414,000</b>	<b>668,000</b>	<b>779,400</b>	<b>956,000</b>	<b>843,200</b>
<b>Trail Rehabilitation</b>	<b>65,000</b>	<b>140,000</b>	<b>75,000</b>	<b>75,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Municipal Buildings</b>							
Fire Stations	306,475	-	40,669	23,066	30,350	-	-
General Government Buildings	115,500	56,000	25,000	-	-	-	50,000
Community Center Rehabilitation	84,420	115,000	551,000	80,000	133,000	137,000	90,000
Banquet Facility	13,000	135,000	15,000	15,000	117,000	55,000	20,000
Pool & Locker Room Areas	81,563	76,000	80,000	-	95,000	63,400	20,000
Furniture & Equipment	30,000	75,000	110,000	30,000	65,000	40,000	20,000
Community Center Improvements	65,000	50,000	50,000	50,000	50,000	50,000	50,000
Community Center Addition	24,000	100,000	1,876,000	-	-	-	-
<b>Total Municipal Buildings</b>	<b>719,958</b>	<b>607,000</b>	<b>2,747,669</b>	<b>198,066</b>	<b>490,350</b>	<b>345,400</b>	<b>250,000</b>
<b>Utility Improvements</b>							
Water Systems	357,000	40,000	100,000	-	-	-	125,000
Water Treatment Plant	-	1,000,000	4,000,000	4,000,000	-	-	-
Sanitary Sewer Rehabilitation	-	-	800,000	-	-	-	950,000
Sewer Lift Stations	-	40,000	45,000	75,000	30,000	30,000	-
Pretreatment Structures	-	-	120,000	-	-	120,000	-
Residential Street Lights	150,000	150,000	150,000	150,000	235,000	241,220	247,230
<b>Total Utility Improvements</b>	<b>507,000</b>	<b>1,230,000</b>	<b>5,215,000</b>	<b>4,225,000</b>	<b>265,000</b>	<b>391,220</b>	<b>1,322,230</b>
<b>Major Equipment</b>							
Fire Equipment	131,221	116,848	2,155	26,465	476,495	32,778	2,732
Warning Sirens	-	-	18,000	-	27,000	-	27,000
Computer Systems	121,348	164,650	163,600	163,800	121,100	637,300	118,100
Central Garage Equipment	704,097	549,000	544,000	573,000	552,000	565,000	576,000
<b>Total Major Equipment</b>	<b>956,666</b>	<b>830,498</b>	<b>727,755</b>	<b>763,265</b>	<b>1,176,595</b>	<b>1,235,078</b>	<b>723,832</b>
<b>Total Capital Projects</b>	<b>\$ 14,150,574</b>	<b>\$ 4,963,398</b>	<b>\$ 11,236,924</b>	<b>\$ 9,281,731</b>	<b>\$ 5,522,045</b>	<b>\$ 4,996,898</b>	<b>\$ 7,570,762</b>

**Street Rehabilitation**

PWA 4

Rehabilitation of street segments throughout the City:

- 2013 includes Municipal State Aid street segment Royal Oaks Drive (from Sherwood Road to County Road J), Fernwood Street (from County Road J to Lexington Avenue), Oakwood Drive (from Sherwood Road to Long Lake Court) and local street segments at various locations throughout the City. The actual locations will be based on recommendations from the City's Pavement Management Program, established as part of the street rehabilitation plan adopted as part of bonding requirements, and coordinated with other infrastructure installations and upgrades.
- 2016 includes rehabilitation of the Municipal Aid Street segments Victoria Street (Lexington Avenue to County Road F) and Gramsie (Victoria Street to Gramsie Court).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Property Taxes	\$ 2,500,000						
MSA	700,000			1,550,000			
Debt-Surface Water Revenue	70,000						
<b>Total Sources of Funds</b>	<b>\$ 3,270,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Street	\$ 3,200,000			\$ 1,550,000			
Storm Sewer	70,000						
<b>Total Uses of Funds</b>	<b>\$ 3,270,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This project will be modeled after Shoreview's 2006-2008 Street Rehabilitation initiative, and address resurfacing needs at various locations in the City.



**County Road D Reconstruction**

PWA 21

Complete reconstruction of the road surfaces and upgrade of County Road D from Victoria Street to Lexington Avenue. The project would also include the addition of curb and gutter, replacement of water main, installation of a storm water collection and treatment system, installation of street lights, and pedestrian crossing improvements. This reconstruction project is a cooperative project between the Cities of Shoreview and Roseville and the costs associated with the project will be split between the two Cities.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Special Assessments	\$ 48,190						
MSA	726,215						
Other Local Government	865,225						
Debt-Water Revenue	208,500						
Sewer Fund	17,000						
<b>Total Sources of Funds</b>	<b>\$1,865,130</b>	<b>\$ -</b>					
<b>Uses</b>							
Street	\$ 902,150						
Water Main	397,500						
Sanitary Sewer	17,000						
Storm Sewer	389,900						
Street Lighting	54,280						
Sidewalk	104,300						
<b>Total Uses of Funds</b>	<b>\$1,865,130</b>	<b>\$ -</b>					

These improvements would be consistent with the City's street/infrastructure efforts in recent years and in accordance with the City's street renewal and assessment policies. The streets in these areas do not currently have curb and gutter. This project would be done in cooperation with the City of Roseville.



County Road D Reconstruction

PWA 00021

**Owasso Street Realignment**

PWA 24

Road reconstruction and watermain, sanitary sewer and storm sewer improvements related to the realignment of Owasso Street at Victoria Street with County Road E (South leg). Reconstruction of the County Road E (North leg)/Victoria Street intersection would also be required as part of this project.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Tax Increment	\$ 1,087,000						
County	360,000						
Grant	452,550						
Debt-Special Assessments	1,356,400						
<b>Total Sources of Funds</b>	<b>\$ 3,255,950</b>	<b>\$ -</b>					
<b>Uses</b>							
Street	\$ 1,428,000						
Water Main	269,000						
Sanitary Sewer	80,000						
Storm Sewer	231,000						
Sidewalk	76,000						
Trail	57,000						
Traffic Signal	594,000						
Street Lighting	37,000						
Railroad Crossing	345,170						
R.O.W & Easements private Utility Relocate	110,375 28,405						
<b>Total Uses of Funds</b>	<b>\$ 3,255,950</b>	<b>\$ -</b>					

The improvements would be necessary as part of a proposed redevelopment of the existing strip mall located at the corner of Owasso Street and Victoria Street. Approximately 800 feet of Owasso Street would be vacated and reconstructed along the Northerly side of the site.



Owasso Street Realignment

PWA 00024

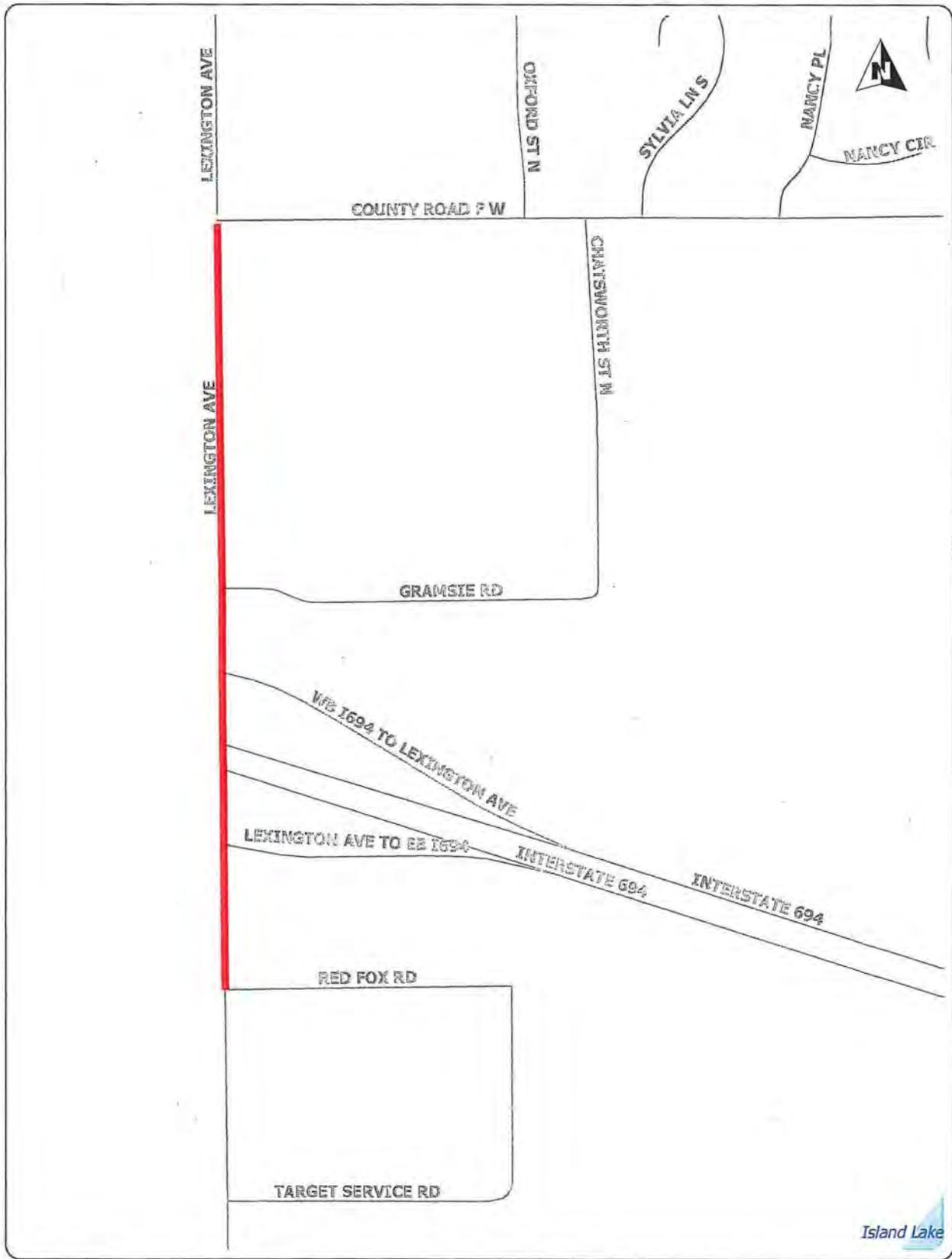
**Lexington Avenue Reconstruction**

PWA 10

City participation in Ramsey County's reconstruction of Lexington Avenue from County Road F to Red Fox Road. The proposed project would consist of improvements to Lexington Avenue and associated intersections to address traffic congestion issues. The project would also include drainage improvements and the relocation or rehabilitation of City-owned water main and sanitary sewer.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Water Fund		100,000					
Sewer Fund		50,000					
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>				
<b>Uses</b>							
Water Main		100,000					
Sanitary Sewer		50,000					
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>				

Per Ramsey County's State Aid Highway (CSAH) cost participation policy and practices, the City will be required to fund portions of the costs related to the project. An understanding of the extent of the improvements and funding requirements of the City is being developed through participation in the planning process.



Lexington Avenue Reconstruction

PWA 00010

**Rice Street/I-694 Interchange**

PWA 11

City participation in Ramsey County's reconstruction of the Rice Street (County Highway 49) and I-694 interchange. The proposed project would consist of the replacement of the existing Rice Street Bridge over I-694 and the associated access ramps.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
MSA					\$ 420,000		
Total Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ 420,000	\$ -	\$ -
<b>Uses</b>							
Street					\$ 420,000		
Total Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ 420,000	\$ -	\$ -

Per Ramsey County's County State Aid Highway (CSAH) cost participation policy and practices, corresponding to Minnesota Trunk Highway Turnback funding, the City will be required to fund portions of the costs related to the project. An understanding of the extent of the improvements and funding requirements of the City is being developed through participation in the planning process.



Rice Street/I - 694 Interchange

PWA 00011

**Highway 49/Hodgson (H96-Gramsie)**

PWA 12

City participation in Ramsey County's reconstruction of Highway 49, from Gramsie Road to Highway 96. The proposed project would consist of road construction to modern suburban standards, and potentially include the installation of concrete curb and gutter, drainage improvements, sidewalks/trails, additional through and turn lanes, and relocation or rehabilitation of City-owned water main and sanitary sewers. The project would also include geometric revisions and permanent signalization of the Snail Lake Road intersection. Assessments for the project totaling \$75,000 are for storm sewer.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
MSA					\$ 218,000		
Street Lighting Fund					12,000		
Community Investment					94,000		
Debt-Special Assessments					75,000		
Debt-Water Revenue					54,000		
Debt-Sewer Revenue					44,000		
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 497,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Traffic Signal					\$ 158,000		
Trail					94,000		
Water Main					54,000		
Sanitary Sewer					44,000		
Storm Sewer					107,000		
Street Lighting					40,000		
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 497,000</b>	<b>\$ -</b>	<b>\$ -</b>

Per Ramsey County's County State Aid Highway (CSAH) cost participation policy and practices, corresponding to Minnesota Trunk Highway Turnback funding, the City will be required to fund portions of the costs related to right-of-way acquisition, parking and/or turn lanes, drainage improvements, city-owned utility upgrades or repairs and off-street pedestrian improvements. An understanding of the extent of the improvements and funding requirements of the City is being developed through participation in a corridor planning process that is expected to identify Highway 49 priorities.



Highway 49/Hodgson (Highway 96 to Gramsie)

PWA 00012

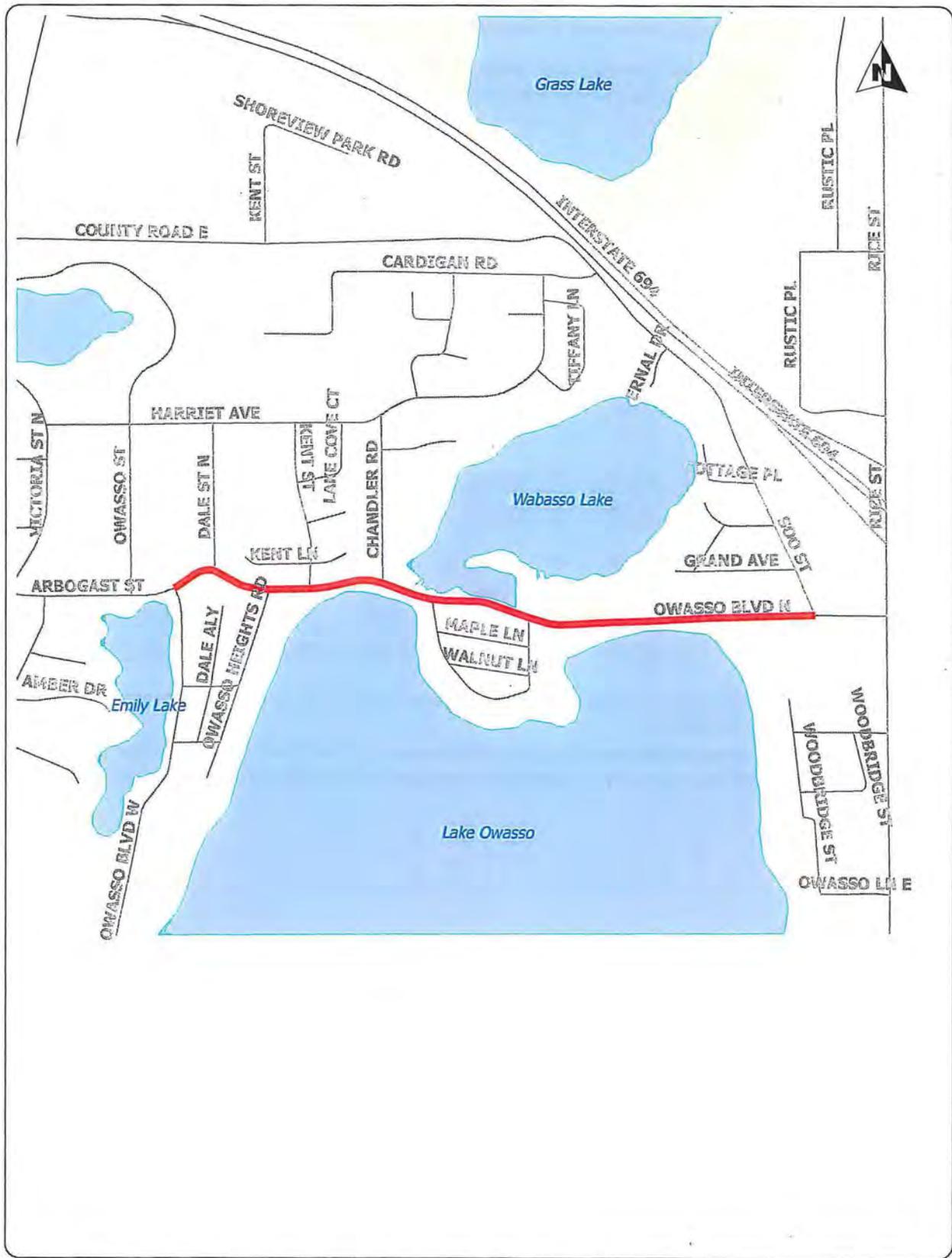
**Owasso Boulevard N Reconstruction**

PWA 25

Complete reconstruction of the road surface and upgrade of Owasso Boulevard North (from Owasso Boulevard West to Soo Street) and Arbogast Street (from Victoria Avenue to Owasso Boulevard West). The project would also include the addition of concrete curb and gutter, replacement of watermain, repairs to sanitary sewer piping, and the addition of storm water collection and treatment systems.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Special Assessments							\$ 130,000
MSA							2,155,000
Debt-Water Revenue							320,000
Debt-Sewer Revenue							150,000
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,755,000</b>
<b>Uses</b>							
Street							\$1,600,000
Water Main							320,000
Sanitary Sewer							150,000
Storm Sewer							550,000
Street Lighting							135,000
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,755,000</b>

These improvements would be consistent with the City's street/infrastructure efforts in recent years and in accordance with the City's street renewal assessment policies. The streets in these areas do not have concrete curb and gutter and have minimal storm water collection and treatment systems.



Owasso Boulevard N Reconstruction

PWA 00025

## Sealcoat Streets

PWA 1

Street sealcoating and crackfilling are performed annually throughout the City, per the recommendation of the City's Pavement Management Program. The work involves sealcoating and crackfilling one seventh of city streets each year (approximately 12.9 miles) with support from the Street Renewal Fund.

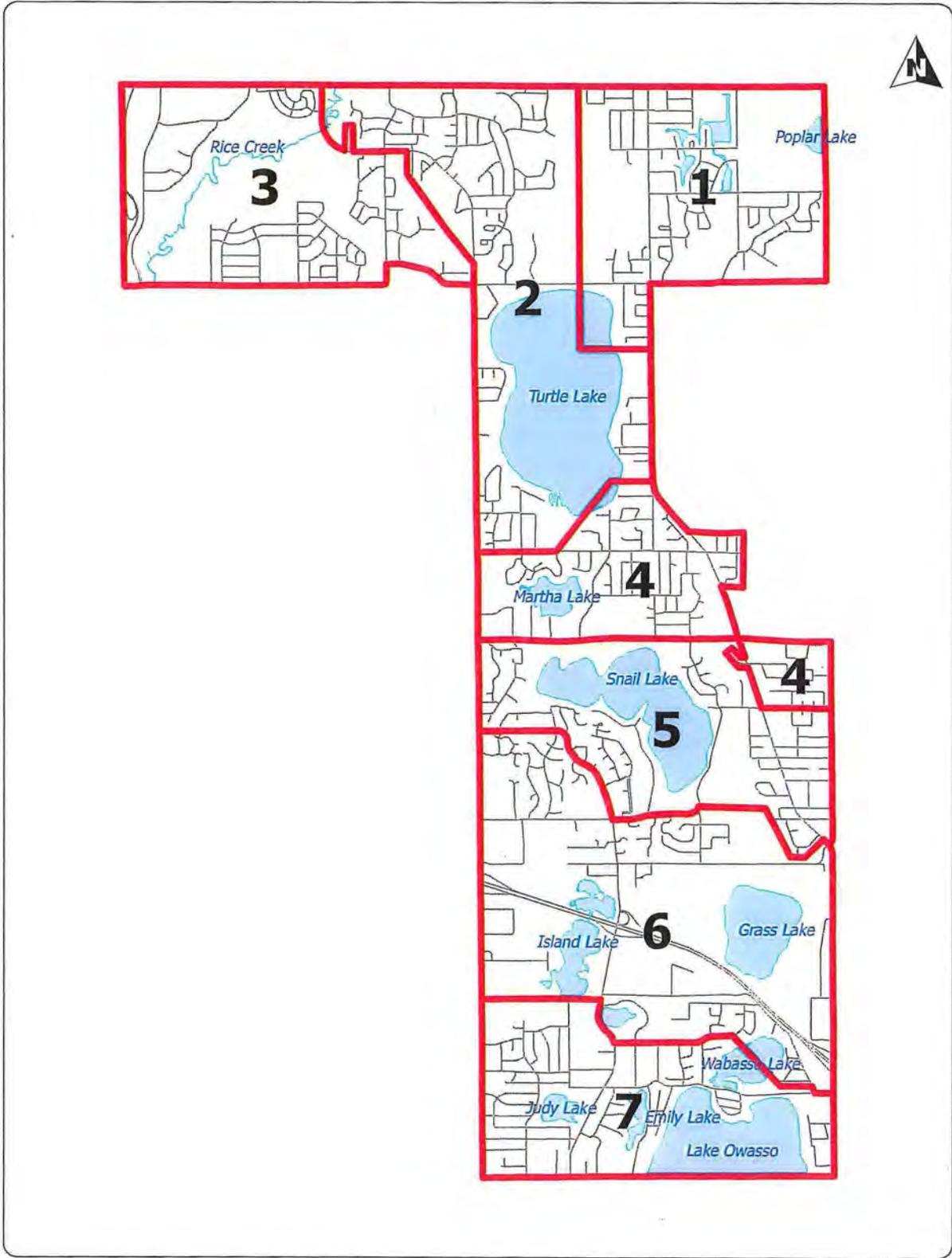
Planned street zones include:

- 2013 - zone 6 streets (208,273 SY)
- 2014 - zone 7 streets (210,503 SY)
- 2015 - zone 1 streets (210,299 SY)
- 2016 - zone 2 streets (210,133 SY)
- 2017 - zone 3 streets (211,595 SY)
- 2018 - zone 4 streets (205,519 SY)
- 2019 - zone 5 streets (205,688 SY)

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Renewal Fund	\$ 302,500	\$ 313,900	\$ 325,000	\$ 332,900	\$ 344,200	\$ 348,200	\$ 354,500
Total Sources of Funds	\$ 302,500	\$ 313,900	\$ 325,000	\$ 332,900	\$ 344,200	\$ 348,200	\$ 354,500
<b>Uses</b>							
Crack Fill Streets	\$ 19,000	\$ 19,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 23,000	\$ 23,000
Sealcoat Streets	277,000	288,400	296,500	304,400	315,700	316,700	323,000
Street Condition Survey	6,500	6,500	7,500	7,500	7,500	8,500	8,500
Total Uses of Funds	\$ 302,500	\$ 313,900	\$ 325,000	\$ 332,900	\$ 344,200	\$ 348,200	\$ 354,500

Street condition surveys (data collection measures used to evaluate street condition as part of the Pavement Management Program) are performed over 1/3 of city streets each year.

Sealcoating and crackfilling are two maintenance strategies used to prolong the useful life of streets. The Pavement Management Program estimates the future funding necessary for cost-effective management of streets and protection of street condition.



Sealcoat Streets

PWA 00001

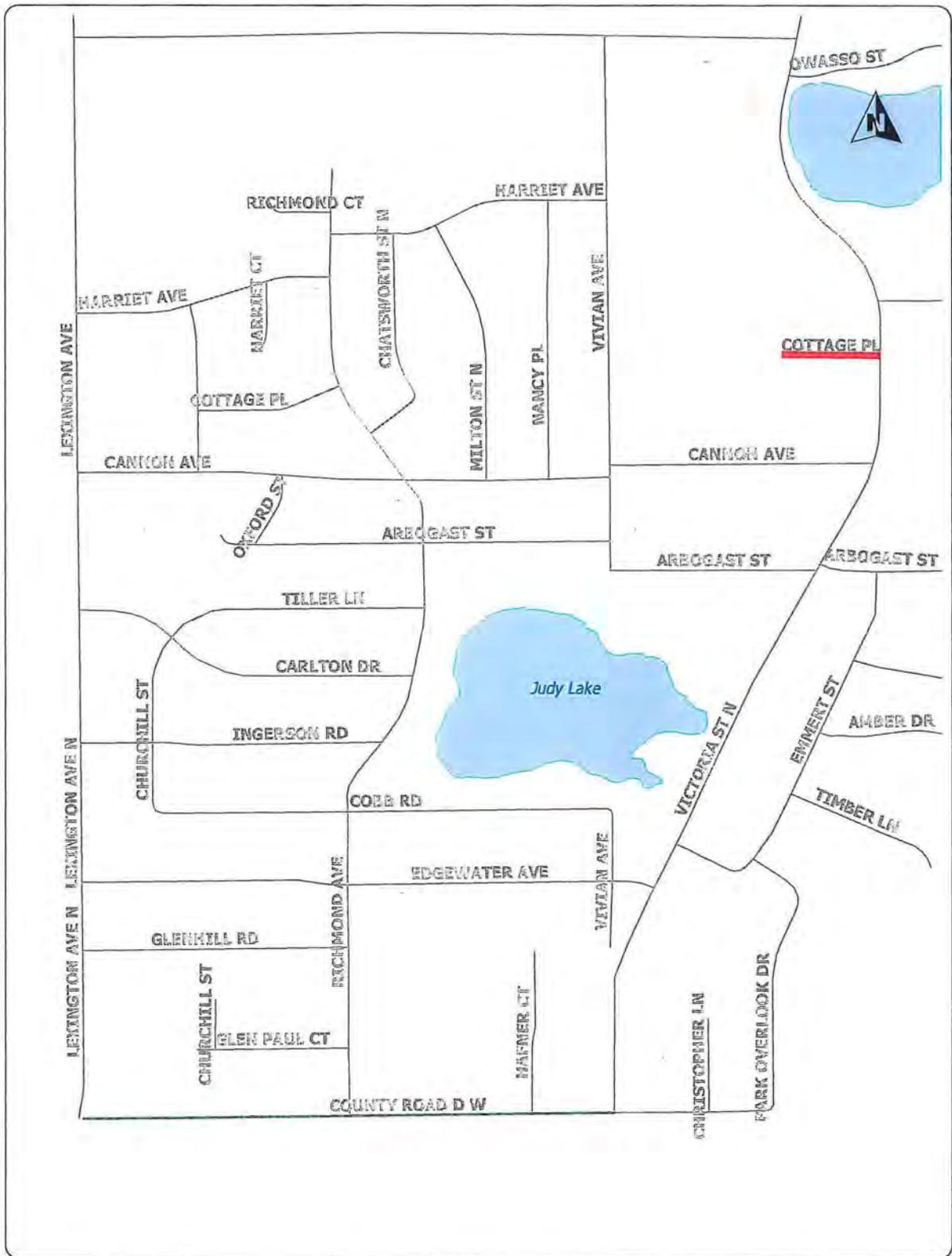
**Cottage Place Reconstruction**

PWA 22

Complete reconstruction of the road surfaces and upgrade of Cottage Place from Victoria Street West to the dead end. The project would also include the addition of concrete curb and gutter, installation of a cul-de-sac at the west dead end, replacement of water main, installation of a storm water collection and treatment system, and installation of street lights.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Renewal Fund	\$ 186,650						
Debt-Special Assessments	20,350						
Debt-Water Revenue	88,500						
Sewer Fund	28,000						
Debt-Surface Water Revenue	183,700						
Street Lighting Fund	13,570						
<b>Total Sources of Funds</b>	<b>\$ 520,770</b>	<b>\$ -</b>					
<b>Uses</b>							
Street	\$ 207,000						
Water Main	88,500						
Sanitary Sewer	28,000						
Storm Sewer	183,700						
Street Lighting	13,570						
<b>Total Uses of Funds</b>	<b>\$ 520,770</b>	<b>\$ -</b>					

These improvements would be consistent with the City's street/infrastructure efforts in recent years and in accordance with the City's street renewal and assessment policies. The streets in these areas do not currently have curb and gutter.



Cottage Place Reconstruction

PWA 00022

**Red Fox Road Reconstruction**

PWA 23

Road reconstruction , watermain, sanitary sewer, and storm water improvements related to the widening of Red Fox Road from Lexington Avenue east to the cul-de-sac. A right turn lane from northbound Lexington Avenue to eastbound Red Fox Road would also be required as part of this project. TIF contributions to this project include \$146,600 from TIF District #5 for preliminary expenses that occurred in 2012, and \$200,000 from TIF District #1 for expenses occurring in 2013.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
MSA	\$ 143,800						
Street Renewal Fund	258,400						
Debt-Special Assessments	142,250						
Debt-Water Revenue	123,500						
Sewer Fund	35,000						
Debt-Surface Water Revenue	528,850						
Street Lighting Fund	23,200						
Tax Increment	146,600						
Tax Increment	200,000						
<b>Total Sources of Funds</b>	<b>\$ 1,601,600</b>	<b>\$ -</b>					
<b>Uses</b>							
Street	\$ 562,200						
Water Main	123,500						
Sanitary Sewer	35,000						
Storm Sewer	668,100						
Street Lighting	46,000						
Traffic Signal	166,800						
<b>Total Uses of Funds</b>	<b>\$ 1,601,600</b>	<b>\$ -</b>					

These improvements are needed to address issues with traffic flow that cause congestion and delays on Red Fox Road, especially during peak traffic times.



Red Fox Road Reconstruction

PWA 00023

**Hanson, Oakridge Neighborhood**

PWA 14

Complete reconstruction of the road surface and upgrades of Hanson Road, Oakridge Avenue, and the North half of Nottingham Place. The project would also include the addition of curb and gutter, replacement of cast iron water main, and the addition of storm sewer improvements. Assessments for the project, totaling \$146,000, are for storm (\$56,100) and street (\$89,900).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Renewal Fund		\$ 537,000					
Street Lighting Fund		70,000					
Debt-Special Assessments		146,000					
Debt-Water Revenue		300,000					
Debt-Sewer Revenue		125,000					
Debt-Surface Water Revenue		257,000					
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ 1,435,000</b>	<b>\$ -</b>				
<b>Uses</b>							
Street		\$ 625,000					
Water Main		300,000					
Sanitary Sewer		125,000					
Storm Sewer		315,000					
Street Lighting		70,000					
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ 1,435,000</b>	<b>\$ -</b>				

The improvements would be consistent with the City's street/infrastructure reconstruction efforts in recent years, and in accordance with the City's street renewal and assessment policies.



Handon, Oakridge Neighborhood

PWA 00014

**Turtle Lane Neighborhood**

PWA 15

Complete reconstruction of the road surfaces and upgrade of Johns Road, Turtle Lane (East and West), Schifsky Road, and the addition of storm water improvements. Assessments for the project, totaling \$149,200, are for storm (\$44,800) and street (\$104,400).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Renewal Fund			\$ 630,600				
Street Lighting Fund			70,000				
Debt-Special Assessments			149,200				
Debt-Water Revenue			320,000				
Debt-Sewer Revenue			135,000				
Debt-Surface Water Revenue			427,700				
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,732,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Street			\$ 735,000				
Water Main			320,000				
Sanitary Sewer			135,000				
Storm Sewer			472,500				
Street Lighting			70,000				
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,732,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The improvements would be consistent with the City's street/infrastructure reconstruction efforts in recent years, and in accordance with the City's street renewal and assessment policies.



Turtle Lane Neighborhood

PWA 00015

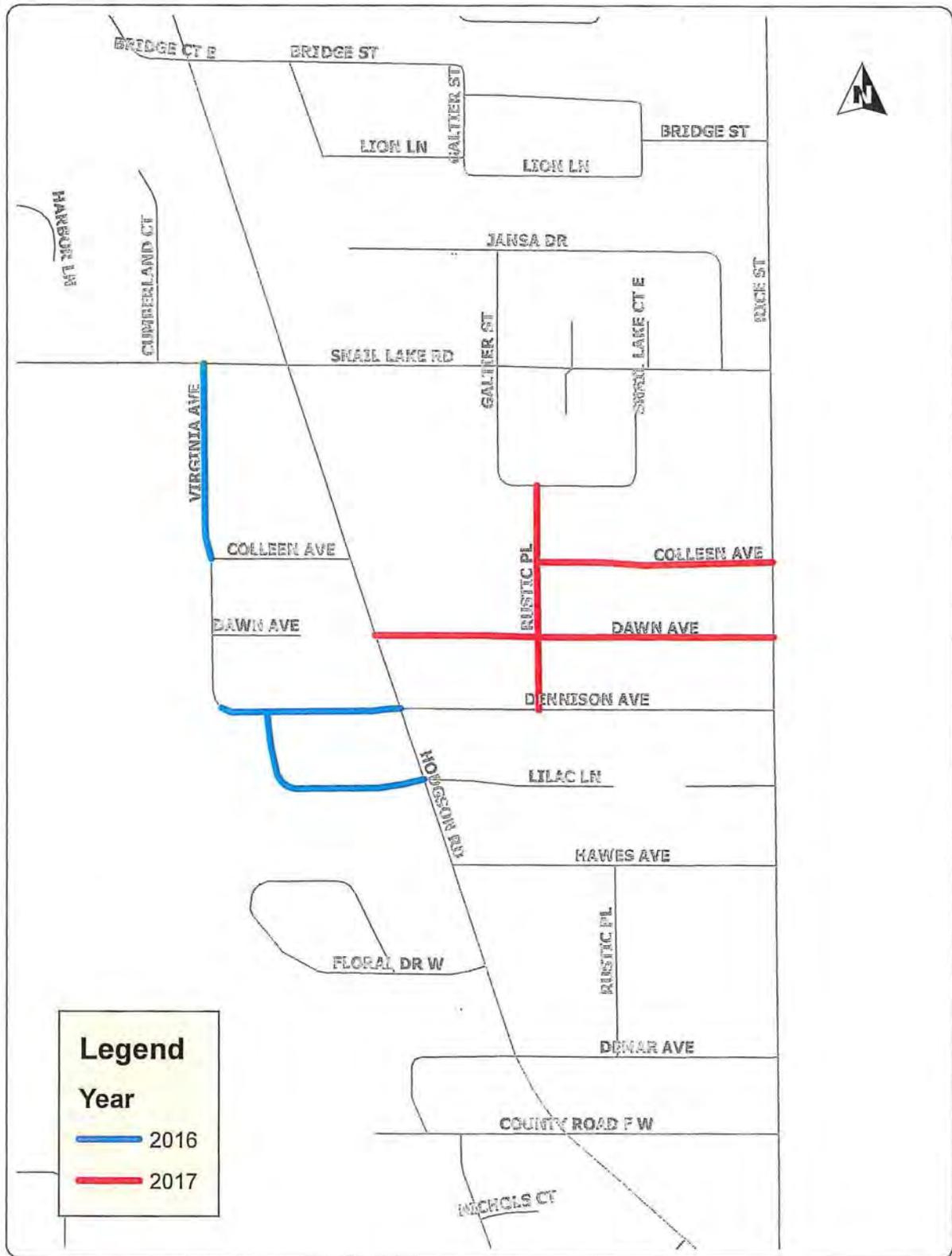
**Windward Heights Neighborhood**

PWA 16

Complete reconstruction and upgrade of road surfaces on Dawn Avenue, Rustic Place, and Colleen Avenue on the East side of Highway 49; and Dennison Avenue, Lilac Lane and Virginia Avenue on the West of Highway 49. The project would also include storm drainage improvements as well as replacement of cast iron water main and any necessary sanitary sewer repairs. Assessments for the project, totaling \$245,700, are for (storm \$100,100) and street (\$145,600).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund				\$ 47,000	\$ 47,000		
Street Renewal Fund				627,200	627,200		
Street Lighting Fund				62,500	62,500		
Debt-Special Assessments				122,850	122,850		
Debt-Water Revenue				275,000	275,000		
Debt-Sewer Revenue				85,000	85,000		
Debt-Surface Water Revenue				249,950	249,950		
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,469,500</b>	<b>\$ 1,469,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Street				\$ 700,000	\$ 700,000		
Trail				47,000	47,000		
Water Main				275,000	275,000		
Sanitary Sewer				85,000	85,000		
Storm Sewer				300,000	300,000		
Street Lighting				62,500	62,500		
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,469,500</b>	<b>\$ 1,469,500</b>	<b>\$ -</b>	<b>\$ -</b>

These improvements would be consistent with the City's street/infrastructure efforts in recent years, and in accordance with the City's street renewal and assessment policies. The streets in this neighborhood do not currently have curb and gutter.



Windward Heights Neighborhood

PWA 00016

**Bridge, Lion Neighborhood**

PWA 26

Complete reconstruction of the road surfaces of Arner Avenue (Dale St to Mackubin St), Dale Street (96-Arner Ave), Dale Court N & S, Bridge Street (Hodgson Rd to Galtier St), and Lion Lane (Bridge St to Galtier St). The project would also include the addition of concrete curb and gutter, installation of watermain and services to Dale Court N & S, and installation of storm water collection and treatment systems. Assessments for the project, totalling \$184,720 are for storm (\$45,920), street (\$100,300) and water (\$38,500).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Special Assessments						\$ 184,720	
MSA						132,000	
Debt-Water Revenue						41,500	
Debt-Sewer Revenue						120,000	
Debt-Surface Water Revenue						285,080	
Street Lighting Fund						85,000	
Street Renewal Fund						792,700	
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,641,000</b>	<b>\$ -</b>
<b>Uses</b>							
Street						\$ 981,000	
Street Lighting						85,000	
Water Main						80,000	
Sanitary Sewer						120,000	
Storm Sewer						375,000	
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,641,000</b>	<b>\$ -</b>

The improvements are consistent with the City's street/infrastructure efforts in recent years and in accordance with the City's street renewal and assessment policies. The streets in these areas do not have curb and gutter.



Bridge, Lion Neighborhood

PWA 00026

**Wabasso Neighborhood**

PWA 8

Complete reconstruction of the road surface of streets located on the East side of Lake Wabasso with access off Soo Street. This area includes Cottage Place, Janice Street, Wabasso Avenue, Centre Street, Grand Avenue, and the alley south of Grand. The project would also include the addition of concrete curb and gutter, water main repair, sanitary sewer repair and replacement of services, installation of a storm water collection and treatment system, and installation of street lights. Assessments for the project, totaling \$104,000, are for storm (\$44,000) and street (\$60,000).

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Renewal Fund							\$ 552,000
Street Lighting Fund							30,000
Debt-Special Assessments							104,000
Debt-Water Revenue							50,000
Debt-Sewer Revenue							80,000
Debt-Surface Water Revenue							426,000
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,242,000</b>
<b>Uses</b>							
Street							\$ 612,000
Water Main							50,000
Sanitary Sewer							80,000
Storm Sewer							470,000
Street Lighting							30,000
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,242,000</b>

These improvements are consistent with the City's street/infrastructure efforts in recent years, and in accordance with the City's street renewal and assessment policies. The streets in these areas do not currently have curb and gutter.



Wabasso Neighborhood

PWA 00008

**Park Facility Replacements**

PKA 1

This project provides an allowance for park replacements, funded by the General Fixed Asset Replacement Fund. A description of planned costs by park is provided below.

Bucher Park costs include:

- 2019 - \$44,000 fencing replacement

Commons costs include:

- 2013 - \$ 25,000 Commons area and highway 96 landscaping
- 2014 - \$ 20,000 Commons area and highway 96 landscaping
- 2015 - \$ 20,000 Commons area and highway 96 landscaping
- 2015 - \$ 20,000 outfield fencing
- 2016 - \$ 20,000 Commons area and highway 96 landscaping
- 2017 - \$ 20,000 Commons area and highway 96 landscaping
- 2018 - \$ 90,000 replace playground

Ponds Park costs include:

- 2018 - \$40,000 playground replacement

Rice Creek costs include:

- 2017 - \$ 50,000 scoreboard replacement
- 2018 - \$ 65,000 replace playground

Theisen Park costs include:

- 2018 - \$ 28,000 replace building lighting

Wilson Park costs include:

- 2015 - \$120,000 relocate playground
- 2016 - \$ 20,000 fencing replacement

Repair and replacement allowances include:

- 2013 - \$ 50,000 ADA compliance changes in several parks

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 75,000	\$ 20,000	\$ 160,000	\$ 40,000	\$ 70,000	\$ 223,000	\$ 44,000
<b>Total Sources of Funds</b>	<b>\$ 75,000</b>	<b>\$ 20,000</b>	<b>\$ 160,000</b>	<b>\$ 40,000</b>	<b>\$ 70,000</b>	<b>\$ 223,000</b>	<b>\$ 44,000</b>
<b>Uses</b>							
Commons Park	\$ 25,000	\$ 20,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 90,000	
Wilson Park			120,000	20,000			
Rice Creek Park					50,000	65,000	
Ponds Park						40,000	
Theisen Park						28,000	
Bucher Park							44,000
Repair/Replacement Allowance	50,000						
<b>Total Uses of Funds</b>	<b>\$ 75,000</b>	<b>\$ 20,000</b>	<b>\$ 160,000</b>	<b>\$ 40,000</b>	<b>\$ 70,000</b>	<b>\$ 223,000</b>	<b>\$ 44,000</b>

An allowance is included in the City's infrastructure replacement plan for routine repair and replacement of amenities in City parks. Periodic replacement of park improvements is necessary to maintain the appearance and condition of the parks, and to remain in compliance with legal standards.

**Park Facility Improvements**

PKA 2

Park improvements planned throughout the community, and supported by the Capital Improvement Fund, include:

Bucher Park:

- 2014 - \$ 60,000 Rocks-N-Ropes course

Commons Park:

- 2014 - \$ 30,000 Expand irrigation

McCullough Park:

- 2017 - \$600,000 Improvements and new features
- 2017 - \$100,000 Playground equipment replacement

Shamrock Park:

- 2013 - \$ 60,000 add trail segments
- 2019 - \$600,000 Improvements and new features
- 2019 - \$100,000 Playground equipment replacement

Wilson Park:

- 2015 - \$ 40,000 add picnic shelter

Allowances:

- 2014 - \$ 20,000 Park analysis
- 2014 - \$ 30,000 Park signs

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Community Investment		\$ 140,000	\$ 40,000		\$ 600,000		\$ 600,000
General Fixed Asset Fund					100,000		100,000
Capital Improvement Fund	60,000						
<b>Total Sources of Funds</b>	<b>\$ 60,000</b>	<b>\$ 140,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>
<b>Uses</b>							
Bucher Park		\$ 60,000					
Commons Park		30,000					
McCullough Park					700,000		
Shamrock Park	60,000						700,000
Wilson Park			40,000				
Repair/Replacement Allowance		50,000					
<b>Total Uses of Funds</b>	<b>\$ 60,000</b>	<b>\$ 140,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>

Periodic improvements to park facilities are necessary to keep the parks in good condition and an asset to the neighborhoods.

**Parking & Driveways/City-Owned Facilities**

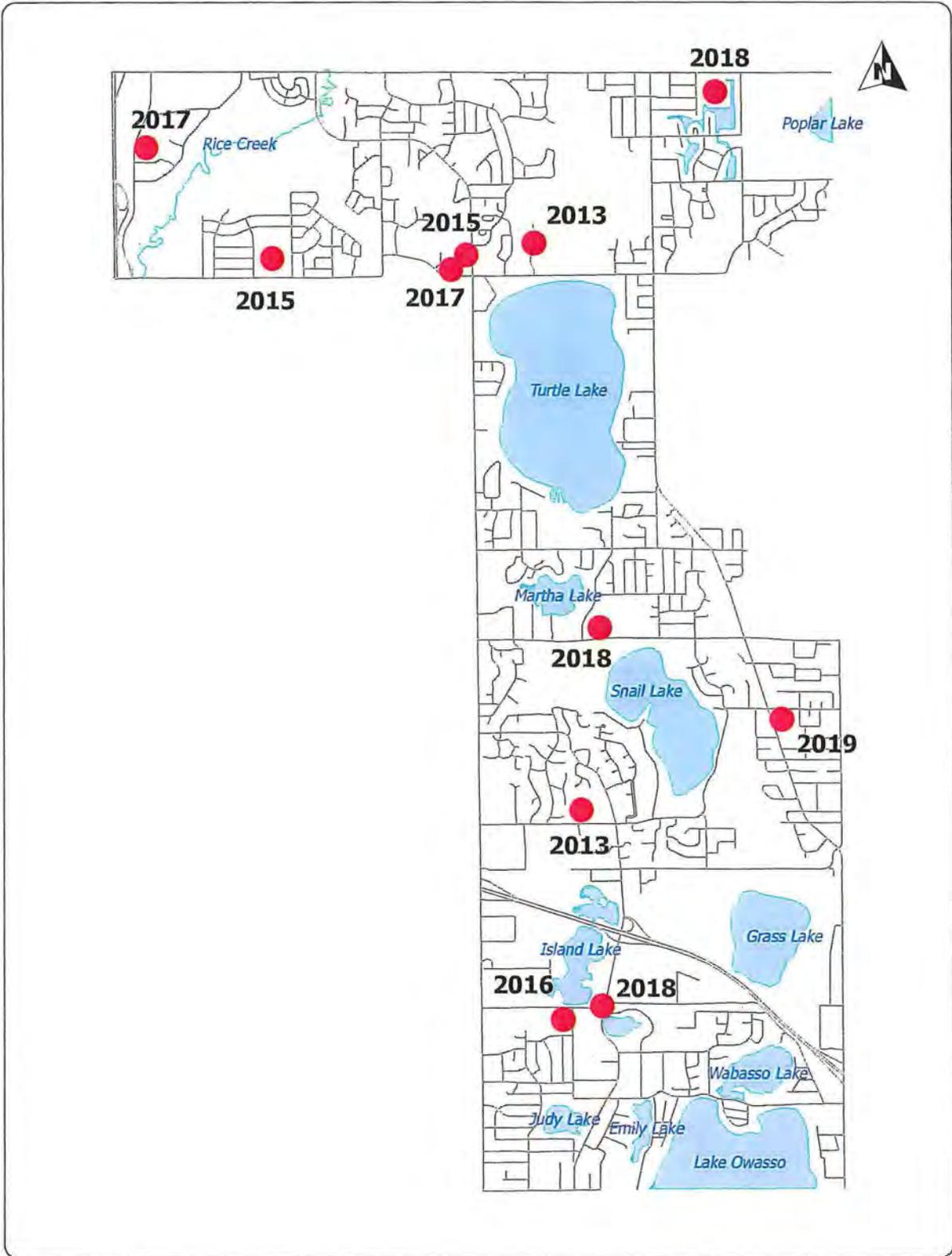
PWA 30

Sealcoating, rehabilitation or replacement of parking lots and driveways at City-owned facilities, including: City hall, community center, City parks and fire stations. Sealcoating of parking lots is completed in conjunction with the City's street sealcoating program. Planned costs include:

- 2013 - \$156,000 McCullough pavement rehabilitation
- 2013 - \$125,000 Wilson pavement replacement
- 2015 - \$ 77,000 Shamrock pavement rehabilitation
- 2015 - \$ 82,000 Fire station #3 replace driveway/parking lot
- 2016 - \$ 78,000 Theisen pavement rehabilitation
- 2017 - \$ 8,000 Rice Creek Fields sealcoat parking lot
- 2017 - \$ 1,400 Larson house sealcoat parking lot
- 2018 - \$ 63,000 Bucher parking lot replacement
- 2018 - \$550,000 City Hall and Community Center parking lot rehabilitation
- 2018 - \$ 20,000 Fire station #4 pavement rehabilitation
- 2019 - \$ 4,200 Sitzer Park sealcoat parking lot
- Note: \$32,226 in 2015, and \$7,860 in 2018 of the cost for pavement sealcoating and rehabilitation at fire stations is paid by other contract cities

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 281,000		\$ 126,774	\$ 78,000	\$ 9,400	\$ 625,140	\$ 4,200
Other Local Government			32,226			7,860	
<b>Total Sources of Funds</b>	<b>\$ 281,000</b>	<b>\$ -</b>	<b>\$ 159,000</b>	<b>\$ 78,000</b>	<b>\$ 9,400</b>	<b>\$ 633,000</b>	<b>\$ 4,200</b>
<b>Uses</b>							
McCullough Park	\$ 156,000						
Wilson Park	125,000						
Shamrock Park			77,000				
Theisen Park				78,000			
Rice Creek Park					8,000		
Bucher Park						63,000	
City Hall/Community Ctr						550,000	
Sitzer Park							4,200
Fire Station #3			82,000				
Fire Station #4						20,000	
Repair/Replacement Allowance					1,400		
<b>Total Uses of Funds</b>	<b>\$ 281,000</b>	<b>\$ -</b>	<b>\$ 159,000</b>	<b>\$ 78,000</b>	<b>\$ 9,400</b>	<b>\$ 633,000</b>	<b>\$ 4,200</b>

Sealcoating and crack filling are pavement management strategies that prolong the useful life of pavement. Shoreview's comprehensive infrastructure replacement plan, which is updated annually, provides for the replacement and maintenance of these areas.



**Tennis & Basketball Court Pavement**

PKA 6

Periodic sealcoat and/or color coat of tennis and basketball courts in City parks. Planned costs include:

- 2013 - \$35,000 Bucher court resurfacing
- 2014 - \$35,000 McCullough court resurfacing
- 2015 - \$50,000 mill and overlay center two courts at Theisen Park
- 2018 - \$40,000 Shamrock Park court surfacing
- 2019 - \$40,000 Commons Park court surfacing
- 2019 - \$40,000 Sitzer Park court surfacing

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 35,000	\$ 35,000	\$ 50,000			\$ 40,000	\$ 80,000
Total Sources of Funds	\$ 35,000	\$ 35,000	\$ 50,000	\$ -	\$ -	\$ 40,000	\$ 80,000
<b>Uses</b>							
Bucher Park	\$ 35,000						
Commons Park							40,000
McCullough Park		35,000					
Shamrock Park						40,000	
Sitzer Park							40,000
Theisen Park			50,000				
Total Uses of Funds	\$ 35,000	\$ 35,000	\$ 50,000	\$ -	\$ -	\$ 40,000	\$ 80,000

An allowance is included in the City's comprehensive infrastructure replacement plan for routine repair and replacement of park amenities. Routine replacement of court surfaces is necessary to maintain the appearance and condition, as well as to preserve the use for residents.

**Park Building Rehabilitation**

PKA 7

Provide an allowance for park building replacements. Planned costs include:

Bucher Park:

- 2018 - \$60,000 convert park building roof to metal

Commons Park:

- 2014 - \$30,000 picnic shelter replacement

Lake Judy Park

- 2015 - \$ 5,000 picnic shelter roof replacement

McCullough Park:

- 2014 - \$22,000 park building and picnic shelter roof replacement

Shamrock Park:

- 2014 - \$10,000 picnic shelter roof replacement

Sitzer Park:

- 2016 - \$50,000 convert park building roof to metal

Replacement Allowance

- 2019 - \$15,000 miscellaneous park building repairs

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund		\$ 62,000	\$ 5,000	\$ 50,000		\$ 60,000	\$ 15,000
Total Sources of Funds	\$ -	\$ 62,000	\$ 5,000	\$ 50,000	\$ -	\$ 60,000	\$ 15,000
<b>Uses</b>							
Bucher Park						\$ 60,000	
Commons Park		30,000					
Lake Judy Park			5,000				
McCullough Park		22,000					
Shamrock Park		10,000					
Sitzer Park				50,000			
Repair/Replacement Allowance							15,000
Total Uses of Funds	\$ -	\$ 62,000	\$ 5,000	\$ 50,000	\$ -	\$ 60,000	\$ 15,000

An allowance for park building repairs and replacements is included in the City's comprehensive infrastructure replacement plan. Periodic repair and replacement is necessary to maintain the condition of park buildings.

**Bucher Park Rehabilitation**

PKA 4

An allowance for the renovation of Bucher Park includes the following costs:

- \$100,000 - Playground equipment replacement
- \$ 40,000 - Park replacements
- \$495,000 - Improvements and new features

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 140,000						
Capital Improvement Fund	495,000						
<b>Total Sources of Funds</b>	<b>\$ 635,000</b>	<b>\$ -</b>					
<b>Uses</b>							
Bucher Park	\$ 635,000						
<b>Total Uses of Funds</b>	<b>\$ 635,000</b>	<b>\$ -</b>					

Periodic improvements to park facilities are necessary to keep the parks in good condition and an asset to the neighborhoods.

**Wading Pool Replacement**

PKA 5

Renovation and updating of the outdoor wading pool with a shallow water splash pool and mid-size interactive water play structure.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund				\$ 100,000			
Community Investment				400,000			
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Pool/Whirlpool				\$ 500,000			
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This project will increase Community Center revenue between \$20,000 and \$40,000 per year and will increase the amenities in the pool area and the attraction for youth and families.

**Trail Rehabilitation**

PWA 20

Rehabilitation of the pavement surface on paved trails throughout the City. This project may consist of replacement of the pavement surface, or providing a protective coating, such as a sealcoat, to extend the life of the trail segments. Scheduled rehabilitation of paths located in these areas:

- 2013 - Northeast corner of the City
- 2014 - Theisen Park and along County Rd I, including replacement of the boardwalk at County Rd I
- 2015 - throughout the center section of the City's trail system
- 2016 - for trail segments to be determined in the future
- 2017 - for trail segments to be determined in the future
- 2018 - for trail segments to be determined in the future
- 2019 - for trail segments to be determined in the future

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 65,000	\$ 140,000	\$ 75,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000
Total Sources of Funds	\$ 65,000	\$ 140,000	\$ 75,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000
<b>Uses</b>							
Trail	\$ 65,000	\$ 140,000	\$ 75,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000
Total Uses of Funds	\$ 65,000	\$ 140,000	\$ 75,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000

To preserve the integrity and extend the life of bituminous trails and concrete sidewalks throughout the City's trail system. Replacement or rehabilitation of trail assets are planned in accordance with the City's comprehensive infrastructure replacement plan, updated annually.

**Fire Stations**

ADM 1

A repair and replacement allowance for fire stations, intended to cover equipment, furnishings and minor maintenance items. The cost shown in the table below represents Shoreview's share of costs (60.7%). Specific items planned for each station are listed below.

Station #2 costs include:

- 2013 - \$ 65,182 Remodel station
- 2013 - \$ 2,691 Repair/stain wood fence
- 2015 - \$ 607 Paint computer room/kitchen
- 2015 - \$ 8,498 Paint bay ceilings/walls
- 2015 - \$ 1,214 Replace computer room tiles

Station #3 costs include:

- 2015 - \$ 9,105 Replace carpet
- 2016 - \$ 23,066 Resurface bay floors
- 2017 - \$ 30,350 Replace roof over bays

Station #4 costs include:

- 2013 - \$238,602 Station addition, convert space for sleeping quarters
- 2015 - \$ 21,245 Emergency backup generator

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 306,475		\$ 40,669	\$ 23,066	\$ 30,350		
<b>Total Sources of Funds</b>	<b>\$ 306,475</b>	<b>\$ -</b>	<b>\$ 40,669</b>	<b>\$ 23,066</b>	<b>\$ 30,350</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Fire Station #2	67,873		10,319				
Fire Station #3			9,105	23,066	30,350		
Fire Station #4	238,602		21,245				
<b>Total Uses of Funds</b>	<b>\$ 306,475</b>	<b>\$ -</b>	<b>\$ 40,669</b>	<b>\$ 23,066</b>	<b>\$ 30,350</b>	<b>\$ -</b>	<b>\$ -</b>

Routine repairs and replacements are necessary to maintain the condition and appearance of the buildings, and to protect the investment in the buildings. In addition, there is a need for replacement of equipment and furnishings within the fire stations.

**General Government Buildings**

ADM 6

Replacements, rehabilitation and improvements to municipal buildings, including the Council chambers, and general government equipment.

Equipment includes:

- 2013 - \$115,500 Council chamber audio visual control system
- 2014 - \$ 56,000 Election equipment replacement (voting machines)
- 2015 - \$ 25,000 Council chamber lighting
- 2019 - \$ 50,000 Council chamber cameras

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund		\$ 56,000					
Cable Television Fund	115,500		25,000				50,000
<b>Total Sources of Funds</b>	<b>\$ 115,500</b>	<b>\$ 56,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Uses</b>							
Equipment-General	115,500	56,000	25,000				50,000
<b>Total Uses of Funds</b>	<b>\$ 115,500</b>	<b>\$ 56,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

Periodic replacement of camera and sound equipment is necessary to maintain functionality for broadcasting public meetings.

Election equipment replacements are coordinated with Ramsey County (the cost shown is Shoreview's share of election equipment).

**Community Center Rehabilitation**

CC 1

A repair/replacement allowance for mechanical systems and other building replacements provides for the following costs:

Building costs include:

- 2013 - \$ 42,150 fire alarm panel replacement
- 2013 - \$ 42,270 computer room cooling
- 2014 - \$ 15,000 replace tree on patio in pool
- 2015 - \$400,000 sloped gym roof
- 2015 - \$ 50,000 hot water tank
- 2015 - \$ 55,000 replace parks front counter, strip wallpaper and repaint walls in office areas.

Carpet/flooring costs include:

- 2014 - \$ 90,000 replace upper level carpeting (lobby and hall areas)
- 2015 - \$ 25,000 replace rubber floor in Beachcomber Bay room
- 2016 - \$ 60,000 replace track running surface
- 2017 - \$ 48,000 replace lower level carpet
- 2017 - \$ 30,000 replace rubber floor in fitness studio #3
- 2017 - \$ 55,000 rehab pool deck
- 2018 - \$ 52,000 replace carpet in Council Chambers

Mechanical System costs include:

- 2014 - \$ 10,000 replace wave prep area exhaust fan

Gymnasium costs include:

- 2015 - \$ 21,000 repair gym ceiling and track

Repair/replacement allowances include:

- 2016 - \$ 20,000 allowance for repair/replacements
- 2018 - \$ 85,000 allowance for repair/replacements
- 2019 - \$ 90,000 allowance for repair/replacements

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 84,420	\$ 115,000	\$ 551,000	\$ 80,000	\$ 133,000	\$ 137,000	\$ 90,000
<b>Total Sources of Funds</b>	<b>\$ 84,420</b>	<b>\$ 115,000</b>	<b>\$ 551,000</b>	<b>\$ 80,000</b>	<b>\$ 133,000</b>	<b>\$ 137,000</b>	<b>\$ 90,000</b>
<b>Uses</b>							
Municipal Buildings	\$ 84,420	\$ 15,000	\$ 505,000				
Carpet/flooring		90,000	25,000	60,000	133,000	52,000	
Mechanical Systems		10,000					
Gymnasium			21,000				
Repair/Replacement Allowance				20,000		85,000	90,000
<b>Total Uses of Funds</b>	<b>\$ 84,420</b>	<b>\$ 115,000</b>	<b>\$ 551,000</b>	<b>\$ 80,000</b>	<b>\$ 133,000</b>	<b>\$ 137,000</b>	<b>\$ 90,000</b>

The age of mechanical systems and volume of use at the Community Center increase the need for mechanical system repairs and other building replacements. Completion of these repairs in a timely manner is necessary to maintain the appearance of the building, to protect the investment in the building, and to retain customers. An allowance is included in the City's infrastructure replacement plan so that routine and periodic repairs can be made without impacting the Community Center operating budget.

**Banquet Facility**

CC 2

A repair and replacement allowance for the banquet room facilities and furnishings. Planned costs are listed below.

Furniture costs include:

- 2015 - \$ 15,000 replace meeting room chairs
- 2017 - \$102,000 replace banquet chairs

Banquet room repairs include:

- 2013 - \$ 13,000 miscellaneous repairs
- 2014 - \$ 90,000 movable walls for banquet and meeting rooms
- 2016 - \$ 15,000 miscellaneous repairs
- 2017 - \$ 15,000 miscellaneous repairs
- 2018 - \$ 20,000 miscellaneous repairs
- 2019 - \$ 20,000 miscellaneous repairs

Carpet replacement includes:

- 2014 - \$ 45,000 Shoreview Room carpet
- 2018 - \$ 35,000 Community Room carpet

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 13,000	\$ 135,000	\$ 15,000	\$ 15,000	\$ 117,000	\$ 55,000	\$ 20,000
Total Sources of Funds	\$ 13,000	\$ 135,000	\$ 15,000	\$ 15,000	\$ 117,000	\$ 55,000	\$ 20,000
<b>Uses</b>							
Furniture			\$ 15,000		\$ 102,000		
Banquet Room Repairs	13,000	90,000		15,000	15,000	20,000	20,000
Carpet/flooring		45,000				35,000	
Total Uses of Funds	\$ 13,000	\$ 135,000	\$ 15,000	\$ 15,000	\$ 117,000	\$ 55,000	\$ 20,000

The volume of banquet room use, for weddings, receptions, Summer Discovery, and other activities causes wear and tear on the facility. Completion of these repairs in a timely manner is necessary to maintain the appearance of the facility, to protect the investment in the building and to retain customers. An allowance is included in the City's comprehensive infrastructure replacement plan so that routine and periodic repairs can be made without impacting the Community Center operating budget.

**Pool & Locker Room Areas**

CC 3

A repair and replacement allowance for the pool and locker room areas at the community center. Planned costs are listed below.

Pool/whirlpool replacement costs include:

- 2015 - \$ 60,000 zero-depth beach water feature
- 2017 - \$ 20,000 miscellaneous pool items
- 2018 - \$ 23,400 water treatment
- 2019 - \$ 20,000 miscellaneous pool items

Water slide repair/replacements include:

- 2013 - \$ 6,563 refurbish water slide
- 2013 - \$ 75,000 water slide stair repairs
- 2018 - \$ 40,000 water slide refurbish

Repair and replacement allowances include:

- 2014 - \$ 12,000 water-walk exit and land pad replacement
- 2014 - \$ 25,000 repair leak & refurbish rock waterfall
- 2014 - \$ 20,000 replace pool deck furniture
- 2014 - \$ 19,000 replace zero-beach railings
- 2015 - \$ 20,000 refurbish shark attack
- 2017 - \$ 75,000 pool ceiling repainting

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 81,563	\$ 76,000	\$ 80,000		\$ 95,000	\$ 63,400	\$ 20,000
<b>Total Sources of Funds</b>	<b>\$ 81,563</b>	<b>\$ 76,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>\$ 63,400</b>	<b>\$ 20,000</b>
<b>Uses</b>							
Pool/Whirlpool			\$ 60,000		\$ 20,000	\$ 23,400	\$ 20,000
Water Slide	81,563					40,000	
Repair/Replacement Allowance		76,000	20,000		75,000		
<b>Total Uses of Funds</b>	<b>\$ 81,563</b>	<b>\$ 76,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>\$ 63,400</b>	<b>\$ 20,000</b>

The volume of use of pool and locker room facilities throughout the year causes wear and tear on the facility. Completion of these repairs in a timely manner is necessary to maintain the appearance of the facility, to protect the investment in the building and to retain customers. An allowance is included in the City's comprehensive infrastructure replacement plan so that routine and periodic repairs can be made without impacting the Community Center operating budget.

**Furniture & Equipment**

CC 4

A repair and replacement allowance for community center furniture and equipment. Planned costs are listed below.

Fitness equipment replacement allowances include:

- 2013 - \$30,000
- 2014 - \$45,000 including Revving bikes
- 2015 - \$40,000 including Revving bikes
- 2016 - \$30,000
- 2017 - \$65,000
- 2018 - \$20,000
- 2019 - \$20,000

Furniture replacement costs include:

- 2014 - \$10,000 replace Wave Cafe seating area chairs
- 2014 - \$20,000 replace lower level plaza site furnishings
- 2015 - \$70,000 refurbish modular office furniture (city hall & parks & rec)
- 2018 - \$20,000 miscellaneous furniture repairs/replacement

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	30,000	75,000	110,000	30,000	65,000	40,000	20,000
Total Sources of Funds	\$ 30,000	\$ 75,000	\$ 110,000	\$ 30,000	\$ 65,000	\$ 40,000	\$ 20,000
<b>Uses</b>							
Equipment-Fitness	\$ 30,000	\$ 45,000	\$ 40,000	\$ 30,000	\$ 65,000	\$ 20,000	\$ 20,000
Furniture		30,000	70,000			20,000	
Total Uses of Funds	\$ 30,000	\$ 75,000	\$ 110,000	\$ 30,000	\$ 65,000	\$ 40,000	\$ 20,000

The volume of use of the community center facility throughout the year causes wear and tear on furniture and equipment. Completion of these repair/replacements in a timely manner is necessary to maintain the appearance of the facility, to protect the investment in the building and to retain customers. An allowance is included in the City's comprehensive infrastructure replacement plan so that routine and periodic repairs can be made without impacting the Community Center operating budget.

**Community Center Improvements**

CC 10

Planned community center improvements and allowances for improvements to be determined in the future are listed below.

Building costs include:

- 2013 - \$15,000 tint windows in pool and upper lobby (glare reduction)
- 2014 - \$15,000 install UV system on whirlpool filtering
- 2014 - \$10,000 install lights on roof top units for night repairs

Equipment-Community Center costs include:

- 2013 - \$50,000 upgrade banquet room AV system

Improvement allowances include:

- 2014 - \$25,000 for items to be determined later
- 2015 - \$50,000 for items to be determined later
- 2016 - \$50,000 for items to be determined later
- 2017 - \$50,000 for items to be determined later
- 2018 - \$50,000 for items to be determined later
- 2019 - \$50,000 for items to be determined later

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Community Investment Capital Improvement Fund	65,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Total Sources of Funds</b>	<b>\$ 65,000</b>	<b>\$ 50,000</b>					
<b>Uses</b>							
Municipal Buildings	15,000	25,000					
Equipment-Community Center Improvement Allowance	50,000	25,000	50,000	50,000	50,000	50,000	50,000
<b>Total Uses of Funds</b>	<b>\$ 65,000</b>	<b>\$ 50,000</b>					

To preserve the vitality of the Community Center and continue to generate income in support of operating costs, it is important to offer new experiences to customers through periodic changes to the community center facility.

**Community Center Addition**

CC 12

Construction of a community center addition is planned, to expand fitness and gymnasium activity areas. Support from the Community Center and Recreation Program Funds will be provided through a combination of lump-sum transfers in 2014, and the remaining cost will be supported by the Community Investment Fund.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Community Center Fund			\$ 200,000				
Recreation Programs Fund			200,000				
Community Investment Fund		100,000	1,476,000				
Capital Improvement Fund	24,000						
<b>Total Sources of Funds</b>	<b>\$ 24,000</b>	<b>\$ 100,000</b>	<b>\$ 1,876,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>							
Municipal Buildings	\$ 24,000	\$ 100,000	\$ 1,876,000				
<b>Total Uses of Funds</b>	<b>\$ 24,000</b>	<b>\$ 100,000</b>	<b>\$ 1,876,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The addition will create additional space for fitness equipment, fitness classes, multipurpose classroom space for Summer Discovery and other recreational programs, and will provide space for expansion of the indoor playground.

**Water Systems**

PWA 5

This project includes improvements to the City's water system.

2013 costs include:

- \$250,000 - Construct a water booster station to increase the water pressure in the Weston Woods area. The booster station is to consist of underground pumps and associated piping. This project is in response to inadequate water pressures discovered in a recent update to the City's water distribution model, completed due to resident complaints of low water pressure in the area. The booster will correct inadequate water pressure for residential households and fire flow.
- \$107,000 - Extend water main to the Gaston Avenue/Grove Avenue/St. Albans Street neighborhood, and install water services to properties that are not currently served by City water.

2014 costs include:

- \$ 40,000 - Update, upgrade and improve the SCADA system software for controlling the water system. An update/upgrade to the SCADA system is planned in accordance with the City's comprehensive infrastructure replacement plan, which is reviewed and updated annually.

2015 costs include:

- \$100,000 - Install natural gas/alternate power backup generator for Well 6. Well 6 is a stand-alone well, meaning the water is treated and pumped directly into the water system. All of the other wells pump to the reservoir where the water is treated.

2019 costs include:

- \$125,000 Redevelop well cavity, remove sand from Well 7.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Water Revenue	\$ 259,000	\$ 40,000	\$ 100,000				\$ 125,000
Debt-Special Assessments	98,000						
<b>Total Sources of Funds</b>	<b>\$ 357,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>Uses</b>							
Water Miscellaneous	\$ 250,000		\$ 100,000				\$ 125,000
Utility System Controls		40,000					
Water Main	107,000						
<b>Total Uses of Funds</b>	<b>\$ 357,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,000</b>

Improvements, rehabilitation, cleaning and inspection of the City's water system are planned in accordance with the City's Comprehensive Infrastructure Replacement policy, which is reviewed and updated annually.

**Water Treatment Plant**

PWA 17

The addition of a water treatment plant will address the issue of rising levels of iron and manganese in the City's wells. Water treatment will effectively remove dissolved iron and manganese from the City's water supply.

- 2014 Engineering consultant fees associated with design of the water treatment plant
- 2015 and 2016 Construction and engineering consultant fees associated with construction of the water treatment plant

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Water Revenue		\$ 1,000,000	\$ 4,000,000	\$ 4,000,000			
Total Sources of Funds	\$ -	\$ 1,000,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -
<b>Uses</b>							
Buildings-Proprietary		\$ 1,000,000	\$ 4,000,000	\$ 4,000,000			
Total Uses of Funds	\$ -	\$ 1,000,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -

The water in most of the City's wells has manganese levels higher than the secondary standards set by the EPA. Some wells are showing signs of high levels of iron as well. Iron and manganese, at the levels found in Shoreview's water, are not considered harmful to health, but they can cause esthetic problems as well as taste and odor issues within the water system. Increasing levels of iron and manganese is supported by the steadily growing number of customer concerns or complaints regarding the color and/or look and feel of the City's water.

**Sanitary Sewer Rehabilitation**

PWA 6

The repair or rehabilitation of high-maintenance or defective sanitary sewer segments located within the City through technology or construction techniques which are unavailable to City maintenance crews. For instance, the City is actively pursuing the use of trenchless methods, and/or pipe re-lining, as an alternative to excavating in existing streets/neighborhoods.

- 2015 - \$500,000 for Floral Drive and Demar Avenue West of Hodgson, the Hanson Road/Oakridge Neighborhood, the Turtle Lane Neighborhood, Schifsky Road and miscellaneous areas throughout the City including 3000 feet of Bucher easement
- 2019 - \$950,000 for Edgetown Acres/Bridge/Lion and miscellaneous areas throughout the City

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Sewer Revenue			\$ 800,000				\$ 950,000
Total Sources of Funds	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ 950,000
<b>Uses</b>							
Sanitary Sewer			\$ 800,000				\$ 950,000
Total Uses of Funds	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ 950,000

Various sections of the City's sanitary sewer system are in need of repair or rehabilitation. Often, leaky and/or broken pipes and manholes are responsible for groundwater infiltration into the sewage system, resulting in higher sewage treatment costs for the City. The pipes and manholes in need of repair are also more likely to fail, resulting in sewage back-ups and resulting damage claims.

**Sewer Lift Stations**

PWA 3

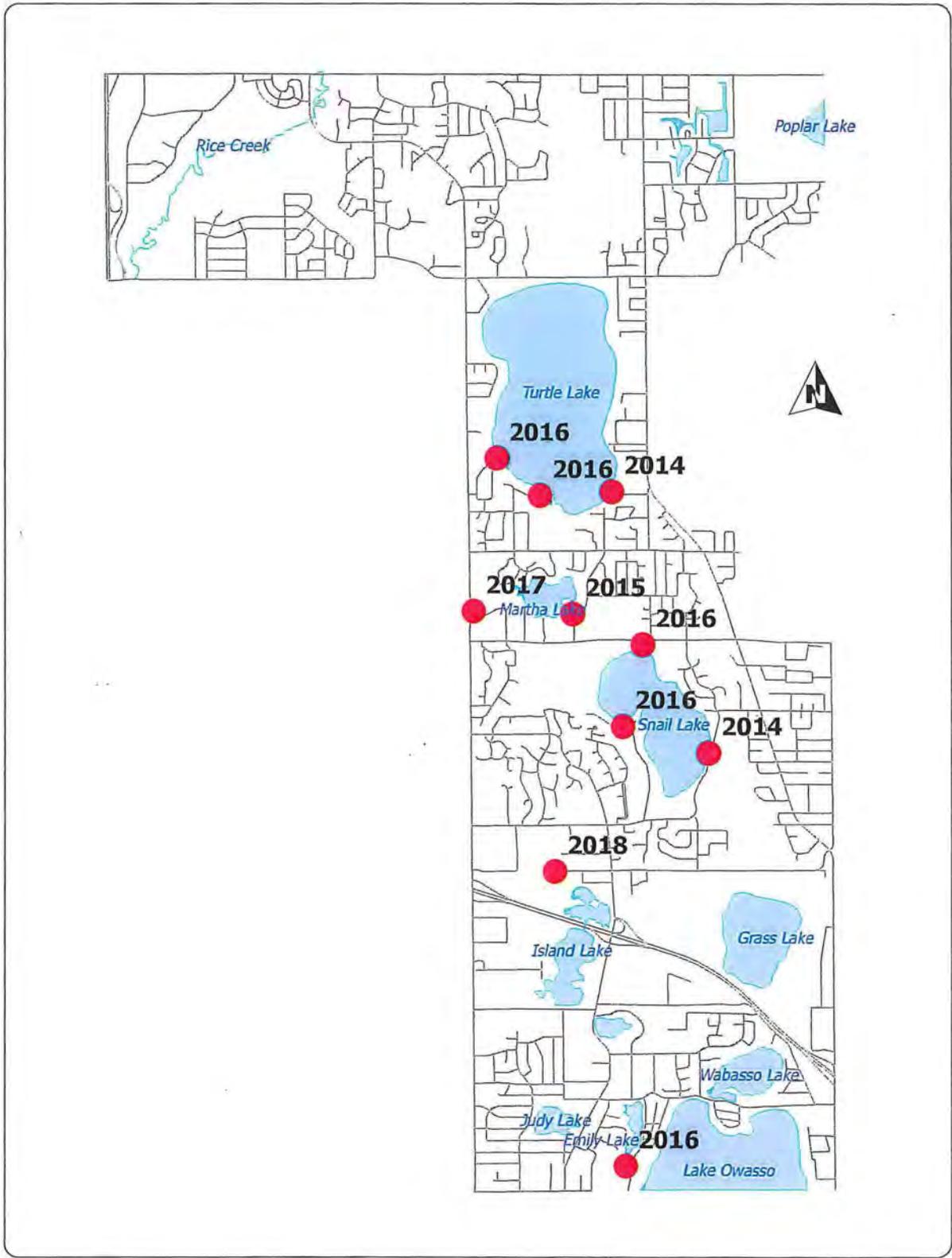
Sewer lift station improvements include updates and replacement of lift station equipment as well as system controls and monitoring capability.

Scheduled replacements and upgrades include:

- 2014 - update and improvement of controls and pumps/components at the Schifsky and Snail Lake lift stations
- 2015 - update, upgrade, and improve the SCADA system software for controlling and monitoring sanitary sewer lift stations
- 2016 - update 5 lift stations including: South Carlson, Reiland Lane, Turtle Lake, Dale & 96, and Oakridge.
- 2017 - update and improve controls and components at the North Lexington lift station
- 2018 - update and improve controls and components at the Gramsie lift station

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Sewer Revenue		\$ 40,000	\$ 45,000	\$ 75,000	\$ 30,000	\$ 30,000	
Total Sources of Funds	\$ -	\$ 40,000	\$ 45,000	\$ 75,000	\$ 30,000	\$ 30,000	\$ -
<b>Uses</b>							
Sewer Lift Station		\$ 40,000	\$ 45,000	\$ 75,000	\$ 30,000	\$ 30,000	
Total Uses of Funds	\$ -	\$ 40,000	\$ 45,000	\$ 75,000	\$ 30,000	\$ 30,000	\$ -

Updates and improvements are planned in accordance with the City's comprehensive infrastructure replacement plan, which is reviewed and updated annually.



Sewer Lift Stations

PWA 00003

**Pretreatment Structures**

PWA 2

Construction of storm water pretreatment structures (within the road right-of-way) near the current location of storm water pipes that directly discharge run-off into lakes. The following improvements are planned:

- 2015 - East shore of Shoreview Lake, subject to potential redevelopment of the adjacent multi-unit dwellings
- 2018 Install storm water treatment structure for elimination of a direct discharge

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Debt-Surface Water Revenue			\$ 120,000			\$ 120,000	
Total Sources of Funds	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 120,000	\$ -
<b>Uses</b>							
Storm Sewer			\$ 120,000			\$ 120,000	
Total Uses of Funds	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 120,000	\$ -

Based on the City's Surface Water Management Plan, the projects have been identified to eliminate direct discharges and improve the quality of surface water run-off.



Pretreatment Structures

PWA 00002

**Residential Street Lights**

PWA 7

Replacement of City-owned street lighting components each year. This work typically includes poles, luminaries, power sources, wiring, etc. in residential neighborhoods. Based on factors including age, material types, and reliability, the City will identify high priority areas and work with a lighting contractor on the selection and installation of the components.

Replacement allowances reflect conversion of City-owned street lights to more efficient LED fixtures and the gradual replacement and transfer of ownership of Xcel lights to City-owned lights.

Allowances for street light replacements are as follows:

- 2013 - 22 lights
- 2014 - 22 lights
- 2015 - 21 lights
- 2016 - 21 lights
- 2017 - 32 lights
- 2018 - 32 lights
- 2019 - 32 lights

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Street Lighting Fund	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230
Total Sources of Funds	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230
<b>Uses</b>							
Street Lighting	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230
Total Uses of Funds	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230

To address the growing trend and costs associated with street lighting outages and repairs in residential neighborhoods. This project proposes to address street lighting needs on a neighborhood basis, as opposed to responding to customer complaints.

A substantial amount of residential development occurred in the 1970's and the 1980's, and the components typically used for street lighting in those neighborhoods are reaching the end of their useful life. For instance, hollow wood poles are subject to rotting and bird/insect damage, and direct-buried wiring (as opposed to wiring in conduit) causes increased lighting outages. The upgraded system (with metal or fiberglass poles, efficient luminaries and wiring) is expected to have lower operating costs, and a service life of at least 35 years.

**Fire Equipment**

ADM 2

An allowance for the replacement of fire vehicles and equipment is planned for Shoreviews share (at 60.7% of the total cost) of fire equipment, as estimated by the Lake Johanna Fire Department.

Truck replacements include:

- 2013 - \$ 83,720 Chief's vehicle and utility vehicle
- 2014 - \$ 77,696 Utility vehicle
- 2017 - \$476,495 Fire truck and chiefs vehicle
- 2018 - \$ 32,778 Chiefs vehicle

Information systems estimates cover one computer replacement each year through 2016, and in 2014 includes \$12,140 for mobile computers for shift trucks.

Self-Contained Breathing Apparatus (SCBA) equipment includes:

- 2013 - \$24,000 SCBA replacement
- 2014 - \$22,459 Breathing air compressor- station #2
- 2019 - \$ 2,732 Hydro Test of SCBA bottles

Rescue equipment includes:

- 2016 - \$ 24,280 Technical rescue equipment

Miscellaneous equipment includes:

- 2013 - \$ 21,408 Ladder truck repairs, tire replacement and thermal imaging camera replacement
- 2014 - \$ 2,428 Replace enclosed trailer

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund	\$ 131,221	\$ 116,848	\$ 2,155	\$ 26,465	\$ 476,495	\$ 32,778	\$ 2,732
<b>Total Sources of Funds</b>	<b>\$ 131,221</b>	<b>\$ 116,848</b>	<b>\$ 2,155</b>	<b>\$ 26,465</b>	<b>\$ 476,495</b>	<b>\$ 32,778</b>	<b>\$ 2,732</b>
<b>Uses</b>							
Fire Vehicles/Equipment	\$ 83,720	\$ 77,696			\$ 476,495	\$ 32,778	
Other Information Systems	2,093	14,265	2,155	2,185			
SCBA Equipment	24,000	22,459					2,732
Equipment-Rescue				24,280			
Equipment-Miscellaneous	21,408	2,428					
<b>Total Uses of Funds</b>	<b>\$ 131,221</b>	<b>\$ 116,848</b>	<b>\$ 2,155</b>	<b>\$ 26,465</b>	<b>\$ 476,495</b>	<b>\$ 32,778</b>	<b>\$ 2,732</b>

Replacement of fire apparatus, rescue equipment and other equipment for the Fire Department is important to providing quality fire protection service to the community.

**Warning Sirens**

ADM 3

An allowance for the replacement/repair of warning sirens for each year is provided below.

- 2015 - \$18,000 Victoria St siren at the maintenance center
- 2017 - \$18,000 Victoria & 694 siren
- 2017 - \$ 9,000 Shoreview's share of Rice & Country Drive siren
- 2019 - \$ 9,000 Shoreview's share of Rice & Snail Lake Rd siren
- 2019 - \$18,000 Turtle Lake School siren

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fixed Asset Fund			\$ 18,000		\$ 27,000		\$ 27,000
Total Sources of Funds	\$ -	\$ -	\$ 18,000	\$ -	\$ 27,000	\$ -	\$ 27,000
<b>Uses</b>							
Public Safety			\$ 18,000		\$ 27,000		\$ 27,000
Total Uses of Funds	\$ -	\$ -	\$ 18,000	\$ -	\$ 27,000	\$ -	\$ 27,000

Regular maintenance/replacement of sirens is necessary to maintain the effectiveness of the warning system.

## Computer Systems

FINA 1

An allowance for periodic upgrades and replacements to the City's information systems (hardware and software) is planned to ensure the continued effectiveness of the network. The five-year information systems plan has expanded in recent years to address system-wide technology needs, in part due to the increased integration between systems. As such, the plan provides for personal computers, printers (member card, desktop, multi-function, high-speed, CAD plotter/scanner), file servers, miscellaneous hardware/systems (card access, security cameras, image scanners, card scanners, mobile devices, building monitors, phone system, wireless capability), network storage, LAN infrastructure, LAN software (backup protection, server virtualization, email, calendar, etc.), and periodic upgrades and enhancements to specialized software (accounting, recreation, CAD, GIS, office, permits, etc.).

Replacement of the City's accounting software is planned for the year 2018 at an estimated cost of \$500,000.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
General Fund	\$ 560						
Cable Television Fund	5,950						
Capital Improvement Fund	7,828						
Capital Acquisition (IT)		42,650	4,000	25,800	5,000	8,300	12,500
General Fixed Asset Fund	106,410	122,000	144,000	138,000	108,500	629,000	104,000
Water Fund	300		800		3,800		800
Sewer Fund	300		800		3,800		800
Central Garage Fund			14,000				
<b>Total Sources of Funds</b>	<b>\$ 121,348</b>	<b>\$ 164,650</b>	<b>\$ 163,600</b>	<b>\$ 163,800</b>	<b>\$ 121,100</b>	<b>\$ 637,300</b>	<b>\$ 118,100</b>
<b>Uses</b>							
Computers	\$ 20,000	\$ 13,500	\$ 15,000	\$ 10,000	\$ 10,000	\$ 13,500	\$ 15,000
Printers	19,300	10,000	16,000	2,000	29,000	2,000	2,000
Servers	4,000	9,000	33,000	10,000	22,000		
Security Systems	17,000	48,500	23,000	37,000	15,500	12,000	12,000
Recovery/Backup Systems	12,000	12,500	50,000			40,000	12,500
Communication Systems	7,710	8,500	2,000	7,000	2,000	22,000	2,000
LAN/Network	14,350	21,000	12,000	82,000	9,000	10,000	9,000
Imaging/Records Storage	3,500	15,000			5,000		
Specialized Applications	15,828	15,650	5,000	6,000	17,000	530,000	55,000
Other Information Systems	7,660	11,000	7,600	9,800	11,600	7,800	10,600
<b>Total Uses of Funds</b>	<b>\$ 121,348</b>	<b>\$ 164,650</b>	<b>\$ 163,600</b>	<b>\$ 163,800</b>	<b>\$ 121,100</b>	<b>\$ 637,300</b>	<b>\$ 118,100</b>

The City's computer systems are used extensively by staff, and the range and amount of use is continuing to expand. Timely replacements are necessary to maintain the productivity of the network, to protect the various systems, to provide adequate redundancy in the event of an emergency, and to keep pace with technology. Personal computers are replaced every 4 to 6 years, depending on the level of use. Other hardware is replaced as necessary for the productivity of the applicable system.

### Central Garage Equipment

PWA 18

Central Garage equipment is scheduled for replacement based on an evaluation of equipment condition, repair records, incidence of breakdowns, and changing operational needs. The cost of operation and replacement of all Central Garage equipment is recovered through annual rent charges (paid by funds and activities that use the equipment throughout the year). Maintaining an efficient and effective fleet of equipment is essential to consistent service delivery.

	2013 Estimate	2014 Planned	2015 Planned	2016 Planned	2017 Planned	2018 Planned	2019 Planned
<b>Resources</b>							
Central Garage Fund	\$ 679,097	\$ 524,000	\$ 519,000	\$ 548,000	\$ 527,000	\$ 540,000	\$ 551,000
Water Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Sewer Fund	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total Sources of Funds</b>	<b>\$ 704,097</b>	<b>\$ 549,000</b>	<b>\$ 544,000</b>	<b>\$ 573,000</b>	<b>\$ 552,000</b>	<b>\$ 565,000</b>	<b>\$ 576,000</b>
<b>Uses</b>							
Truck/s	\$ 197,043	\$ 326,000	\$ 394,000	\$ 260,000	\$ 260,000	\$ 214,000	\$ 334,000
Staff Vehicle/s	20,425	28,000				30,000	
Tractor/Mower/Loader/Cart	196,771	55,000				140,000	45,000
Field & Grounds Maint Equip		30,000		111,000		42,000	18,000
Chipper							50,000
Street Repair Equipment	63,858						15,000
Sweeper			60,000		200,000		
Sewer Cleaning Equipment				110,000			
Generator	140,000					45,000	
Bobcat (annual rotation)	36,000	40,000	40,000	42,000	42,000	44,000	44,000
Equipment-Central Garage	50,000	70,000	50,000	50,000	50,000	50,000	70,000
<b>Total Uses of Funds</b>	<b>\$ 704,097</b>	<b>\$ 549,000</b>	<b>\$ 544,000</b>	<b>\$ 573,000</b>	<b>\$ 552,000</b>	<b>\$ 565,000</b>	<b>\$ 576,000</b>

This project also provides for an annual equipment rotation for the bobcat skid steer, currently used by public works maintenance personnel in conjunction with excavating projects, pond maintenance, street patching, snow removal and tree planting/landscaping projects. The annual replacement (rotation) is cost effective because the annual cost to maintain the equipment (covering routine maintenance, tire repairs and replacements) continue to rise. The trade-in program for State and Local government agencies allows the City to trade in a piece of equipment that is 1-2 years old, and purchase a new piece of equipment using state purchasing contract pricing. The annual cost of repairs/replacements for the equipment is eliminated, and the City obtains a new bobcat skid steer for a net annual cost of approximately \$2,000. The City may elect to participate in the program each year, and is under no obligation to continue participation in the program in the future. This CIP project assumes using the annual rotation each year, and also assumes a net gain on the disposal of the equipment each year, because the trade-in value is high in the first 1-2 years.