

City of Shoreview, Minnesota

Biennial Operating Budget 2018-2019
Capital Improvement Program 2018-2023

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City of Shoreview, Minnesota

**Adopted Biennial Operating Budget 2018-2019 and
Capital Improvement Program 2018-2023**

Principal City Officials

City Council	Name	Term Expires
Mayor	Sandy Martin	December 31, 2018
Council member	Sue Denkinger	December 31, 2020
Council member	Emy Johnson	December 31, 2020
Council member	Terry Quigley	December 31, 2018
Council member	Cory Springhorn	December 31, 2018

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	Fred Espe	February 1, 2014
Public Works Director	Mark J. Maloney	September 6, 1994

Prepared by the Finance Department

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Biennial Budget 2018-2019

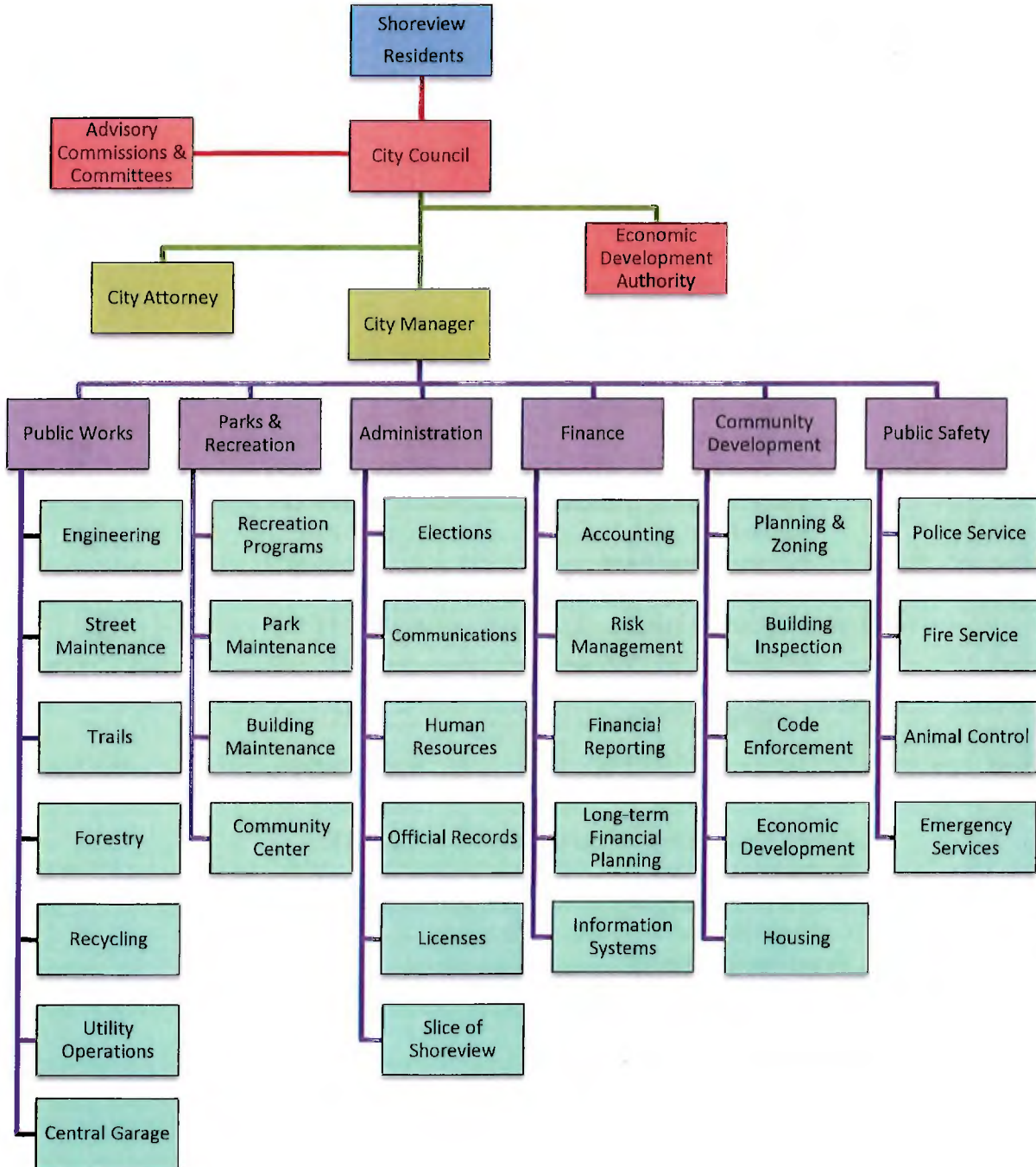
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Organization Structure

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 30, and certification of the final tax levy and budget by December 28.

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 2015) and the most recent property tax data (for the year 2016) show that Shoreview's:

- City share of the property tax bill (on a median valued home value of \$253,800) is 5th lowest among comparison cities (\$846 in Shoreview compared to \$1,068 on average).
- City tax rate is 6th lowest among comparison cities (20 percent below average).
- Special assessment revenue per capita is 5th 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 4th 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 3rd lowest among comparison cities (41 percent below average) due to efficiencies gained through contracts with other local governments.
- Total spending per capita is 16th lowest among comparison cities (18 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:

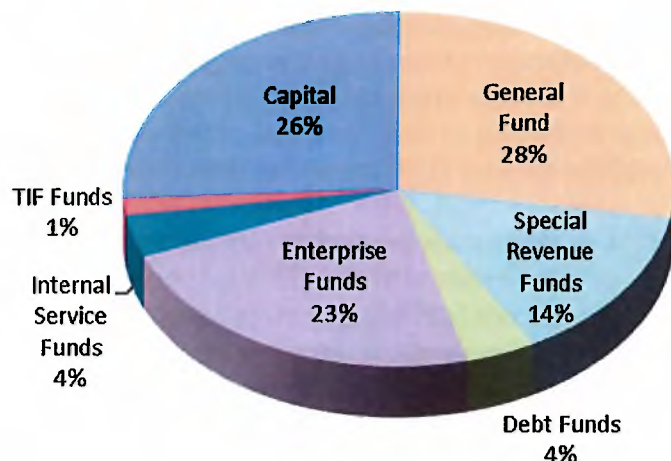
- Decision-making considers a long-term view of community needs.
- Practices prevent the use of one-time revenues to support ongoing operating expenses.
- Analysis considers long-term maintenance and operating costs when planning and evaluating capital projects.
- Commitment to balanced operations where 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 2018 and 2019 budget for operating funds is summarized in the table below (excluding planned capital projects). Budgeted expense in 2018 is \$28,583,634, an increase of \$1,863,063 over the 2017 budget (7.0 percent). Budgeted expense in 2019 is \$30,208,589, an increase of \$1,624,955 over the 2018 budget (5.7 percent).

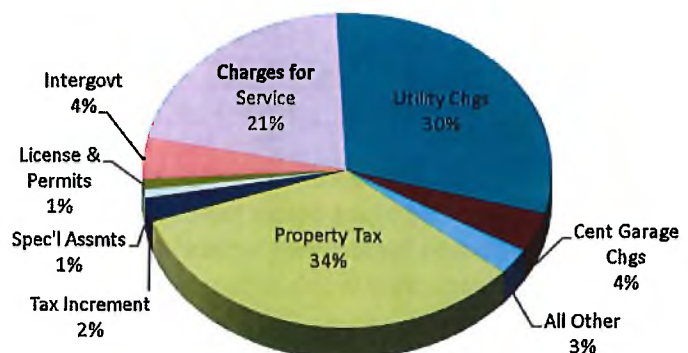
	2015	2016	2017	2017	2018	2019
	Actual	Actual	Budget	Revised Estimate	Budget	Budget
Revenue						
Property Taxes	\$ 7,941,549	\$ 8,401,496	\$ 8,574,148	\$ 8,574,148	\$ 9,052,971	\$ 9,921,839
Special Assessments	276,547	304,728	202,119	182,741	205,875	234,875
Licenses and Permits	500,102	695,250	323,050	684,350	379,700	316,000
Intergovernmental	634,041	630,358	562,384	593,634	607,622	608,622
Charges for Services	6,419,063	6,358,141	6,256,551	6,482,652	6,511,964	7,041,451
Fines and Forfeits	52,581	51,264	42,500	45,000	47,500	47,500
Utility Charges	8,523,322	9,082,202	10,175,011	9,755,549	10,585,046	10,988,461
Central Garage Charges	1,264,028	1,285,231	1,338,660	1,378,137	1,438,058	1,493,758
Interest Earnings	246,025	176,393	181,540	181,500	182,380	203,520
Other Revenues	160,230	178,324	101,350	99,650	93,350	93,550
Total Revenue	\$ 26,017,488	\$ 27,163,387	\$ 27,757,313	\$ 27,977,361	\$ 29,104,466	\$ 30,949,576
Expense						
General Government	\$ 2,385,021	\$ 2,479,897	\$ 2,556,837	\$ 2,504,869	\$ 3,017,918	\$ 2,726,663
Public Safety	3,461,565	3,646,138	3,751,370	3,747,500	3,908,639	4,040,279
Public Works	1,939,739	1,991,349	2,184,896	2,151,267	2,179,851	2,288,864
Parks and Recreation	5,817,872	5,953,825	6,153,599	6,257,447	6,601,779	7,101,478
Community Development	791,981	848,713	865,091	883,936	911,297	949,448
Enterprise Operations	5,618,841	6,047,902	6,404,215	6,411,147	6,659,615	7,028,170
Central Garage	577,415	592,227	614,470	586,268	627,016	642,616
Miscellaneous	62,263	6,447	41,000	41,000	41,000	41,000
Debt Service	2,197,566	2,097,058	1,960,093	2,078,146	2,244,519	2,920,071
Depreciation	1,965,224	1,998,879	2,189,000	2,216,000	2,392,000	2,470,000
Total Expense	\$ 24,817,487	\$ 25,662,435	\$ 26,720,571	\$ 26,877,580	\$ 28,583,634	\$ 30,208,589
Other Sources (Uses)						
Sale of Asset-Gain	44,577	43,147	43,000	28,200	27,700	45,000
Debt Proceeds	9,493	-	7,700	118,514	14,794	-
Debt Refunding	(1,490,000)	-	-	-	-	-
Contributed Capital Assets	897,027	528,085	-	-	-	-
Transfers In	2,133,522	1,880,099	1,909,400	1,909,400	2,384,400	2,548,400
Transfers Out	(1,835,628)	(2,259,078)	(2,008,726)	(1,604,504)	(1,613,400)	(1,666,400)
Net Change	\$ 958,992	\$ 1,693,205	\$ 988,116	\$ 1,551,391	\$ 1,334,326	\$ 1,667,987

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.

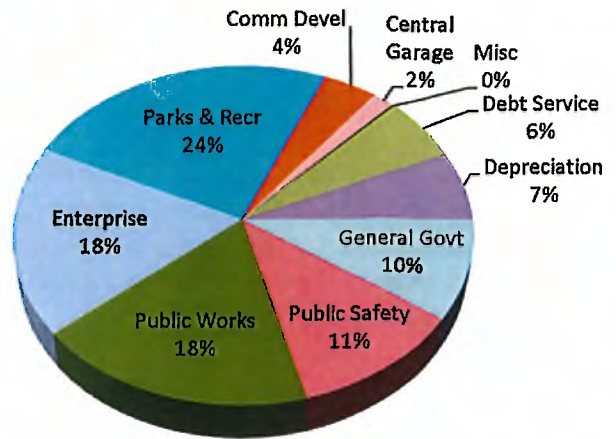
Combined Revenue and Expense for all funds in 2018 (including capital projects) is provided in the table below (by type of fund). Total estimated expense is \$36,562,101 for the year (\$28,583,634 in operating funds plus \$7,978,467 in capital funds). An additional \$2,344,000 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2018 CIP estimate of \$10,069,548).

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility	Internal Service		
Revenue							
Property Taxes	\$ 7,896,736	\$ 230,000	\$ 742,235	\$ -	\$ 184,000	\$ 2,689,000	\$11,741,971
Tax Increment	-	-	-	-	-	865,420	865,420
Special Assessments	-	-	205,875	-	-	91,882	297,757
Licenses and Permits	379,700	-	-	-	-	-	379,700
Intergovernmental	527,622	80,000	-	-	-	865,783	1,473,405
Charges for Services	1,362,265	5,140,299	-	1,500	7,900	790,000	7,301,964
Fines and Forfeits	47,500	-	-	-	-	-	47,500
Utility Charges	-	-	-	10,585,046	-	-	10,585,046
Central Garage Charges	-	-	-	-	1,438,058	-	1,438,058
Interest Earnings	55,000	10,300	18,030	84,700	14,350	107,275	289,655
Other Revenues	14,650	48,700	-	-	30,000	510,275	603,625
Total Revenue	\$10,283,473	\$ 5,509,299	\$ 966,140	\$10,671,246	\$1,674,308	\$ 5,919,635	\$35,024,101
Expense							
General Government	\$ 2,471,065	\$ 546,853	\$ -	\$ -	\$ -	\$ 467,500	\$ 3,485,418
Public Safety	3,908,639	-	-	-	-	215,048	4,123,687
Public Works	1,600,892	578,959	-	-	-	4,443,000	6,622,851
Parks and Recreation	2,056,398	4,545,381	-	-	-	2,250,000	8,851,779
Community Development	684,479	226,818	-	-	-	602,919	1,514,216
Enterprise Operations	-	-	-	6,659,615	-	-	6,659,615
Central Garage	-	-	-	-	627,016	-	627,016
Miscellaneous	-	-	-	-	41,000	-	41,000
Debt Service	-	-	1,594,003	550,472	100,044	-	2,244,519
Depreciation	-	-	-	1,665,000	727,000	-	2,392,000
Total Expense	\$10,721,473	\$ 5,898,011	\$ 1,594,003	\$ 8,875,087	\$1,495,060	\$ 7,978,467	\$36,562,101
Other Sources (Uses)							
Sale of Asset-Gain	-	-	-	-	27,700	-	27,700
Debt Proceeds	-	-	14,794	-	-	3,190,000	3,204,794
Transfers In	863,000	525,000	877,000	-	119,400	1,239,000	3,623,400
Transfers Out	(425,000)	(350,000)	(50,000)	(782,400)	(6,000)	(2,010,000)	(3,623,400)
Net Change	\$ -	\$ (213,712)	\$ 213,931	\$ 1,013,759	\$ 320,348	\$ 360,168	\$ 1,694,494

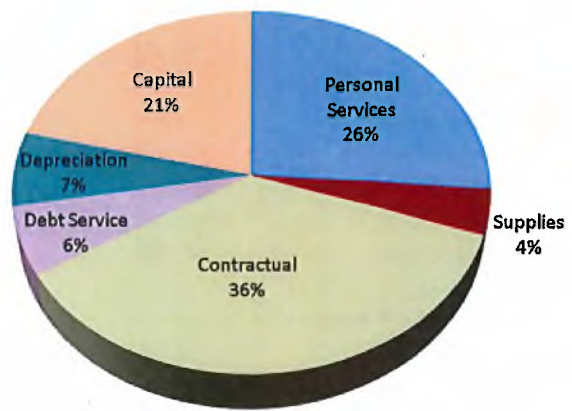
Revenue by Source – Revenue (for combined operating and capital funds) is derived from a combination of sources including: property tax, utility charges, charges for service, tax increment, intergovernmental revenue, central garage charges, license and permit revenue and other miscellaneous sources.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



Total Expense by Function – Public Works accounts for 36 percent of expense consisting of 18 percent for engineering, street and trail maintenance, and forestry; and 18 percent for enterprise utility operations. Parks and recreation operations account for 24 percent, Public Safety (police, fire, animal control, and emergency services) 11 percent, General Government 10 percent, Depreciation (for utility system and central garage assets) 7 percent Debt Service 6 percent, 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 (36 percent), and include: sewage treatment; contracted police, fire and recycling; inter-fund charges; and repair and maintenance. Personal services accounts for 26 percent, and includes: wages, health insurance, required contributions to social security, medicare and PERA, and workers compensation insurance. Capital costs account for 21 percent of total spending, followed by depreciation (for the depreciation of utility system and central garage assets) 7 percent, and debt service at 6 percent. Supplies account for the smallest share of spending at 4 percent.



In recent years the City has held the cost of health insurance premiums down through use of a high-deductible plan. However health insurance continues to be a significant cost to the City.

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 2018 budget assumes accumulating fund balance to cover future 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). 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.

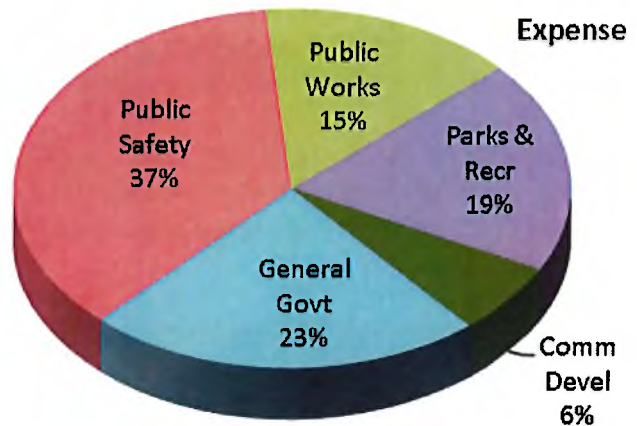
Combined Revenue and Expense for all funds in 2019 is provided in the table below (by type of fund). Total estimated expense is \$36,188,011 for the year (\$30,208,589 in operating funds plus \$5,979,422 in capital funds). An additional \$3,072,450 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2019 CIP estimate of \$8,097,793).

Even though a budget is adopted for 2019, the City will continue to hold a budget hearing during 2018 (for the 2019 budget), and will adopt both a preliminary and final tax levy for the 2019 budget, by following the normal budget process (and as is consistent with State law). Any necessary modifications to 2019 revenue or expense will be handled through a budget amendment in December of 2018, after the normal budget hearing.

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility Funds	Internal Service		
Revenue							
Property Taxes	\$ 8,370,839	\$ 240,000	\$ 1,127,000	\$ -	\$ 184,000	\$ 2,511,000	\$12,432,839
Tax Increment	-	-	-	-	-	1,331,632	1,331,632
Special Assessments	-	-	234,875	-	-	6,130	241,005
Licenses and Permits	316,000	-	-	-	-	-	316,000
Intergovernmental	528,622	80,000	-	-	-	715,783	1,324,405
Charges for Services	1,347,081	5,684,970	-	1,500	7,900	790,000	7,831,451
Fines and Forfeits	47,500	-	-	-	-	-	47,500
Utility Charges	-	-	-	10,988,461	-	-	10,988,461
Central Garage Charges	-	-	-	-	1,493,758	-	1,493,758
Interest Earnings	60,000	11,900	24,220	91,900	15,500	123,175	326,695
Other Revenues	14,850	48,700	-	-	30,000	531,610	625,160
Total Revenue	\$ 10,684,892	\$ 6,065,570	\$ 1,386,095	\$ 11,081,861	\$ 1,731,158	\$ 6,009,330	\$ 36,958,906
Expense							
General Government	2,525,319	201,344	-	-	-	311,200	3,037,863
Public Safety	4,040,279	-	-	-	-	72,143	4,112,422
Public Works	1,690,304	5,523,009	-	-	-	1,312,000	8,525,313
Parks and Recreation	2,177,029	-	-	-	-	3,330,000	5,507,029
Community Development	714,961	234,487	-	-	-	954,079	1,903,527
Enterprise Operations	-	-	-	7,028,170	-	-	7,028,170
Central Garage	-	-	-	-	642,616	-	642,616
Miscellaneous	-	-	-	-	41,000	-	41,000
Debt Service	-	-	2,221,998	603,429	94,644	-	2,920,071
Depreciation	-	-	-	1,714,000	756,000	-	2,470,000
Total Expense	\$ 11,147,892	\$ 5,958,840	\$ 2,221,998	\$ 9,345,599	\$ 1,534,260	\$ 5,979,422	\$ 36,188,011
Other Sources (Uses)							
Debt Proceeds	-	-	-	-	-	89,800	89,800
Transfers In	900,000	547,000	982,000	-	119,400	1,066,200	3,614,600
Transfers Out	(437,000)	(360,000)	(50,000)	(819,400)	-	(1,948,200)	(3,614,600)
Net Change	\$ -	\$ 293,730	\$ 96,097	\$ 916,862	\$ 361,298	\$ (762,292)	\$ 905,695

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 2018 include the addition of a part-time human resources management assistant, cost of a general election, a three percent wage adjustment for regular staff, and a \$20 per month increase in the City’s HRA contribution. Communication costs are partially supported through a transfer from the Cable Television Fund in the amount of \$200,000. After consideration of the transfer, general government expense is expected to rise 6.2 percent in 2018 and 2.4 percent in 2019.

Public Safety includes contract costs associated with police, fire, and animal control. 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 a 3.3 percent increase in the policing contract and the phase in of an assistant fire chief. Overall, public safety costs are expected to increase 4.2 percent for 2018 and 3.4 percent for 2019.

Public Works includes administration and engineering, street and trail maintenance, and forestry. Changes in 2018 include reduced personal services as a result of a retirement. Public works costs decrease 0.1 percent for 2018 and increase 5.6 percent for 2019.

Parks and Recreation includes park administration, building operation/maintenance and park maintenance. Total parks and recreation costs are projected to increase 9.4 percent in 2018 and 5.9 percent in 2019. The increase is due in part to the phase in of the park and recreation director position in 2018 and 2019, and the addition of a parks maintenance worker in 2018.

Community Development includes planning and zoning administration, and building inspection. Overall, community development costs will increase 4.2 percent for 2018 and 4.5 percent for 2019.

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 \$270,000 for 2018, and \$277,000 for 2019, to offset discounted room rentals and provide general community support (covering approximately 9 percent of operating costs). The Recreation Program Fund provides a 2018 inter-fund transfer equal to \$150,000, and a 2019 inter-fund transfer equal to \$160,000 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 \$95,000 of support in 2018 and \$100,000 in 2019.

Cable Television Fund – Accounts for the receipt of a cable franchise fee and a public educational and government (PEG) fee designated for the management and administration of the cable franchise and government cable programming. Costs supported by the fund include operation and promotion of cable communications, 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 \$12.1 million water treatment plant in 2015.

Description	2018	2019	2020	2021	2022
GO Improvement bonds (assmts)	\$ 470,000	\$ -	\$ 560,000	\$ -	\$ 460,000
Street Improvement bonds	3,000,000	-	-	-	2,500,000
GO Water bonds	1,400,000	-	1,630,000	-	1,450,000
GO Sewer bonds	650,000	-	2,180,000	-	1,230,000
GO Surface Water bonds	1,200,000	-	1,210,000	-	650,000
Estimated Total Debt Issued	<u>\$ 6,720,000</u>	<u>\$ -</u>	<u>\$ 5,580,000</u>	<u>\$ -</u>	<u>\$ 6,290,000</u>

Debt Repayment – Over the next 5 years approximately 36 percent of the City’s current outstanding debt will be retired, and 63 percent will be retired within 10 years. This is considered a very favorable indicator.

- **General Obligation/Certificate of Participation Debt** is retired at a slightly slower rate with 34 percent paid within 5 years and 57 percent paid within 10 years.
- **Enterprise and Internal Service** debt is retired over a slightly higher rate with approximately 37 percent paid within 5 years and 68 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, 2016 Shoreview’s legal debt limit is \$81.0 million, and Shoreview’s debt levels were approximately 12 percent of the limit. Debt issued in 2018 results in estimated debt levels of 10 percent of the limit for 2019.

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, 2011 and 2014 the City set aside General Fund surplus in the amount of \$378,064, \$311,728 and \$533,749 respectively to mitigate changes in future debt levies.

Description	2018	2019	2020	2021	2022
Existing Debt-Central Garage	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000
Existing Debt-Debt funds	683,000	877,000	746,000	744,000	531,000
Future Debt-Debt funds	0	250,000	250,000	250,000	340,000
Total Debt Levies	<u>\$ 867,000</u>	<u>\$ 1,311,000</u>	<u>\$ 1,180,000</u>	<u>\$ 1,178,000</u>	<u>\$ 1,055,000</u>
Change in Debt Levy	\$ 136,000	\$ 444,000	\$ (131,000)	\$ (2,000)	\$ (123,000)

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 2017, and excerpts from the October 2017 Standard & Poor’s rationale and outlook sections of the rating summary are reproduced below:

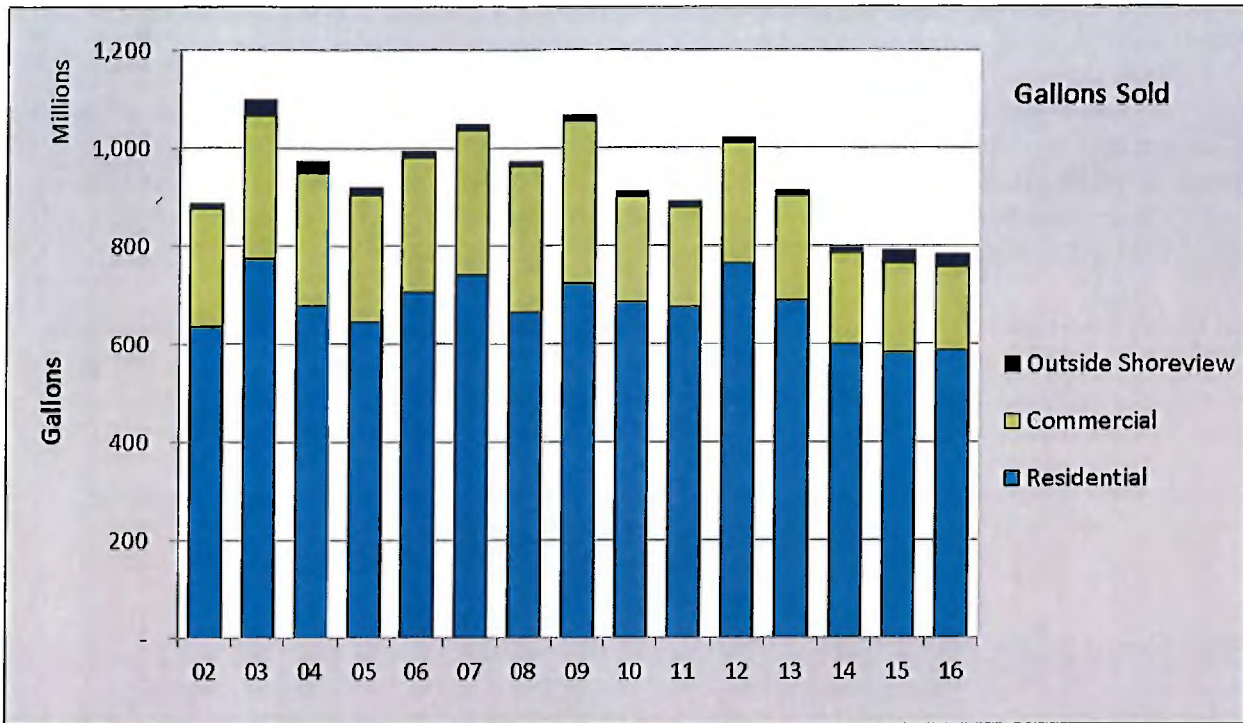
- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management with “strong” financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2016;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2016 of 43% of operating expenditures;
- Very strong liquidity, with total government available cash at 1.6x total governmental fund expenditures and 26.3x governmental debt service, and access to external liquidity we consider strong;
- Weak debt and contingent liability position, with debt service carrying charges at 6.3% of expenditures and net direct debt that is 179.4% of total governmental fund revenue; and
- Strong institutional framework score.
- The stable outlook reflects Standard & Poor’s view of the city’s very strong economy and strong financial performance, which is supported by very strong management. They do not expect to revise the rating in the next two years because they believe the city will maintain very strong reserves. Although not expected, they could take a negative rating action if significant deterioration occurs in the city’s economic or financial position. The city’s access to the broad and diverse Minneapolis-St. Paul metropolitan statistical area provides stability to the rating.

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.

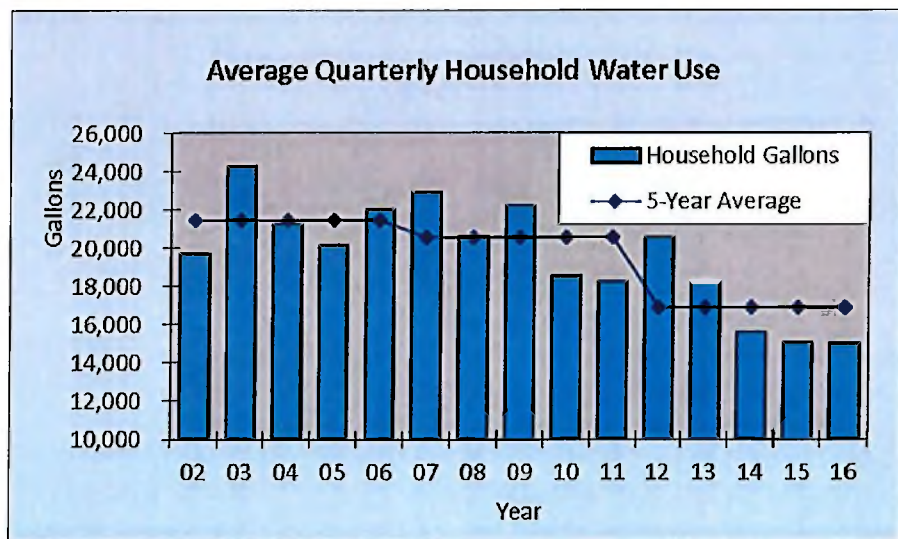
Water Fund – Accounts for the distribution of drinking water to approximately 9 thousand residences and businesses within City limits, and provides limited service at higher billing rates to neighboring communities through service agreements. Utility rates are designed to support operations and maintenance, 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, water treatment plant, distribution lines, valves and fire hydrants) is sufficient to deliver water service to all properties in Shoreview for the future.

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.

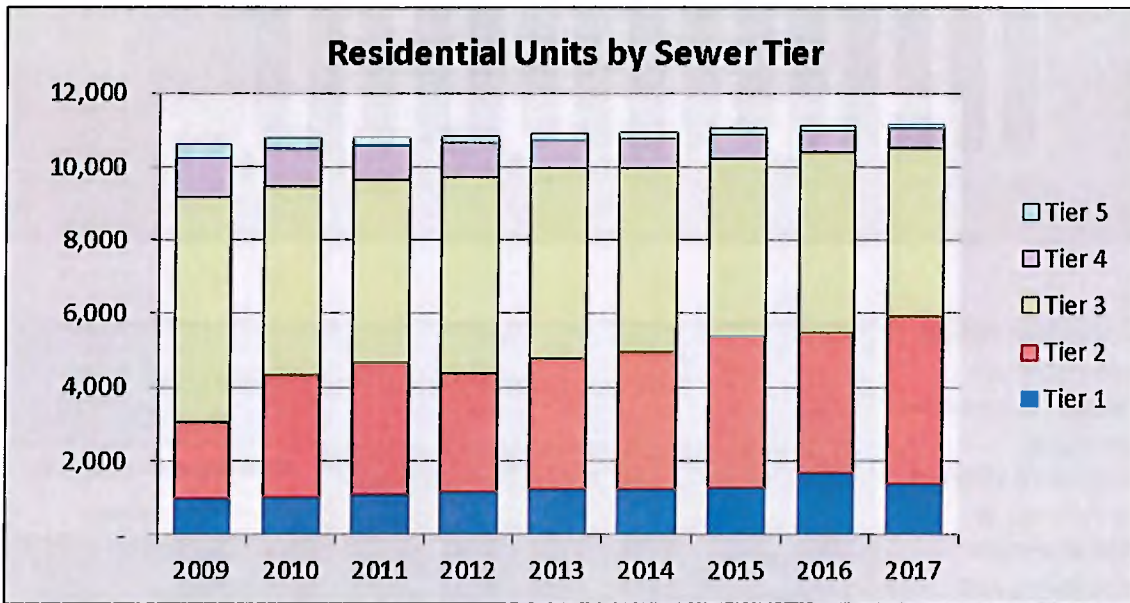


As water consumption drops, water rates must be revised to generate sufficient income necessary to support the cost of operations. For 2018, water rates will increase 4 percent.

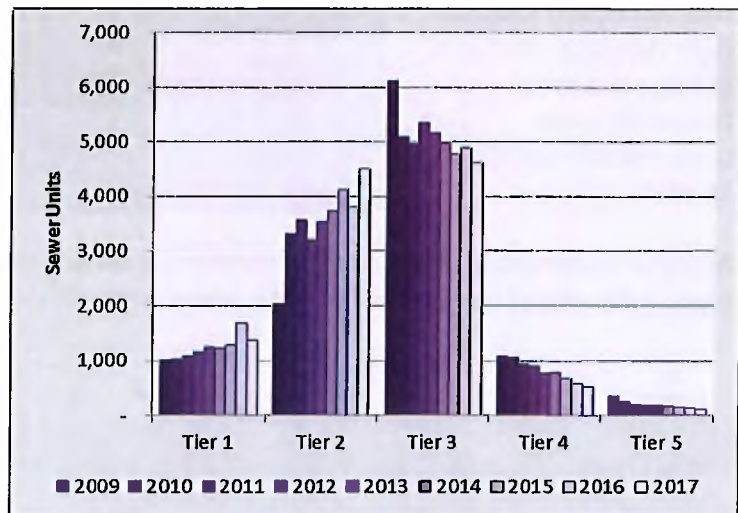
Sewer Fund – Accounts for the collection and treatment of wastewater (sewage) from residences and businesses throughout Shoreview. Sewage is routed to facilities owned and operated by Metropolitan Council Environmental Services (MCES), and Shoreview is billed for its prorated share of overall sewage flow. Sewage treatment costs account for 51 percent of Sewer Fund expense in 2018. Operating, maintenance and replacement costs are supported entirely by user charges which will increase 3 percent in 2018.

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 a \$237,415 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 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 14.0 percent for 2018, a significant portion of this increase is related to Central Garage equipment and administrative charges. 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 \$1.42 per quarter for 2018, an increase of 5 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 6% in 2018.

Impact on Utility Bill – The quarterly utility bill for an average home (quarterly water use of 15 thousand gallons, and winter water use of 12 thousand gallons) is expected to increase \$7.08 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	2017	2018	Change
	Water	\$ 55.34	\$ 57.54
Sewer	90.28	92.99	2.71
Surface water	28.30	29.72	1.42
Street lighting	12.48	13.23	0.75
State fee	1.59	1.59	-
Total	\$ 187.99	\$ 195.07	\$ 7.08

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 \$5.04 to \$21.12.

Use Level	% of Homes	Water Gallons	Sewer Gallons	Total Utility Bill		Change in Quarterly Bill	Percent Change
				2017	2018		
Very low	13%	5,000	4,000	\$129.42	\$134.46	\$ 5.04	3.9%
Low	28%	10,000	10,000	\$154.57	\$160.50	\$ 5.93	3.8%
Average	40%	15,000	12,000	\$187.99	\$195.07	\$ 7.08	3.8%
Above avg	14%	25,000	22,000	\$238.83	\$247.72	\$ 8.89	3.7%
High	3%	55,000	26,000	\$394.18	\$409.22	\$ 15.04	3.8%
Very high	2%	80,000	34,000	\$552.04	\$573.16	\$ 21.12	3.8%

Internal Service Funds are used for activities that provide goods or services to other funds or departments 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 and transfers from utility funds.

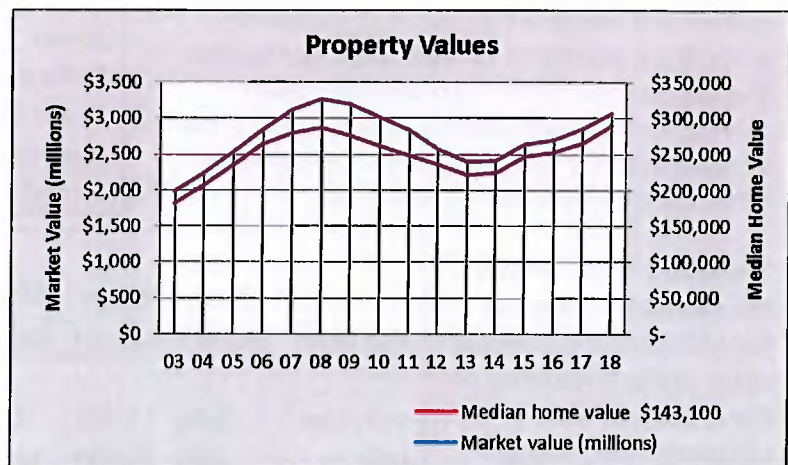
Short-term Disability Fund – Accounts for premiums paid by regular employees (through payroll deduction) and disability payments to employees on a self-insured basis. Annual losses are monitored closely for the purpose of establishing appropriate disability premiums and retaining sufficient fund balances.

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.

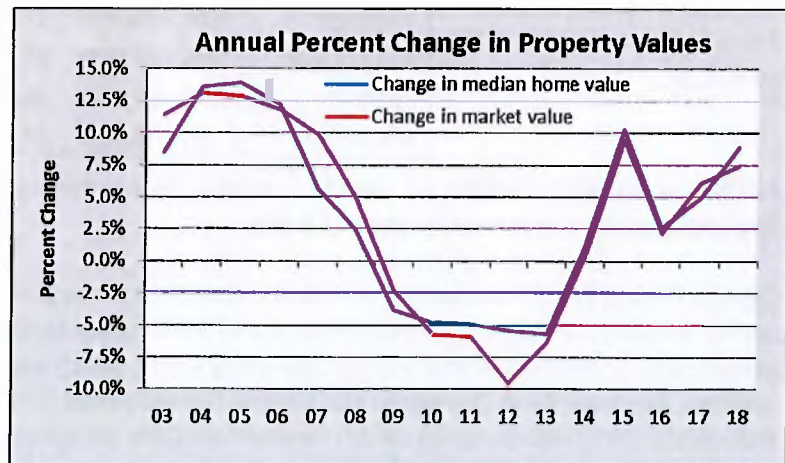
Economy – Although the City can influence property value growth through new development approvals and economic development efforts, the City has limited ability since less than 5 percent of property in Shoreview is considered undeveloped. As Shoreview continues to near full development, opportunities 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. Shoreview is in the midst of significant economic growth bringing new retail services and dining choices, expanding housing options, and added jobs and tax base with several high profile business expansions.

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

Market Value – Total market value is expected to increase 7.5 percent for 2018 taxes, and taxable value is expected to increase 7.4%. Shoreview’s values grew an average of 10.7 percent per year from 2001 to 2008, followed by an average decline of 0.4 percent 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 \$266,200 in 2017 to \$289,800 in 2018, an increase of 8.9 percent before the effect of the Homestead Market Value Exclusion (HMVE) program. Once the HMVE is applied the median home value drops to \$278,600 (a total value increase of 10.2 percent from 2017).



Property Taxes – The 2018 property tax levy, as shown in the table below, is 3.91 percent higher than the adopted 2017 levy. Current tax levy projections for the second budget year (2017) reflect a 3.84 percent increase. Public safety costs are the primary cause of the levy increase for the General Fund share of the levy. Even though the largest share of the tax levy is allocated to the General Fund, the General Fund share of the tax levy has declined from a high of 75% in 2006 to a low of 68% for 2016, while combined debt service and capital share of the tax levy has risen from 25% in 2006 to 30% for 2016. This trend is expected to continue in the future due to increased repair and replacement costs.

Property Tax Levy	2017 Adopted	2018 Adopted	2019 Proposed	Dollar Change		Percent Change		Percent Impact on Total Levy	
				2018	2019	2018	2019	2018	2019
				General Fund	\$ 7,623,148	\$ 7,896,736	\$ 8,370,839	\$ 273,588	\$ 474,103
Debt									
Debt Funds	547,000	742,235	1,127,000	195,235	384,765	35.69%	51.84%	1.74%	3.28%
Central Garage Fund	184,000	184,000	184,000	-	-	0.00%	0.00%	0.00%	0.00%
Total Debt Funds	731,000	926,235	1,311,000	195,235	384,765	26.71%	41.54%	1.74%	3.28%
Capital Costs									
Street Renewal Fund	1,060,000	1,124,000	941,000	64,000	(183,000)	6.04%	-16.28%	0.57%	-1.56%
General Fixed Asset Fund	1,521,484	1,525,000	1,530,000	3,516	5,000	0.23%	0.33%	0.03%	0.04%
Information Technology Fund	35,000	40,000	40,000	5,000	-	14.29%	0.00%	0.04%	0.00%
Total Capital Funds	2,616,484	2,689,000	2,511,000	72,516	(178,000)	2.77%	-6.62%	0.65%	-1.52%
EDA									
EDA Fund	115,000	120,000	125,000	5,000	5,000	4.35%	4.17%	0.04%	0.04%
HRA Fund	105,000	110,000	115,000	5,000	5,000	4.76%	4.55%	0.04%	0.04%
Total EDA Funds	220,000	230,000	240,000	10,000	10,000	4.55%	4.35%	0.09%	0.09%
Total Levy	\$ 11,190,632	\$ 11,741,971	\$ 12,432,839	\$ 551,339	\$ 690,868	4.93%	5.88%	4.93%	5.88%

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.

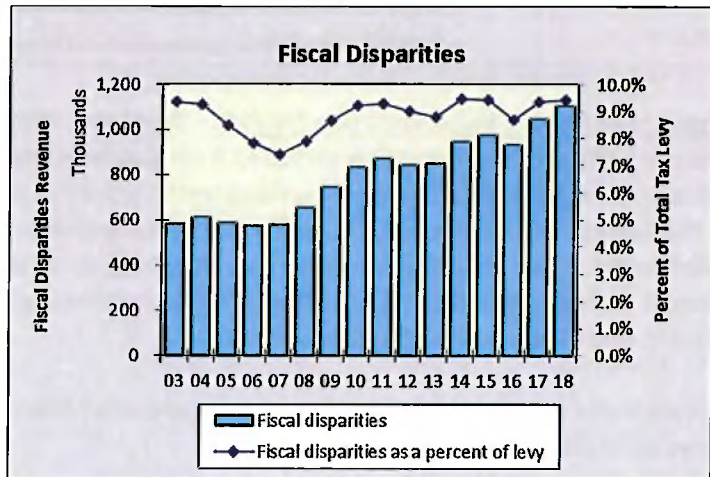
Sample home values and the portion of value excluded from taxes is provided in the table at right.

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 estimated tax rate will decrease to 33.481 for 2018, due to the combined impact of the levy increase and an increase in taxable value. The table below provides a comparison of preliminary 2018 tax rates to three previous years. Shoreview accounts for about 24% of the total tax bill once market value based taxes are included (for voter approved school district levies).

	Tax Rates				Percent Change		
	Payable 2015	Payable 2016	Payable 2017	Payable 2018	Payable 2016	Payable 2017	Payable 2018
Tax Rates							
City of Shoreview	34.873%	35.357%	34.302%	33.481%	1.4%	-3.0%	-2.4%
Shoreview HRA	0.323%	0.332%	0.325%	0.317%	2.8%	-2.1%	-2.5%
Ramsey County	58.922%	58.885%	55.850%	53.692%	-0.1%	-5.2%	-3.9%
School district 621	27.378%	26.245%	25.305%	21.811%	-4.1%	-3.6%	-13.8%
School district 623	17.180%	20.958%	18.895%	21.292%	22.0%	-9.8%	12.7%
All other [1]	9.179%	9.052%	8.558%	8.215%	-1.4%	-5.5%	-4.0%
Total-621 Schools	130.675%	129.871%	124.340%	117.516%	-0.6%	-4.3%	-5.5%
Total-623 Schools	120.477%	124.584%	117.930%	116.997%	3.4%	-5.3%	-0.8%
[1] Regional rail, Met Council, Mosquito Control and Rice Creek Watershed combined.							
Market Value Rates							
School district 621	0.21901%	0.22261%	0.20712%	0.19688%	1.6%	-7.0%	-4.9%
School district 623	0.25930%	0.21044%	0.19350%	0.21927%	-18.8%	-8.0%	13.3%

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 7.5 percent (\$65.28 per year), and the combined tax for all other taxing jurisdictions will increase approximately \$148.61 per year (\$.61 increase for the HRA and \$82.72 increase for all other jurisdictions), for a total increase of 4.0 percent.

Mounds View Schools & Rice Creek Watershed	Payable 2017	Payable 2018	Dollar Change	Percent Change
Home value	\$ 266,200	\$ 289,800	\$ 23,600	8.9%
HMVE home value	\$ 252,900	\$ 278,600	\$ 25,700	10.2%
Taxable value	\$ 2,529	\$ 2,786	\$ 257	10.2%
Property Tax:				
City	\$ 867.50	\$ 932.78	\$ 65.28	7.5%
HRA	8.22	8.83	0.61	7.4%
All other jurisdictions	2,820.20	2,902.92	82.72	2.9%
Total Property Tax	\$3,695.92	\$3,844.53	\$ 148.61	4.0%

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 6 different assumptions about value changes. The City share of the tax bill for a median home value of \$289,800 under each assumption is described after the table, and ranges from a 13.3 percent decrease to a 14.5 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								
2017	2018	Value Change	2017	2018	Value Change	2017	2018	2017	2018	Dollars	Percent
\$ 252,000	\$ 289,800	15.0%	\$ 237,400	\$ 278,600	17.4%	\$ 2,374	\$ 2,786	\$ 814.33	\$ 932.78	\$ 118.45	14.5%
\$ 266,200	\$ 289,800	8.9%	\$ 252,900	\$ 278,600	10.2%	\$ 2,529	\$ 2,786	\$ 867.50	\$ 932.78	\$ 65.28	7.5%
\$ 276,000	\$ 289,800	5.0%	\$ 263,600	\$ 278,600	5.7%	\$ 2,636	\$ 2,786	\$ 904.20	\$ 932.78	\$ 28.58	3.2%
\$ 289,800	\$ 289,800	0.0%	\$ 278,600	\$ 278,600	0.0%	\$ 2,786	\$ 2,786	\$ 955.65	\$ 932.78	\$ (22.87)	-2.4%
\$ 305,000	\$ 289,800	-5.0%	\$ 295,200	\$ 278,600	-5.6%	\$ 2,952	\$ 2,786	\$1,012.60	\$ 932.78	\$ (79.82)	-7.9%
\$ 322,000	\$ 289,800	-10.0%	\$ 313,700	\$ 278,600	-11.2%	\$ 3,137	\$ 2,786	\$1,076.05	\$ 932.78	\$ (143.27)	-13.3%

- A median home with a 15% value increase will pay \$118.45 more City tax for the year.
- A median home with an 8.9% value increase will pay \$65.28 more City tax for the year.
- A median home with a 5% value increase will pay \$28.58 more City tax for the year.
- A median home with a 0% value increase will pay \$22.87 less City tax for the year.
- A median home with a 5% value decrease will pay \$79.82 less City tax for the year.
- A median home with a 10% value decrease will pay \$143.27 less 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 \$150,000 to \$900,000, assuming a 8.9 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from a 9.2 percent increase for a home valued at \$150,000, to a 6.3 percent increase for a home valued at \$500,000.

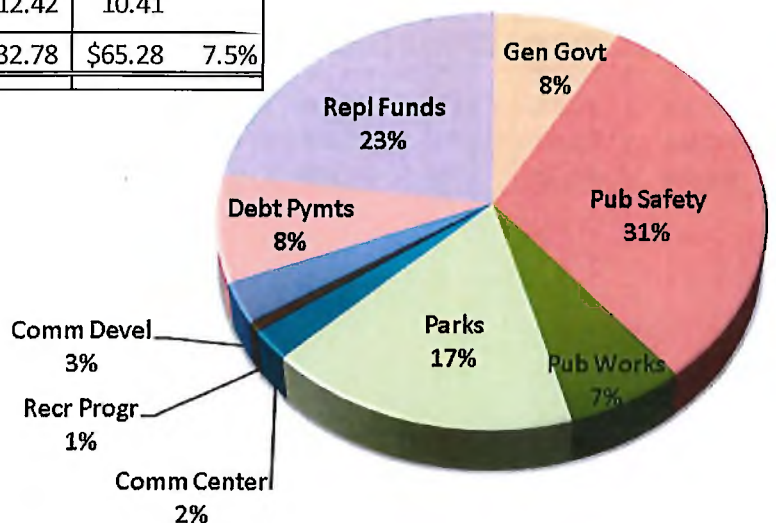
Market Value			Market Value			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
Before MVE			After MVE								
2017	2018	Value Change	2017	2018	Value Change	2017	2018	2017	2018	Dollars	Percent
\$ 137,700	\$ 150,000	8.9%	\$ 112,900	\$ 126,300	11.9%	\$ 1,129	\$ 1,263	\$ 387.27	\$ 422.87	\$ 35.60	9.2%
\$ 183,700	\$ 200,000	8.9%	\$ 163,000	\$ 180,800	10.9%	\$ 1,630	\$ 1,808	\$ 559.12	\$ 605.34	\$ 46.22	8.3%
\$ 266,200	\$ 289,800	8.9%	\$ 252,900	\$ 278,600	10.2%	\$ 2,529	\$ 2,786	\$ 867.50	\$ 932.78	\$ 65.28	7.5%
\$ 367,300	\$ 400,000	8.9%	\$ 363,100	\$ 398,800	9.8%	\$ 3,631	\$ 3,988	\$1,245.51	\$1,335.22	\$ 89.71	7.2%
\$ 459,100	\$ 500,000	8.9%	\$ 459,100	\$ 500,000	8.9%	\$ 4,591	\$ 5,000	\$1,574.80	\$1,674.05	\$ 99.25	6.3%
\$ 642,800	\$ 700,000	8.9%	\$ 642,800	\$ 700,000	8.9%	\$ 6,785	\$ 7,500	\$2,327.39	\$2,511.08	\$ 183.69	7.9%
\$ 826,400	\$ 900,000	8.9%	\$ 826,400	\$ 900,000	8.9%	\$ 9,080	\$ 10,000	\$3,114.62	\$3,348.10	\$ 233.48	7.5%

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 10 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from a 13.4 percent increase for a home valued at \$100,000, to a 7.4 percent increase for a home valued at \$500,000.

Market Value Before MVE			Market Value After MVE			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
2017	2018	Value Change	2017	2018	Value Change	2017	2018	2017	2018	Dollars	Percent
\$ 90,900	\$ 100,000	10.0%	\$ 61,800	\$ 71,800	16.2%	\$ 618	\$ 718	\$ 211.99	\$ 240.39	\$ 28.40	13.4%
\$ 136,400	\$ 150,000	10.0%	\$ 111,400	\$ 126,300	13.4%	\$ 1,114	\$ 1,263	\$ 382.12	\$ 422.87	\$ 40.75	10.7%
\$ 181,800	\$ 200,000	10.0%	\$ 160,900	\$ 180,800	12.4%	\$ 1,609	\$ 1,808	\$ 551.92	\$ 605.34	\$ 53.42	9.7%
\$ 263,500	\$ 289,800	10.0%	\$ 250,000	\$ 278,600	11.4%	\$ 2,500	\$ 2,786	\$ 857.55	\$ 932.78	\$ 75.23	8.8%
\$ 272,700	\$ 300,000	10.0%	\$ 260,000	\$ 289,800	11.5%	\$ 2,600	\$ 2,898	\$ 891.85	\$ 970.28	\$ 78.43	8.8%
\$ 363,600	\$ 400,000	10.0%	\$ 359,100	\$ 398,800	11.1%	\$ 3,591	\$ 3,988	\$1,231.78	\$1,335.22	\$ 103.44	8.4%
\$ 454,500	\$ 500,000	10.0%	\$ 454,500	\$ 500,000	10.0%	\$ 4,545	\$ 5,000	\$1,559.03	\$1,674.05	\$ 115.02	7.4%
\$ 545,500	\$ 600,000	10.0%	\$ 545,500	\$ 600,000	10.0%	\$ 5,569	\$ 6,250	\$1,910.28	\$2,092.56	\$ 182.28	9.5%
\$ 636,400	\$ 700,000	10.0%	\$ 636,400	\$ 700,000	10.0%	\$ 6,705	\$ 7,500	\$2,299.95	\$2,511.08	\$ 211.13	9.2%
\$ 818,200	\$ 900,000	10.0%	\$ 818,200	\$ 900,000	10.0%	\$ 8,978	\$ 10,000	\$3,079.63	\$3,348.10	\$ 268.47	8.7%

Program	2017	2018	Change	
	City Tax	City Tax	\$	%
value before MVE->	\$ 266,200	\$ 289,800		
value after MVE->	\$ 252,900	\$ 278,600		
	Home	Home		
General Government	\$ 66.88	\$ 75.72	\$ 8.84	
Public Safety	270.26	288.30	18.04	
Public Works	62.03	60.81	(1.22)	
Parks and Recreation:				
Park Admin and Maint	144.13	158.82	14.69	
Community Center Operation	20.50	21.65	1.15	
Recreation Programs	6.73	7.62	0.89	
Community Development	33.84	29.15	(4.69)	
Debt Service	61.12	78.29	17.17	
Replacement Funds	202.01	212.42	10.41	
Total City Taxes	\$ 867.50	\$ 932.78	\$65.28	7.5%

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 \$932.78. 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 2018 and 2019 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, and provide general community support; 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
- Recreation Program transfers to the Community Center Fund pay for use of the building
- 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
- Community Investment transfers to the Refunding COP debt fund and GO Abatement Bond debt fund assist in paying community center debt payments
- MSA Fund transfer covers planned street rehabilitation costs
- Street Renewal transfers cover planned street rehabilitation costs and 2018 GO Street Bond debt payment
- 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)
- Central Garage transfers cover planned computer/technology capital costs.

From Fund	To Fund	2018 Transfers	2019 Transfers
General Fund	Community Center	\$ 270,000	\$ 277,000
General Fund	Recreation Programs	95,000	100,000
General Fund	Slice of Shoreview	10,000	10,000
General Fund	Refunding COPs (debt)	50,000	50,000
Recreation Programs	Community Center	150,000	160,000
Cable TV	General Fund	200,000	200,000
Closed Bond	Refunding COPs (debt)	50,000	50,000
Community Investment	Refunding COPs (debt)	175,000	180,000
Community Investment	GO Abatement Bonds	322,000	322,000
MSA Fund	Bridge Lion	150,000	-
MSA Fund	Rice St I-694 interchange	-	420,000
Street Renewal	2018 GO Street Bonds	100,000	-
Street Renewal	Bridge Lion	873,000	-
Street Renewal	Wabasso	-	472,200
GFA Replacement	GO Abatement Bonds	-	200,000
GFA Replacement	Capital Acquisition/IS	210,000	174,000
GFA Replacement	Refunding COPs (debt)	180,000	180,000
Water	General Fund	340,000	350,000
Water	Central Garage	43,000	43,000
Sewer	General Fund	148,000	160,000
Sewer	Central Garage	43,000	43,000
Surface Water	General Fund	145,000	155,000
Surface Water	Central Garage	31,000	31,000
Street Lighting	General Fund	30,000	35,000
Street Lighting	Central Garage	2,400	2,400
Central Garage	Capital Acquisition/IS	6,000	-
Total Transfers		<u>\$ 3,623,400</u>	<u>\$ 3,614,600</u>
From Operating Funds		\$ 1,613,400	\$ 1,666,400
From Capital Funds		2,010,000	1,948,200
Total Transfers		<u>3,623,400</u>	<u>3,614,600</u>
To Operating Funds		\$ 2,384,400	\$ 2,548,400
To Capital Funds		1,239,000	1,066,200
Total Transfers		<u>\$ 3,623,400</u>	<u>\$ 3,614,600</u>

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

Description	2015 Budget	2016 Budget	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Full-time						
General Fund	41.92	42.49	40.95	40.95	41.81	42.19
Recycling	0.35	0.45	0.45	0.45	0.45	0.45
Community Center Operations	15.30	15.25	15.25	15.25	15.29	15.33
Recreation Programs	4.30	5.75	4.95	4.95	4.99	5.03
Cable Television	0.25	0.25	0.25	0.25	0.25	0.25
Economic Development Authority	0.45	0.50	0.50	0.50	0.50	0.50
HRA Programs of EDA	0.60	0.60	0.60	0.60	0.60	0.60
Water Enterprise Fund	7.82	7.92	7.82	7.82	7.63	7.62
Sewer Enterprise Fund	6.83	6.93	6.83	6.83	6.64	6.63
Surface Water Mgmt Utility	3.49	3.82	3.90	3.90	3.90	3.90
Street Light Utility	0.20	0.20	0.10	0.10	0.10	0.10
Central Garage	2.40	2.50	2.40	2.40	2.40	2.40
Total Full-time	83.91	86.66	84.00	84.00	84.56	85.00
Part-time						
General Fund	0.87	0.74	0.38	0.38	0.30	0.30
Community Center Operations	0.15	0.18	-	-	0.09	0.09
Recreation Programs	0.15	0.18	-	-	0.09	0.09
Water Enterprise Fund	0.04	0.03	0.03	0.03	0.06	0.06
Sewer Enterprise Fund	0.04	0.03	0.03	0.03	0.06	0.06
Surface Water Mgmt Utility	0.02	0.01	0.01	0.01	-	-
Street Light Utility	0.08	0.05	0.05	0.05	-	-
Total Part-time	1.35	1.22	0.50	0.50	0.60	0.60
Associate						
General Fund	3.69	3.33	3.23	3.34	4.37	4.22
Community Center Operations	21.52	21.39	21.79	23.29	26.87	32.76
Recreation Programs	27.38	28.05	27.99	28.57	28.82	30.93
Cable Television	0.10	0.47	0.47	0.10	0.10	0.10
Water Enterprise Fund	0.29	0.39	0.44	0.38	0.33	0.33
Sewer Enterprise Fund	0.29	0.39	0.45	0.39	0.33	0.33
Surface Water Mgmt Utility	0.13	0.13	0.13	0.12	0.13	0.13
Total Associate	53.40	54.15	54.50	56.19	60.95	68.80
Total FTEs	138.66	142.03	139.00	140.69	146.11	154.40

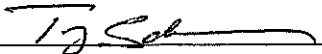
Changes in full-time FTEs include the retirement of a senior information system analyst, the addition of a park and recreation director and park and recreation maintenance worker. Part-time FTEs increase in 2018 due to the retirement of a public works engineering tech position and the addition of a human resources tech. Associate FTEs increase for: temporary positions to assist with elections, public works intern, parks maintenance; and additional community center and 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



Fred Espe, Finance Director

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City of Shoreview, Minnesota – 2018-2019 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:

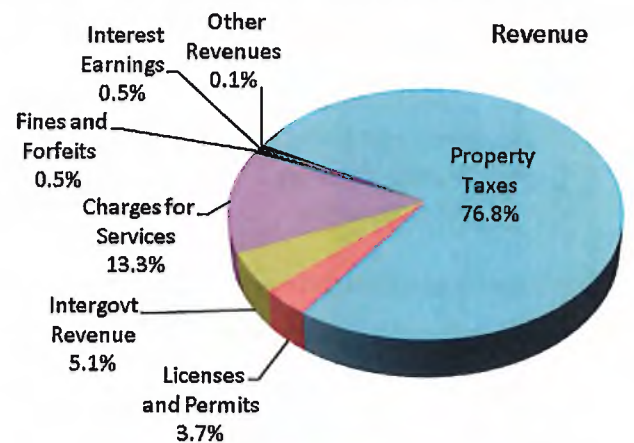
- General Government
- Public Safety
- Public Works
- Parks and Recreation
- Community Development

General Fund Summary

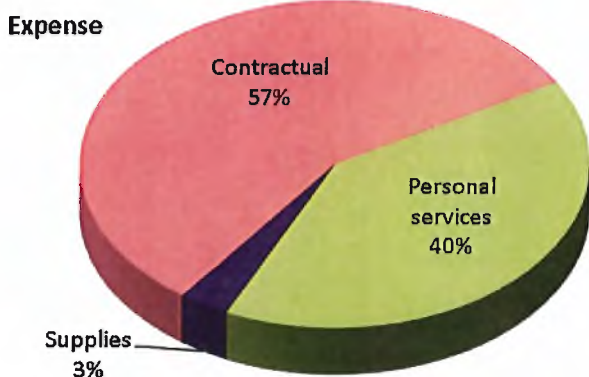
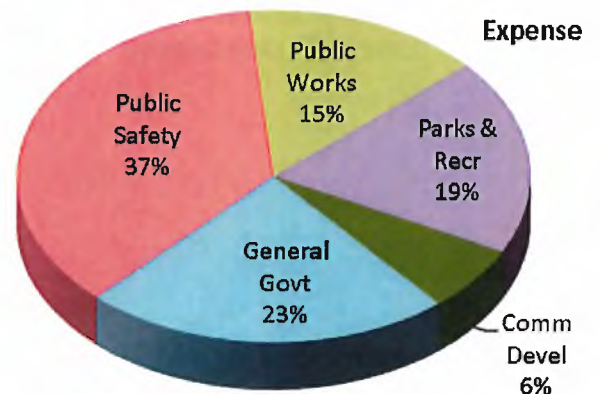
Fund Description – The General Fund is the primary operating fund of the City, and accounts for revenue and expense associated with providing basic government services. Principal revenue sources include property taxes, charges for services and licenses and permits. Expenses are accounted for by function 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 (76.8%) because the services provided are typically not associated with user fees or charges. Charges for services provide 13.3% 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 5.1% of General Fund revenue and is primarily Municipal State Aid for street maintenance and State Fire Aid (paid directly to LJVFD).



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 57% of total expense, for contracted police and fire service, central garage equipment, building charges and other contractual costs. Personal services accounts for 40% 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 2018 and 2019), the Slice of Shoreview event (\$10,000 in 2018 and 2019), Recreation Programs (\$95,000 in 2018 and \$100,000 in 2019), and Community Center operations (\$270,000 in 2018 and \$277,000 in 2019).

City of Shoreview, Minnesota – 2018-2019 Biennial Budget

General Fund Summary

	2015	2016	2017	2017	2018	2019	2018
	Actual	Actual	Budget	Estimate	Budget	Budget	Percent of Total
Revenue							
Property Taxes	\$ 7,008,972	\$ 7,459,225	\$ 7,623,148	\$ 7,623,148	\$ 7,896,736	\$ 8,370,839	76.8%
Licenses and Permits	500,102	695,250	323,050	684,350	379,700	316,000	3.7%
Intergovernmental	541,105	550,656	482,622	508,872	527,622	528,622	5.1%
Charges for Services	1,400,266	1,500,000	1,246,070	1,463,770	1,362,265	1,347,081	13.3%
Fines and Forfeits	52,581	51,264	42,500	45,000	47,500	47,500	0.5%
Interest Earnings	54,212	32,515	55,000	55,000	55,000	60,000	0.5%
Other Revenues	30,077	27,794	25,650	20,950	14,650	14,850	0.1%
Total Revenue	9,587,315	10,316,704	9,798,040	10,401,090	10,283,473	10,684,892	100.0%
Expense							
General Government							
Council and Commissions	\$ 144,762	\$ 156,885	\$ 164,622	\$ 157,149	\$ 159,918	\$ 171,020	1.49%
Administration	550,877	555,151	582,893	532,151	570,656	597,116	5.32%
Human Resources	256,915	269,109	286,952	288,379	329,759	336,059	3.08%
Elections	1,498	50,863	7,000	5,700	52,586	6,000	0.49%
Communications	213,206	208,389	228,534	211,368	225,020	234,025	2.10%
Finance and Accounting	520,585	560,080	568,462	568,256	584,537	605,312	5.45%
Information Systems	329,883	365,557	367,025	432,353	433,589	455,787	4.04%
Legal	110,997	89,897	132,000	92,000	115,000	120,000	1.07%
General Government	2,128,723	2,255,931	2,337,488	2,287,356	2,471,065	2,525,319	23.05%
Public Safety							
Police	2,044,230	2,104,320	2,222,800	2,218,900	2,297,200	2,387,400	21.43%
Fire	1,414,747	1,541,818	1,528,570	1,528,600	1,611,439	1,652,879	15.03%
Emergency Services	2,588	-	-	-	-	-	0.00%
Public Safety	3,461,565	3,646,138	3,751,370	3,747,500	3,908,639	4,040,279	36.46%
Public Works							
Public Works Adm and Engin.	407,695	424,141	446,672	445,116	384,584	403,158	3.59%
Streets	817,074	814,474	881,688	872,615	922,091	983,195	8.60%
Trail Management	104,610	108,591	138,935	131,967	138,661	143,900	1.29%
Forestry and Nursery	89,094	125,777	134,547	143,102	155,556	160,051	1.45%
Public Works	1,418,473	1,472,983	1,601,842	1,592,800	1,600,892	1,690,304	14.93%
Parks and Recreation							
Municipal Buildings	132,160	132,665	127,686	130,277	135,780	140,658	1.27%
Park/Recreation Admin.	377,373	364,186	458,170	464,201	529,525	601,934	4.94%
Park Maintenance	1,225,236	1,261,928	1,293,577	1,349,217	1,391,093	1,434,437	12.97%
Parks and Recreation	1,734,769	1,758,779	1,879,433	1,943,695	2,056,398	2,177,029	19.18%
Community Development							
Planning and Zoning Admin.	444,113	484,130	493,228	486,533	513,983	535,397	4.79%
Building Inspection	170,216	184,027	163,679	184,054	170,496	179,564	1.59%
Community Development	614,329	668,157	656,907	670,587	684,479	714,961	6.38%
Total Expense	9,357,859	9,801,988	10,227,040	10,241,938	10,721,473	11,147,892	100.00%
Other Sources (Uses)							
Transfers In	748,000	811,000	837,000	837,000	863,000	900,000	
Transfers Out	(797,730)	(1,143,562)	(408,000)	(408,000)	(425,000)	(437,000)	
Net Increase (Decrease)	179,726	182,154	-	588,152	-	-	
Fund Equity, beginning	4,447,398	4,627,124	4,809,278	4,809,278	5,397,430	5,397,430	
Fund Equity, ending	\$ 4,627,124	\$ 4,809,278	\$ 4,809,278	\$ 5,397,430	\$ 5,397,430	\$ 5,397,430	
Months of operating coverage	5.7	5.6		6.0	5.8	5.6	

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 continue to maintain the long-term financial stability of the City.
- Community Facilities continue to update and expand public facilities such as the Community Center, parks, and trails to enhance the quality of life in the City.
- Economic Development continue to focus on business retention and expansion, housing opportunities and programs, and redevelopment through outreach efforts, planning and selected financial participation.
- Community Vitality - continue to maintain Shoreview as one of the premier communities in the metropolitan area through the provision of quality services, state of the art facilities and public amenities, and a variety of housing choices.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 49,386	\$ 49,385	\$ 50,892	\$ 50,913	\$ 50,918	\$ 52,470
Supplies	\$ 228		\$ 300	\$ 300	\$ 100	\$ 300
Contractual	\$ 95,148	\$ 107,500	\$ 113,430	\$ 105,936	\$ 108,900	\$ 118,250
Total	\$ 144,762	\$ 156,885	\$ 164,622	\$ 157,149	\$ 159,918	\$ 171,020
Percent change		8.4%	4.9%	0.2%	-2.9%	6.9%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.55%	1.60%	1.61%	1.53%	1.49%	1.53%

Budget Impacts:

- Council salaries are adjusted every two years based on an adopted Council policy.
- Contributions to community organizations are projected to have inflationary growth through 2019.
- Training and professional development allowances provide approximately \$800 per Council member for training as well as \$3,500 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.

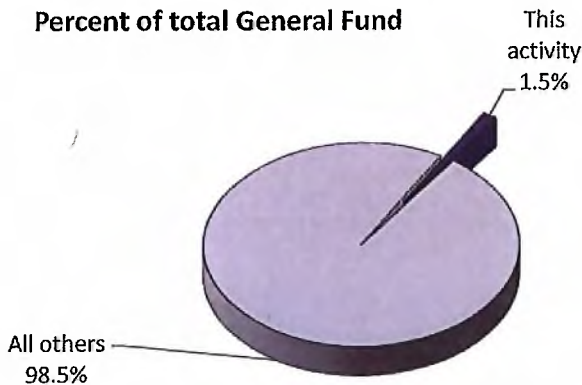
Council & Commissions			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Council & Commissions annual cost per capita	\$ 5.41	\$ 5.63	\$ 6.01
% change from prior year		4.1%	6.8%
Council & Commissions annual cost per household	\$ 12.85	\$ 13.25	\$ 14.31
% change from prior year		3.1%	8.0%
Median home value	\$ 224,500	\$ 247,500	\$ 253,800
% change from prior year		10.2%	2.6%
Total market value (thousands)	\$ 2,412,883	\$ 2,640,693	\$ 2,698,386
% change from prior year		9.4%	2.2%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating quality of life as excellent or good	96%	99%	98%
Residents rating quality of life as excellent	55%	58%	58%
Residents indicating the City is headed in the right direction	84%	94%	97%
Residents that somewhat or strongly approve of how Mayor and Council are doing	87%	92%	92%
Residents rating the sense of community identity as somewhat strong or strong	91%	96%	87%
Residents indicating they expect to live in Shoreview 10 years or more	78%	81%	73%
Residents rating the quality and value of city services as excellent or good	80%	87%	89%

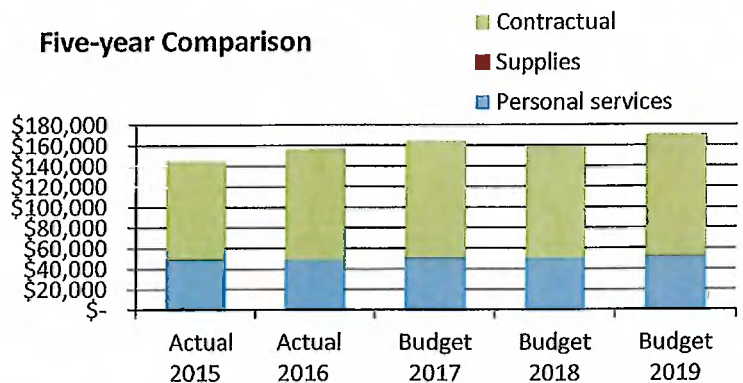
Recent Achievements:

- Approved a project that significantly expands the Community Center and adds many new amenities and provides rooms for expanded recreation programming and community use.
- Partnered with several developers on both economic development and redevelopment projects that are added new retail and expanded housing choices to the community.
- Maintained AAA bond rating and focus on long range financial planning.
- In the process of developing a new Master Plan for the Shoreview Commons area.
- Worked with Ramsey County to develop a new Regional Library on the Shoreview civic campus.

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; ensures the execution of policies and direction of the City Council; coordinates municipal functions; and serves as the primary liaison to contract 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, Parks and Recreation Commission and Public Safety Committee; works directly with various community groups; and administers 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.
- Conduct a Community Survey in 2018.
- Hold another Citizens Leadership Academy in 2019.
- Explore potential for an electronic agenda management software system.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 386,921	\$ 409,752	\$ 394,898	\$ 379,379	\$ 406,030	\$ 422,233
Supplies	\$ 15,471	\$ 9,392	\$ 20,200	\$ 17,200	\$ 17,200	\$ 18,700
Contractual	\$ 148,485	\$ 136,007	\$ 167,795	\$ 135,572	\$ 147,426	\$ 156,183
Total	\$ 550,877	\$ 555,151	\$ 582,893	\$ 532,151	\$ 570,656	\$ 597,116
Percent change		0.8%	5.0%	-4.1%	-2.1%	4.6%
Full-time equivalents						
Full-time	3.05	3.66	3.00	3.00	3.00	3.00
Total	3.05	3.66	3.00	3.00	3.00	3.00
Percent of total General Fund	5.89%	5.66%	5.70%	5.20%	5.32%	5.36%

Budget Impacts:

- Contractual fees fluctuate in odd and even years to allow for community surveys.

Administration

Activity Measures	2014 Actual	2015 Actual	2016 Actual
Administration annual cost per capita	\$ 19.85	\$ 21.42	\$ 21.28
% change from prior year		7.9%	-0.7%
Administration annual cost per household	\$ 47.19	\$ 50.43	\$ 50.63
% change from prior year		6.9%	0.4%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating staff job performance as excellent or good	87%	93%	93%
Residents rating service at City Hall or on the phone as excellent or good	97%	95%	96%
Residents who feel the closest connection to the City	21%	18%	27%
Residents rating the quality of life as excellent or good	96%	99%	98%

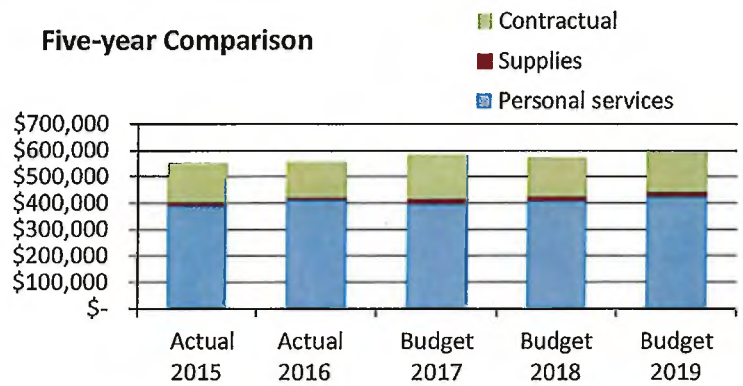
Recent Achievements:

- Community Survey completed in late summer 2015.
- Provided staff support for the Human Rights Commission, including adding new events, and creating an annual strategic plan, as well as staff support for both the Parks and Recreation Commission and Public Safety Committee.
- Planned and hosted a Citizen Leadership Academy in both 2016 and 2017.

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. Our mission is to increase Shoreviews community value to residents.

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, and creating a community where residents needs are better met.
- Use hiring processes that select the right candidate for the job, the organization, and for our mission.
- Implement processes and procedures consistent with the City's Racial Equity efforts and pending Action Plan.
- Ensure the City is prepared for all mandates included in the Health Care Reform Act effective in 2010, and any changes to that Act, as well as other state and federal mandates and law revisions.
- Continue to implement technology improvements in HR processes, such as: tracking FMLA usage, performance reviews, and expanded use of electronic media for promoting job openings.
- 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 216,048	\$ 227,198	\$ 227,857	\$ 227,858	\$ 254,998	\$ 263,450
Supplies	\$ 665	\$ 942	\$ 1,980	\$ 1,950	\$ 1,205	\$ 1,230
Contractual	\$ 40,202	\$ 40,969	\$ 57,115	\$ 58,571	\$ 73,556	\$ 71,379
Total	\$ 256,915	\$ 269,109	\$ 286,952	\$ 288,379	\$ 329,759	\$ 336,059
Percent change		4.7%	6.6%	7.2%	14.9%	1.9%
Full-time equivalents						
Full-time	2.00	2.00	2.00	2.00	2.00	2.00
Part-time					0.30	0.30
Total	2.00	2.00	2.00	2.00	2.30	2.30
Percent of total General Fund	2.75%	2.75%	2.81%	2.82%	3.08%	3.01%

Budget Impacts:

- Health insurance premiums are expected to decrease in 2018.
- Contractual services continues to be the largest HR budget item, and includes CDL drug testing, OSHA/Safety services, employee assistance program, and COBRA administration.
- As the economy has improved and Shoreview experienced a number of retirements in 2016, there were increases in turnover and recruitment expenses, and this trend is expected to continue. The upcoming Community Center expansion will also require additional recruitment and staffing.
- Increases in staff training costs surrounding the GARE racial equity initiative and other overall staff training.

Human Resources

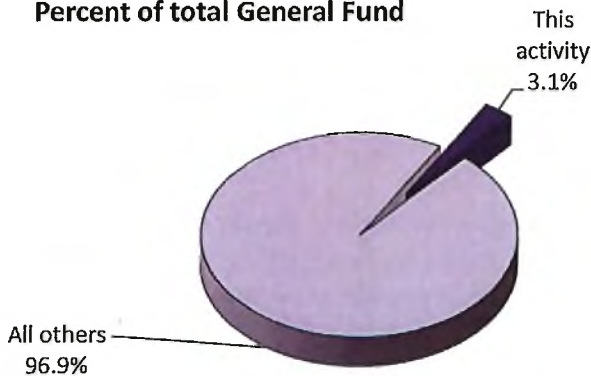
Activity Measures	2014	2015	2016
	Actual	Actual	Actual
Human Resources annual cost per capita	\$ 9.57	\$ 9.99	\$ 10.31
% change from prior year		4.4%	3.2%
Total number of regular and associate staff served	453	472	464
Hiring: full-time/associate (new hires and rehires)	3/245	10/228	11/215
Number of applications processed: regular and associate positions	1719	2565	1887
Unexpected Leaves: Impacting HR workload, organization productivity/cust service			
- FMLA (number of employees/total hours)	8/1037	7/986	3/256
- Short-term Disability (number of employees/total hours)	2/176	2/472	1/120
- Workers' Compensation (number of recordable injuries/lost work days)	5/5	3/42	4/47

Community Survey Results	2010	2013	2015
	Survey	Survey	Survey
Residents rating staff job performance as excellent or good	87%	93%	93%
Residents rating service at City Hall or on the phone as excellent or good	97%	95%	96%

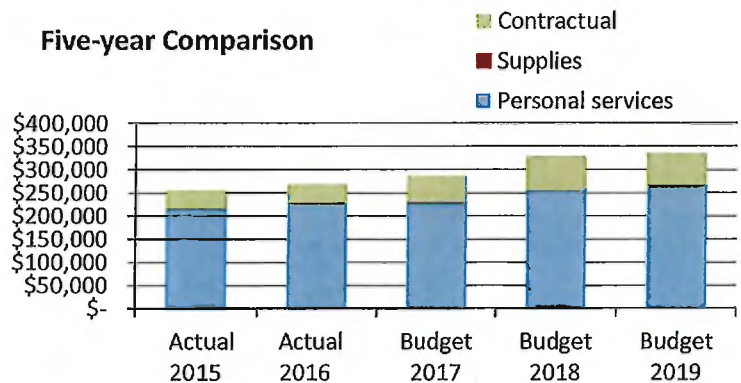
Recent Achievements:

- Serve as the Team Lead for the Government Alliance on Race and Equity (GARE) initiative. This training program and ongoing action planning supports a diverse and inclusive workforce, having broader community engagement in the City, and being a welcoming community to all cultures, races, ideology and backgrounds.
- Implemented an Advance Resignation Notice program which allows for the training and transfer of knowledge to a new hire, and helps maintain a high level of customer service, high quality of work and a smoother transition.
- Implemented a Paid Parental Leave policy to help attract and retain employees, as well as highlight Shoreviews commitment to being a progressive organization that supports families and helps parents.
- Updated Citys job application website for a more mobile-device friendly experience.

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.
- Continue to prepare for growing number of absentee and early voters, particularly during presidential election years when voter turnout is greatest.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 4	\$ 6,523			\$ 8,086	
Supplies		\$ 2,848			\$ 3,500	
Contractual	\$ 1,494	\$ 41,492	\$ 7,000	\$ 5,700	\$ 41,000	\$ 6,000
Total	\$ 1,498	\$ 50,863	\$ 7,000	\$ 5,700	\$ 52,586	\$ 6,000
Percent change		3295.4%	-86.2%	-88.8%	651.2%	-88.6%
Full-time equivalents						
Associate		0.15			0.15	
Total	-	0.15	-	-	0.15	-
Percent of total General Fund	0.02%	0.52%	0.07%	0.06%	0.49%	0.05%

Budget Impacts:

- Elections are held in even-numbered years; therefore the budget has significant fluctuations between election years.
- In 2016, Ramsey County started processing absentee ballots for the City increasing the cost of elections by about \$10,000.
- Part time staff was added for a few weeks prior to the election in 2016 to assist with absentee and early voting and additional part time staff will likely be needed in 2018 to handle further increases in absentee and early voting.
- Beginning in 2020, Minnesota will be holding a Presidential Primary election the spring that will increase election costs.

Elections

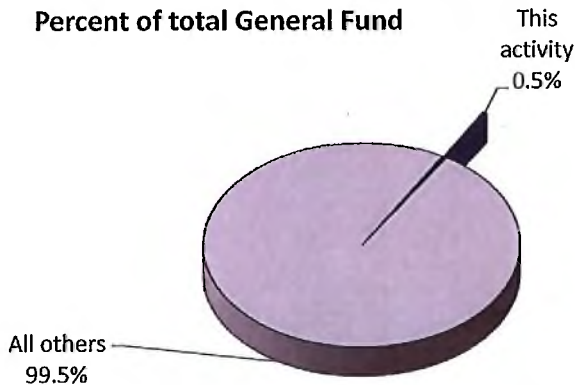
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Elections annual cost per household	\$ 3.18	\$ 0.14	\$ 4.64
Number of registered voters	17,030	-	18,945
Elections annual cost per registered voter	\$ 2.02	\$ -	\$ 2.68
Election judges trained	125	-	111
Number of ballots cast	12,209	-	16,369
Elections annual cost per ballot cast	\$ 2.81	\$ -	\$ 3.11
Number of absentee ballots processed	1,761	-	5,294

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

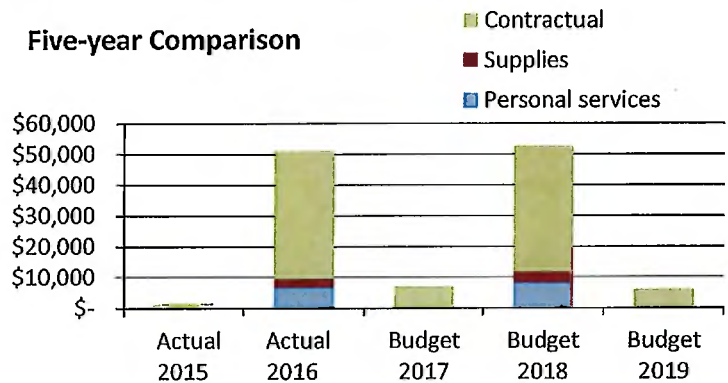
Recent Achievements:

- Successfully conducted 2016 General Election that included absentee and early voting at City Hall for more than 2000 residents.
- Purchased and used new voting equipment for the first time in the 2016 elections.
- Successfully eliminated one precinct and transitioned voters to two new precinct voting locations.

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 four issues that include the Parks and Recreation catalog), modifications and updates to the City's website, social media posts on Facebook, Twitter, and NextDoor, preparation and distribution of press releases as well as writing and editing messages for cable television and the electronic sign at Victoria Street and Highway 96. In addition, the Communications division produces the bi-monthly Access Shoreview e-newsletter and assists other departments with their communication efforts.

Goals and Objectives:

- Enhance communications with the residents and businesses in the city by proactively identifying emerging issues; improving long-range communication strategies; and communicating more effectively the identified key issues, policy decisions and actions taken by the City Council.
- Review communication methods and increase engagement and reach through social media, website, electronic and printed publications.
- Continue to enhance City's website by utilizing tools to monitor timely and relevant issues, links, and information.
- Continue to grow and diversify social media presence in order to meet the communication needs of residents.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 95,583	\$ 101,633	\$ 106,784	\$ 93,668	\$ 102,420	\$ 107,925
Supplies		\$ 12	\$ 2,000	\$ 500	\$ 500	\$ 500
Contractual	\$ 117,623	\$ 106,744	\$ 119,750	\$ 117,200	\$ 122,100	\$ 125,600
Total	\$ 213,206	\$ 208,389	\$ 228,534	\$ 211,368	\$ 225,020	\$ 234,025
Percent change		-2.3%	9.7%	1.4%	-1.5%	4.0%
Full-time equivalents						
Full-time	1.25	1.25	1.25	1.25	1.25	1.25
Total	1.25	1.25	1.25	1.25	1.25	1.25
Percent of total General Fund	2.28%	2.13%	2.23%	2.06%	2.10%	2.10%

Budget Impacts:

- Contractual Fees have increased due to the cost of website maintenance and other tools used for increased efficiency and monitoring of information.
- ShoreViews postage and printing costs continue to rise based on postage rates and the increased printing costs for the full color publication.
- Dues and training costs reflect memberships for 2 FTEs in professional communications organizations.

Communications

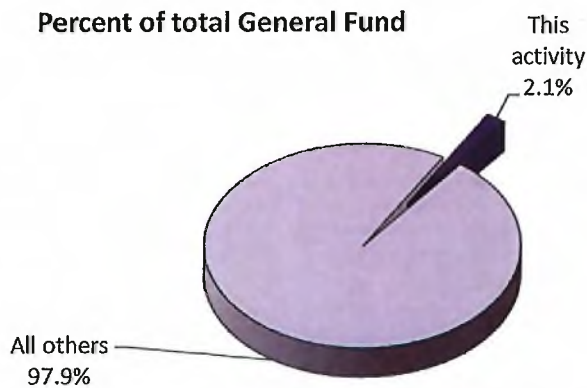
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Issues of ShoreViews newsletter	6	6	6
Number of Unique annual visitors to City website	79,228	160,317	162,882
Communications annual cost per website visit	\$ 2.47	\$ 1.33	\$ 1.28
% change from prior year		-46.2%	-3.8%
Number of Electronic e-mail blasts	24	20	20
Number of e-mail subscribers	1,093	1,097	980
Number of local meetings/events provided via cable cast including:			
Shoreview Today	-	-	-
Council meetings	25	22	24
Planning	12	11	12
Community Events (Parade, Band, Speaker Series, etc.)	7	5	8

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents indicating they receive the ShoreViews City publication	92%	90%	88%
Residents(Yes to above) indicating they read the ShoreViews City publication	89%	96%	95%
Residents rating the ShoreViews City publication as somewhat or very effective	89%	96%	92%
Residents indicating that they access the City website	67%	67%	59%
Residents rating the website content as excellent or good	93%	95%	95%

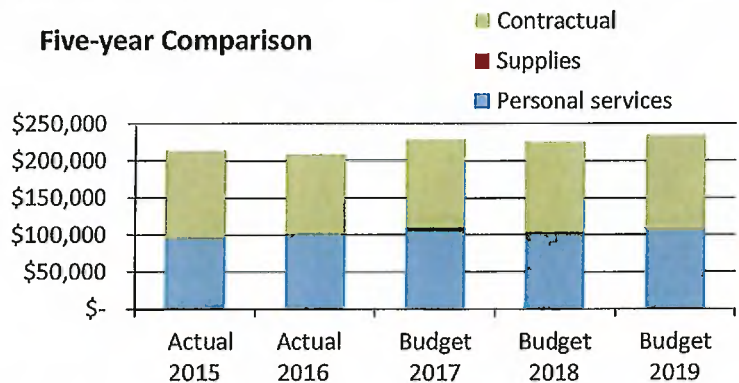
Recent Achievements:

- Redesigned the electronic bi-monthly Access newsletter.
- Expanded the City's social media presence through Twitter, Facebook, and NextDoor.
- Completed redesign for both the City and Community Center websites.

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, and 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 427,821	\$ 462,720	\$ 462,734	\$ 467,921	\$ 482,147	\$ 499,887
Supplies	\$ 2,698	\$ 4,077	\$ 3,760	\$ 3,700	\$ 3,000	\$ 3,700
Contractual	\$ 90,066	\$ 93,283	\$ 101,968	\$ 96,635	\$ 99,390	\$ 101,725
Total	\$ 520,585	\$ 560,080	\$ 568,462	\$ 568,256	\$ 584,537	\$ 605,312
Percent change		7.6%	1.5%	1.5%	2.8%	3.6%
Full-time equivalents						
Full-time	4.88	5.95	4.95	4.95	4.95	4.95
Associate	0.01	0.01	0.01	0.01	0.01	0.01
Total	4.89	5.96	4.96	4.96	4.96	4.96
Percent of total General Fund	5.56%	5.71%	5.56%	5.55%	5.45%	5.43%

Budget Impacts:

- Four full-time staff members are still 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 2017-2023 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 2020.
- Overtime costs increased in 2017 due to implementation of new Enterprise Resource Planning (ERP) System.

Finance & Accounting

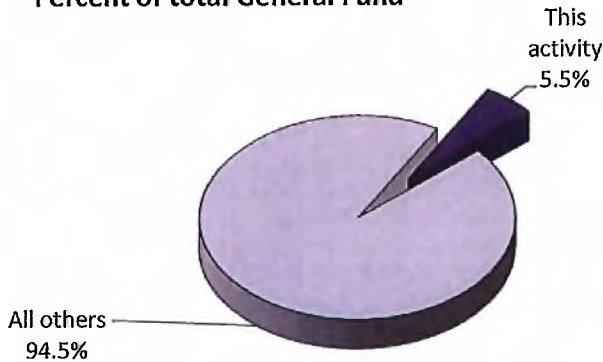
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Finance & Accounting annual cost per household	\$ 47.52	\$ 47.66	\$ 51.08
% change from prior year		0.3%	7.2%
Bond rating from Standard & Poor's (from Moody's in 2008)	AAA	AAA	AAA
Outstanding debt (in millions)	\$ 33.6	\$ 32.6	\$ 38.0
Investment portfolio at year-end (in millions)	\$ 37.1	\$ 33.5	\$ 29.3
Average investment yield	1.20%	1.00%	1.00%
Investment Benchmark (2-year Treasury Bill)	0.67%	1.06%	1.20%
Unqualified Audit Opinion	Yes	Yes	Yes
Years the GFOA Certificate of Achievement has been received	29	30	31
Paychecks issued	6,588	6,592	6,394
Accounts payable invoices processed	8,270	8,090	8,461
Workers Compensation injuries processed	18	25	20

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating services received for property taxes paid excellent or good	80%	87%	89%
Residents rating customer service at City Hall or on phone as excellent or good	97%	95%	96%

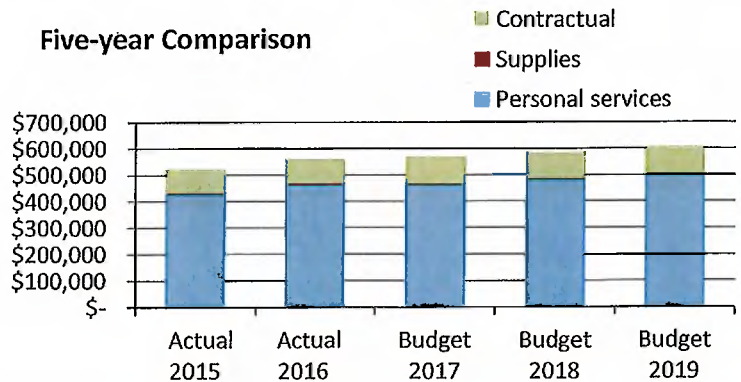
Recent Achievements:

- 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 and has been maintained since the upgrade.
- Completed the first Five-year Operating Plan in 2009, and implemented improvements in 2010.
- Fourteenth lowest 2015 per capita total spending among comparison cities (18% below average).
- Sixth lowest 2016 City property tax on a median home value among comparison cities.
- Implemented new Enterprise Resource Planning (ERP) system in 2017

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); as well as 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, and 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, access to documents, and reduce paper use, by using workflow integrated into the document imaging system and document management system.
- Continue development of intranet applications to provide information to employees, promote information efficiency sharing between departments, and provide useful applications in support of departments and functions.
- Continue to offer mobile devices/products, providing real time monitoring of systems, and remote access as needed.
- Add/enhance High Availability and Disaster Recovery functionality at the Maintenance Center.
- Continue to support current audio/visual /digital signage systems while offering ideas in advancement of these technologies.
- Continue to assess, maintain, and upgrade/replace all systems that are connected to the network in an effort to increase productivity and meet the needs of staff who provide services to our customers.
- Secure and protect network/systems from malicious attacks.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 187,342	\$ 206,595	\$ 197,597	\$ 197,597	\$ 151,207	\$ 153,163
Supplies	\$ 8,529	\$ 9,474	\$ 13,600	\$ 13,600	\$ 18,600	\$ 18,600
Contractual	\$ 127,747	\$ 147,805	\$ 155,828	\$ 221,156	\$ 263,782	\$ 284,024
Capital outlay	\$ 6,265	\$ 1,683				
Total	\$ 329,883	\$ 365,557	\$ 367,025	\$ 432,353	\$ 433,589	\$ 455,787
Percent change		10.8%	0.4%	18.3%	18.1%	5.1%
Full-time equivalents						
Full-time	1.95	2.55	1.95	1.95	1.39	1.35
Total	1.95	2.55	1.95	1.95	1.39	1.35
Percent of total General Fund	3.53%	3.73%	3.59%	4.22%	4.04%	4.09%

Budget Impacts:

- Software maintenance and license fees continue to account for a majority of the budget increase (for new and expanded systems, virtual servers, virtual desktops, telephone system, financial system, parks and recreation, network infrastructure, document management, etc.).
- The city's phone system is obsolete and will need to be replaced.
- The physical server hardware (VMware Hosts), which provides system resources to all of the city's application servers, is approaching six years old and will need to be replaced.

Information Systems

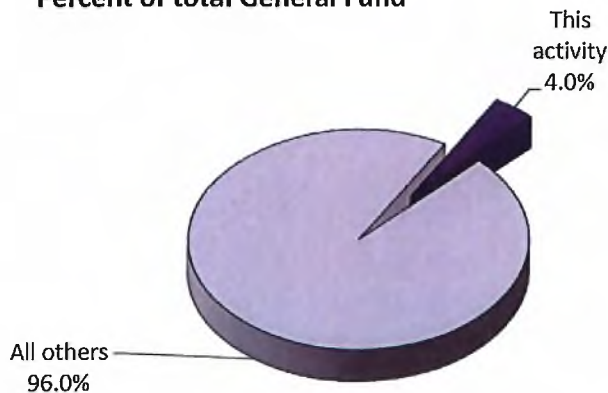
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Information Systems annual cost per household	\$ 29.88	\$ 30.20	\$ 33.34
% change from prior year		1.1%	10.4%
Data switches	13	13	17
Desktop VOIP phones	90	90	91
Multi-function copiers	9	9	9
Servers, virtual	32	34	38
Servers, physical	9	9	9
Wireless access points	18	18	22
Workstations, physical	27	17	17
Workstations, conf rooms/pt use	22	20	20
Workstations, virtual	56	90	94

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating ease of navigating the City website as excellent or good	92%	91%	90%

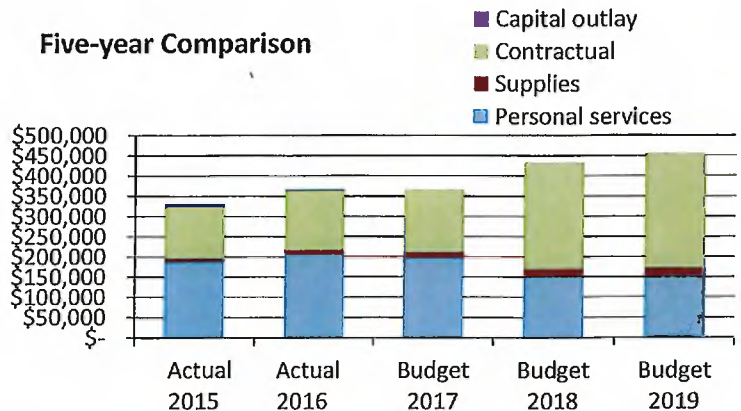
Recent Achievements:

- As part of the water treatment plant project, additional fiber was installed between all campus buildings to create a redundant fiber ring, which will help prevent future network outages.
- During the water treatment plant project, the SCADA system was completely re-designed, which gave I.T. the opportunity to focus on completely re-designing its network to segregate it from other network traffic, which in turn, aids in its security.
- I.T. integrated cellular routers throughout the city to provide and improve communications with external systems such as SCADA and digital billboards.
- I.T. assisted with the implementation of the new finance software and continues to assist in its management and support.
- Installed/configured a new network storage appliance to replace older network storage hardware, which is used for storing employee production/work related documents and files.
- Implemented a 'high availability' firewall cluster to help reduce the possibility of internet and internet based systems outage.

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. Joe 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 traffic violations and misdemeanors on citations issued by the Ramsey County Sheriffs Department.

Goals and Objectives:

- Continue to work more aggressively with City staff on code enforcement, including nuisance and property maintenance complaints.
- Assist in setting up procedures for use of administrative penalties for various code violations.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Contractual	\$ 110,997	\$ 89,897	\$ 132,000	\$ 92,000	\$ 115,000	\$ 120,000
Total	\$ 110,997	\$ 89,897	\$ 132,000	\$ 92,000	\$ 115,000	\$ 120,000
Percent change		-19.0%	46.8%	2.3%	-12.9%	4.3%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.19%	0.92%	1.29%	0.90%	1.07%	1.08%

Budget Impacts:

- 2018 budget includes lower legal costs due primarily to less civil litigation.

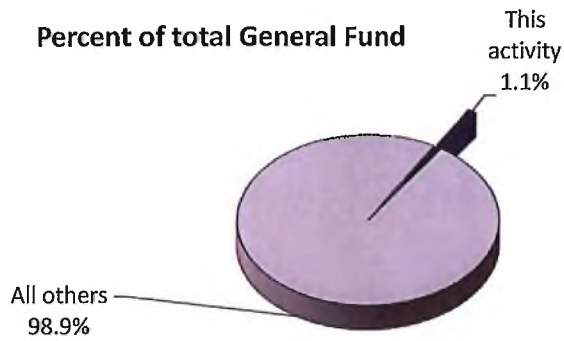
Legal

Activity Measures	2014 Actual	2015 Actual	2016 Actual
Legal annual cost per household	\$ 11.88	\$ 10.16	\$ 8.20
% change from prior year		-14.5%	-19.3%

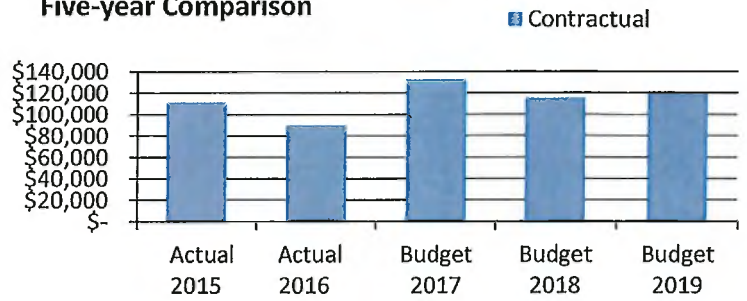
Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

Recent Achievements:

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, animal control, 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.

Goals and Objectives:

- Continue active traffic enforcement on City streets through 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.
- Increase community outreach and awareness through programs and activities such as Coffee with a Cop, Hot Dog with a Deputy, Night to Unite events and activities, and Citizens academies.
- Successfully integrate the City of Falcon Heights into the contract cities group of communities.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Contractual	\$ 2,044,230	\$ 2,104,320	\$ 2,222,800	\$ 2,218,900	\$ 2,297,200	\$ 2,387,400
Total	\$ 2,044,230	\$ 2,104,320	\$ 2,222,800	\$ 2,218,900	\$ 2,297,200	\$ 2,387,400
Percent change		2.9%	5.6%	5.4%	3.3%	3.9%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	21.85%	21.47%	21.73%	21.66%	21.43%	21.42%

Budget Impacts:

- Police budget reflects a 2.8% increase in 2016 due to cost of living adjustments and higher equipment replacement costs.
- Dispatch costs are increasing in accordance with cost allocations negotiated at time of dispatch consolidation, and planned implementation of a new computer aided dispatch and records management system.

Police

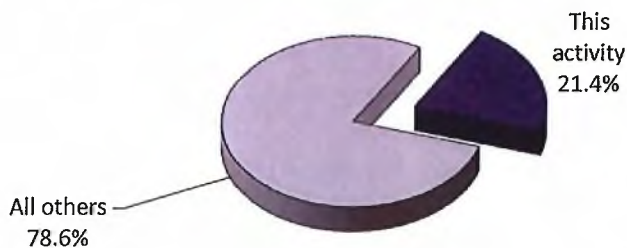
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Police annual cost per household	\$ 183.59	\$ 187.15	\$ 191.93
% change from prior year		1.9%	2.6%
Number of Police calls for service	8,128	9,281	9,139
Police annual cost per call for service	\$ 243.56	\$ 220.26	\$ 230.26
% change from prior year		-9.6%	4.5%
Part I crime rate (per 100,000 inhabitants)	1,205	1,031	1,498
Part II crime rate (per 100,000 inhabitants)	1,403	1,500	1,971
Response time for top priority calls (average in min:sec)	5:40		

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating quality of police protection as excellent or good	95%	97%	95%
Percent of residents who feel amount of patrol is about right	76%	90%	86%
Percent of residents who feel traffic speeding is very/somewhat serious problem	46%	37%	53%

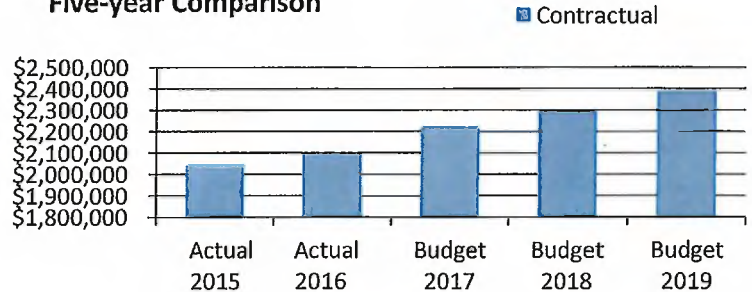
Recent Achievements:

- Police budget reflects a 3.4% increase in 2018 due to cost of living and benefit adjustments, higher equipment replacement costs, and increased training costs.
- Dispatch costs are increasing in accordance with cost allocation formula determined at time of dispatch consolidation, and the implementation of a new computer aided dispatch and records management system by the County.

Percent of total General Fund



Five-year Comparison



Fire

101-41200

Shoreview, in conjunction with the cities of Arden Hills and North Oaks, contracts 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. The Department now has five full time employees and more than 70 paid on-call firefighters. The Department staffs two stations on a 24/7 basis through the use of paid on call duty crews and the full time staff. The Department is managed through a Board of Directors who is responsible for appointing the Fire Chief to run the day to day operations of the Department. Shoreview has two representatives that serve on the Board of Directors.

Goals and Objectives:

- Continue public education and fire prevention awareness activities.
- Continue to explore auto-aid agreements and other methods to improve emergency response to both medical and fire calls.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Contractual	\$ 1,414,747	\$ 1,541,818	\$ 1,528,570	\$ 1,528,600	\$ 1,611,439	\$ 1,652,879
Total	\$ 1,414,747	\$ 1,541,818	\$ 1,528,570	\$ 1,528,600	\$ 1,611,439	\$ 1,652,879
Percent change		9.0%	-0.9%	-0.9%	5.4%	2.6%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	15.12%	15.73%	14.95%	14.92%	15.03%	14.83%

Budget Impacts:

- Full Duty Crew implementation which has resulted in 24/7 fully staffed stations has now been completed. The implementation of this plan increased costs substantially during the past several years.
- The 2018 budget is 5.4% above 2017 due to the phase in of another full time deputy chief position that is responsible for technology related matters and emergency management.
- 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.

Fire

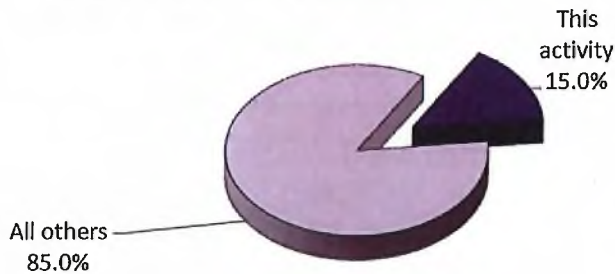
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Fire annual cost per household	\$ 124.66	\$ 129.52	\$ 140.63
% change from prior year		3.9%	8.6%
Number of fire and medical calls (*including medical calls starting in 2010)	1,449	1,597	1,784
Average response time emergencies (average for all cities, calls in min:sec)	5:42	5:47	5:34
Average response time for Shoreview calls	4:54	5:03	4:48
ISO Fire Rating	3	3	3

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Percent rating quality of fire protection services as excellent or good	97%	98%	93%

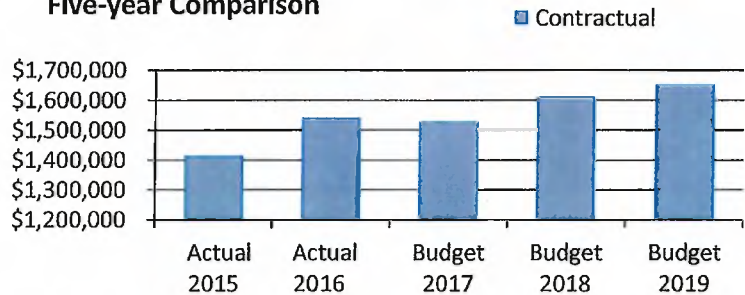
Recent Achievements:

- Duty Crews have been fully implemented and two stations are now staffed at all times.
- Continue to facilitate auto-aid agreements with the Roseville and Vadnais Heights fire departments.
- Implemented closest unit dispatching through Ramsey County dispatch for working fire and serious medical calls.
- Responded to more than 1800 emergency call in Shoreview with an average response time of 4:49 during 2017.

Percent of total General Fund



Five-year Comparison



Emergency Services

101-41500

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. This has now been added to Central Garage operations.

Goals and Objectives:

- Coordinate replacement of radio control systems for warning sirens with Ramsey County; and improvements to warning sirens #5 (Turtle Lake School) and #3 (Lake Judy Park).
- Begin discussions regarding transition options for emergency services coordination.
- Work with Public Safety Committee to revise mission statement, committee responsibilities, and committee structure.
- This has now been added to Central Garage operations.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ (2)					
Supplies	\$ 7					
Contractual	\$ 2,583					
Total	\$ 2,588	\$ -	\$ -	\$ -	\$ -	\$ -
Percent change		-100.0%	0.0%	0.0%	0.0%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%

Budget Impacts:

- This has now been added to Central Garage operations.

Emergency Services

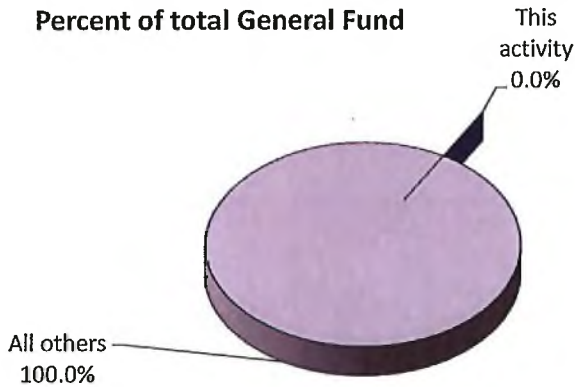
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Emergency Services annual cost per household	\$ 0.27	\$ 0.24	
% change from prior year		-11.1%	-100.0%
Number of warning sirens	10	10	10
Emergency Services annual cost per warning siren	\$ 294.70	\$ 258.80	
% change from prior year		-12.2%	-100.0%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

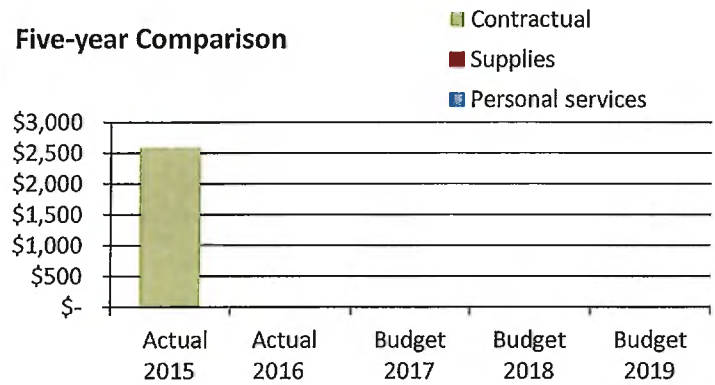
Recent Achievements:

- This has now been added to Central Garage operations.

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).
- Manage pavement rehabilitation efforts, including all aspects of project design, inspection and communication with the public. Continue to optimize pavement rehab strategies for conditions and available resources.
- Manage the reconstruction of streets and utilities, 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.
- Manage City's role in surface water/flooding topic for Snail and Grass Lake basins

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 356,376	\$ 389,250	\$ 377,072	\$ 358,214	\$ 334,453	\$ 349,921
Supplies	\$ 2,073	\$ 2,778	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Contractual	\$ 33,146	\$ 32,113	\$ 65,100	\$ 82,402	\$ 45,631	\$ 48,737
Total	\$ 391,595	\$ 424,141	\$ 446,672	\$ 445,116	\$ 384,584	\$ 403,158
Percent change		8.3%	5.3%	4.9%	-13.9%	4.8%
Full-time equivalents						
Full-time	3.83	3.13	3.05	3.05	3.05	3.05
Part-time	0.57	0.38	0.38	0.38		
Associate	0.50					
Total	4.90	3.51	3.43	3.43	3.05	3.05
Percent of total General Fund	4.18%	4.33%	4.37%	4.35%	3.59%	3.62%

Budget Impacts:

- Continued high water level impacts on both public and private properties.

Public Works Admin. & Engineering

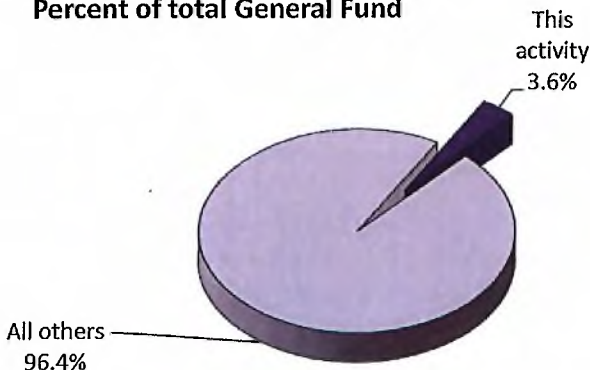
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Public Works Admin/Engineering annual cost per household	\$ 42.33	\$ 37.32	\$ 38.68
% change from prior year		-11.8%	3.6%
Capital project expenditures (department total, in millions)	\$ 3.8	\$ 12.3	\$ 9.1
Erosion control inspections	105	170	255
Average City street pavement condition rating	72	67	67
On-street parking waivers processed(*new proces Sept 2012)	207	275	282
Neighborhood traffic studies/reports	27	5	6

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating street repair and maintenance as excellent or good	88%	76%	81%
Residents rating the quality if snowplowing City streets as excellent or good	96%	94%	85%
Residents indicating that street maintenance should be improved	9%	10%	5%
Residents indicating that speeding is a major concern	22%	23%	25%

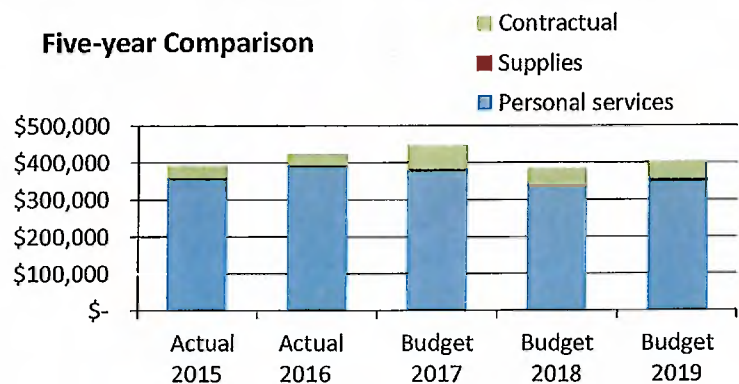
Recent Achievements:

- City is continued to be recognized by transportation research organizations like MN-LRRB, NRRRA 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 permeable pavements.
- Department personnel continue to be asked to help the U of M refine transportation related research and/or present findings to focus groups.
- Department personnel worked with Freshwater Society to develop New Minnesota Model for Winter Road Maintenance and present to national audience (APWA Snow Conference)
- Department personnel worked with Minnesota Pollution Control Agency to develop local government road salt reduction tools and strategies. The City also assisted with public outreach including MPR coverage.
- Department personnel appointed leadership role in local/regional government partnerships concerning water supply.

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 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 annual crack filling and asphalt repair to maintain streets and parking lots between rehabilitation projects.
- 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 in response to neighborhood traffic concerns.
- 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 401,960	\$ 400,147	\$ 436,188	\$ 430,113	\$ 458,522	\$ 483,157
Supplies	\$ 88,249	\$ 96,184	\$ 117,000	\$ 112,000	\$ 127,000	\$ 128,000
Contractual	\$ 326,865	\$ 318,143	\$ 328,500	\$ 330,502	\$ 336,569	\$ 372,038
Total	\$ 817,074	\$ 814,474	\$ 881,688	\$ 872,615	\$ 922,091	\$ 983,195
Percent change		-0.3%	8.3%	7.1%	4.6%	6.6%
Full-time equivalents						
Full-time	4.84	4.90	4.90	4.90	4.90	4.90
Associate	0.33	0.32	0.33	0.32	0.33	0.33
Total	5.17	5.22	5.23	5.22	5.23	5.23
Percent of total General Fund	8.73%	8.31%	8.62%	8.52%	8.60%	8.82%

Budget Impacts:

- While the City has greatly improved the precision and efficiency of ice control in recent years, the amount of road salt use can fluctuate dramatically from year to year based on weather.
- Continued high surface and ground water levels increase costs for pavement maintenance and ice control
- Training/education costs increase due to newer crewmembers showing more interest in Public Works Certificates. This line item has also combined with the Dues and Subscriptions line item which accounts for an annual fee for the web-based sign management program.

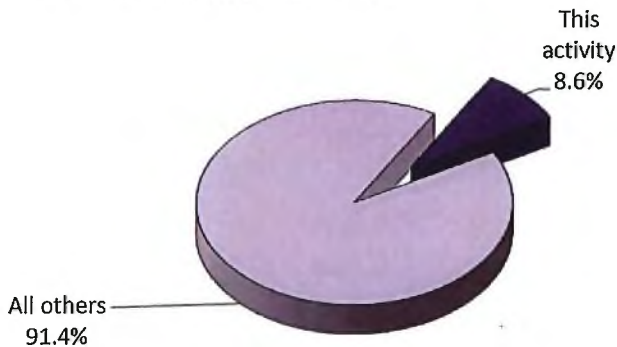
Streets			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Street maintenance annual cost per street mile	\$ 8,306	\$ 8,767	\$ 8,730
% change from prior year		5.6%	-0.4%
Street maint, ice and snow removal, crack fill, & sealcoat annual cost per mile	\$ 11,436	\$ 12,129	\$ 13,714
Average City street pavement condition rating	72	67	67
Tons of road salt used	460	250	300
Number of snow plowing events	6	11	9
Number of de-icing and/or anti-icing events	9	7	12
Number of regular (overtime) hours spent plowing and de-icing	516 (338)	623 (230)	730 (248)
Pounds of crack sealer used (miles of street crack sealed)	7500(20)	12600(16)	15000(17)
Tons of asphalt used for repairing streets	278	265	232
Hours mowing boulevards (annual total)	80	80	80

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating street repair and maintenance as excellent or good	88%	76%	81%
Residents rating snow plowing as either excellent or good	96%	94%	85%

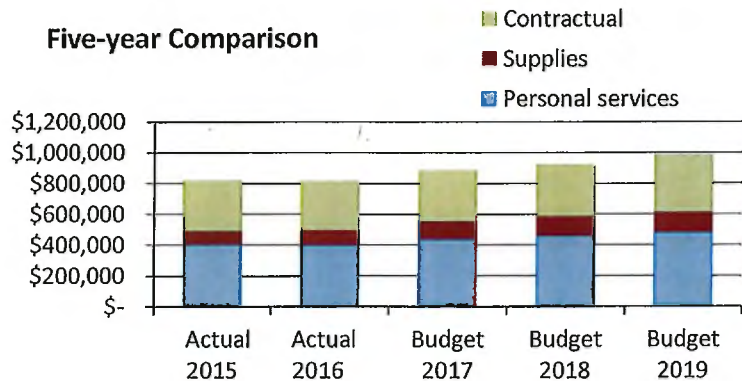
Recent Achievements:

- The City has achieved positive trends in road salt reduction efforts.
- The Public Works Department work program now reflects increased street sweepings, each street swept 5 times per year.

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 the most recent inspections, consistent with the Risk Management practices recommended by the League of Minnesota Cities Insurance Trust.
- Complete 2017 Trail Slurry Seal Project to approximately 7 miles of trails throughout the 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.
- Administer Tour de Trails on behalf of Bike and Trail ways Committee
- Administer Shoreviews Adopt-A-Trail Program
- Coordinate with non-profit groups using system e.g. 3-Day Event, Fun Runs, 5 Ks, etc

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 40,559	\$ 40,321	\$ 54,995	\$ 54,999	\$ 59,470	\$ 63,146
Supplies	\$ 4,110	\$ 8,513	\$ 15,000	\$ 12,000	\$ 14,000	\$ 14,500
Contractual	\$ 59,941	\$ 59,757	\$ 68,940	\$ 64,968	\$ 65,191	\$ 66,254
Total	\$ 104,610	\$ 108,591	\$ 138,935	\$ 131,967	\$ 138,661	\$ 143,900
Percent change		3.8%	27.9%	21.5%	-0.2%	3.8%
Full-time equivalents						
Full-time	0.62	0.65	0.65	0.65	0.65	0.65
Associate	0.10	0.09	0.10	0.09	0.10	0.10
Total	0.72	0.74	0.75	0.74	0.75	0.75
Percent of total General Fund	1.12%	1.11%	1.36%	1.29%	1.29%	1.29%

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 and seal coating trails.
- 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

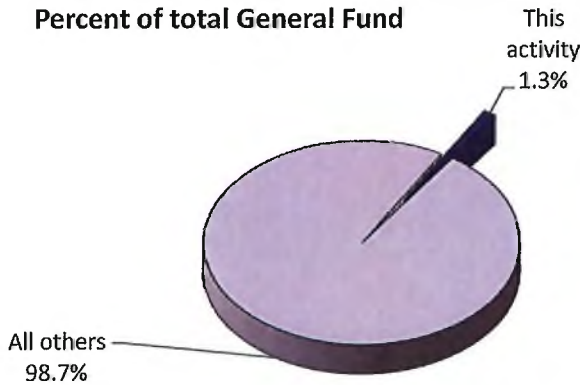
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Trail management annual cost per household	\$ 10.90	\$ 9.58	\$ 9.90
% change from prior year		-12.1%	3.3%
Miles of trails resurfaced	-	5.6	6.2
Tons of asphalt used for trail repairs	126	310	232
Hours of mowing maintenance areas along trails	280	280	370
Hours of snow removal from trails	57	80	80

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating city trails as a very important aspect to quality of life	76%	65%	92%
Residents rating maintenance of trails as either excellent or good	88%	95%	86%
Residents rating park and trail characteristics as excellent or good	99%	99%	92%

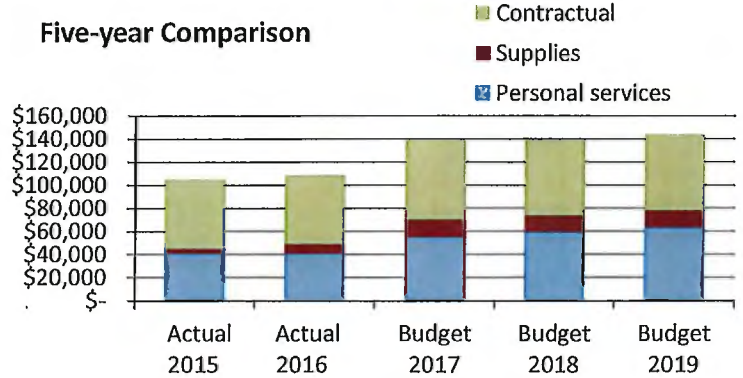
Recent Achievements:

- 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 6 years 98% of the City's asphalt trails have been slurry seal coated.
- Have begun an annual 'in house' trail seal coating program that utilizes DOC resources. Equipment required to apply the seal coat is rented and seal coat material purchased by the City and applied by a combination of the DOC crew and maintenance personnel.

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 which threaten urban trees in Shoreview. Forestry services provided by the Public Works Department include administration of the Diseased Tree Inspection and Removal Program including Oak Wilt and Emerald Ash Borer (EAB) response, reforestation of public rights of ways and parklands, providing technical assistance to Shoreview property owners with common tree 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.
- Development of a tree inventory that helps assess the potential costs for public property Ash tree replacement to aid in the development of policies for future treatments and/or removals.
- Seek forestry volunteers to assist in inventory efforts, diseased tree detection, and invasive species removal.
- Ensure tree protection and replacement standards are followed on construction sites.
- Improve access to information regarding tree inventory and diseased tree program findings via outreach and website additions.
- Improve Oak Wilt spread containment through neighborhood level outreach.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 25,108	\$ 30,660	\$ 49,962	\$ 49,815	\$ 66,924	\$ 70,952
Supplies	\$ 19,735	\$ 12,896	\$ 19,400	\$ 28,000	\$ 29,000	\$ 30,000
Contractual	\$ 44,251	\$ 82,221	\$ 65,185	\$ 65,287	\$ 59,632	\$ 59,099
Total	\$ 89,094	\$ 125,777	\$ 134,547	\$ 143,102	\$ 155,556	\$ 160,051
Percent change		41.2%	7.0%	13.8%	15.6%	2.9%
Full-time equivalents						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.95	0.94	0.96	0.95	1.39	1.39
Total	1.20	1.19	1.21	1.20	1.64	1.64
Percent of total General Fund	0.95%	1.28%	1.32%	1.40%	1.45%	1.44%

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 the Department of Corrections contract cost.
- The need to develop a tree inventory while offering EAB injection services to residents requires additional hours added to the forestry intern positions; causing an increase to personal services costs for 2014 and later years.
- The cost to improve access of information with the use of technology and website mapping.

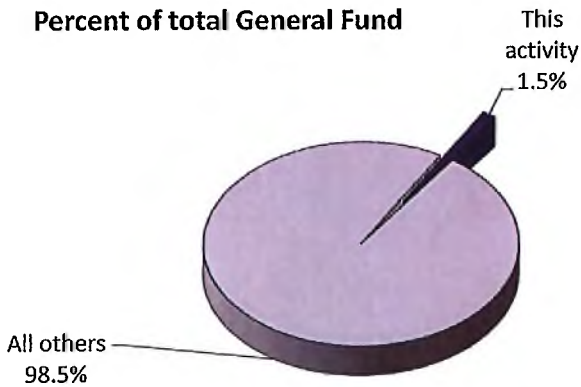
Forestry & Nursery			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Forestry annual cost per household	\$ 11.62	\$ 8.16	\$ 11.47
% change from prior year		-29.8%	40.6%
Tree removal cost (public and private property, after 2011 incl treatments)	\$ 60,026	\$ 38,027	\$ 75,998
Number of licensed tree contractors	25	30	36

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

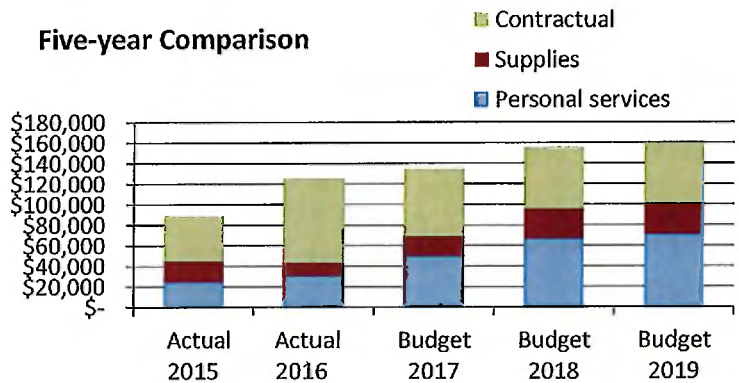
Recent Achievements:

- Successfully implemented an Emerald Ash Borer preventative injection program for residents.
- Hired Natural Resources Specialist.
- Administered annual tree sale to residents.
- Coordinated with Department of Agriculture on EAB monitoring study through the joint power agreement (JPA).
- Member of Ramsey County Cooperative Weed Management Area (RCCWMA) to manage non-native, invasive plants negatively impacting Ramsey County.
- Invited by U of M for inclusion in a EAB herd immunity study

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. 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, improving 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.
- Building expansion project planning

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 16,662	\$ 16,774	\$ 16,866	\$ 16,852	\$ 17,404	\$ 17,920
Supplies	\$ 5,880	\$ 6,272	\$ 5,750	\$ 5,750	\$ 6,000	\$ 6,250
Contractual	\$ 109,618	\$ 109,619	\$ 105,070	\$ 107,675	\$ 112,376	\$ 116,488
Total	\$ 132,160	\$ 132,665	\$ 127,686	\$ 130,277	\$ 135,780	\$ 140,658
Percent change		0.4%	-3.8%	-1.8%	6.3%	3.6%
Full-time equivalents						
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	1.41%	1.35%	1.25%	1.27%	1.27%	1.26%

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.
- The Lepak/Larson house repair costs are often higher, 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.
- City Hall building maintenance is provided by Community Center staff; and provided by Parks Maintenance for the Lepak/Larson house.
- Wage increases for 2017 and 2018 will result in an increase to personal services.
- Building expansion will increase maintenance costs.

Municipal Buildings

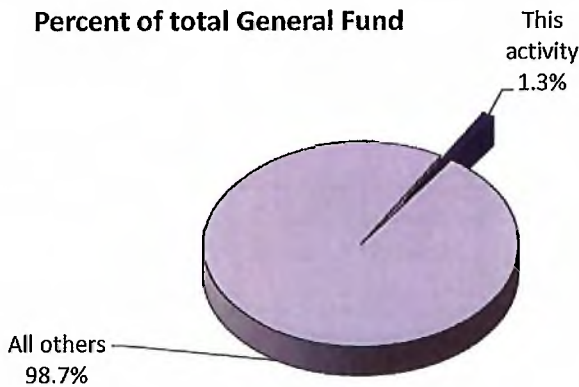
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Municipal Buildings annual cost per household	\$ 12.82	\$ 12.10	\$ 12.10
% change from prior year		-5.6%	
Municipal Buildings annual cost per square foot	\$ 10.40	\$ 9.95	\$ 9.98
% change from prior year		-4.3%	0.3%
Total square footage maintained 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	14%	11%	10%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

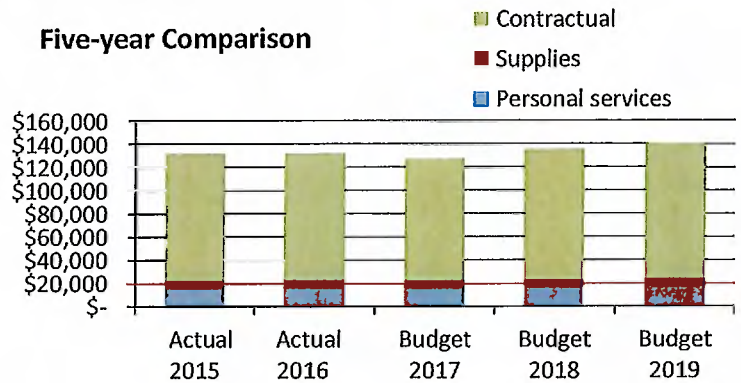
Recent Achievements:

- 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.
- Upgraded to building automation system.
- Replacement of upper level sliding door reducing energy costs.
- Replacement of hot water tank and heater.
- Replaced banquet tables with lighter high quality tables and chairs
- Finished LED lighting project which reduced energy use by 200,000 KW

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 and process facility reservations), maintain department records and reports, coordinate staff training, provide computer system and software trouble-shooting and support, produce marketing materials, and provide building signage.

Goals and Objectives:

- Continue to promote park and recreation facilities and recreation programs through updated website, social media, other advertising, and the publishing of the ShoreViews newsletter.
- Coordinate and expand cross training between Recreation Program staff, Community Center staff, and Administrative Services staff.
- Develop plans to promote new facilities (pool and playground expansions, and new multi-purpose rooms) that will be part of the Community Center expansion project.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 361,096	\$ 352,348	\$ 436,250	\$ 442,280	\$ 509,004	\$ 580,213
Supplies	\$ 1,933	\$ 878	\$ 5,500	\$ 5,500	\$ 5,600	\$ 5,700
Contractual	\$ 14,344	\$ 10,960	\$ 16,420	\$ 16,421	\$ 14,921	\$ 16,021
Total	\$ 377,373	\$ 364,186	\$ 458,170	\$ 464,201	\$ 529,525	\$ 601,934
Percent change		-3.5%	25.8%	27.5%	15.6%	13.7%
Full-time equivalents						
Full-time	5.20	3.80	4.60	4.60	5.02	5.44
Part-time	0.30	0.36				
Total	5.50	4.16	4.60	4.60	5.02	5.44
Percent of total General Fund	4.03%	3.72%	4.48%	4.53%	4.94%	5.40%

Budget Impacts:

- Budget includes plans to hire a Park and Recreation Director at mid-year. The City has operated without a Director level position for the past 6 years.

Park/Recreation Administration

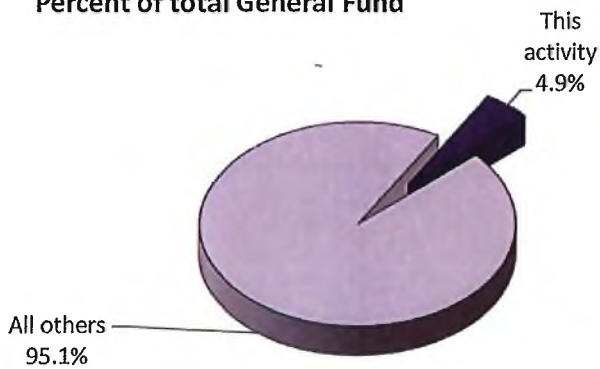
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Park/Recreation Administration annual cost per household	\$ 34.00	\$ 34.55	\$ 33.22
% change from prior year		1.6%	-3.9%
Online payments processed for park-related activities	\$ 589,664	\$ 567,371	\$ 560,596

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating the quality of park and trail facilities as excellent or good	99%	99%	92%
Residents rating recreational program opportunities as excellent or good	91%	94%	87%
Residents stating recreational/sports facilities meet their household needs	96%	98%	92%
Residents station mix of recreational programs meet their household needs	94%	96%	89%

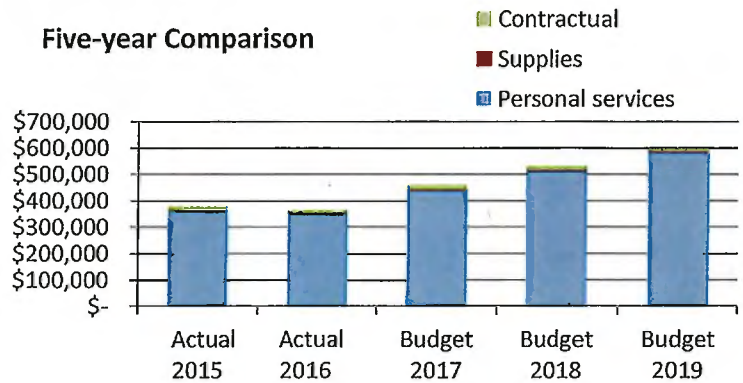
Recent Achievements:

- Successfully participated in the planning and development for the Community Center expansion.
- Participated in the development of the new Shoreview Commons Master Plan.

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, public grounds, and new library and school district buildings) 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, fire stations, and the School District building.

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 681,882	\$ 714,447	\$ 748,957	\$ 777,800	\$ 825,786	\$ 868,007
Supplies	\$ 91,439	\$ 91,387	\$ 111,950	\$ 108,700	\$ 111,900	\$ 114,450
Contractual	\$ 451,915	\$ 456,094	\$ 432,670	\$ 462,717	\$ 453,407	\$ 451,980
Total	\$ 1,225,236	\$ 1,261,928	\$ 1,293,577	\$ 1,349,217	\$ 1,391,093	\$ 1,434,437
Percent change		3.0%	2.5%	6.9%	7.5%	3.1%
Full-time equivalents						
Full-time	8.00	8.00	8.00	8.00	9.00	9.00
Associate	1.80	1.82	1.83	1.83	2.25	2.25
Total	9.80	9.82	9.83	9.83	11.25	11.25
Percent of total General Fund	13.09%	12.87%	12.65%	13.17%	12.97%	12.87%

Budget Impacts:

- Planned wage increase for 2018 and 2019 will increase the cost of personal services.
- Installed LED lights on outsides of buildings to reduce electrical costs.

Park Maintenance

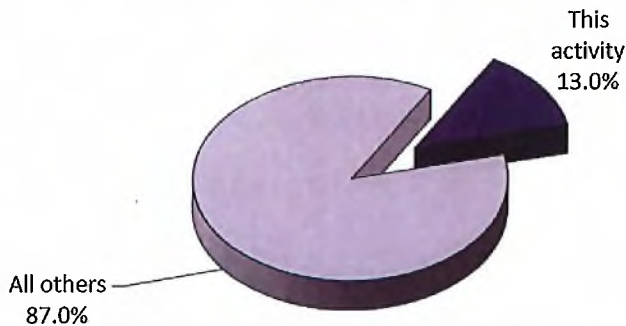
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Park Maintenance cost per household	\$ 109.95	\$ 112.17	\$ 115.10
% change from prior year		2.0%	2.6%
Park acreage	268	268	268
Park Maintenance annual cost per acre	\$ 4,424	\$ 4,572	\$ 4,709
% change from prior year		3.4%	3.0%
Number of ballfields 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	17/295	17/295	17/291
Number of park buildings and picnic shelters maintained	14	14	16

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating park and recreational facilities as excellent or good	96%	99%	96%
Residents rating upkeep and maintenance of parks as excellent or good	96%	98%	97%

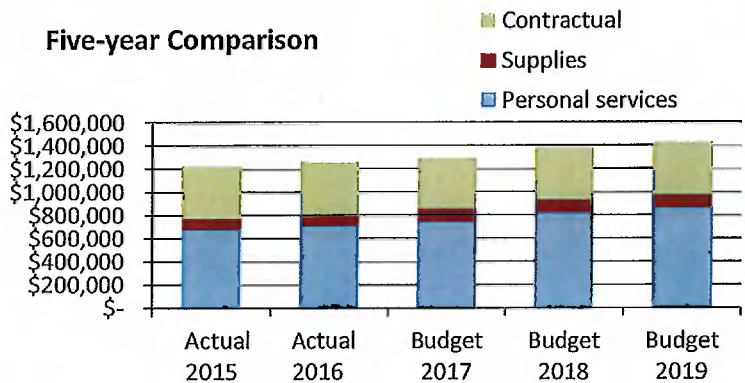
Recent Achievements:

- Upgraded landscaping on Highway 96, Lexington Avenue, and the Community Center.
- Upgraded irrigation system at Commons Park.
- Resurfaced tennis courts at McCullough and Shamrock Parks.
- Resurfaced basketball court at Bobby Theisen Park.
- Added rain garden to Bobby Theisen Park.
- New playground at Wilson Park in 2016.

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, 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:

- Revise the Comprehensive Plan in accordance with State Law and Metropolitan Council requirements (required completion by December, 2018)
- Continue work towards amending Development Code regulations in response to changing community needs, market conditions and to support neighborhood preservation/reinvestment and economic development.
- Continue to assist and support the EDA work plan relating to economic development and housing programs.
- Complete an amendment to the City's zoning regulations pertaining to wireless telecommunication facilities.
- Evaluate the recommendations of the Highway Corridor Transition Study and revise land use, housing, and economic development policies as needed.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 433,591	\$ 471,360	\$ 472,848	\$ 457,604	\$ 479,804	\$ 499,968
Supplies	\$ 373	\$ 1,674	\$ 1,400	\$ 2,150	\$ 1,700	\$ 1,700
Contractual	\$ 10,149	\$ 11,096	\$ 18,980	\$ 26,779	\$ 32,479	\$ 33,729
Total	\$ 444,113	\$ 484,130	\$ 493,228	\$ 486,533	\$ 513,983	\$ 535,397
Percent change		9.0%	1.9%	0.5%	4.2%	4.2%
Full-time equivalents						
Full-time	4.85	5.15	5.15	5.15	5.15	5.15
Associate				0.14	0.14	0.14
Total	4.85	5.15	5.15	5.29	5.29	5.29
Percent of total General Fund	4.75%	4.94%	4.82%	4.75%	4.79%	4.80%

Budget Impacts:

- The revision of the Comprehensive Plan requires a variety of consultation services related to public engagement, land use, housing and economic development.
- Increased code enforcement efforts require the addition of an intern during the summer months.
- Additional training is needed for the BSA software implementation programs related to planning and zoning, code enforcement and rental licensing.
- After adoption of the Comprehensive Plan, consultation services may be needed to fulfill the implementation strategies.
- Consultation services related to the amendment for wireless telecommunication facilities.

Planning & Zoning Administration

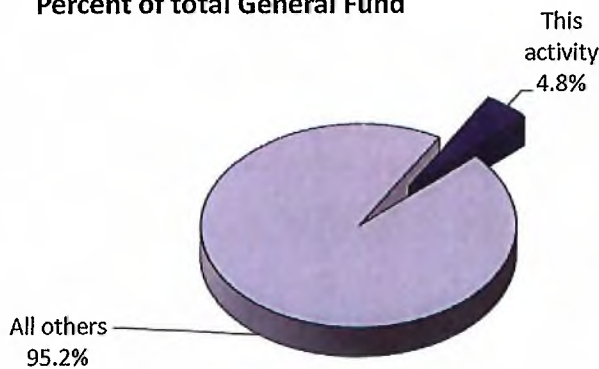
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Planning & Zoning Administration annual cost per household	\$ 39.41	\$ 40.66	\$ 44.16
% change from prior year		3.2%	8.6%
Number of code enforcement complaints received and investigated	173	185	158
Number of weed abatements initiated/Council ordered	25/4	35/0	39/5
Number of rental licenses issued/properties inspected	604/313	606/290	550/295
Number of planning case files	47	44	46
Properties inspected through the SHINE Neighborhood program (bi-annual)	523	185	292

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating appearance of homes in neighborhood as excellent or good	97%	98%	97%
Residents rating appearance of yards in neighborhood as excellent or good	97%	94%	94%
Residents indicating neighborhood appearance has improved or remained the same	94%	94%	94%
Residents indicating the City does enough to promote property maintenance	83%	88%	85%
Residents indicating awareness of the HousingResource Center	54%	53%	56%
Residents indicating they favor or strongly favor more code enforcement	46%	68%	60%

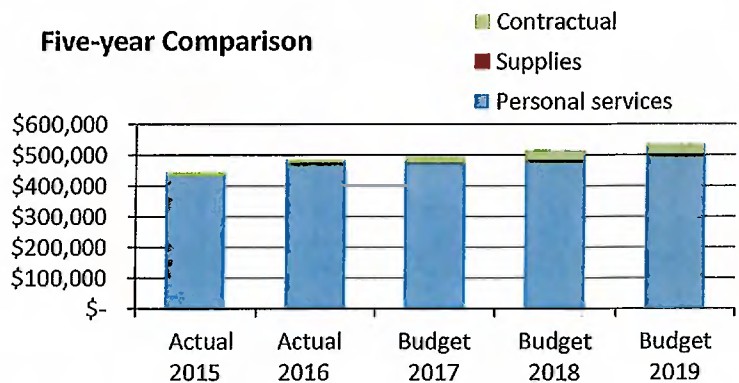
Recent Achievements:

- Implemented quarterly workshops with the Planning Commission.
- Coordinated site and building development approvals for key projects including the McMillan and Shoreview Ridge.
- Continue to assist the EDA with Housing Programs including the Home Improvement Loan Program.
- Implementing the Highway Corridor Transition Areas Study, initiated by the Economic Development Authority, which evaluated conditions and impacts on single-family properties and underutilized commercial properties along major arterial roads, through work with the Comprehensive Plan and development proposals.
- Completed new regulations for accessory structures, temporary housing, beekeeping and business park uses.
- Implemented a new software system for Department activities.
- Assessed the impact of the Metropolitan Council Policy Plans as they relate to the Comprehensive Plan and develop a review process through discussions with the City Council, Planning Commission and Economic Development Authority to revise the plan in accordance with State Statute.

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 receive 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 within the Community Development Department, and with the Public Works Department, and 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 to improve customer convenience, lessening need for customers to visit City offices for processing.
- Provide information online and through City newsletter and social media to residents, builders, and contractors on building and permit related questions, code requirements, and process.
- Implement new building permit software and continue to enhance customer service and permit processing and inspection efficiency.
- Transition planning for the anticipated retirement of the Building Official in 2019, including review of staffing levels and resources.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 107,162	\$ 116,722	\$ 112,489	\$ 112,363	\$ 115,305	\$ 118,673
Supplies	\$ 72	\$ 611	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contractual	\$ 62,982	\$ 66,694	\$ 49,690	\$ 70,191	\$ 53,691	\$ 59,391
Total	\$ 170,216	\$ 184,027	\$ 163,679	\$ 184,054	\$ 170,496	\$ 179,564
Percent change		8.1%	-11.1%	0.0%	4.2%	5.3%
Full-time equivalents						
Full-time	1.00	1.00	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00	1.00	1.00
Percent of total General Fund	1.82%	1.88%	1.60%	1.80%	1.59%	1.61%

Budget Impacts:

- High permit valuations and revenues in 2017 and 2018 are projected due to several multi-family redevelopment projects.
- All building related permit revenues are projected to decline over the next few years with lack of available land for new development. Permit revenue in the next few years will derive mostly from housing maintenance and renovations, commercial building upgrades and expansions, and redevelopment projects.
- Pending Building Official retirement will require a review of staffing to address future needs relating to building permit processing and inspections, and increased levels of housing and code enforcement.

Building Inspection

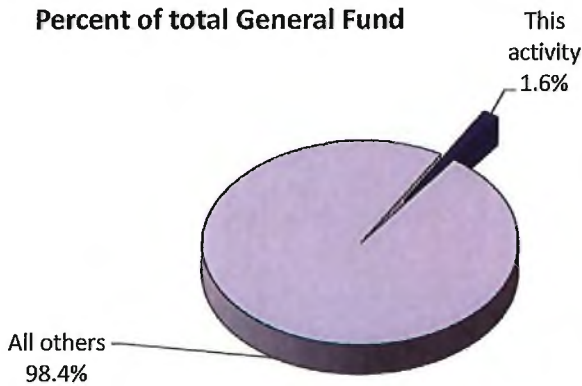
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Building Inspection annual cost per household	\$ 16.08	\$ 15.58	\$ 16.78
% change from prior year		-3.1%	7.7%
Number of building permits issued	1,053	1,141	1,332
Building permit valuation (in millions)	\$ 40.3	\$ 21.7	\$ 41.9
Total number of inspections	2,392	2,641	3,183

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating building inspection services as excellent or good	78%	86%	67%

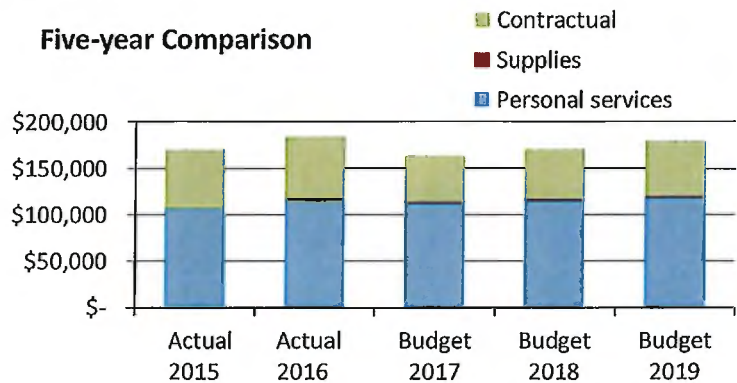
Recent Achievements:

- Implemented new software for building permits and other department activities.
- According to Decision Resources, the 78% positive rating of building inspection services is the highest satisfaction percentage of metropolitan communities 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 and payments, 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 Streamline inspection scheduling and improve customer satisfaction.
 - o Accepting credit card payments for added customer convenience.
 - o Online status and historic information of permit records for properties.

Percent of total General Fund



Five-year Comparison



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City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Special Revenue Funds

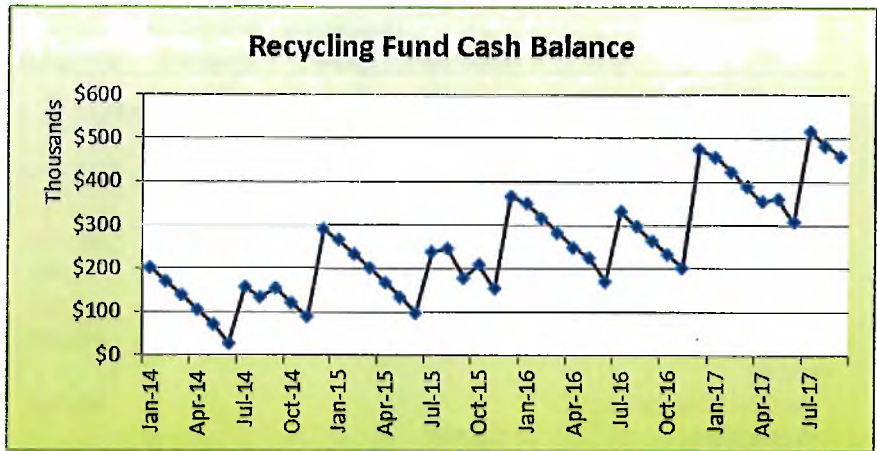
Special Revenue Funds are used to account for revenue that is dedicated by State statute, local ordinance, resolution or practice to support specific expenses. Establishment of these funds enables the City to closely monitor both revenue and expense associated with a given program. Special Revenue Fund budgets for 2018 and 2019 are shown in the table below.

	Recycling	Community Center	Recreation Programs	Cable Television	EDA	HRA	Slice of Shoreview	Total
2018 Budget								
Revenue								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$120,000	\$110,000	\$ -	\$ 230,000
Intergovernmental	80,000	-	-	-	-	-	-	80,000
Charges for Services	553,500	2,626,140	1,493,159	440,000	-	-	27,500	5,140,299
Interest Earnings	-	6,000	2,500	1,800	-	-	-	10,300
Other Revenues	-	12,500	-	1,200	-	-	35,000	48,700
Total Revenue	633,500	2,644,640	1,495,659	443,000	120,000	110,000	62,500	5,509,299
Expense								
General Government	-	-	-	469,553	-	-	77,300	546,853
Public Works	578,959	-	-	-	-	-	-	578,959
Parks and Recreation	-	3,012,809	1,532,572	-	-	-	-	4,545,381
Community Development	-	-	-	-	119,845	106,973	-	226,818
Total Expense	578,959	3,012,809	1,532,572	469,553	119,845	106,973	77,300	5,898,011
Other Sources (Uses)								
Transfers In	-	420,000	95,000	-	-	-	10,000	525,000
Transfers Out	-	-	(150,000)	(200,000)	-	-	-	(350,000)
Net Change	54,541	51,831	(91,913)	(226,553)	155	3,027	(4,800)	(213,712)
Fund Equity, beginning	528,911	1,454,576	908,034	676,148	218,439	126,551	83,409	3,996,068
Fund Equity, ending	\$583,452	\$ 1,506,407	\$ 816,121	\$449,595	\$218,594	\$129,578	\$ 78,609	\$3,782,356
2019 Budget								
Revenue								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$125,000	\$115,000	\$ -	\$ 240,000
Intergovernmental	80,000	-	-	-	-	-	-	80,000
Charges for Services	565,500	3,021,630	1,660,340	410,000	-	-	27,500	5,684,970
Interest Earnings	-	7,000	3,000	1,900	-	-	-	11,900
Other Revenues	-	12,500	-	1,200	-	-	35,000	48,700
Total Revenue	645,500	3,041,130	1,663,340	413,100	125,000	115,000	62,500	6,065,570
Expense								
General Government	-	-	-	123,644	-	-	77,700	201,344
Public Works	598,560	3,299,740	1,624,709	-	-	-	-	5,523,009
Parks and Recreation	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	124,774	109,713	-	234,487
Total Expense	598,560	3,299,740	1,624,709	123,644	124,774	109,713	77,700	5,958,840
Other Sources (Uses)								
Transfers In	-	437,000	100,000	-	-	-	10,000	547,000
Transfers Out	-	-	(160,000)	(200,000)	-	-	-	(360,000)
Net Change	46,940	178,390	(21,369)	89,456	226	5,287	(5,200)	293,730
Fund Equity, beginning	583,452	1,506,407	816,121	449,595	218,594	129,578	78,609	3,782,356
Fund Equity, ending	\$630,392	\$ 1,684,797	\$ 794,752	\$539,051	\$218,820	\$134,865	\$ 73,409	\$4,076,086

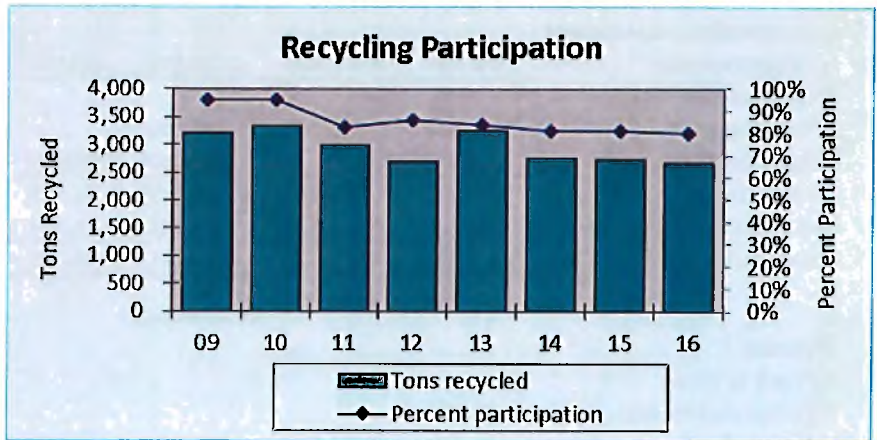
Recycling Fund Summary

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.

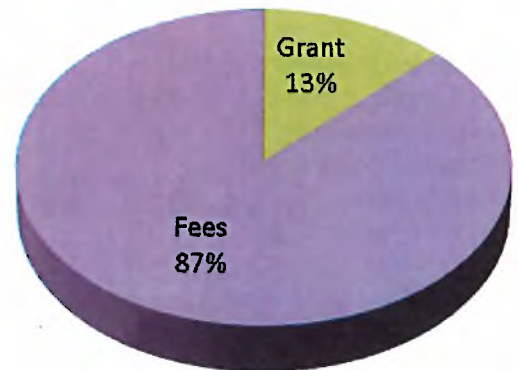


Participation in the recycling program continues strong at 80 percent in 2016. Materials recycled in 2016 amounted to 2,682 tons, which reflects a downward trend caused by reduced paper recycling as more households move toward electronic sources of information.



Revenue – User fees provide 87 percent of total revenue, SCORE grant funding from Ramsey County and cleanup day charges provide 13 percent of total revenue.

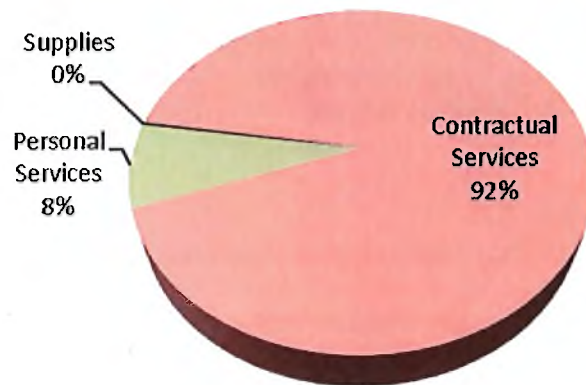
The proposed annual residential fee for bi-weekly curbside recycling in 2018 is \$48.00, resulting in a cost of \$1.85 per collection per household. The 2018 fee is \$1.00 more than 2017.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

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 92 percent of total expense. Personal services accounts for 8 percent of expense (for staff necessary to operate the program). Supplies account for less than percent.



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Intergovernmental	\$ 83,913	\$ 79,702	\$ 79,762	\$ 84,762	\$ 80,000	\$ 80,000
Charges for Services	520,695	543,923	540,500	542,500	553,500	565,500
Interest Earnings	2,766	2,095	-	-	-	-
Total Revenue	607,374	625,720	620,262	627,262	633,500	645,500
Expense						
Public Works	521,266	518,366	583,054	558,467	578,959	598,560
Net Change	86,108	107,354	37,208	68,795	54,541	46,940
Fund Equity, beginning	266,654	352,762	460,116	460,116	528,911	583,452
Fund Equity, ending	\$ 352,762	\$ 460,116	\$ 497,324	\$ 528,911	\$ 583,452	\$ 630,392
Months of operating coverage	8.2	9.9		11.0	11.7	12.3

Recycling

210-42750

The Recycling activity provides for the City's recycling efforts and staffing for Shoreview's 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 carts are provided by a contracted vendor. Two clean-up day events (Spring and Fall) are administered by the Shoreview Public Works Department, 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 waste haulers to implement a pilot program for curbside collection of organic waste, if determined to be feasible.
- Explore the feasibility of a document shredding event for residents.
- Explore curbside bulky item pick up options for residents
- Have a new curbside contract in place by July 1, 2018

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 19,667	\$ 31,719	\$ 41,204	\$ 41,607	\$ 45,174	\$ 47,889
Supplies	\$ 171	\$ 224	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contractual	\$ 501,428	\$ 486,423	\$ 540,350	\$ 515,360	\$ 532,285	\$ 549,171
Total	\$ 521,266	\$ 518,366	\$ 583,054	\$ 558,467	\$ 578,959	\$ 598,560
Percent change		-0.6%	12.5%	7.7%	-0.7%	3.4%
Full-time equivalents						
Full-time	0.35	0.45	0.45	0.45	0.45	0.45
Total	0.35	0.45	0.45	0.45	0.45	0.45
Percent of Total Expense	1.98%	2.02%	2.18%	2.08%	2.03%	1.98%

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 less.
- If/when the City considers modifications to the recycling options/services offered e.g. vouchers, city-owned carts, shredding event, etc. it is likely that there will be increases in recycling charges

Recycling

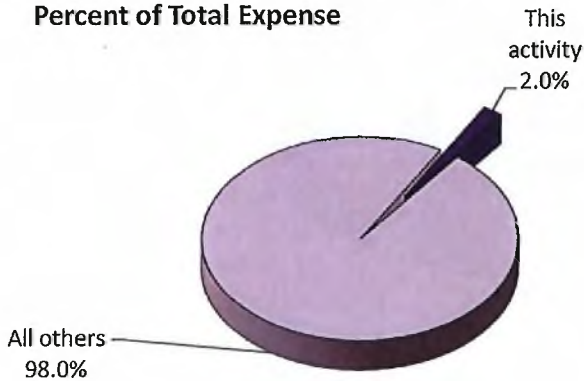
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Recycling annual cost per household	\$ 47.71	\$ 47.72	\$ 47.28
% change from prior year			-0.9%
Tons of materials recycled annually	2,762	2,735	2,682
% change from prior year		-1.0%	-1.9%
Number of vehicles at clean-up day events (Spring and Fall combined)	2,457	859	1,092
% change from prior year		-65.0%	27.1%

Community Survey Results	2010 Survey	2013 Survey	2013 Survey
Residents indicating that reducing waste is very or somewhat important	97%	88%	88%

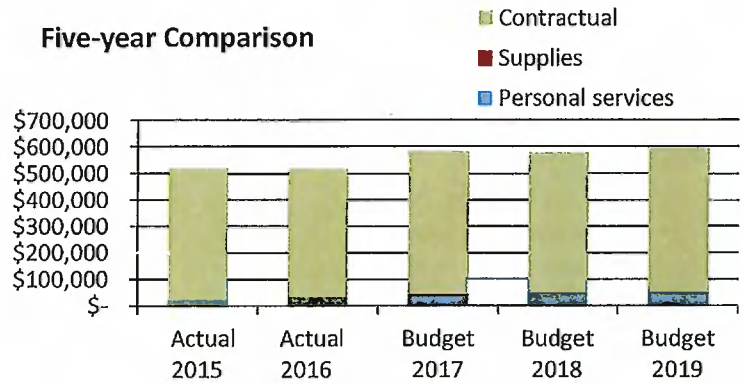
Recent Achievements:

- Successfully conducted Clean Up day events with trends in increased participation

Percent of Total Expense



Five-year Comparison

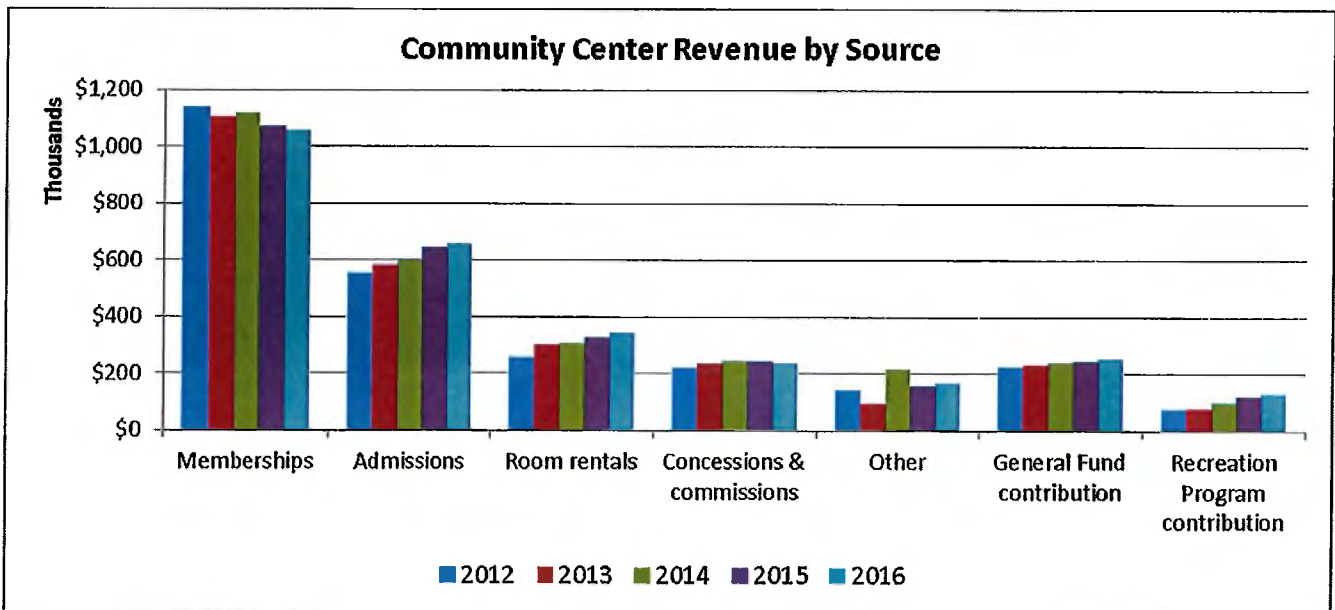
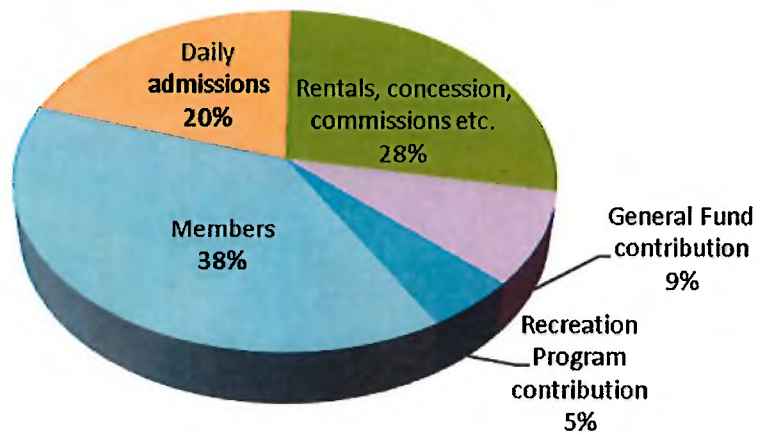


Community Center Fund Summary

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.

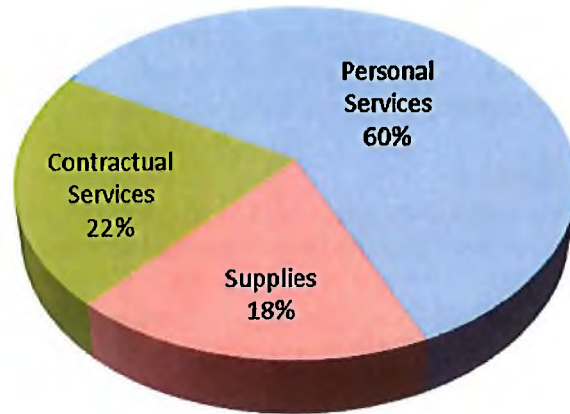
Revenue – Daily admissions and memberships provide about 58 percent of community center revenue. Another 28 percent comes from room rentals, concessions, banquet commissions, building charges, and locker/vending fees. The Recreation Programs Fund provides about 5 percent of total revenue (to offset program use of the facility) and the General Fund provides 9 percent of total revenue, through inter-fund transfers.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Community Center Fund Summary

Expense – Operating costs are projected to increase an average of 5.3 percent annually due to expansion of the facility, repair and maintenance costs and personal services. Personal services accounts for the largest share of expense at 60%, followed by contractual costs at 22% and supplies and capital costs at 18%.



Transfers in reflect a contribution from the General Fund to offset the room rental subsidy for community-oriented groups (\$270,000 in 2018 and \$277,000 in 2019), and from the Recreation Programs Fund for program use of the facility (\$150,000 in 2018 and \$160,000 for 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Charges for Services	\$ 2,410,658	\$ 2,425,505	\$ 2,524,700	\$ 2,504,930	\$ 2,626,140	\$ 3,021,630
Interest Earnings	18,953	11,462	6,000	6,000	6,000	7,000
Other Revenues	12,063	22,525	12,500	12,500	12,500	12,500
Total Revenue	2,441,674	2,459,492	2,543,200	2,523,430	2,644,640	3,041,130
Expense						
Parks and Recreation	2,694,278	2,795,019	2,809,608	2,826,265	3,012,809	3,299,740
Total Expense	2,694,278	2,795,019	2,809,608	2,826,265	3,012,809	3,299,740
Other Sources (Uses)						
Transfers In	366,000	384,000	402,000	402,000	420,000	437,000
Transfers Out	-	-	(200,000)	-	-	-
Net Change	113,396	48,473	(64,408)	99,165	51,831	178,390
Fund Equity, beginning	1,193,542	1,306,938	1,355,411	1,355,411	1,454,576	1,506,407
Fund Equity, ending	\$ 1,306,938	\$ 1,355,411	\$ 1,291,003	\$ 1,454,576	\$ 1,506,407	\$ 1,684,797
Months of operating coverage	5.6	5.8		5.8	5.5	5.8

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 a quality facility, operate efficiently, support community needs, and generate operating revenue.
- Prepare for the Community Center expansion including new fitness studios, multipurpose rooms, indoor playground, and fitness areas.
- Ensure cost effective and efficient staffing and service delivery through ongoing evaluation and adjustments to staffing levels.
- Update rental policies and procedures and continue restructuring the rental process for pool groups, birthday parties, corporate and banquet events.
- Research the possibility of booking events online.
- Keep membership retention at or above 90%.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 1,556,366	\$ 1,602,588	\$ 1,672,772	\$ 1,698,132	\$ 1,802,084	\$ 2,007,197
Supplies	\$ 489,832	\$ 504,445	\$ 525,394	\$ 530,800	\$ 556,887	\$ 601,236
Contractual	\$ 648,080	\$ 687,986	\$ 579,090	\$ 564,981	\$ 653,838	\$ 691,307
Capital outlay			\$ 32,352	\$ 32,352		
Total	\$ 2,694,278	\$ 2,795,019	\$ 2,809,608	\$ 2,826,265	\$ 3,012,809	\$ 3,299,740
Percent change		3.7%	0.5%	1.1%	7.2%	9.5%
Full-time equivalents						
Full-time	15.30	15.25	15.25	15.25	15.29	15.33
Part-time	0.15	0.18			0.09	0.09
Associate	21.52	21.39	21.79	23.29	26.87	32.76
Total	36.97	36.82	37.04	38.54	42.25	48.18
Percent of Total Expense	10.24%	10.89%	10.51%	10.52%	10.54%	10.92%

Budget Impacts:

- Additional part time staff will be needed once the expansion is complete to ensure adequate coverage for rentals, memberships, and daily activity.
- There will be a decrease in revenue during the two month period that the pool is closed.
- Nominal annual increases in membership, rental and daily pass fees have continued to support operating costs.

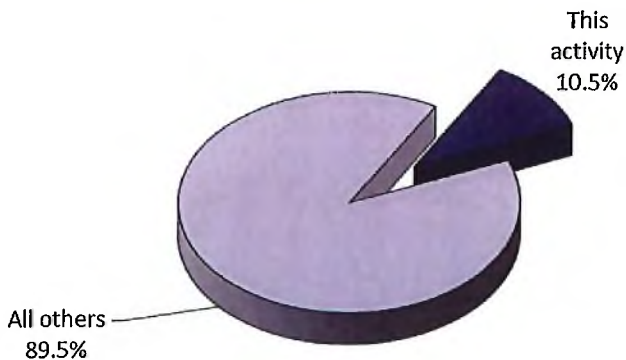
Community Center			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Number of Community Center memberships (annual/seasonal)	2,310	1,963	2,354
% change from prior year		-15.0%	19.9%
Number of Community Center members (all combined)	5,731	5,402	4,765
% change from prior year		-5.7%	-11.8%
Total member visits	297,735	279,026	269,609
% change from prior year		-6.3%	-3.4%
Total Community Center visits (members and nonmembers)	593,172	620,509	564,444
% change from prior year		4.6%	-9.0%
Number of installment billing transactions (monthly billing)	9,578	8,762	7,654
Members enrolled in health insurance reimbursement programs	1,523	1,300	1,600
General Fund support as a percent of Community Center expense	8.9%	9.1%	9.1%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents stating they are members of the Community Center	45%	64%	40%
Residents rating Community Center customer service as excellent or good	98%	98%	97%
Residents rating Community Center cleanliness as excellent or good	92%	95%	93%
Residents rating membership prices as excellent or good	67%	71%	72%
Residents rating the overall Community Center experience as excellent or good	95%	98%	98%

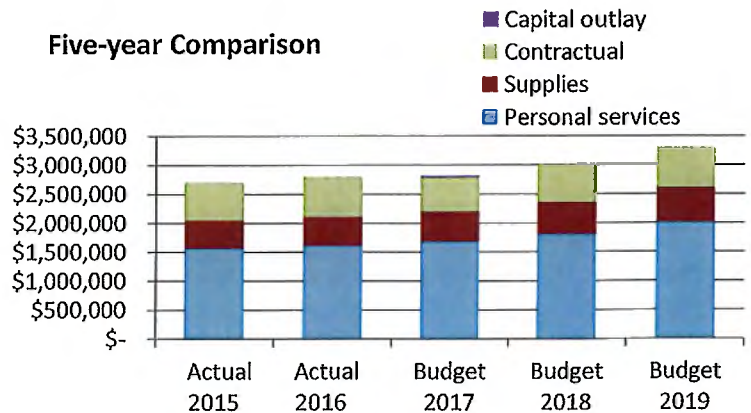
Recent Achievements:

- Received the Readers Choice Award for the Best Community Center in 2014 and 2015.
- Membership revenue exceeded \$1 million in 2014 and 2015.
- Received the 2014 and 2015 Ellis Silver International Aquatics Safety Award.
- Maintained a Senior Fit program to replace the discontinued Silver Sneakers program.
- Implemented electronically signed rental contracts.

Percent of Total Expense



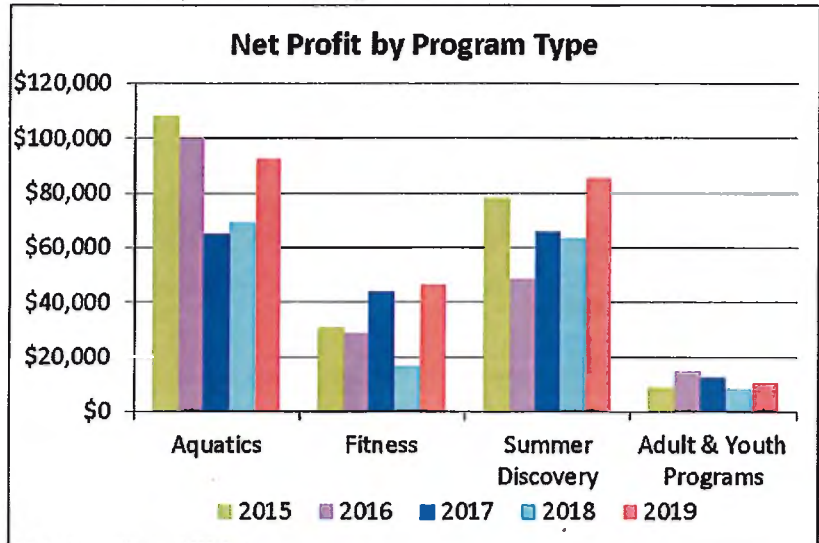
Five-year Comparison



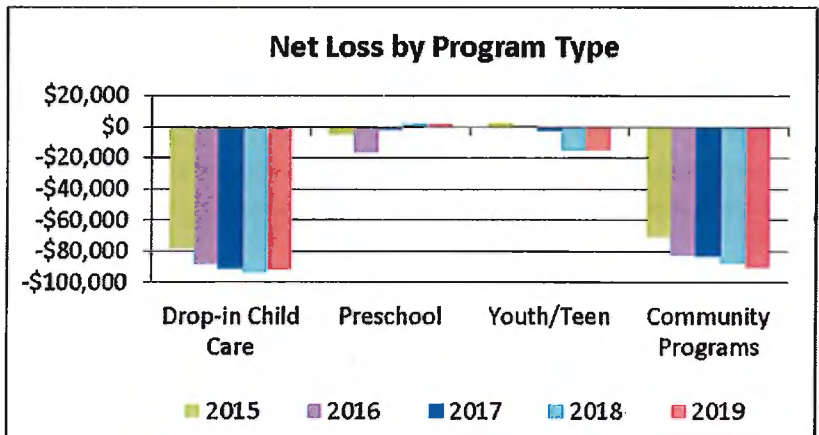
Recreation Programs Fund Summary

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.

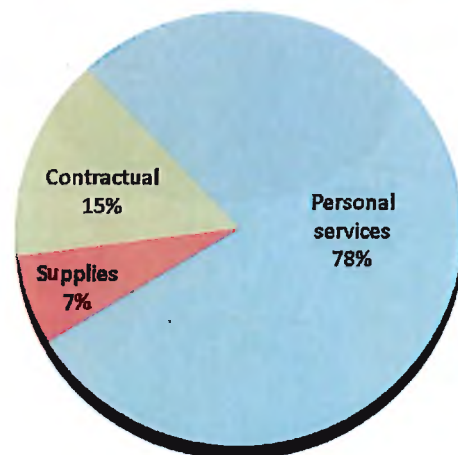


Community-based programs that receive support from the profit-oriented programs listed above include the Farmers Market, Concert in the Commons, Movie Nights, Preschool Programs and the Drop-in Child Care program at the Community Center.



Revenue – Program fees provide 94 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 6 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 (15 percent of expense). Program supplies account for the remaining 7 percent of expense.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Recreation Programs Fund Summary

Transfers in reflect a contribution from the General Fund to offset a portion of community-oriented program costs (\$95,000 in 2018 and \$100,000 in 2019). Transfers out provide support to the Community Center Fund for recreation program use of the Community Center facility (\$150,000 in 2018 and \$160,000 in 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Charges for Services						
Adult and Youth Sports	\$ 161,687	\$ 160,847	\$ 161,711	\$ 164,000	\$ 164,946	\$ 168,245
Aquatics Programs	290,775	281,383	285,000	280,000	265,000	330,000
Fitness Programs	275,034	284,351	322,000	300,000	285,000	340,000
Summer Discovery	471,888	410,815	450,000	489,062	511,713	533,595
Preschool Programs	127,881	136,028	140,000	140,990	149,000	150,000
Drop-in Child Care	9,297	9,556	11,000	9,500	9,500	10,500
Youth/teen Programs	46,334	54,883	49,000	49,000	50,000	60,000
Community Programs	63,464	59,262	55,000	60,000	58,000	68,000
Interest Earnings	13,214	7,234	2,500	2,500	2,500	3,000
Other Revenues	1,606	-	-	-	-	-
Total Revenue	1,461,180	1,404,359	1,476,211	1,495,052	1,495,659	1,663,340
Expense						
Parks and Recreation						
Park/Recreation Admin	425,395	453,688	413,410	419,872	442,322	462,698
Adult and Youth Sports	107,251	99,461	106,601	108,997	111,583	113,171
Aquatics Programs	128,181	123,367	154,775	154,407	139,538	170,180
Fitness Programs	171,186	173,725	183,586	183,892	191,075	210,238
Summer Discovery	276,314	246,071	288,740	304,290	319,525	321,007
Preschool Programs	93,211	103,807	105,044	102,900	104,625	106,636
Drop-in Child Care	61,584	66,415	71,919	72,543	73,467	73,589
Youth/teen Programs	31,181	37,214	38,354	37,314	46,486	53,748
Community Programs	94,522	96,279	102,129	103,272	103,951	113,442
Total Expense	1,388,825	1,400,027	1,464,558	1,487,487	1,532,572	1,624,709
Other Sources (Uses)						
Transfers In	72,000	84,000	86,000	86,000	95,000	100,000
Transfers Out	(120,000)	(130,000)	(340,000)	(140,000)	(150,000)	(160,000)
Net Change	24,355	(41,668)	(242,347)	(46,435)	(91,913)	(21,369)
Fund Equity, beginning	971,782	996,137	954,469	954,469	908,034	816,121
Fund Equity, ending	\$ 996,137	\$ 954,469	\$ 712,122	\$ 908,034	\$ 816,121	\$ 794,752
Months of operating coverage	8.5	7.7		7.1	6.0	5.7

Park/Recreation Administration

225-43400

The Park/Recreation Program 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 different budgetary activities. This activity accounts for regular staff costs, 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.
- Research and explore expanded recreation program offerings, particularly in the arts/culture/senior program areas, for the new multi-purpose space that will be constructed as part of the Community Center expansion.
- Improve marketing of recreation program offerings in the ShoreViews newsletter, on Community Center and City websites, social media, and other flyers/publications.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 377,747	\$ 408,138	\$ 370,860	\$ 378,522	\$ 400,925	\$ 421,253
Supplies	\$ 358	\$ 928	\$ 800	\$ 800	\$ 800	\$ 800
Contractual	\$ 47,290	\$ 44,622	\$ 41,750	\$ 40,550	\$ 40,597	\$ 40,645
Total	\$ 425,395	\$ 453,688	\$ 413,410	\$ 419,872	\$ 442,322	\$ 462,698
Percent change		6.7%	-8.9%	-7.5%	7.0%	4.6%
Full-time equivalents						
Full-time	4.30	5.75	4.95	4.95	4.99	5.03
Part-time	0.15	0.18			0.09	0.09
Total	4.45	5.93	4.95	4.95	5.08	5.12
Percent of Total Expense	1.62%	1.77%	1.55%	1.56%	1.55%	1.53%

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.
- Personnel costs are slightly higher to reflect a small percentage of the cost of the Park and Recreation Director position.

Park/Recreation Administration

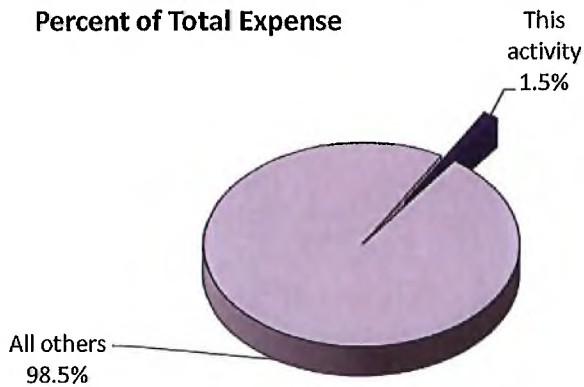
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Administration annual cost per program participant	\$ 11.66	\$ 14.98	\$ 16.51
% change from prior year		28.5%	10.2%
Total rec program participants (all programs, includes unregistered)	29,270	28,404	27,478
% change from prior year		-3.0%	-3.3%
In person registrations	5,948	21,490	18,986
Online registrations	7,463	8,397	7,554
Online registrations, as a percent of total registrations	55.6%	28.1%	28.5%
Percent supported by general fund	4.6%	4.7%	5.6%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Citizens rating recreational programs as excellent or good	91%	90%	87%
Citizens participating in recreation programs	39%	38%	40%
Citizens stating that Shoreview's Rec programs meet their needs	94%	96%	89%

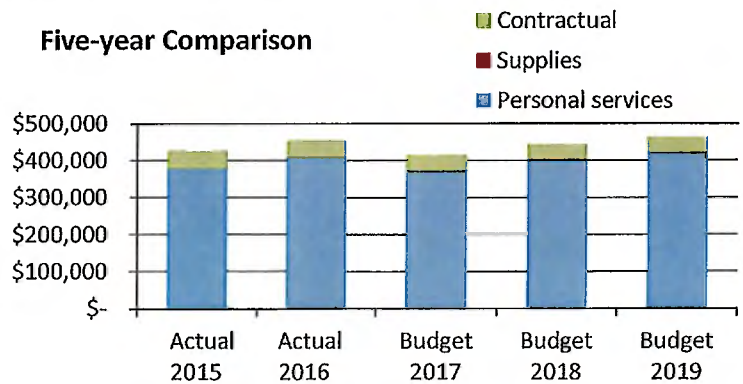
Recent Achievements:

- Updated to the Web based version of VSI and successful integration of Vision Internet website with Vermont Systems (VSI) program registration.
- Continued to promote recreation program offerings through a variety of means including the ShoreViews, targeted newspaper advertisements, website and social media posts, and display boards.

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 activities offered: softball, adapted kickball, pickleball, and tennis using Shoreview and Mounds View School District facilities. Individual instruction is available for tennis and pickleball. Summer sports camps include a variety of topics ranging from basketball to volleyball; from bowling to cheerleading and dance. Shoreview contracts with private businesses to provide these camps. Youth leagues are offered for soccer, T-ball, track, baseball, Flag Football, 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.
- Continue to expand the pickleball program offerings and other lessons.
- Research and offer a new youth sports league, such as Futsal 'indoor soccer' and youth lacrosse.
- Research and evaluate youth and adult sports registration fees to ensure costs are competitive with neighboring cities and that overhead costs are met.
- Increase youth sports participation by 20%.
- Increase adult sports participation by 10%.
- Increase Pickleball Club membership by 10%.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 8,810	\$ 9,618	\$ 12,216	\$ 12,997	\$ 14,583	\$ 15,171
Supplies	\$ 29,125	\$ 28,498	\$ 20,385	\$ 22,000	\$ 23,000	\$ 23,000
Contractual	\$ 69,316	\$ 61,345	\$ 74,000	\$ 74,000	\$ 74,000	\$ 75,000
Total	\$ 107,251	\$ 99,461	\$ 106,601	\$ 108,997	\$ 111,583	\$ 113,171
Percent change		-7.3%	7.2%	9.6%	4.7%	1.4%
Full-time equivalents						
Associate	0.38	0.39	0.40	0.42	0.46	0.47
Total	0.38	0.39	0.40	0.42	0.46	0.47
Percent of Total Expense	0.41%	0.39%	0.40%	0.41%	0.39%	0.37%

Budget Impacts:

- One regular staff dedicates .75 FTE to youth and adult sports supported by the general fund.

Adult & Youth Sports

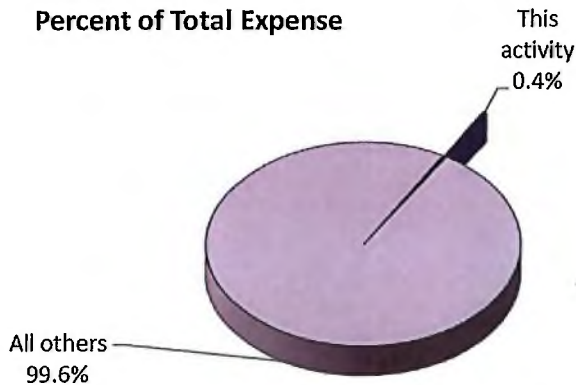
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Youth league participants	1,061	1,265	1,289
Youth sports volunteers	149	170	142
Adult sports teams	42	40	34
Other sports participants (individual and after-school)	1,239	2,550	3,759
Mounds View School District facility use fees	\$ 8,248	\$ 8,646	\$ 8,668

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

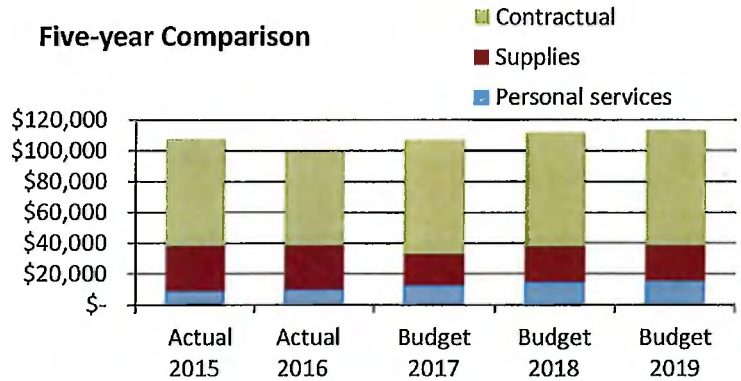
Recent Achievements:

- Elementary Track program enrollment increased 12% in 2017.
- Shoreview area pickleball club membership increased 10% in 2017.
- Implemented beginner, advanced beginner, and intermediate pickleball lessons.
- Sports Camp enrollment increased 20% in 2017
- Expanded Youth Flag Football League to offer older age groups.

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 available to the public whereby the customer can arrange a class, at a time and day, convenient to them. On-going staff training is an important component of the Aquatics program. Swim lesson staff attend 8 in-services yearly to maintain sharp skills 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:

- Increase the number of swim instructors on staff during the school year.
- Increase the total number of participants in Group Swimming Lessons by 2% annually.
- Redesign custom private lessons to allow for more variety of lessons options and costs.
- Research the option of offering our swim lesson program to home school organizations.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 122,998	\$ 117,099	\$ 145,167	\$ 146,407	\$ 131,538	\$ 161,180
Supplies	\$ 4,669	\$ 5,775	\$ 7,891	\$ 7,000	\$ 7,000	\$ 8,000
Contractual	\$ 514	\$ 493	\$ 1,717	\$ 1,000	\$ 1,000	\$ 1,000
Total	\$ 128,181	\$ 123,367	\$ 154,775	\$ 154,407	\$ 139,538	\$ 170,180
Percent change		-3.8%	25.5%	25.2%	-9.8%	22.0%
Full-time equivalents						
Associate	6.13	6.00	6.00	6.00	5.80	7.10
Total	6.13	6.00	6.00	6.00	5.80	7.10
Percent of Total Expense	0.49%	0.48%	0.58%	0.57%	0.49%	0.56%

Budget Impacts:

- Aquatic programs experienced a 5% fee increase in 2016 to balance the cost of the minimum wage increase.
- Custom private swim lesson rates were adjusted in 2016 to be more comparable to similar private lessons, and to ensure that administrative overhead costs are recovered.

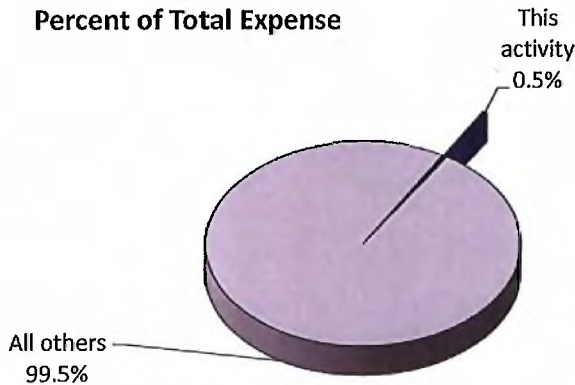
Aquatics			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Group lesson participants	3,089	2,757	2,370
Private lesson participants	363	476	370
Speciality/safety related participants	257	321	320

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

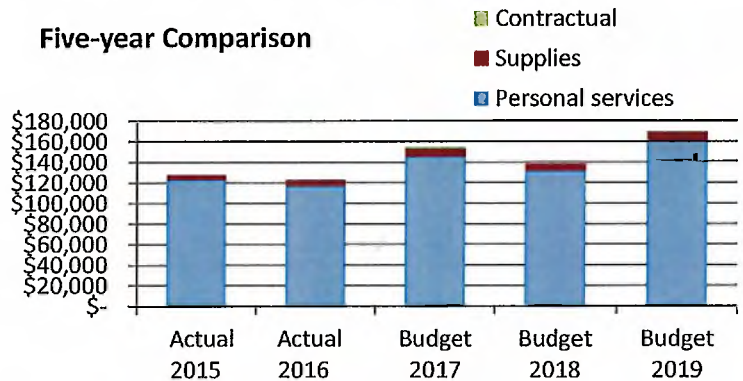
Recent Achievements:

- Pool staff was awarded a Gold International Aquatic Safety Award by Jeff Ellis and Associates in 2016 and 2014; based on the results of multiple random and unannounced aquatic facility operational safety audits throughout the year. Receiving this award demonstrates Shoreview consistently exceeds industry standards in risk management and aquatic safety.
- Morning lesson schedules were adjusted to help accommodate locker room congestion.
- Sunday evening lessons were added to develop and expand the program.
- Aquatics staff has been working with Human Resources on developing some new and creative ways to recruit staff in high schools and through social media. Hiring events were held in 2016.
- Swim lesson schedules and the waterpark schedule were changed to balance the variety of activities in the pool.

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 Sport Conditioning, and perinatal exercise. Fitness staff members hold certifications from accredited fitness organizations and attend on-going trainings. The Fitness Program also funds 12 hours per week of staffing in the fitness center.

Goals and Objectives:

- Expand Small group Training opportunities by putting set times on the Group Fitness schedule.
- Expand group fitness class offerings by using new studios ,such as more cycle classes, more functional training classes, and more circuit training classes.
- Continue to explore new group fitness classes and programs and keep current on cutting edge offerings.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 149,633	\$ 157,510	\$ 160,521	\$ 161,892	\$ 162,075	\$ 188,238
Supplies	\$ 8,892	\$ 2,516	\$ 8,323	\$ 8,000	\$ 15,000	\$ 8,000
Contractual	\$ 12,661	\$ 13,699	\$ 14,742	\$ 14,000	\$ 14,000	\$ 14,000
Total	\$ 171,186	\$ 173,725	\$ 183,586	\$ 183,892	\$ 191,075	\$ 210,238
Percent change		1.5%	5.7%	5.9%	4.1%	10.0%
Full-time equivalents						
Associate	3.19	3.23	3.28	3.28	3.19	3.61
Total	3.19	3.23	3.28	3.28	3.19	3.61
Percent of Total Expense	0.65%	0.68%	0.69%	0.68%	0.67%	0.70%

Budget Impacts:

- Residents receive discounts and annual community center members receive a 30% discount off standard group fitness class rates.
- One full-time staff, dedicating .75 FTE, is assigned to manage the fitness program and funded through the Parks and Recreation Administration Activity.
- The Senior Fit Program annually costs the Fitness Program budget \$16,000.
- The expansion will impact at least the spring session of Group Fitness where the program will need to be programmed into one studio.

Fitness Programs

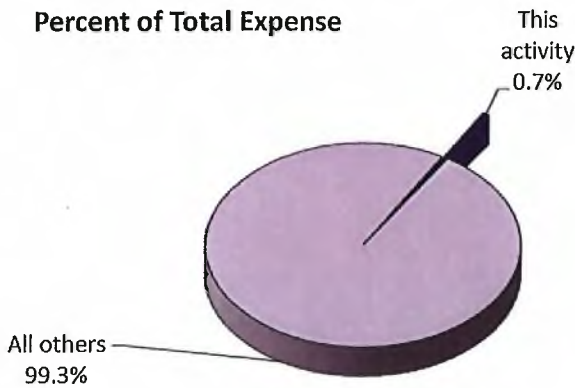
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Fitness class participants	4,353	3,174	4,003
Personal training sessions sold	875	820	793
Punch cards sold (for 5 fitness class attendances)	920	669	750
Drop-in passes sold (for 1 fitness class attendance)	715	747	611
Speciality fitness participants	620	429	448

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

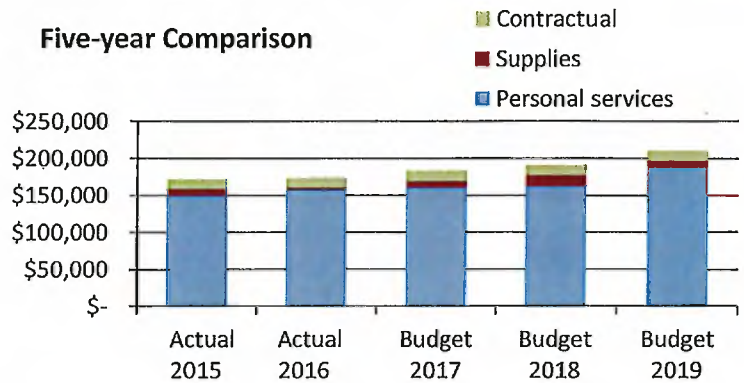
Recent Achievements:

- Purchased multiple new cardiovascular machines in the fitness center.
- Added new classes such as functional fitness, TRX and incorporated high intensity training into various classes.
- Added some classes over the breaks with a nominal charge that encourage people to try new classes.

Percent of Total Expense



Five-year Comparison



Summer Discovery

225-43535

Summer Discovery is a full-day summer childcare program for children in grades pre K through 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, gym and library time. Participants have an 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.
- Research opportunities to enroll participants needing full-time care prior to enrolling part-time participants.
- Research possibilities of programming during the school year to cater to Summer Discovery participants.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 190,079	\$ 191,952	\$ 218,278	\$ 235,290	\$ 249,029	\$ 249,481
Supplies	\$ 30,116	\$ 16,184	\$ 19,976	\$ 19,000	\$ 19,000	\$ 19,000
Contractual	\$ 56,119	\$ 37,935	\$ 50,486	\$ 50,000	\$ 51,496	\$ 52,526
Total	\$ 276,314	\$ 246,071	\$ 288,740	\$ 304,290	\$ 319,525	\$ 321,007
Percent change		-10.9%	17.3%	23.7%	10.7%	0.5%
Full-time equivalents						
Associate	8.43	8.80	9.00	9.62	10.13	10.13
Total	8.43	8.80	9.00	9.62	10.13	10.13
Percent of Total Expense	1.05%	0.96%	1.08%	1.13%	1.12%	1.06%

Budget Impacts:

- One full-time staff, funded through the Recreation Program Administration Activity, dedicates .5 FTE to the Summer Discovery program.
- Purchase of additional radios and room dividers account for \$5,000 in 2017 expenses.
- Additional staff was hired to accommodate growing number of participants with physical, behavioral, and cognitive special needs.

Summer Discovery

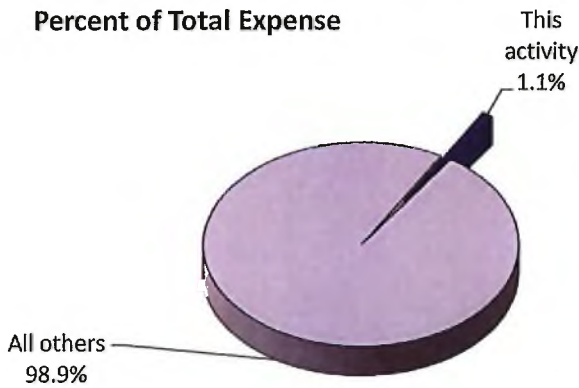
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Number of Summer Discovery participants	251	260	220
Summer Discovery annual cost per participant	\$ 835.06	\$ 1,062.75	\$ 1,118.50
% change from prior year		27.3%	5.3%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

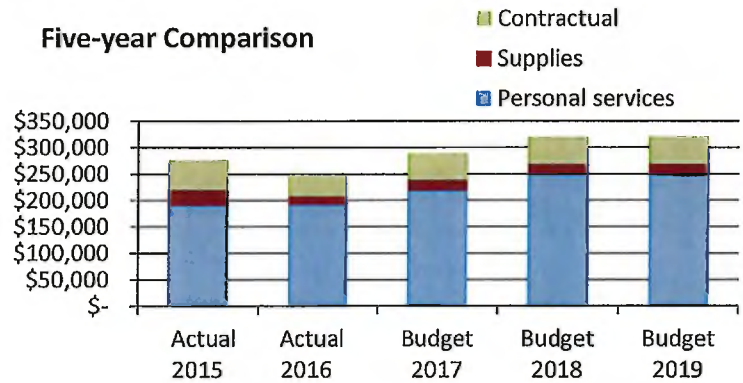
Recent Achievements:

- 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 new class components for Pre K children and middle school 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 are now regularly scheduled in Beachcomber Bay and the Gym Activity Room.

Goals and Objectives:

- Offer opportunities for full day programming.
- Research opportunities for summer preschool classes.
- Research benefits of program accreditation.
- Evaluate adding a music component to current preschool classes with adding a part time music teacher.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 85,018	\$ 97,354	\$ 93,730	\$ 93,850	\$ 95,577	\$ 97,250
Supplies	\$ 7,843	\$ 6,208	\$ 10,924	\$ 8,650	\$ 8,650	\$ 8,980
Contractual	\$ 350	\$ 245	\$ 390	\$ 400	\$ 398	\$ 406
Total	\$ 93,211	\$ 103,807	\$ 105,044	\$ 102,900	\$ 104,625	\$ 106,636
Percent change		11.4%	1.2%	-0.9%	-0.4%	1.9%
Full-time equivalents						
Associate	2.93	3.03	3.04	3.02	3.00	2.99
Total	2.93	3.03	3.04	3.02	3.00	2.99
Percent of Total Expense	0.35%	0.40%	0.39%	0.38%	0.37%	0.35%

Budget Impacts:

- Staff work schedule will be increased to accommodate an expanded program offering, causing an increase in personal services costs.

Preschool Programs

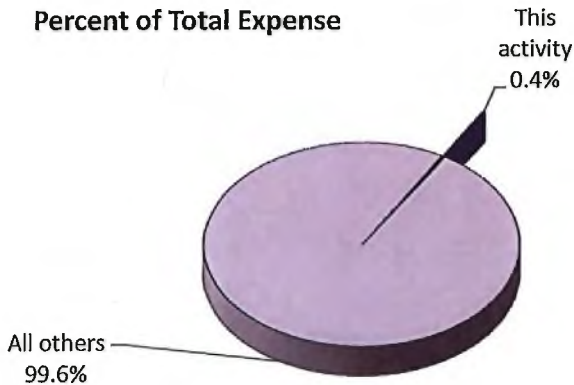
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Preschool program participants	280	261	296
% change from prior year		-6.8%	13.4%
Average program cost per participant	\$ 295	\$ 357	\$ 351
% change from prior year		21.0%	-1.7%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

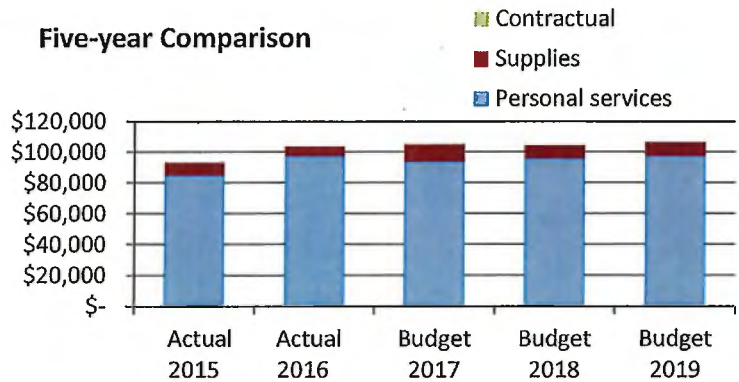
Recent Achievements:

- All families are currently enrolled in automated billing.
- Teachers attend an annual Early Childhood Education Conference.
- Specialty classes have been added to focus on specific subject areas; such as literacy, mathematics, and science.
- This program has grown substantially in the past few years with the addition of new class times, along with the specialty 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 incurs.

Goals and Objectives:

- Ensure 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 60,398	\$ 64,786	\$ 68,954	\$ 69,543	\$ 70,467	\$ 70,589
Supplies	\$ 1,186	\$ 1,629	\$ 2,965	\$ 3,000	\$ 3,000	\$ 3,000
Total	\$ 61,584	\$ 66,415	\$ 71,919	\$ 72,543	\$ 73,467	\$ 73,589
Percent change		7.8%	8.3%	9.2%	2.2%	0.2%
Full-time equivalents						
Associate	3.12	3.34	3.00	3.00	3.02	3.02
Total	3.12	3.34	3.00	3.00	3.02	3.02
Percent of Total Expense	0.23%	0.26%	0.27%	0.27%	0.26%	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.
- Minimum wage increases will also result in additional expenses.
- Installed video surveillance camera in room to adjust staff times and monitor safety of participants.

Drop-in Child Care

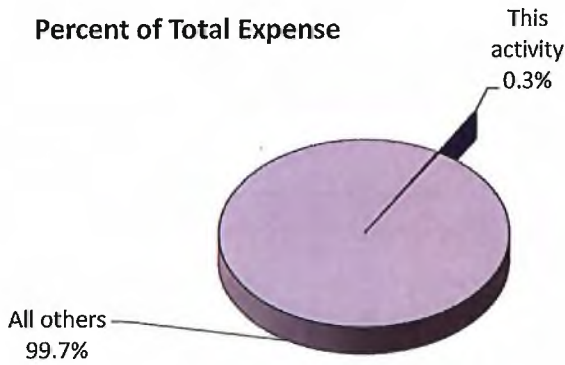
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Drop-in child care participants	8,108	10,044	8,386
Drop-in child care average cost per participant	\$ 6.82	\$ 6.13	\$ 7.92
Drop-in child care hours used by participants	10,421	10,483	10,255
Drop-in child care average cost per hour of child care provided	\$ 5.31	\$ 5.87	\$ 6.48
% change from prior year		10.6%	10.4%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

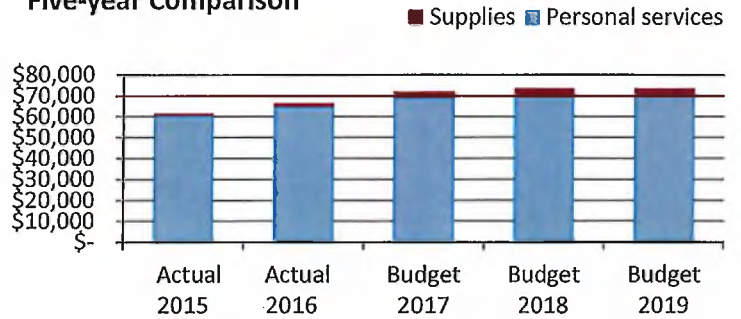
Recent Achievements:

- 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 state 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 aged 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 local National Honor Societies as a way to promote community involvement and decrease program costs.
- Expand the number of special events offered.
- Collaborate with neighboring cities, which reduces staffing and supply costs, offering 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 costs.
- Evaluate expanding the tumbling program, offering additional class days.
- Implement additional beginner and parent/child classes.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 13,232	\$ 16,593	\$ 17,803	\$ 17,598	\$ 17,618	\$ 23,530
Supplies	\$ 3,782	\$ 6,766	\$ 5,927	\$ 5,923	\$ 11,979	\$ 13,232
Contractual	\$ 14,167	\$ 13,855	\$ 14,624	\$ 13,793	\$ 16,889	\$ 16,986
Total	\$ 31,181	\$ 37,214	\$ 38,354	\$ 37,314	\$ 46,486	\$ 53,748
Percent change		19.3%	3.1%	0.3%	21.2%	15.6%
Full-time equivalents						
Associate	0.66	0.72	0.72	0.70	0.70	0.91
Total	0.66	0.72	0.72	0.70	0.70	0.91
Percent of Total Expense	0.12%	0.15%	0.14%	0.14%	0.16%	0.18%

Budget Impacts:

- Facility expenses have increased, especially ice arena expenses.
- Eliminated Schools Out Camp and Enrichment Camps due to low enrollment, which lowered revenue and expense.

Youth/Teen Programs

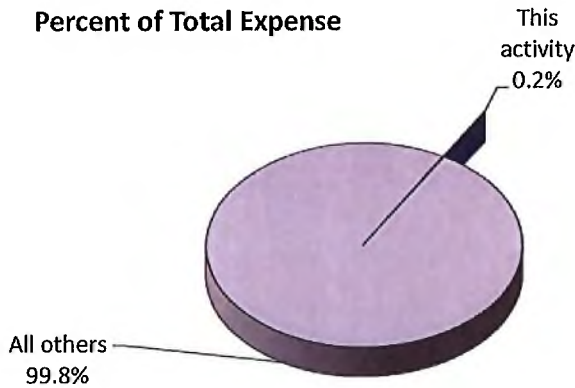
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Ice skating participants	139	102	136
Enrichment Camp participants	60	66	72
Tumbling participants	176	147	153
Family event participants	1,303	1,400	1,524
General youth participants	360	350	700

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

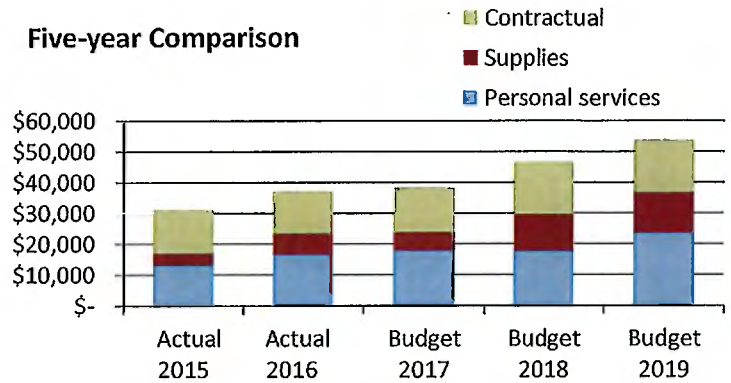
Recent Achievements:

- The Family New Years Eve Party continues to be the most popular family event of the year. Attendance increased to over 700 in 2014. New activities were added to the event, which featured a real life mermaid.

Percent of Total Expense



Five-year Comparison



Community Programs

225-43590

The Community Program activity encompasses programs which 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:

- Extend the outdoor Farmers Market to an indoor Farmers Market, from November through February, being held once per month.
- Increase enrichment classes being offered for senior programs, by contracting out services.
- Work with marketing staff to reach a broader audience promoting special events using social media tools, such as Constant Contact, Facebook and Twitter.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 49,364	\$ 58,917	\$ 55,907	\$ 56,022	\$ 56,088	\$ 61,809
Supplies	\$ 11,295	\$ 9,726	\$ 13,731	\$ 13,850	\$ 14,136	\$ 14,542
Contractual	\$ 33,863	\$ 27,636	\$ 32,491	\$ 33,400	\$ 33,727	\$ 37,091
Total	\$ 94,522	\$ 96,279	\$ 102,129	\$ 103,272	\$ 103,951	\$ 113,442
Percent change		1.9%	6.1%	7.3%	1.8%	9.1%
Full-time equivalents						
Associate	2.54	2.54	2.55	2.53	2.52	2.70
Total	2.54	2.54	2.55	2.53	2.52	2.70
Percent of Total Expense	0.36%	0.38%	0.38%	0.38%	0.36%	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.

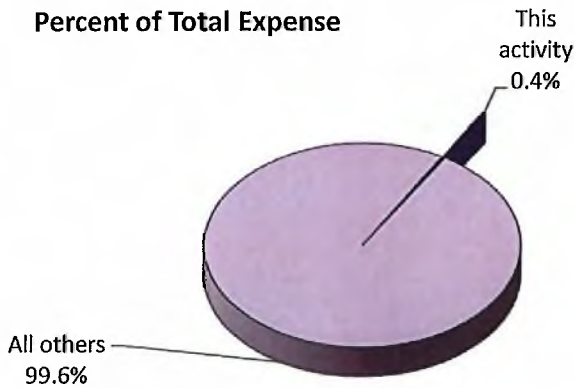
Community Programs			
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Skating rink attendance	8,079	8,307	6,738
Concert and movie attendance (program began in 2010)	3,950	4,000	4,000
Senior program participants	824	800	873
Summer playground and field trip participants	420	663	689

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

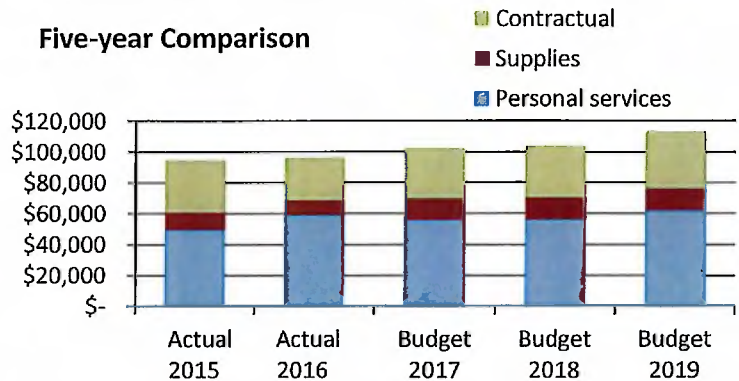
Recent Achievements:

- The Concert Series, Friday Night Flix, and Farmers Market continue to be extremely popular with Shoreview residents.
- The Farmers Market added a monthly special event featuring free give-a-ways. A new addition to the 2015 market is a Frequent Shopper card, allowing customers a chance to win a Farmer Market goodie bag.
- The Lillie Suburban newspaper awarded the Farmers Market 'Best Place to Buy Fruits and Vegetables.'

Percent of Total Expense



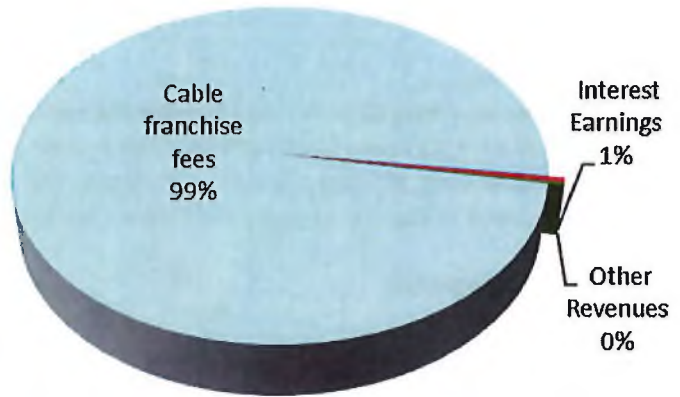
Five-year Comparison



Cable Television Fund Summary

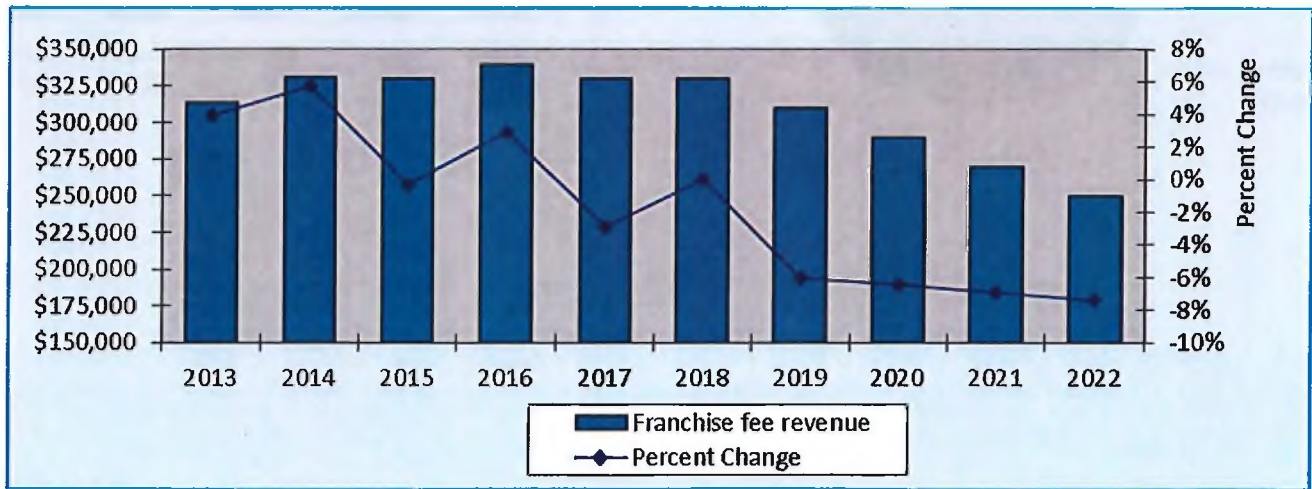
Fund Description – The Cable Television Fund accounts for the receipt of a 5% franchise fees that is paid by Shoreview cable subscribers to Comcast and through a Public, Educational, and Government (PEG) fee that is also paid by subscribers. This franchise and PEG fee fund the City’s management and administration of the cable franchise, 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.

Background – At the end of 2014, the City withdrew from the North Suburban Cable Commission (NSCC). NSCC was previously responsible for the management and administration of the City’s cable franchise and public access programming in Shoreview. The Cable Television Fund provides support for communication-related costs through an annual transfer to the General Fund.



Revenue – Cable franchise fees provide more than 99 percent of revenue for the fund.

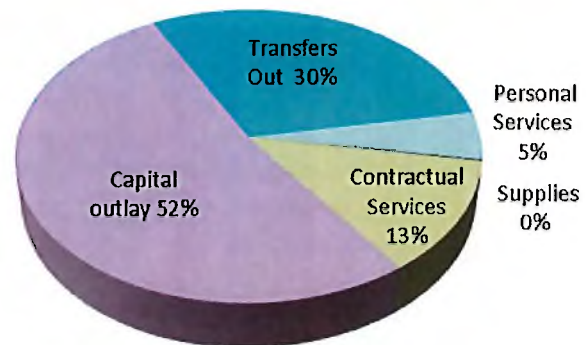
Franchise revenue has grown an average of 3.9 percent per year over the last 5 years, and is 9.4% higher in 2017 than it was in 2012.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Cable Television Fund Summary

Expense – Contractual costs include internet access, web streaming, legal costs, cable programming and administrative costs (13 percent of expense). The transfer to the General Fund accounts for 30 percent of Cable Television Fund expense (in support of communication costs). Personal services (television production and information systems support) accounts for 5 percent of expense. Capital outlay costs include council chamber improvements.



Transfers out provide support to the General Fund for communications activities (\$200,000 in 2018 and \$200,000 in 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Charges for Services	\$ 604,810	\$ 452,743	\$ 435,000	\$ 442,000	\$ 440,000	\$ 410,000
Interest Earnings	3,840	2,906	1,800	1,800	1,800	1,900
Other Revenues	23,061	1,100	1,200	1,200	1,200	1,200
Total Revenue	631,711	456,749	438,000	445,000	443,000	413,100
Expense						
General Government	188,690	152,968	150,979	140,813	469,553	123,644
Total Expense	188,690	152,968	150,979	140,813	469,553	123,644
Other Sources (Uses)						
Transfers Out	(167,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Net Change	276,021	103,781	87,021	104,187	(226,553)	89,456
Fund Equity, beginning	192,159	468,180	571,961	571,961	676,148	449,595
Fund Equity, ending	\$ 468,180	\$ 571,961	\$ 658,982	\$ 676,148	\$ 449,595	\$ 539,051
Months of operating coverage	15.9	20.1		12.1	16.7	18.1

Cable Television

230-40900

At the end of 2014, the City withdrew from the North Suburban Cable Commission (NSCC) that was previously responsible for management and administration of the City's cable franchise and public access programming in Shoreview. The City has negotiated the renewal of the cable franchise with Comcast for 10 years. Revenue for the cable fund is obtained through 5% franchise fee that is paid by Shoreview cable subscribers to Comcast and through a Public, Educational, and Government (PEG) fee that is also paid by subscribers. This revenue funds the City share of cable franchise administration, staff costs to cablecast City Council and Planning Commission meetings, acquisition and maintenance of cable and other communications equipment for the Council Chambers and Community Center. communication activities.

Goals and Objectives:

- Research relationship with local colleges to provide an internship to help provide programming for the City's government access channel.
- Explore updating cameras, screens and other video equipment for cablecasting City Council meetings.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 34,171	\$ 39,391	\$ 45,329	\$ 33,723	\$ 35,737	\$ 37,222
Supplies	\$ 60	\$ 32	\$ 500	\$ 250	\$ 500	\$ 500
Contractual	\$ 69,260	\$ 96,939	\$ 105,150	\$ 106,840	\$ 83,316	\$ 85,922
Capital outlay	\$ 85,199	\$ 16,606	\$ -	\$ -	\$ 350,000	\$ -
Total	\$ 188,690	\$ 152,968	\$ 150,979	\$ 140,813	\$ 469,553	\$ 123,644
Percent change		-18.9%	-1.3%	-7.9%	211.0%	-73.7%
Full-time equivalents						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.10	0.47	0.47	0.10	0.10	0.10
Total	0.35	0.72	0.72	0.35	0.35	0.35
Percent of Total Expense	0.72%	0.60%	0.57%	0.52%	1.64%	0.41%

Budget Impacts:

- Contractual costs have decreased significantly due to withdrawal from the NSCC.
- PEG funds will be used for capital costs associated with the video, sound and other technology equipment that is necessary with the Community Center expansion project.

Cable Television

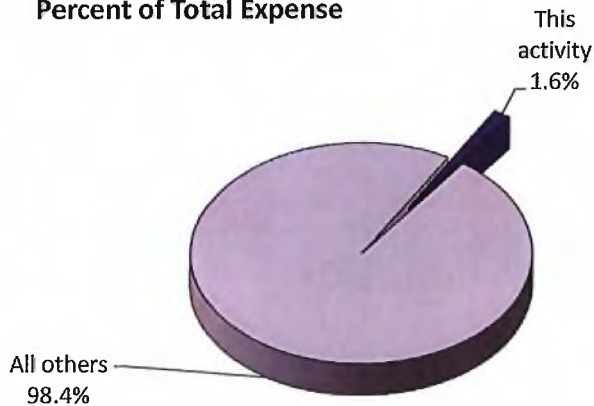
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Council and Planning Commission meetings cablecast	35	33	36

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Percent of Residents with Cable Broadband internet access	57%	36%	40%
Percent of Residents who subscribe to cable	63%	55%	55%
Percent of Residents who watch City Council meetings monthly	13%	7%	7%
Percent of Residents who watch Planning Commission meetings monthly	8%	3%	6%
Percent of Residents who watch other public access programming monthly	7%	1%	no data

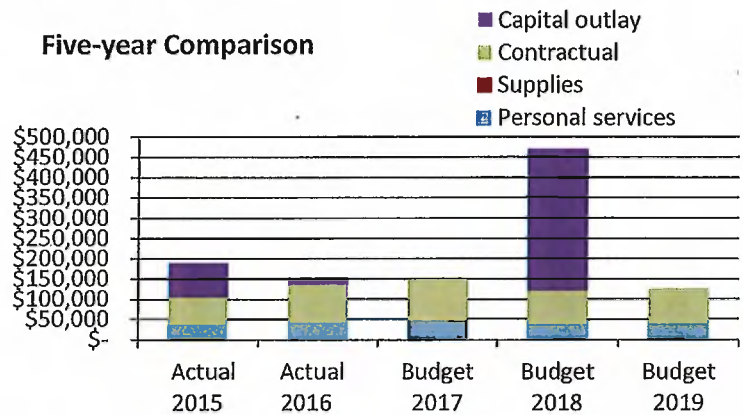
Recent Achievements:

- Completed installation of new Cable broadcasting equipment in Council Chambers.
- Implemented new web streaming functionality on the City website.
- Negotiated a franchise agreement renewal with Comcast.
- Transitioned to in-house production and broadcasting of cable programming.

Percent of Total Expense



Five-year Comparison



Economic Development Authority Fund Summary

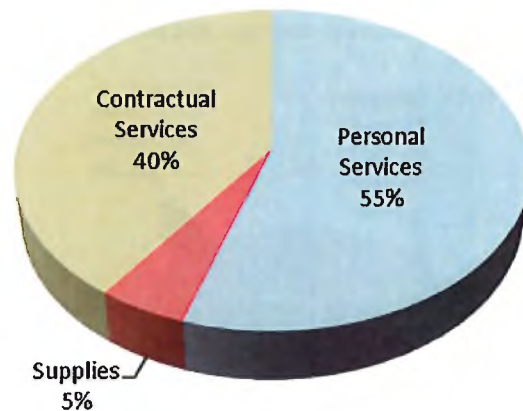
Fund Description – The Economic Development Authority (EDA) Fund accounts for revenue dedicated to support the activities of Shoreview’s EDA.

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 55 percent of the EDA budget, and cover approximately 25 percent of the City’s Assistant City Manager/Community Development Director position and 25 percent of the Economic Development and Planning position. Supplies make up the remaining 5 percent of the EDA budget.



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Property Taxes	\$ 89,517	\$ 110,037	\$ 115,000	\$ 115,000	\$ 120,000	\$ 125,000
Interest Earnings	2,449	1,341	-	-	-	-
Total Revenue	91,966	111,378	115,000	115,000	120,000	125,000
Expense						
Community Development	97,443	97,673	110,942	113,965	119,845	124,774
Total Expense	97,443	97,673	110,942	113,965	119,845	124,774
Other Sources (Uses)						
Transfers In	-	-	-	-	-	-
Net Change	(5,477)	13,705	4,058	1,035	155	226
Fund Equity, beginning	209,176	203,699	217,404	217,404	218,439	218,594
Fund Equity, ending	\$ 203,699	\$ 217,404	\$ 221,462	\$ 218,439	\$ 218,594	\$ 218,820
Restricted fund equity	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777
Operating fund equity	\$ 37,922	\$ 51,627	\$ 55,685	\$ 52,662	\$ 52,817	\$ 53,043
Months of operating coverage	4.7	5.4		5.3	5.1	5.0

Economic Development Authority Fund Summary

Business and Economic Development Initiatives currently in process include:

- Expand/enhance business outreach initiatives and continue implementation of Business Retention and Expansion Program.
- Work with Children’s Hospital in attracting development to the vacant 18-acre parcel consistent with City goals and values
- Work with property owners of Shoreview Corporate Center to upgrade campus to attract businesses to replace Land O’ Lakes Corporation which is departing in 2018.
- Facilitate and manage the redevelopment of the former County public works property that is currently owned by the City in follow-up to the new Rice Street/I-694 bridge project.

Economic Development (EDA)

240-44400

The Economic Development program includes managing, promoting, and facilitating economic development, redevelopment, and business retention and expansion to create a strong and diverse economic tax base and good jobs to sustain and support the high quality of life in the community. The program runs through the Economic Development Authority (EDA), with oversight of the full City Council, and support of the Economic Development Commission (EDC). The EDA facilitates economic growth by supporting existing businesses, attracting new business, reinvestment in residential neighborhoods and redevelopment of older commercial areas. The EDC is the City's primary link with local business community, recognizing that business retention and economic growth are essential elements to maintaining a healthy and vibrant business environment. The Economic Development program is managed by the Assistant City Manager/Community Development Director serving as Executive Director of the EDA with support from the Planning and Economic Development Associate.

Goals and Objectives:

The EDA conducts an annual strategic planning to develop 2-year work plan goals including:

- BRE TIF/Funding use of special legislative authority to use for business retention and expansion.
- Targeted BRE Investments develop strategies linking redevelopment areas to retaining key business.
- Work with Childrens Hospital in attracting development to the vacant 18-acre parcel consistent with City goals and values
- Work with property owners of Shoreview Corporate Center to upgrade campus to attract businesses to replace Land O Lakes Corporation which is departing in 2018.
- Rice Street/694 - explore redevelopment former County public works property.
- Shoreview Town Center - update redevelopment strategies for long-range plan.
- Shoreview Village Mall - pursue sale for redeveloping aging retail center and seek developer.
- Explore long-range funding options to support business retention and expansion goals and programs.

The EDC establishes a 2-year work plan in coordination with the EDA including these goals:

- Continue implementation of Business Retention and Expansion Program.
- Expand/enhance business outreach initiatives
- Continue to host Business Exchange and other business networking and education events.
- Work with EDA in supporting BRE program, redevelopment and business attraction goals and efforts.
- Coordinate and collaborate with EDA including periodic joint meetings to share work plan priorities.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 50,852	\$ 61,983	\$ 63,017	\$ 63,695	\$ 65,785	\$ 67,723
Supplies	\$ 3,593	\$ 3,150	\$ 3,500	\$ 4,500	\$ 6,000	\$ 6,000
Contractual	\$ 42,998	\$ 32,540	\$ 44,425	\$ 45,770	\$ 48,060	\$ 51,051
Total	\$ 97,443	\$ 97,673	\$ 110,942	\$ 113,965	\$ 119,845	\$ 124,774
Percent change		0.2%	13.6%	16.7%	8.0%	4.1%
Full-time equivalents						
Full-time	0.45	0.50	0.50	0.50	0.50	0.50
Total	0.45	0.50	0.50	0.50	0.50	0.50
Percent of Total Expense	0.37%	0.38%	0.42%	0.42%	0.42%	0.41%

Economic Development (EDA)

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 but will increase in next several years with special initiatives and studies underway and update of the Comprehensive Plan.
- Financial assistance for business expansions and new commercial development supported by the EDA are funded through existing special development funds or new TIF districts.

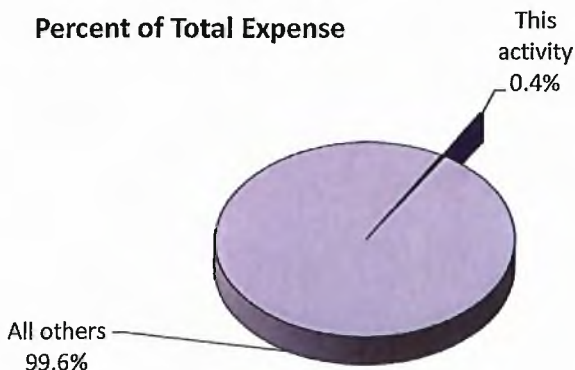
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Economic Development Authority annual cost per household	\$ 6.80	\$ 8.92	\$ 8.91
% change from prior year		31.2%	-0.1%
Number of Business Retention and Expansion (BRE) visits	16	6	7
Number of Tax Increment Districts	9	10	10

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating shopping as very or somewhat important to quality of life	85%	84%	77%
Residents rating shopping opportunities in Shoreview as excellent or good	72%	71%	68%
Residents rating service and retail prospects as too few/too little	29%	38%	21%
Residents rating entertainment/dining prospects as too few/too little	43%	52%	44%
Residents rating Sit Down Dining" as lacking or limited"	24%	37%	31%

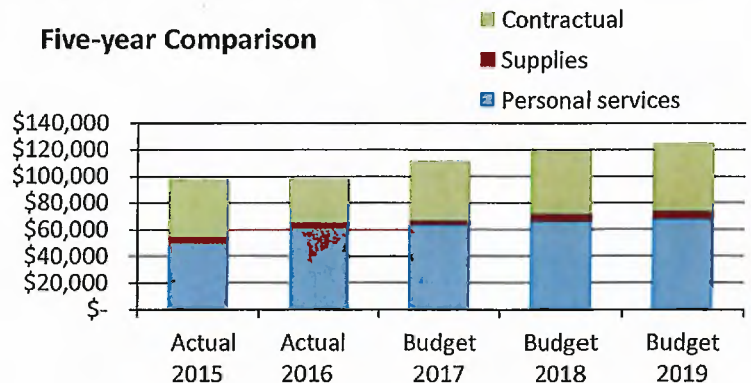
Recent Achievements:

- Financially assisted and attracted Kowalskis Market to purchase vacant Rainbow Foods property bringing new quality grocery and their central operations to Shoreview.
- Attracted Ally Financial to relocate and expand in Shoreview bringing 400 jobs (City supported project through the MN Job Creation Fund).
- Adopted BRE Fund Policy.
- Adopted new Tax Abatement Policy and updated TIF/City Assistance Policy.
- Continued BRE (Business Retention and Expansion program) implementation and visits to key local businesses and expanded list to include next level of emerging companies.
- Hosted/sponsored Business Exchange events twice a year and several Small Business Workshops to assist and support business community.
- Increased membership of the EDC to 11 members to help support expanded programs and business outreach.

Percent of Total Expense



Five-year Comparison



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

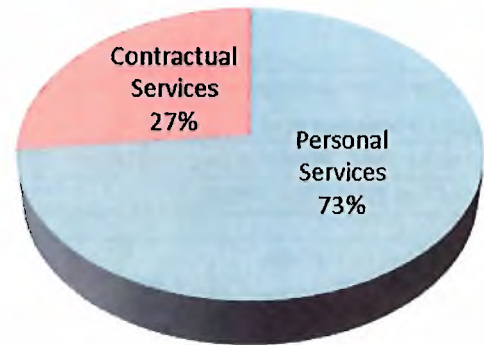
Housing Redevelopment Authority Fund Summary

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 73 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 27 percent of total expense, for consultant costs.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Property Taxes	\$ 74,513	\$ 87,998	\$ 95,000	\$ 95,000	\$100,000	\$105,000
Interest Earnings	(1,980)	3,083	-	-	-	-
Total Revenue	72,533	91,081	95,000	95,000	100,000	105,000
Expense						
Community Development	60,506	77,335	85,618	83,655	92,907	96,846
Total Expense	60,506	77,335	85,618	83,655	92,907	96,846
Other Sources (Uses)						
Transfers In	-	-	-	-	-	-
Net Change	12,027	13,746	9,382	11,345	7,093	8,154
Fund Equity, beginning	62,170	74,197	87,943	87,943	99,288	106,381
Fund Equity, ending	\$ 74,197	\$ 87,943	\$ 97,325	\$ 99,288	\$106,381	\$114,535
Months of operating coverage	11.5	12.6		12.8	13.2	13.5

Housing Redevelopment Authority Fund Summary

Housing Program Initiatives currently in process include:

- Develop partnership with NeighborWorks through recently executed agreement to provide housing program services to our residents replacing the Housing Resource Center which closed in 2017.
- Evaluation of the existing Home Improvement Loan Program and explore other initiatives and new loan incentives to attract young families and assist qualifying homeowners to reinvest in older properties.
- Review and develop updated policies and actions for Housing as part of the overall update of the Comprehensive Plan required to be completed by December, 2018.
- Pursue reinvestment/redevelopment opportunities of older multi-family residential properties working with the existing property ownership and maintain naturally affordable and workforce housing.
- Incorporate recommendations of the adopted Mixed Income Housing Policy to support affordable housing in proposed multi-family residential projects.

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. Certain elements of the City's code enforcement, rental housing licensing, and housing/neighborhood initiatives also fall within the work of the EDA/HRA. Housing programs are managed by the Assistant City Manager/Community Development Director serving as the EDA Executive Director, with assistance from the City Planner and other staff members of the Community Development Department.

Goals and Objectives:

The EDA/HRA conducts annual strategic planning to develop goals and 2-year work plan priorities for housing include:

- Highway Corridor Transition Areas implementation of planning study completed of residential properties along highway corridors to develop long-term strategies to buffer/protect nearby neighborhoods will be incorporated in the Comprehensive Plan update.
- Evaluation of the existing Home Improvement Loan Program and explore other initiatives/incentives to attract young families and assist qualifying homeowners to reinvest in older properties.
- Continue partnership with the Housing Resource Center to provide residents with housing services relating to home improvements and access to loan programs.
- Explore alternative programs and potential partnerships in replacing the housing services currently provided by the Housing Resource Center (Greater Metropolitan Housing Corporation announced that the Housing Resource Center would be ceasing operations at the end of 2017).
- Review and develop updated policies and actions for Housing as part of the overall update of the Comprehensive Plan required to be completed by December, 2018.
- Pursue reinvestment/redevelopment opportunities especially of older multi-family residential properties including adoption of Mixed Income Housing Policies to support affordable housing

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 66,147	\$ 69,883	\$ 71,242	\$ 72,184	\$ 74,623	\$ 76,813
Contractual	\$ 12,000	\$ 13,000	\$ 26,000	\$ 27,200	\$ 32,350	\$ 32,900
Total	\$ 78,147	\$ 82,883	\$ 97,242	\$ 99,384	\$ 106,973	\$ 109,713
Percent change		6.1%	17.3%	19.9%	10.0%	2.6%
Full-time equivalents						
Full-time	0.60	0.60	0.60	0.60	0.60	0.60
Total	0.60	0.60	0.60	0.60	0.60	0.60
Percent of Total Expense	0.30%	0.32%	0.36%	0.37%	0.37%	0.36%

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 to developers of housing projects, the City supported TIF.
- Increased costs projected for contractual budget expected with required updates to the Comprehensive Guide Plan on housing related policy development and analysis.
- Financial assistance towards housing projects and programs supported by the EDA are funded through existing special funds or new revenues generated from tax increment.
- HRA fund currently covers contract services costs of the Housing Resource, and with the closing of the agency, the City will explore other programs to serve our residents which could increase costs.

Housing Programs (HRA)

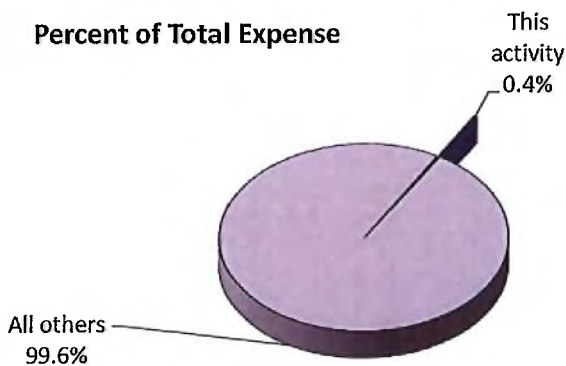
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Housing Redevelopment Authority annual cost per household	\$ 7.17	\$ 7.34	\$ 7.56
% change from prior year		2.4%	3.0%
Clients served by the HousingResource Center (service provided/clients served)	387	319/135	311/163
Shoreview Home Energy Improvement Loan Program application/approved/total loan	0/0	4/3/19	1/1/20

Community Survey Results	2010 Survey	2010 Survey	2015 Survey
Residents rating condition of homes in neighborhood as excellent or good	97%	98%	97%
Residents rating condition of yards in neighborhood as excellent or good	97%	94%	94%
Residents indicating neighborhood appearance as improved or remained the same	94%	94%	94%
Residents indicating the City is doing enough to promote property maintenance	83%	88%	85%
Residents indicating an awareness of the Housing Resource Center	54%	53%	56%

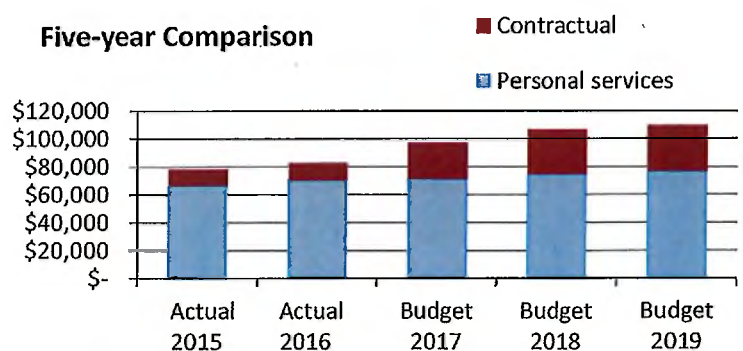
Recent Achievements:

- Highway Corridor Transition Areas implementation of planning study completed of residential properties along highway corridors to develop long-term strategies to buffer/protect nearby neighborhoods will be incorporated in the Comprehensive Plan update.
- Hoarding/Garbage House Policy - developed a coordinated process for addressing growing number of major hoarding/garbage houses in community.
- Housing Improvement Areas - engaged townhome/condominium associations to encourage reinvestment using the HIA as a financing tool and adopt formal City policy.
- Updated and expanded the Home Improvement Loan Program to assist qualifying homeowners to reinvest in properties.
- Provided tax increment financing support for the following housing projects:
- The McMillan mixed used redevelopment of 134-market rate apartments, 6,800 square feet of retail space, and 14 owner occupied townhomes
- Greco Ridge redevelopment of 1005 Gramsie vacant industrial building for a two-phase 420-market rate apartment project (with 24 mixed income affordable units)

Percent of Total Expense



Five-year Comparison



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Slice of Shoreview Fund Summary

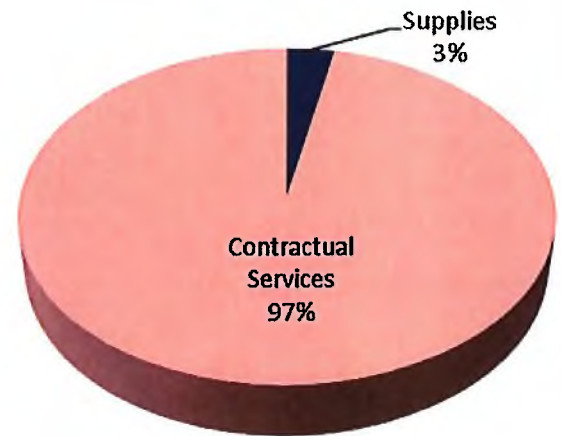
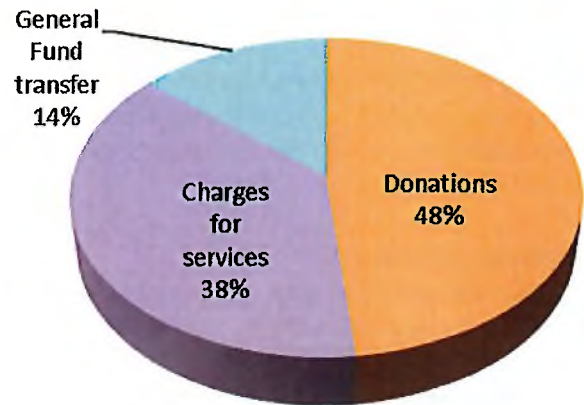
Fund Description – The Slice of Shoreview Fund accounts for the revenue and expense associated with a three day community festival held in July at Island Lake Park.

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 48 percent of revenue. Entrance fees paid by vendors provide 38 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 to support event costs (\$10,000 in 2018 and 2019). The General Fund transfer provides approximately 14 percent of total resources for the event.



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Charges for Services	\$ 27,535	\$ 29,660	\$ 27,570	\$ 27,500	\$ 27,500	\$ 27,500
Interest Earnings	1,077	660	-	-	-	-
Other Revenues	34,050	36,882	32,000	35,000	35,000	35,000
Total Revenue	62,662	67,202	59,570	62,500	62,500	62,500
Expense						
General Government	67,608	70,998	68,370	76,700	77,300	77,700
Total Expense	67,608	70,998	68,370	76,700	77,300	77,700
Other Sources (Uses)						
Transfers In	10,000	10,000	10,000	10,000	10,000	10,000
Net Change	5,054	6,204	1,200	(4,200)	(4,800)	(5,200)
Fund Equity, beginning	76,351	81,405	87,609	87,609	83,409	78,609
Fund Equity, ending	\$ 81,405	\$ 87,609	\$ 88,809	\$ 83,409	\$ 78,609	\$ 73,409
Months of operating coverage	13.8	13.7		12.9	12.1	11.2

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 Shoreview 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Supplies	\$ 1,136	\$ 2,191	\$ 2,200	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 66,472	\$ 68,807	\$ 66,170	\$ 74,700	\$ 75,300	\$ 75,700
Total	\$ 67,608	\$ 70,998	\$ 68,370	\$ 76,700	\$ 77,300	\$ 77,700
Percent change		5.0%	-3.7%	8.0%	13.1%	0.5%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.26%	0.28%	0.26%	0.29%	0.27%	0.26%

Budget Impacts:

- The Slice Fund receives a \$10,000 annual contribution from the General Fund, which supports approximately 14% of total costs.
- The Slice budget has grown steadily during the past five years, and has been supported by increased contributions and fees.

Slice of Shoreview

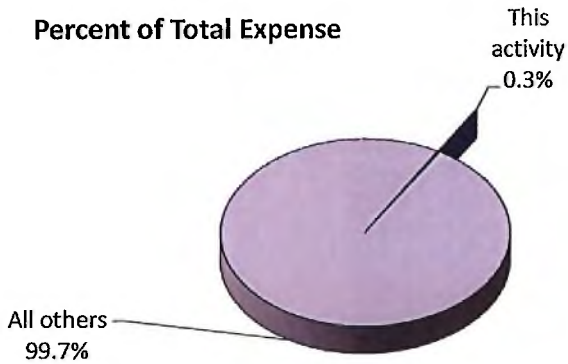
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Annual event cost per household (including costs covered by fees & donations)	\$ 6.01	\$ 6.19	\$ 6.48
% change from prior year		3.0%	4.7%
General fund support for the Slice of Shoreview event	\$ 10,000	\$ 10,000	\$ 10,000
General fund support as an annual cost per household (city support)	\$ 0.93	\$ 0.92	\$ 0.91
General fund support as a percent of the total event cost	15.4%	14.8%	14.1%

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

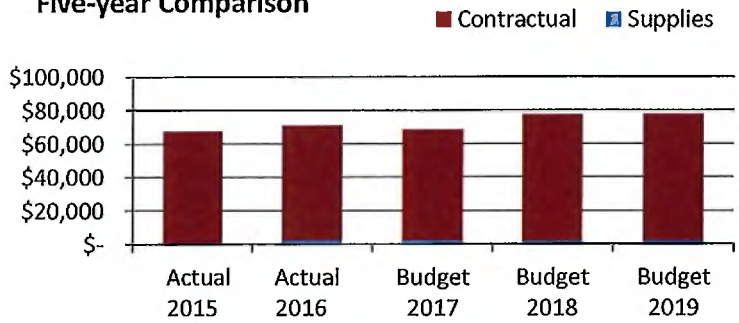
Recent Achievements:

- 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 – 2018-2019 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 2018 and 2019 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 Abatement	Street Improvement	Capital Lease	Closed Debt	Total
2018 Budget							
Revenue							
Property Taxes	\$ 8,000	\$ 132,000	\$ 199,235	\$ 403,000	\$ -	\$ -	\$ 742,235
Special Assessments	199,960	-	-	-	-	5,915	205,875
Interest Earnings	4,730	500	-	2,000	8,000	2,800	18,030
Total Revenue	212,690	132,500	199,235	405,000	8,000	8,715	966,140
Expense							
Debt Service	261,743	137,210	318,829	399,243	476,978	-	1,594,003
Total Expense	261,743	137,210	318,829	399,243	476,978	-	1,594,003
Other Sources (Uses)							
Debt Proceeds	14,794	-	-	-	-	-	14,794
Transfers In	-	-	322,000	100,000	455,000	-	877,000
Transfers Out	-	-	-	-	-	(50,000)	(50,000)
Net Change	(34,259)	(4,710)	202,406	105,757	(13,978)	(41,285)	213,931
Fund Equity, beginning	595,888	134,992	-	358,235	484,338	1,122,967	2,696,420
Fund Equity, ending	\$ 561,629	\$ 130,282	\$ 202,406	\$ 463,992	\$ 470,360	\$ 1,081,682	\$ 2,910,351
2019 Budget							
Revenue							
Property Taxes	\$ 8,000	\$ 132,000	\$ 334,000	\$ 653,000	\$ -	\$ -	\$ 1,127,000
Special Assessments	228,960	-	-	-	-	5,915	234,875
Interest Earnings	5,020	500	6,000	2,000	8,000	2,700	24,220
Total Revenue	241,980	132,500	340,000	655,000	8,000	8,615	1,386,095
Expense							
Debt Service	258,682	133,995	863,400	489,863	476,058	-	2,221,998
Total Expense	258,682	133,995	863,400	489,863	476,058	-	2,221,998
Other Sources (Uses)							
Transfers In	-	-	522,000	-	460,000	-	982,000
Transfers Out	-	-	-	-	-	(50,000)	(50,000)
Net Change	(16,702)	(1,495)	(1,400)	165,137	(8,058)	(41,385)	96,097
Fund Equity, beginning	561,629	130,282	202,406	463,992	470,360	1,081,682	2,910,351
Fund Equity, ending	\$ 544,927	\$ 128,787	\$ 201,006	\$ 629,129	\$ 462,302	\$ 1,040,297	\$ 3,006,448

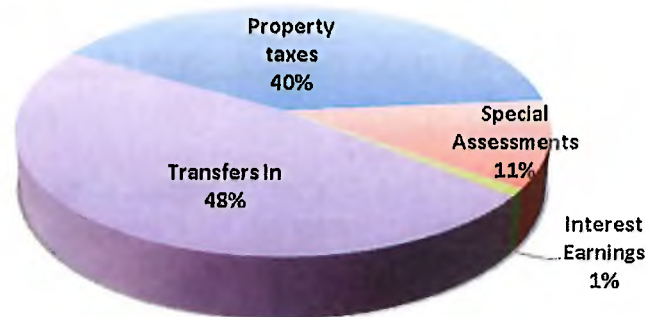
Debt Funds Summary

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 separate 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 2010,2011 and 2014 the City set aside General Fund operating surpluses equal to \$378,064, \$311,728 and \$533,749 respectively, to be used to mitigate the levy 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 2015 through 2019).

Debt Levies	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Tax Levies-Debt Funds					
Street bonds	\$ 396,000	\$ 401,000	\$ 403,000	\$ 403,000	\$ 653,000
Improvement bonds	16,000	14,000	12,000	8,000	8,000
Abatement bonds	-	-	-	199,235	334,000
Fire Station bonds	132,000	132,000	132,000	132,000	132,000
Sub-total Debt Fund Levies	544,000	547,000	547,000	742,235	1,127,000
Tax Levies-Internal Service Funds					
Maintenance Center bonds	208,000	184,000	184,000	184,000	184,000
Total Debt Levy	\$ 752,000	\$ 731,000	\$ 731,000	\$ 926,235	\$ 1,311,000

Revenue – Transfers in account for 48 percent of revenue needed to cover debt payments (from the Closed Bond Fund, Community investment Fund, General Fixed Asset Replacement Fund, Street Renewal Fund and General Fund). Property taxes provide 40 percent of total revenue, followed by special assessments at 11 percent.



Transfers in reflect support for debt payments from the Closed Bond Fund (\$50,000 in 2018 and 2019), from the General Fixed Asset Replacement Fund (\$180,000 in 2018 and \$380,000 in 2019), from the Community Investment Fund (\$497,000 in 2018 and \$502,000 in 2019), from the Street Renewal Fund (\$100,000 in 2018) and from the General Fund (\$50,000 in 2018 and 2019). Transfers out provide for support for debt payments from the Closed Bond Fund (\$50,000 in 2018 and 2019).

City of Shoreview, Minnesota – 2018-2019 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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Property Taxes	\$ 541,270	\$ 548,016	\$ 547,000	\$ 547,000	\$ 742,235	\$ 1,127,000
Special Assessments	270,575	288,442	202,119	182,741	205,875	234,875
Intergovernmental	580	-	-	-	-	-
Interest Earnings	30,815	24,545	17,190	17,150	18,030	24,220
Total Revenue	843,240	861,003	766,309	746,891	966,140	1,386,095
Expense						
Debt Service						
2011 Ref Capital Lease (comm cntr)	472,315	469,935	471,740	474,640	476,978	476,058
2004 Capital Plan Bonds (fire)	136,275	131,495	129,095	129,095	137,210	133,995
2006 Street Improvement Bonds	224,365	225,814	211,914	211,914	209,494	209,264
2013 Street Improvement Bonds	186,928	189,083	191,129	191,140	189,749	190,099
2018 Street Improvement Bonds	-	-	-	-	-	90,500
2017 Community Ctr Expansion Bds	-	-	-	118,514	318,829	863,400
2022 Street Improvement Bonds	-	-	-	-	-	-
2007 Ref Tax Increment Bonds	364,000	-	-	-	-	-
2004 Improvement Bonds	51,312	40,403	-	-	-	-
2006 Improvement Bonds	22,124	16,462	21,115	21,115	10,900	5,665
2008 Improvement Bonds	30,729	29,669	28,867	28,869	28,329	27,269
2009 Improvement Bonds	31,225	30,017	29,226	29,236	28,393	27,977
2010 Improvement Bonds	18,498	17,406	17,110	17,106	16,806	11,506
2013 Improvement Bonds	59,658	143,387	140,830	140,840	140,540	135,740
2015 Improvement Bonds	3,110	6,642	17,450	17,425	36,775	36,325
2016 Improvement Bonds	-	-	-	-	-	14,200
2017 Improvement Bonds	-	-	-	-	-	-
2019 Improvement Bonds	-	-	-	-	-	-
Total Expense	1,600,539	1,300,313	1,258,476	1,379,894	1,594,003	2,221,998
Other Sources (Uses)						
Debt Proceeds	9,493	-	7,700	118,514	14,794	-
Debt Refunded	(1,490,000)	-	-	-	-	-
Transfers In	818,122	471,699	455,000	455,000	877,000	982,000
Transfers Out	(50,000)	(54,543)	(50,000)	(50,000)	(50,000)	(50,000)
Net Change	(1,469,684)	(22,154)	(79,467)	(109,489)	213,931	96,097
Fund Equity, beginning	4,297,747	2,828,063	2,805,909	2,805,909	2,696,420	2,910,351
Fund Equity, ending	\$ 2,828,063	\$ 2,805,909	\$ 2,726,442	\$ 2,696,420	\$ 2,910,351	\$ 3,006,448
Months of operating coverage	5.0	12.3		20.3	15.7	14.4

Debt Limit – Minnesota statutes limit the amount of debt a City may issue for general obligation purposes. Currently, the City has used about 10 percent of the available debt limit, leaving 90 percent available.

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City of Shoreview, Minnesota – 2018-2019 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 2018 and 2019 are shown in the table below.

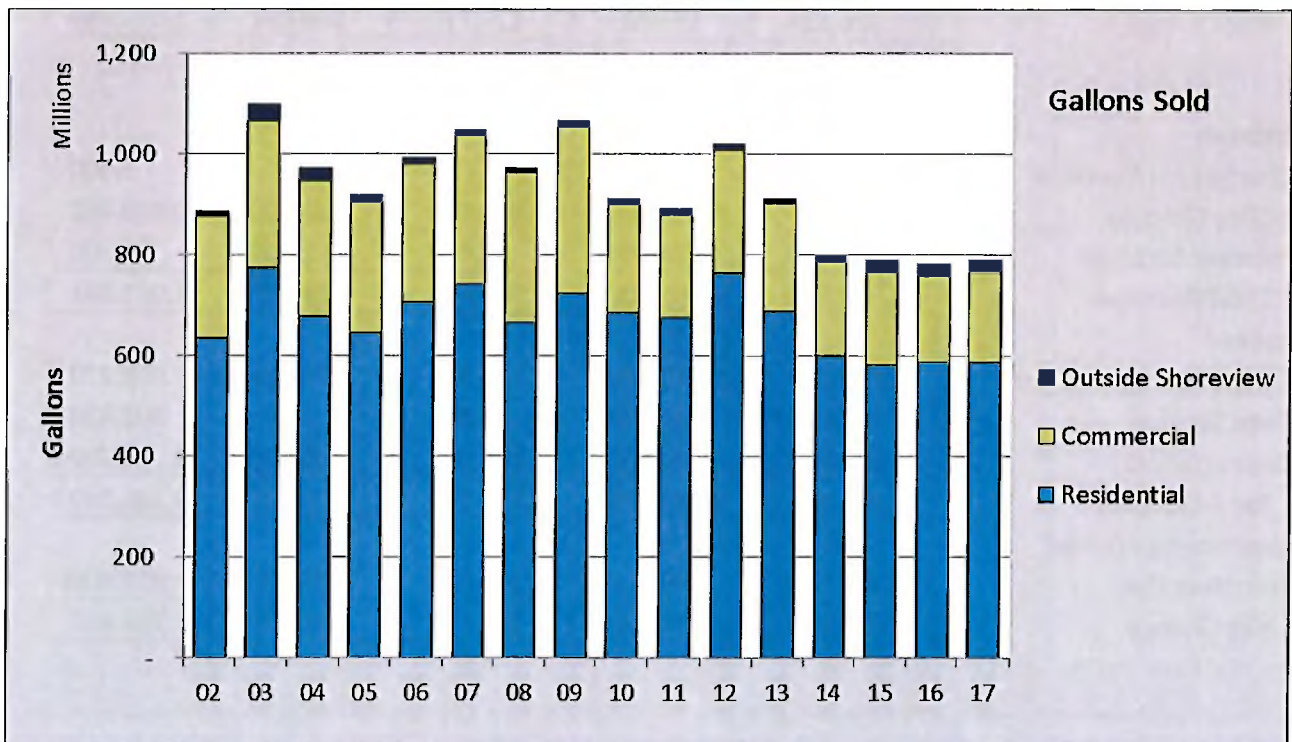
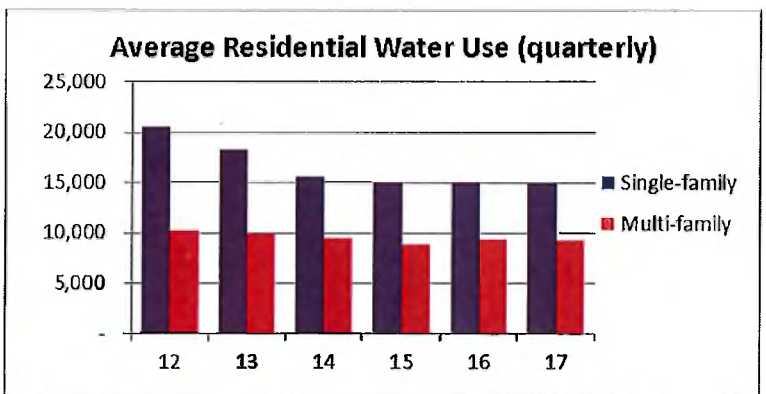
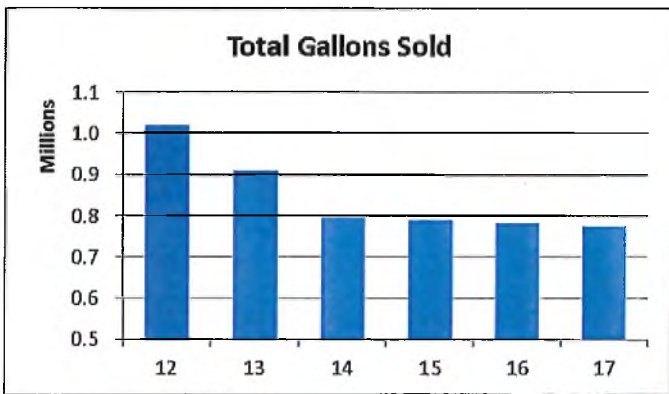
	Water	Sewer	Surface Water	Street Lighting	Total
2018 Budget					
Revenue					
Charges for Services	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
Utility Charges	3,753,000	4,305,500	1,848,546	678,000	10,585,046
Interest Earnings	42,000	30,000	10,000	2,700	84,700
Total Revenue	3,795,000	4,337,000	1,858,546	680,700	10,671,246
Expense					
Enterprise Operations	1,712,268	3,575,456	1,094,623	277,268	6,659,615
Debt Service	412,908	68,911	68,653	-	550,472
Depreciation	960,000	326,000	296,000	83,000	1,665,000
Total Expense	3,085,176	3,970,367	1,459,276	360,268	8,875,087
Other Sources (Uses)					
Transfers Out	(383,000)	(191,000)	(176,000)	(32,400)	(782,400)
Net Change	\$ 326,824	\$ 175,633	\$ 223,270	\$ 288,032	\$ 1,013,759
2019 Budget					
Revenue					
Charges for Services	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
Utility Charges	3,904,500	4,433,500	1,938,461	712,000	10,988,461
Interest Earnings	45,000	33,000	11,000	2,900	91,900
Total Revenue	3,949,500	4,468,000	1,949,461	714,900	11,081,861
Expense					
Enterprise Operations	1,855,804	3,761,692	1,131,347	279,327	7,028,170
Debt Service	426,048	81,884	95,497	-	603,429
Depreciation	965,000	344,000	311,000	94,000	1,714,000
Total Expense	3,246,852	4,187,576	1,537,844	373,327	9,345,599
Other Sources (Uses)					
Transfers Out	\$ (393,000)	\$ (203,000)	\$ (186,000)	\$ (37,400)	\$ (819,400)
Net Change	\$ 309,648	\$ 77,424	\$ 225,617	\$ 304,173	\$ 916,862

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, water treatment plant, distribution lines, valves and fire hydrants) is sufficient to deliver water service to all properties in Shoreview into the future.

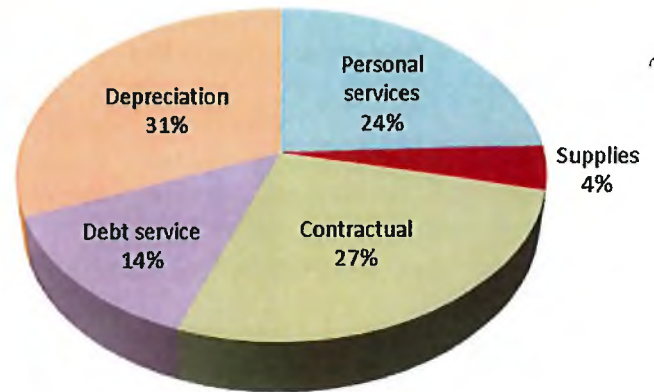
Revenue – The primary source of revenue is water use charges paid by residents and business owners. Fluctuations in water consumption and revenue are expected from year to year, and are due primarily to weather patterns each growing season. Frequent rainfall through the summer months can lead to lower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



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Water Fund Summary

Expense – Depreciation accounts for 31 percent of water expense. Contractual costs account for 27 percent of water expense (for repairs, equipment and building charges, insurance, electric costs and administrative charges). Personal services account for 24 percent of water expense (for operation, billing and maintenance staff costs), followed by 14 percent for interest payments on debt service, and 4 percent for supplies.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$340,000 in 2018 and \$350,000 in 2019) and to the Central Garage Fund for the Water Fund share of debt service payments on the maintenance center (\$43,000 in 2018 and 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Special Assessments	\$ 2,080	\$ 5,200	\$ -	\$ -	\$ -	\$ -
Intergovernmental	973	-	-	-	-	-
Utility Charges	2,587,180	2,866,146	3,602,000	3,168,000	3,753,000	3,904,500
Interest Earnings	48,877	38,343	42,000	42,000	42,000	45,000
Total Revenue	2,639,110	2,909,689	3,644,000	3,210,000	3,795,000	3,949,500
Expense						
Enterprise Operations	1,430,934	1,570,611	1,662,870	1,643,402	1,712,268	1,855,804
Debt Service	301,702	509,608	441,194	438,594	412,908	426,048
Depreciation	647,552	671,425	799,000	821,000	960,000	965,000
Total Expense	2,380,188	2,751,644	2,903,064	2,902,996	3,085,176	3,246,852
Other Sources (Uses)						
Contributed Capital Assets	147,550	397,271	-	-	-	-
Transfers Out	(345,249)	(363,000)	(393,163)	(395,900)	(383,000)	(393,000)
Net Change	\$ 61,223	\$ 192,316	\$ 347,773	\$ (88,896)	\$ 326,824	\$ 309,648
Cash balance (year end)	\$ 3,419,845	\$ 4,060,557		\$ 2,908,563	\$ 4,099,387	\$ 3,834,035
Months of oper/capital coverage	12.8	12.3		8.4	11.3	10.6

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 a water treatment plant and booster station, 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 at least one well annually and one booster pump bi-annually 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) striving to stay at 5% or less.
- Prepare and deliver 2018/2019 Annual Drinking Water Report explaining the results of water testing, and as required by the Minnesota Department of Health.
- Connect dead end gaps in the distribution system, where feasible.
- Extend water main, where feasible, to areas in the City not currently served by City water.
- Use WaterSmart to identify and focus future water conservation initiatives including rebate/cost-share programs

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 660,203	\$ 740,747	\$ 742,390	\$ 728,511	\$ 749,792	\$ 776,290
Supplies	\$ 106,905	\$ 105,311	\$ 128,000	\$ 111,000	\$ 131,000	\$ 122,000
Contractual	\$ 663,826	\$ 724,553	\$ 792,480	\$ 803,891	\$ 831,476	\$ 957,514
Debt service	\$ 301,702	\$ 509,608	\$ 441,194	\$ 438,594	\$ 412,908	\$ 426,048
Depreciation	\$ 647,552	\$ 671,425	\$ 799,000	\$ 821,000	\$ 960,000	\$ 965,000
Total	\$ 2,380,188	\$ 2,751,644	\$ 2,903,064	\$ 2,902,996	\$ 3,085,176	\$ 3,246,852
Percent change		15.6%	5.5%	5.5%	6.3%	5.2%
Full-time equivalents						
Full-time	7.82	7.92	7.82	7.82	7.63	7.62
Part-time	0.04	0.03	0.03	0.03	0.06	0.06
Associate	0.29	0.39	0.44	0.38	0.33	0.33
Total	8.15	8.34	8.29	8.23	8.02	8.01
Percent of Total Expense	9.05%	10.72%	10.86%	10.80%	10.79%	10.75%

Budget Impacts:

- Contractual costs reflect rehabilitation of a well, a booster pump, 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 addition of the water treatment plant will impact the costs of electric utilities, building maintenance, and chemicals.

Water Operations

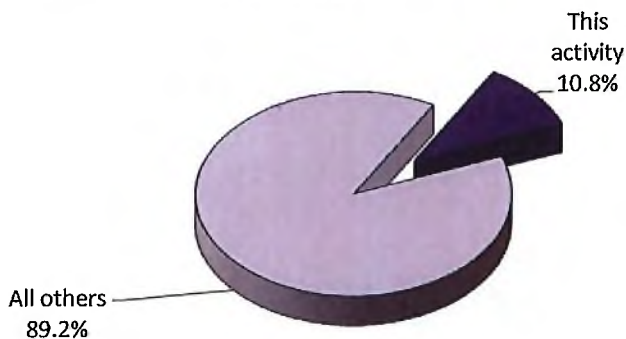
Activity Measures	2014	2015	2016
	Actual	Actual	Actual
Average daily gallons of water pumped (millions)	2.43	2.14	2.26
Maximum daily gallons pumped (million gallons)	5.88	5.24	5.54
Water main break repairs	15	5	7
Hydrants repaired	35	11	32
Unaccounted for water as a percent of total water	4.6%	3.5%	1.0%
Operating cost per million gallons of water pumped/produced	\$ 2,473	\$ 2,425	\$ 2,722
% change from prior year		-1.9%	12.3%

Community Survey Results	2010	2013	2015
	Survey	Survey	Survey
Residents rating drinking water quality as excellent or good	89%	95%	86%
Residents rating water and sewer services as excellent or good	96%	96%	87%

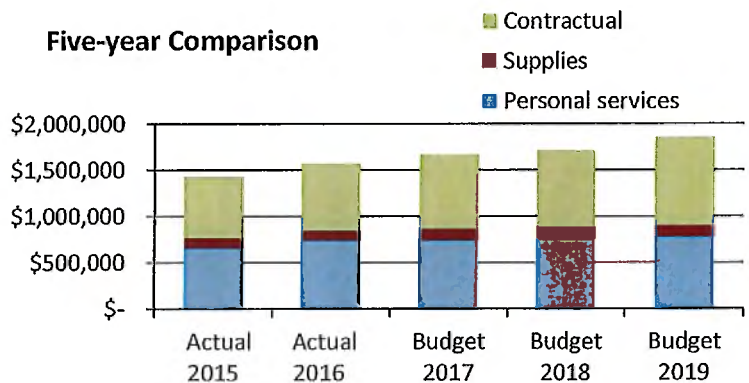
Recent Achievements:

- The Minnesota Department of Health requires utility maintenance employees hold a Class D water operators certificate. Five of the eight personnel hold a higher certificate than is actually required.
- Successful construction and start-up of water treatment plant to remove iron and manganese from the City's source water.
- Metering improvements at the wells to improve accuracy of tracking the amount of water pumped from the wells.
- Well #6 connection to the water treatment plant and installation of back-up generator.
- Successful launch of WaterSmart conservation platform, increased customer satisfaction per post-launch survey (May 2017)

Percent of Total Expense



Five-year Comparison

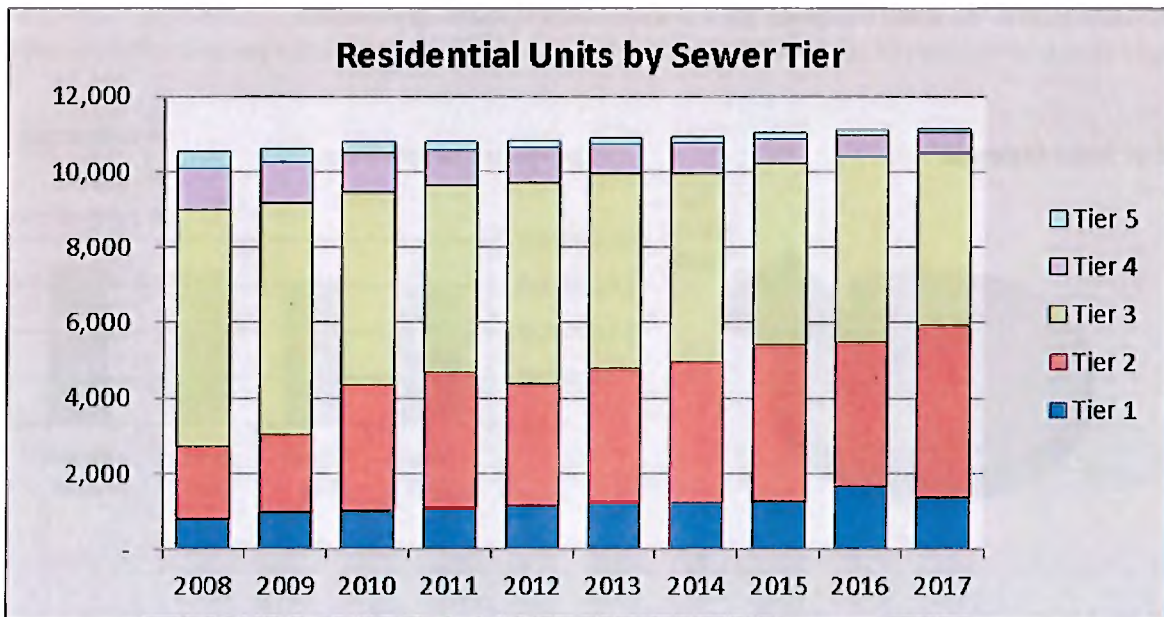


Sewer Fund Summary

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 \$237,415 surcharge on the City’s 2018 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.

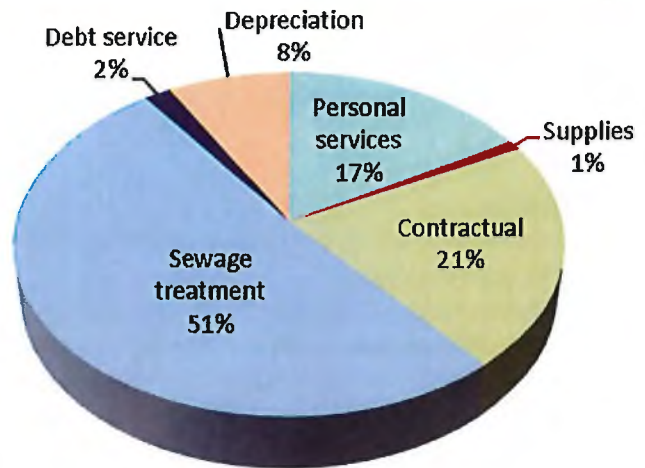


Revenue – The primary source of revenue for the Sewer Fund is sewer use charges paid by residents and business owners.

City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Sewer Fund Summary

Expense – Sewage treatment costs account for 51 percent of sewer expense. Remaining contractual costs (for repairs, equipment and building charges, insurance, electric costs and administrative charges) account for 21 percent of sewer expense. Personal services accounts for 17 percent of expense (for operation, billing and maintenance staff costs). Depreciation expense accounts for 8 percent of expense, followed by 2 percent for 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 (\$148,000 in 2018 and \$160,000 in 2019) and to the Central Garage Fund for the Sewer Fund share of debt service payments on the maintenance center (\$43,000 in 2018 and 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Special Assessments	\$ 2,970	\$ 8,195	\$ -	\$ -	\$ -	\$ -
Intergovernmental	775	-	-	-	-	-
Charges for Services	919	1,193	1,500	1,500	1,500	1,500
Utility Charges	3,941,395	4,045,175	4,179,500	4,185,500	4,305,500	4,433,500
Interest Earnings	35,796	28,417	30,000	30,000	30,000	33,000
Total Revenue	3,981,855	4,082,980	4,211,000	4,217,000	4,337,000	4,468,000
Expense						
Enterprise Operations	3,191,670	3,328,440	3,496,837	3,526,078	3,575,456	3,761,692
Debt Service	73,480	84,653	75,604	75,354	68,911	81,884
Depreciation	339,842	330,973	348,000	342,000	326,000	344,000
Total Expense	3,604,992	3,744,066	3,920,441	3,943,432	3,970,367	4,187,576
Other Sources (Uses)						
Contributed Capital Assets	192,000	64,625	-	-	-	-
Transfers Out	(181,249)	(183,000)	(207,163)	(209,900)	(191,000)	(203,000)
Net Change	\$ 387,614	\$ 220,539	\$ 83,396	\$ 63,668	\$ 175,633	\$ 77,424
Cash balance (year end)	\$3,651,985	\$4,214,811	\$ -	\$ 3,962,955	\$4,454,588	\$ 3,436,012
Months of oper/capital coverage	8.4	10.4		11.3	12.0	8.7

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 19 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 League of MN Cities (LMC) recommendations regarding preventative maintenance and inspection measures ensuring reliability and minimizing City exposure to sewage back-up claims/damages.
- Continue annual sewer cleaning and manhole inspections; direct emergency response to failures.
- Perform televised inspections of sewer lines in conjunction with improvement projects for preventative maintenance; identify and program sewer lining projects.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 570,434	\$ 655,878	\$ 654,427	\$ 644,173	\$ 661,948	\$ 684,623
Supplies	\$ 45,408	\$ 26,852	\$ 33,000	\$ 33,000	\$ 35,000	\$ 35,000
Contractual	\$ 2,575,828	\$ 2,645,710	\$ 2,809,410	\$ 2,848,905	\$ 2,878,508	\$ 3,042,069
Debt service	\$ 73,480	\$ 84,653	\$ 75,604	\$ 75,354	\$ 68,911	\$ 81,884
Depreciation	\$ 339,842	\$ 330,973	\$ 348,000	\$ 342,000	\$ 326,000	\$ 344,000
Total	\$ 3,604,992	\$ 3,744,066	\$ 3,920,441	\$ 3,943,432	\$ 3,970,367	\$ 4,187,576
Percent change		3.9%	4.7%	5.3%	1.3%	5.5%
Full-time equivalents						
Full-time	6.83	6.93	6.83	6.83	6.64	6.63
Part-time	0.04	0.03	0.03	0.03	0.06	0.06
Associate	0.29	0.39	0.45	0.39	0.33	0.33
Total	7.16	7.35	7.31	7.25	7.03	7.02
Percent of Total Expense	13.70%	14.59%	14.67%	14.67%	13.89%	13.86%

Budget Impacts:

- Out-sourced sewage treatment and disposal costs paid to the Met Council (MCES) account for 50% of the 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.

Sewer Operations

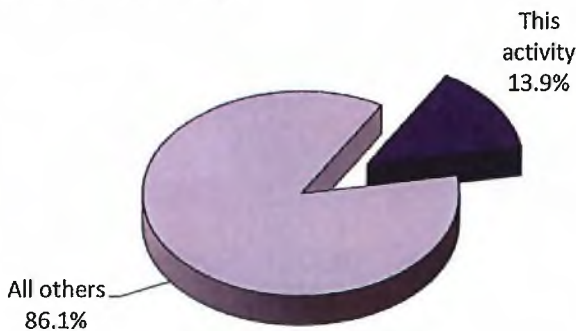
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Annual sewage treatment costs (paid to MCES)	\$ 1,811,427	\$ 1,701,020	\$ 1,789,462
Miles of sewer lines inspected	44	62	45
Miles of sewer lines jettted/rodded/cleaned	111	74	62
Number of times lift station pumps serviced	34	34	34
Number of responses to homeowner responsible sewer backups	16	22	35
Number of sanitary sewer backups with City responsibility	6	-	2
Number of sanitary sewer blockages per thousand connections	1.8	-	2.0

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating water and sewer services as excellent or good	96%	96%	87%

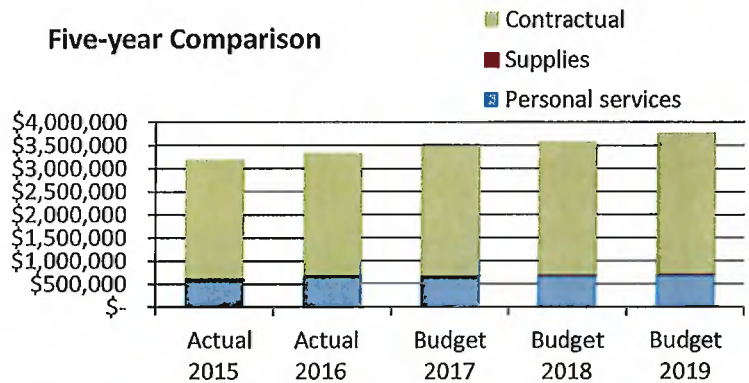
Recent Achievements:

- Tracking and monitoring all maintenance activities related to the remediation of inflow and infiltration within the meter sheds 49 and 50 districts and to submissions for Met Council credit.
- Addition of a sanitary sewer lift station and forcemain at Bucher Avenue and Alameda Street to eliminate gravity line located in a wetland area with a high amount of groundwater inflow.

Percent of Total Expense



Five-year Comparison

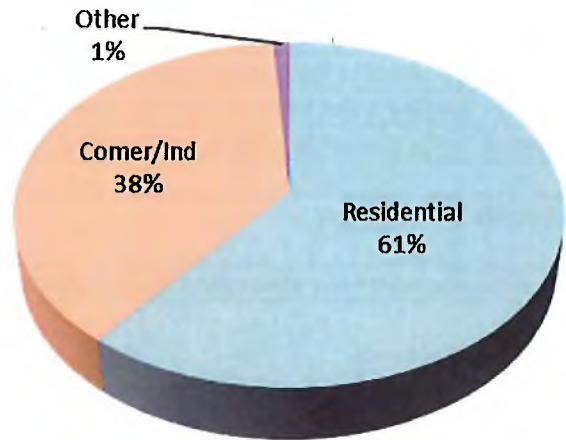


Surface Water Fund Summary

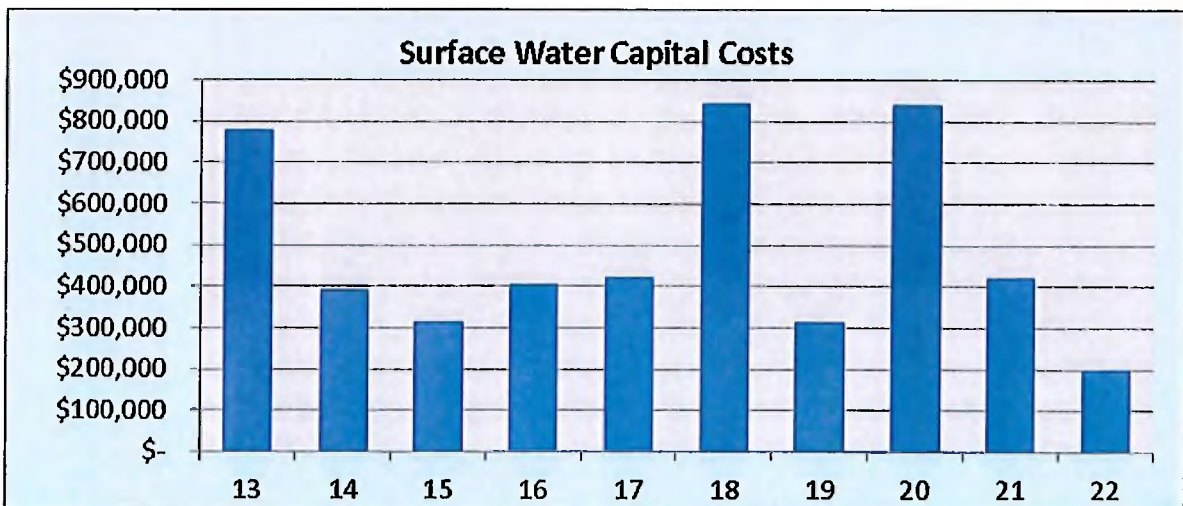
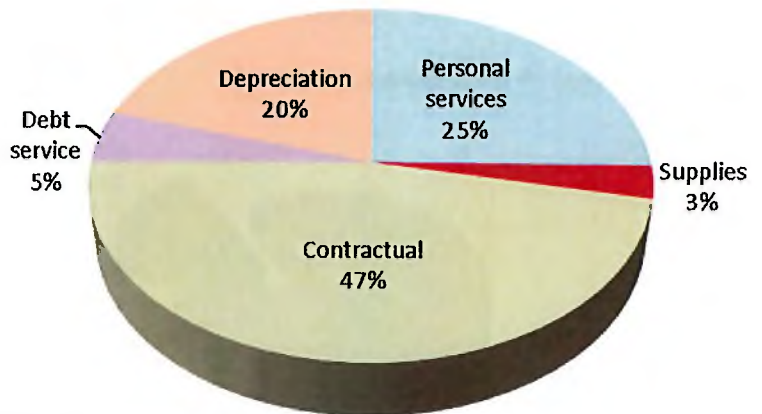
Fund Description – The Surface Water Fund accounts for revenue and expense associated with the administration, maintenance, replacement and improvement of the City’s storm sewers and surface water ponds, as well as operation of the Snail Lake Improvement District (SLID).

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 61 percent of total revenue, followed by 38 percent from commercial/industrial property and 1 percent of all remaining property.



Expense – Contractual costs account for 47 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 20 percent of expense, followed by 5 percent for debt service (principal and interest payments), and 3 percent for supplies.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Surface Water Fund Summary

Transfers – Planned transfers provide support to the General Fund for payments in lieu of property taxes (\$145,000 in 2018 and \$155,000 for 2019) and to the Central Garage Fund for the Surface Water Fund share of debt service payments for the maintenance center (\$31,000 in 2018 and 2019).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Special Assessments	\$ 676	\$ 2,016	\$ -	\$ -	\$ -	\$ -
Intergovernmental	282	-	-	-	-	-
Utility Charges	1,473,809	1,616,052	1,756,511	1,763,049	1,848,546	1,938,461
Interest Earnings	10,352	11,465	10,000	10,000	10,000	11,000
Total Revenue	1,485,119	1,629,533	1,766,511	1,773,049	1,858,546	1,949,461
Expense						
Enterprise Operations	752,030	922,576	963,689	960,566	1,094,623	1,131,347
Debt Service	88,186	91,952	79,317	78,877	68,653	95,497
Depreciation	260,585	272,829	277,000	283,000	296,000	311,000
Total Expense	1,100,801	1,287,357	1,320,006	1,322,443	1,459,276	1,537,844
Other Sources (Uses)						
Contributed Capital Assets	518,742	61,456	-	-	-	-
Transfers Out	(152,000)	(159,000)	(168,000)	(168,000)	(176,000)	(186,000)
Net Change	\$ 751,060	\$ 244,632	\$ 278,505	\$ 282,606	\$ 223,270	\$ 225,617
Cash balance (year end)	\$ 1,342,553	\$ 1,496,556		\$ 2,139,241	\$ 1,814,511	\$ 2,008,128
Months of oper/capital coverage	8.0	8.9		14.0	11.3	11.9

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 upcoming 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 to help 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 Curly Leaf Pondweed plans approved by the Minnesota Department of Natural Resources.
- Update Surface Water Management Plan.
- Prioritize and schedule annual pond dredging for sediment removal projects.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 274,252	\$ 355,907	\$ 354,425	\$ 358,198	\$ 372,887	\$ 390,163
Supplies	\$ 5,716	\$ 24,926	\$ 20,000	\$ 22,000	\$ 27,000	\$ 27,000
Contractual	\$ 458,368	\$ 530,018	\$ 559,720	\$ 561,740	\$ 663,799	\$ 682,927
Debt service	\$ 88,186	\$ 91,952	\$ 79,317	\$ 78,877	\$ 68,653	\$ 95,497
Depreciation	\$ 260,585	\$ 272,829	\$ 277,000	\$ 283,000	\$ 296,000	\$ 311,000
Total	\$ 1,087,107	\$ 1,275,632	\$ 1,290,462	\$ 1,303,815	\$ 1,428,339	\$ 1,506,587
Percent change		17.3%	1.2%	2.2%	10.7%	5.5%
Full-time equivalents						
Full-time	3.40	3.73	3.81	3.81	3.81	3.81
Part-time	0.02	0.01	0.01	0.01		
Associate	0.13	0.13	0.13	0.12	0.13	0.13
Total	3.55	3.87	3.95	3.94	3.94	3.94
Percent of Total Expense	4.13%	4.97%	4.83%	4.85%	5.00%	4.99%

Budget Impacts:

- Continue with internal catch basin sealing and catch basin rehabilitation for cost effective repairs to storm sewer infrastructure.
- Contractor costs for wild life management and control, pond surveys, pond dredging, soil inspections, sediment removal, and storm sewer infrastructure repairs and replacement increase the budget.
- Contractual costs reflect 25% of the Department of Corrections contract costs.

Surface Water Operations

Activity Measures	2014 Actual	2015 Actual	2016 Actual
Surface Water Operation annual cost per household	\$ 58.96	\$ 67.59	\$ 83.08
% change from prior year		14.6%	22.9%
Miles of streets swept annually	794	904	792
Surface Water Operation annual cost per mile of street swept	\$ 801	\$ 817	\$ 1,150
Tons of street sweepings collected	350	250	83
Yards of materials dredged from ponds	-	-	-
Public comments processed for the Annual Report	-	-	-

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating draining and flood control as excellent or good	91%	93%	82%
Residents rating pond maintenance as excellent or good	77%	83%	68%

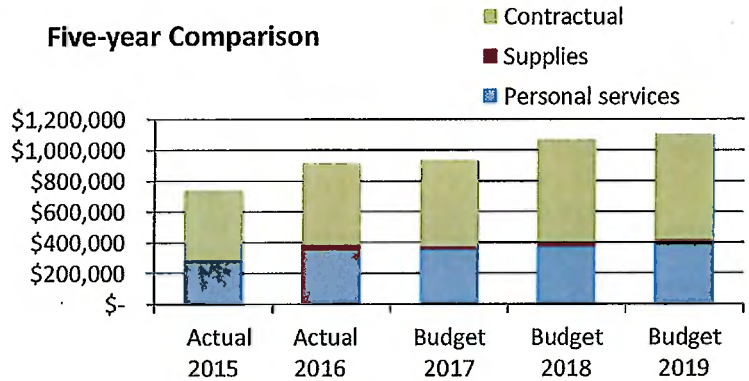
Recent Achievements:

- 100% of storm pond inlets and outlets inspected each year.
- 100% of sediment structures inspected and cleaned each year.
- An addition of Pave Drain (pervious pavement) street segment.
- Completion of pond prioritization study.

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 2017 and 2018 operating and maintenance costs for collection in 2018 and 2019, respectively.

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 8,977	\$ 9,122	\$ 9,284	\$ 9,428	\$ 9,701	\$ 9,984
Supplies	\$ 2,128		\$ 2,000	\$ 1,000	\$ 2,500	\$ 2,500
Contractual	\$ 2,589	\$ 2,603	\$ 18,260	\$ 8,200	\$ 18,736	\$ 18,773
Total	\$ 13,694	\$ 11,725	\$ 29,544	\$ 18,628	\$ 30,937	\$ 31,257
Percent change		-14.4%	152.0%	58.9%	4.7%	1.0%
Full-time equivalents						
Full-time	0.09	0.09	0.09	0.09	0.09	0.09
Total	0.09	0.09	0.09	0.09	0.09	0.09
Percent of Total Expense	0.05%	0.05%	0.11%	0.07%	0.11%	0.10%

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

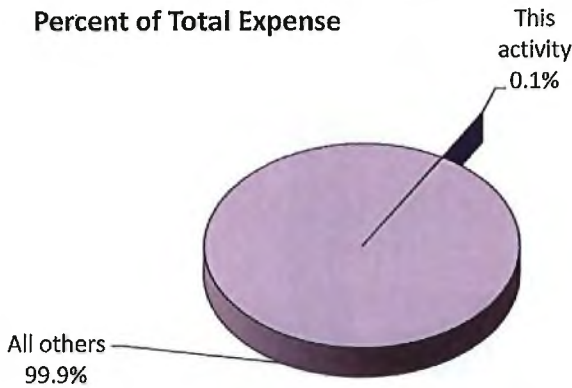
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Snail Lake augmentation annual cost per property owner	\$ 830.11	\$ 190.19	\$ 162.85
% change from prior year		-77.1%	-14.4%
Gallons pumped per year (millions)	-	-	-
Days within targeted lake elevation (May 1 to Oct 31, 184 days maximum)	184	136	-

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents indicating Snail Lake Park is the most visited park	19%	15%	15%

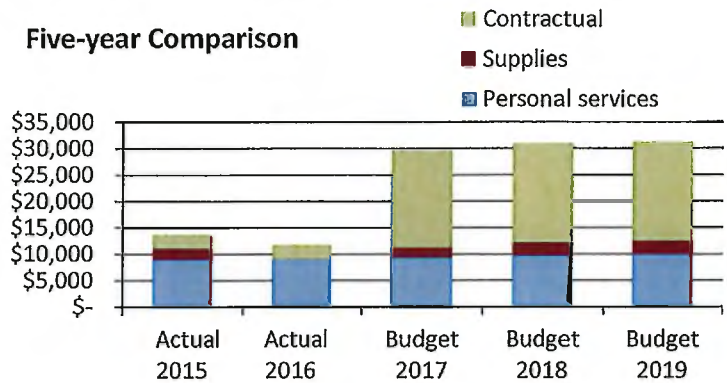
Recent Achievements:

- Organized and managed board meetings and attended Snail Lake Improvement meetings.

Percent of Total Expense



Five-year Comparison

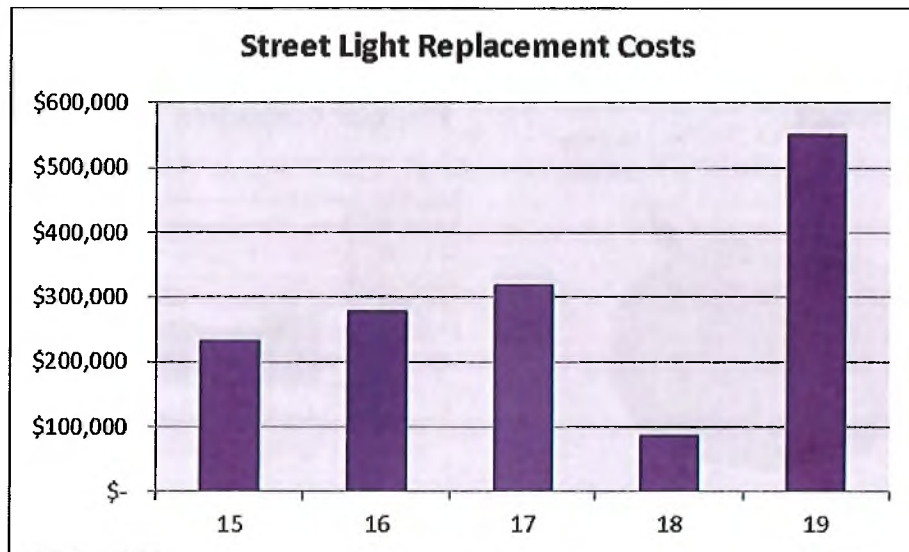


Street Lighting Fund Summary

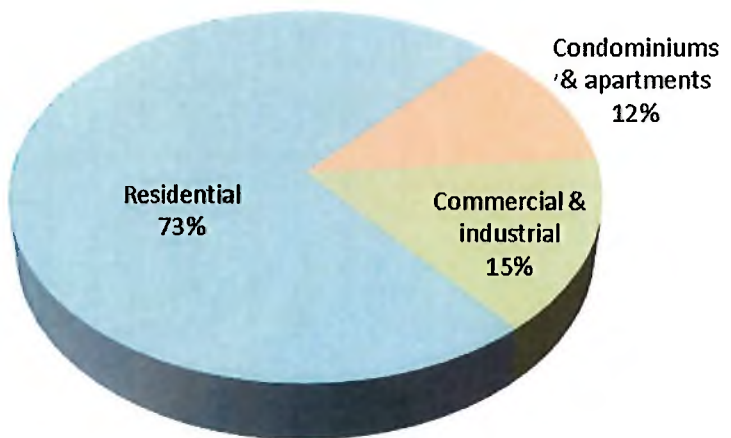
Fund Description – The Street Lighting Fund accounts for revenue and expense associated with the administration, operation, maintenance, replacement and improvement of the City’s street light system throughout the community.

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.



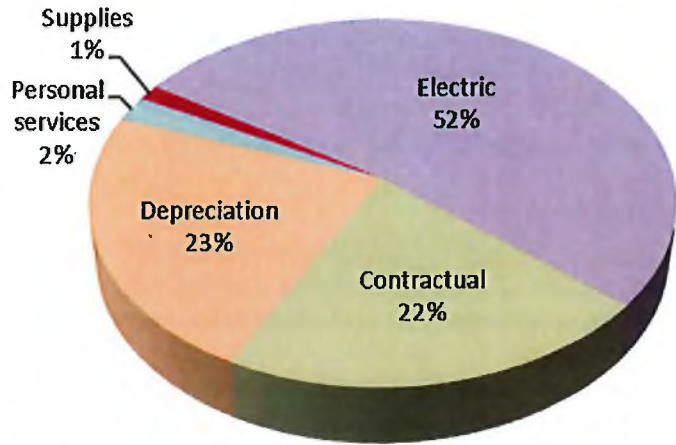
Revenue – User charges from all property in the City provide the primary source of revenue for the fund. Residential property accounts for 73 percent of total revenue, followed by 15 percent from commercial/industrial property, and 12 percent from condominiums and apartments.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Street Lighting Fund Summary

Expense – Electric costs account for 52 percent of expense. Contractual costs account for 22 percent of street light expense (repairs, equipment and building charges, insurance, and administrative charges). Personal services accounts for 2 percent (operation, maintenance and billing). Depreciation expense accounts for 23 percent of expense.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$30,000 in 2018 and \$35,000 for 2019) 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).

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Special Assessments	\$ 246	\$ 875	\$ -	\$ -	\$ -	\$ -
Utility Charges	520,938	554,829	637,000	639,000	678,000	712,000
Interest Earnings	3,300	2,179	2,700	2,700	2,700	2,900
Total Revenue	524,484	557,883	639,700	641,700	680,700	714,900
Expense						
Enterprise Operations	244,207	226,275	280,819	281,101	277,268	279,327
Depreciation	61,482	70,079	75,000	79,000	83,000	94,000
Total Expense	305,722	296,614	355,819	360,101	360,268	373,327
Other Sources (Uses)						
Contributed Capital Assets	38,735	4,000	-	-	-	-
Transfers Out	(22,400)	(25,400)	(28,400)	(28,400)	(32,400)	(37,400)
Net Change	\$ 235,097	\$ 239,869	\$ 255,481	\$ 253,199	\$ 288,032	\$ 304,173
Cash balance (year end)	\$ 208,077	\$ 233,695		\$ 245,636	\$ 529,668	\$ 376,391
Months of oper/capital coverage	8.4	7.8		8.2	17.0	11.4

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 Wabasso and Bridge/Lion/Arner neighborhoods.
- Replace 64 - 175-watt mercury vapor and/or 100-watt high pressure sodium 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 20,000 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 13,226	\$ 21,036	\$ 13,359	\$ 13,348	\$ 8,018	\$ 8,257
Supplies	\$ 790	\$ 363	\$ 2,000	\$ 2,000	\$ 5,000	\$ 2,000
Contractual	\$ 230,191	\$ 204,876	\$ 265,460	\$ 265,753	\$ 264,250	\$ 269,070
Total	\$ 244,207	\$ 226,275	\$ 280,819	\$ 281,101	\$ 277,268	\$ 279,327
Percent change		-7.3%	24.1%	24.2%	-1.3%	0.7%
Full-time equivalents						
Full-time	0.20	0.20	0.10	0.10	0.10	0.10
Part-time	0.08	0.05	0.05	0.05		
Total	0.28	0.25	0.15	0.15	0.10	0.10
Percent of Total Expense	0.93%	0.88%	1.05%	1.05%	0.97%	0.92%

Budget Impacts:

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

Street Lighting Operations

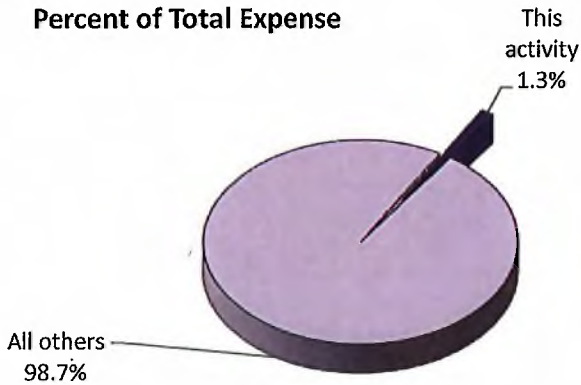
Activity Measures	2014	2015	2016
	Actual	Actual	Actual
Street Lighting annual cost per household	\$ 23.43	\$ 22.36	\$ 20.64
% change from prior year		-4.6%	-7.7%
Street light system energy cost	\$ 163,220	\$ 157,729	\$ 159,442
% change from prior year		-3.4%	1.1%
Number of mercury vapor fixtures upgraded to high pressure sodium fixtures	-	21	32
Number of LED street lights	42	36	42

Community Survey Results	2010	2013	2015
	Survey	Survey	Survey
Community survey data not available for this activity	no data	no data	no data

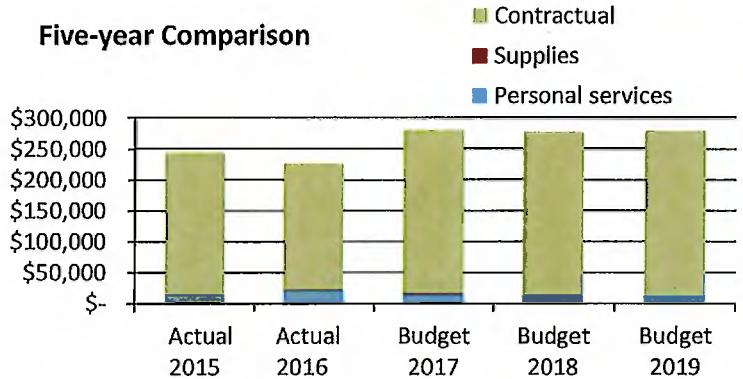
Recent Achievements:

- 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 – 2018-2019 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 2018 and 2019 are shown in the table below.

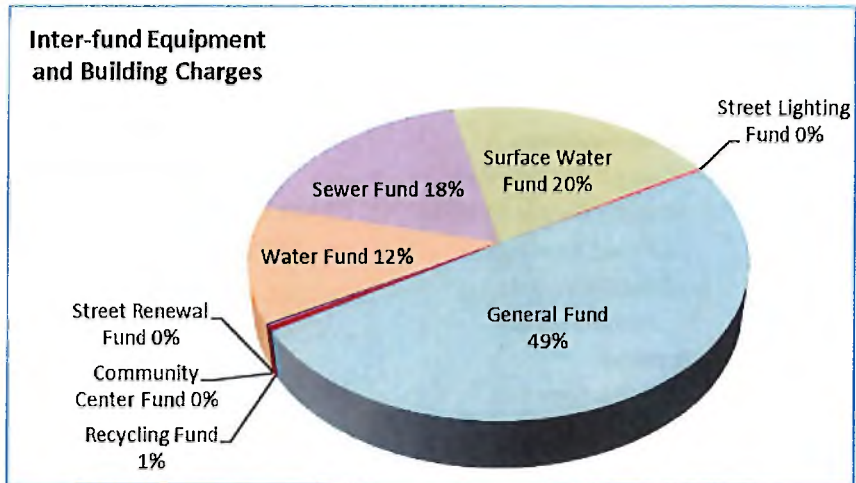
	Central Garage	Short-term Disability	Liability Claims	Total
2018 Budget				
Revenue				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Charges for Services	-	7,900	-	7,900
Central Garage Charges	1,438,058	-	-	1,438,058
Interest Earnings	11,500	550	2,300	14,350
Other Revenues	-	-	30,000	30,000
Total Revenue	1,633,558	8,450	32,300	1,674,308
Expense				
Central Garage	627,016	-	-	627,016
Miscellaneous	-	9,000	32,000	41,000
Debt Service	100,044	-	-	100,044
Depreciation	727,000	-	-	727,000
Total Expense	1,454,060	9,000	32,000	1,495,060
Other Sources (Uses)				
Sale of Asset-Gain	27,700	-	-	27,700
Transfers In	119,400	-	-	119,400
Transfers Out	(6,000)	-	-	(6,000)
Net Change	\$ 320,598	\$ (550)	\$ 300	\$ 320,348
2019 Budget				
Revenue				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Charges for Services	-	7,900	-	7,900
Central Garage Charges	1,493,758	-	-	1,493,758
Interest Earnings	12,500	600	2,400	15,500
Other Revenues	-	-	30,000	30,000
Total Revenue	1,690,258	8,500	32,400	1,731,158
Expense				
Central Garage	642,616	-	-	642,616
Miscellaneous	-	9,000	32,000	41,000
Debt Service	94,644	-	-	94,644
Depreciation	756,000	-	-	756,000
Total Expense	1,493,260	9,000	32,000	1,534,260
Other Sources (Uses)				
Sale of Asset-Gain	45,000	-	-	45,000
Transfers In	119,400	-	-	119,400
Net Change	\$ 361,398	\$ (500)	\$ 400	\$ 361,298

Central Garage Fund Summary

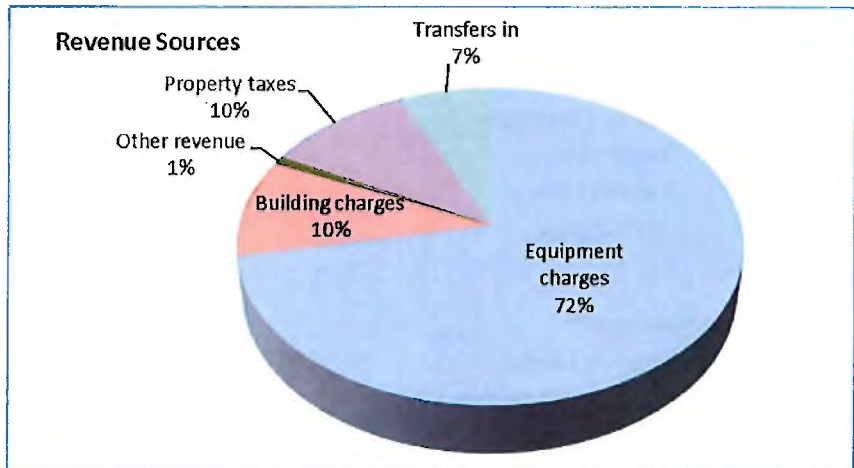
Fund Description – The Central Garage Fund accounts for the operation, maintenance and replacement of the maintenance center building as well as all vehicles, heavy equipment and miscellaneous equipment owned by the fund and used in service delivery to the public.

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 49 percent of inter-fund charges, followed by the Surface Water at 20 percent, the Sewer Fund at 18 percent, and the Water Fund at 12 percent. The remaining 1 percent is paid by the Street Renewal, Community Center, Recycling and Street Lighting funds combined.



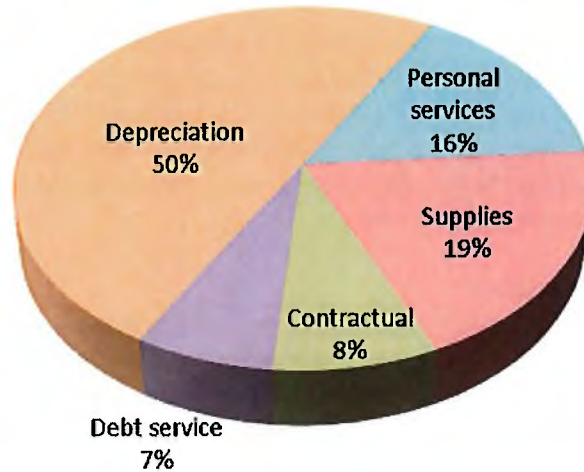
Revenue – The primary source of revenue for central garage operations is from inter-fund charges (equipment and building). Debt service costs are supported by a combination of property taxes, a portion of building charges and transfers from Utility Funds.



City of Shoreview, Minnesota – 2018-2019 Biennial Budget

Central Garage Fund Summary

Expense – Depreciation accounts for 50 percent of expense. Supplies account for 19 percent of expense for motor fuels, lubricants and additives, natural gas, equipment parts, tires, and small tools/equipment. Interest payments on debt service accounts for 7 percent of expense. Personal services accounts for 16 percent of expense for staff costs associated with maintaining the equipment and facility. Contractual costs account for the remaining 8 percent of expense for contracted repairs, insurance, electric costs and refuse disposal.



Transfers – Planned transfers in for 2018 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 2018 are for planned information technology improvements.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Property Taxes	\$ 207,265	\$ 184,217	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000
Intergovernmental	6,413	-	-	-	-	-
Central Garage Charges	1,264,028	1,285,231	1,338,660	1,378,137	1,438,058	1,493,758
Interest Earnings	16,398	10,661	11,500	11,500	11,500	12,500
Other Revenues	4,985	7,474	-	-	-	-
Total Revenue	1,499,089	1,487,583	1,534,160	1,573,637	1,633,558	1,690,258
Expense						
Central Garage	577,415	592,227	614,470	586,268	627,016	642,616
Debt Service	133,659	110,532	105,502	105,427	100,044	94,644
Depreciation	655,763	653,573	690,000	691,000	727,000	756,000
Total Expense	1,366,837	1,356,332	1,409,972	1,382,695	1,454,060	1,493,260
Other Sources (Uses)						
Sale of Asset-Gain (Loss)	44,577	43,147	43,000	28,200	27,700	45,000
Contributed Capital Assets	-	733	-	-	-	-
Transfers In	119,400	119,400	119,400	119,400	119,400	119,400
Transfers Out	-	(573)	(14,000)	(4,304)	(6,000)	-
Net Change	\$ 296,229	\$ 293,958	\$ 272,588	\$ 334,238	\$ 320,598	\$ 361,398
Cash balance (year end)	\$ 1,443,376	\$ 1,648,976		\$ 1,855,599	\$ 2,099,497	\$ 2,380,395
Months of oper/capital coverage	11.0	12.0		12.9	14.2	15.6

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 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, a lunch room, training facilities, offices, vehicle and equipment storage, record storage, and redundancy for the City's computer network and backups.

Goals and Objectives:

- Minimize vehicle and equipment down time by utilizing updated technology and user friendly service areas and safer more efficient vehicle and equipment lift systems.
- Utilize the Department of Corrections labor crew for building cleaning, custodial functions and ground maintenance to reduce outsourced 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.
- Coordinate replacement of radio control systems for warning sirens with Ramsey County; and improvements to warning siren #3 (Lake Judy Park).

Financial Summary	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 208,121	\$ 227,330	\$ 217,240	\$ 217,368	\$ 225,713	\$ 233,692
Supplies	\$ 238,352	\$ 237,415	\$ 269,300	\$ 247,300	\$ 262,000	\$ 282,000
Contractual	\$ 130,942	\$ 127,482	\$ 127,930	\$ 121,600	\$ 139,303	\$ 126,924
Total	\$ 577,415	\$ 592,227	\$ 614,470	\$ 586,268	\$ 627,016	\$ 642,616
Percent change		2.6%	3.8%	-1.0%	2.0%	2.5%
Full-time equivalents						
Full-time	2.40	2.50	2.40	2.40	2.40	2.40
Total	2.40	2.50	2.40	2.40	2.40	2.40
Percent of Total Expense	2.19%	2.31%	2.30%	2.18%	2.19%	2.13%

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 the fleet management software, salt use management, and the Emergency Radio Communication user fee.
- Central Garage is now responsible for maintenance and repair of the Emergency Services Equipment which includes 10 Public Safety warning sirens.

Central Garage Operations

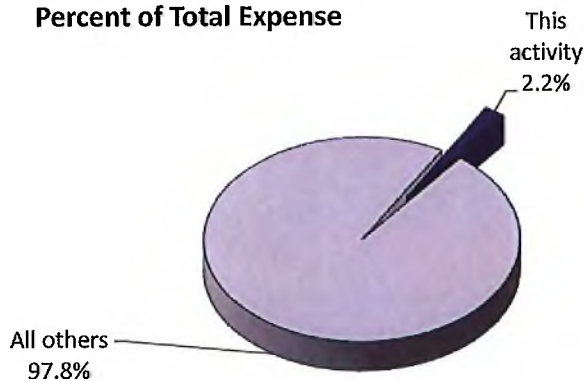
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Gallons of fuel used	35,383	37,457	37,550
Vehicle oil changes	89	90	84
Tires replaced	39	29	35
Facility energy costs (natural gas and electricity combined)	\$ 46,677	\$ 34,460	\$ 44,169
Average cost per gallon of diesel fuel	\$ 3.17	\$ 2.95	\$ 1.86
Average cost per gallon of unleaded fuel	\$ 3.02	\$ 2.49	\$ 2.32

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Residents rating the value of city services as excellent or good	80%	87%	89%
Residents identifying City services as an important Quality of Life	16%	3%	no data

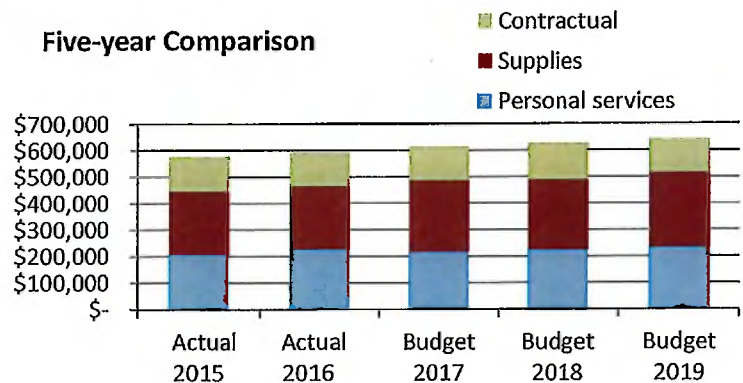
Recent Achievements:

- Two public works supervisors are certified with A/B operators licenses for the use and management of underground fuel storage tanks. This allows the City to store and distribute fuel on-site and benefit from lower pricing of bulk purchasing.
- Past facility upgrades have improved 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 environments, 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.
- The replacement of an emergency service community warning siren #5 at Turtle Lake Elementary School.

Percent of Total Expense



Five-year Comparison



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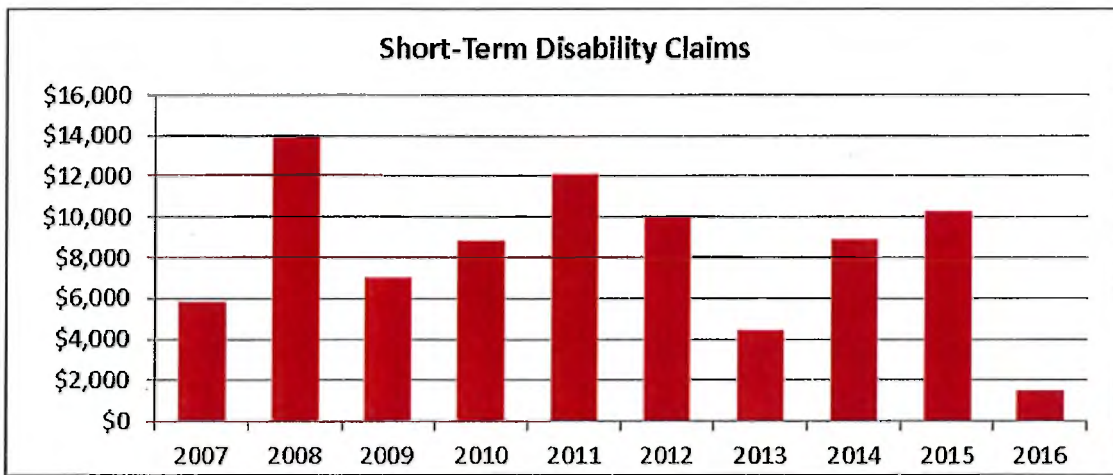
Short-term Disability Fund Summary

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 6 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 five years is approximately \$7,000 per year, as compared to average premium revenue of about \$7,700 per year.



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Charges for Services	\$ 7,820	\$ 7,992	\$ 7,500	\$ 7,900	\$ 7,900	\$ 7,900
Interest Earnings	533	310	550	550	550	600
Total Revenue	8,353	8,302	8,050	8,450	8,450	8,500
Expense						
Miscellaneous	10,281	1,461	9,000	9,000	9,000	9,000
Total Expense	10,281	1,461	9,000	9,000	9,000	9,000
Other Sources (Uses)						
Net Change	(1,928)	6,841	(950)	(550)	(550)	(500)
Fund Equity, beginning	41,948	40,020	46,861	46,861	46,311	45,761
Fund Equity, ending	\$40,020	\$46,861	\$45,911	\$46,311	\$45,761	\$45,261
Years of operating coverage	5.2	6.0		6.0	5.9	5.8

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Personal services	\$ 10,281	\$ 1,461	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Total	\$ 10,281	\$ 1,461	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Percent change		-85.8%	516.0%	516.0%	0.0%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.04%	0.01%	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

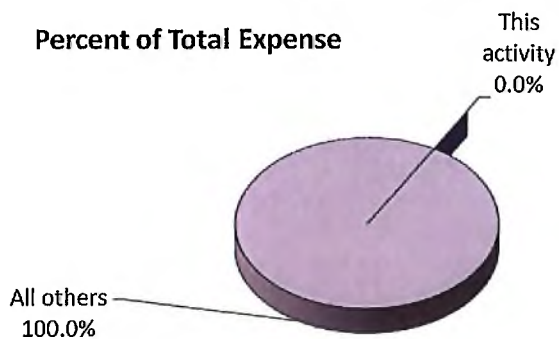
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Participants (annual average)	79.2	81.5	83.3
Average age of full-time employees	46.0	46.6	45.4

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

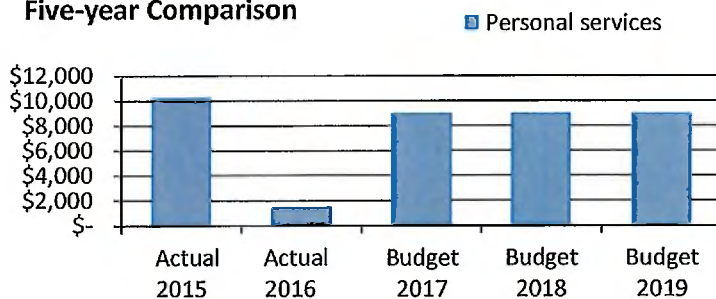
Recent Achievements:

- 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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City of Shoreview, Minnesota – 2018-2019 Biennial Budget

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 \$52,400 due to a large claim in 2014.



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Revenue						
Interest Earnings	\$ 2,522	\$ 1,623	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,400
Other Revenues	54,388	82,549	30,000	30,000	30,000	30,000
Total Revenue	56,910	84,172	32,300	32,300	32,300	32,400
Expense						
Miscellaneous	51,949	4,726	32,000	32,000	32,000	32,000
Total Expense	51,949	4,726	32,000	32,000	32,000	32,000
Other Sources (Uses)						
Transfers Out	-	-	-	-	-	-
Net Change	4,961	79,446	300	300	300	400
Fund Equity, beginning	207,885	212,846	292,292	292,292	292,592	292,892
Fund Equity, ending	\$212,846	\$292,292	\$292,592	\$292,592	\$292,892	\$293,292
Years of operating coverage	4.3	5.9		5.9	5.9	6.0

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Budget
Funding Uses by Type						
Contractual	\$ 51,949	\$ 4,726	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Total	\$ 51,949	\$ 4,726	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Percent change		-90.9%	577.1%	577.1%	0.0%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.20%	0.02%	0.12%	0.12%	0.11%	0.11%

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

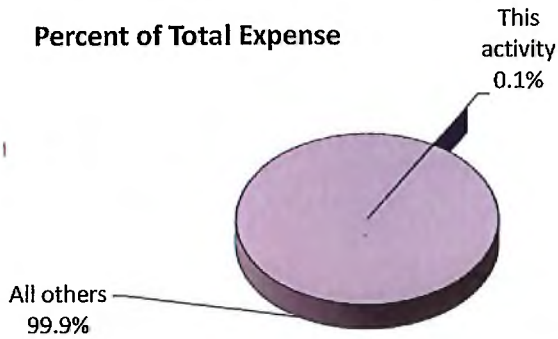
Activity Measures	2014 Actual	2015 Actual	2016 Actual
Claims filed	35	18	14

Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

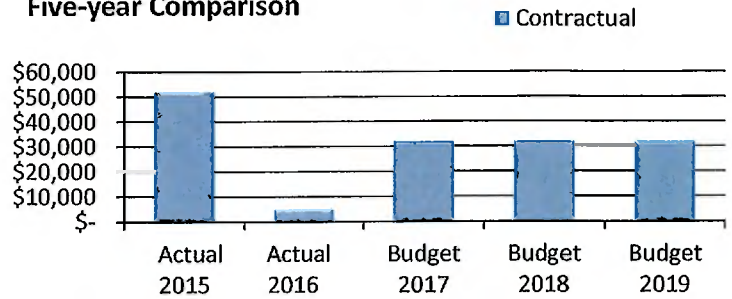
Recent Achievements:

- 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 2018 through 2023. 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

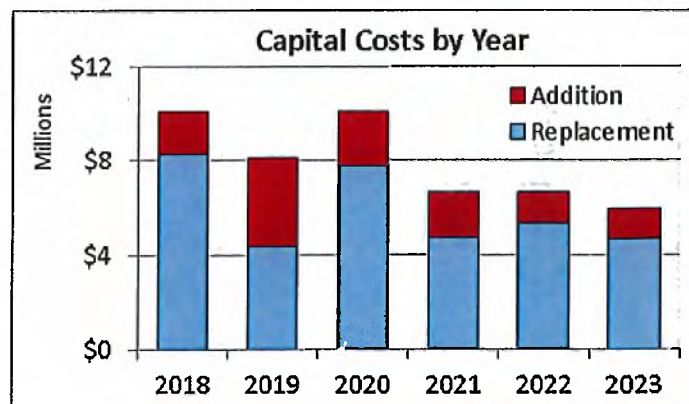
Although the CIP represents a tentative commitment to proceed with planned projects in the future, the commitment is more certain in early years and becomes increasingly more tenuous in subsequent years. Regardless, the CIP represents the City's present plan and priority for capital spending, and provides 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 six years, approximately 74 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

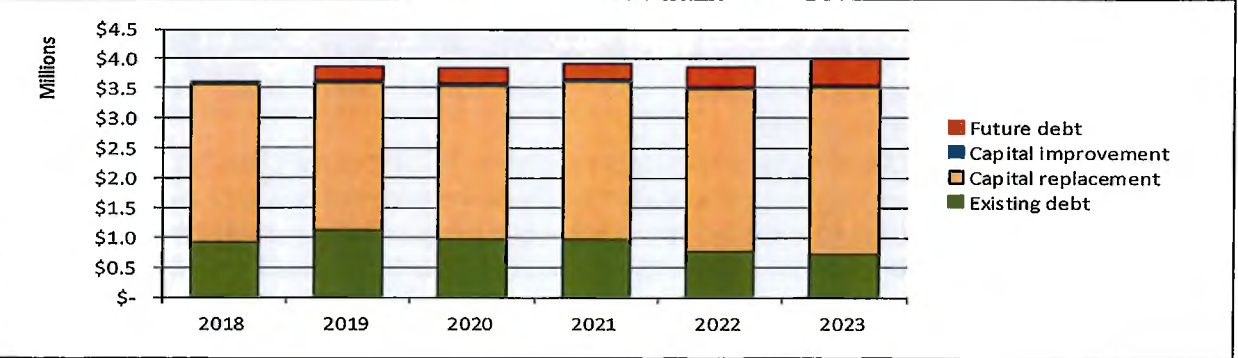
Proposed debt issuance over the next six years is \$18.5 million, in comparison to project costs of \$47.5 million (39 percent of project costs). This favorable indicator is possible due to long-term financial planning efforts, described on the previous page, which require the identification of resources 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	2018	2020	2022	2023
GO Improvement Bonds (assmts)	\$ 448,866	\$ 538,040	\$ 441,080	\$ 32,000
GO Street Improvement Bonds	3,000,000	-	2,500,000	-
GO Water Bonds	1,331,000	1,610,000	1,383,000	175,000
GO Sewer Bonds	615,000	2,080,000	1,170,000	24,000
GO Surface Water Bonds	1,145,600	1,151,960	622,320	230,000
Estimated Total Debt Issued	\$6,540,466	\$ 5,380,000	\$ 6,116,400	\$ 461,000
2018 debt issued for 2016 projects	(119,466)	-	-	-
Total debt proceeds	6,421,000	5,380,000	6,116,400	461,000

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 .9 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	2018	2019	2020	2021	2022	2023
Capital Repl-Street Renewal	\$ 1,124,000	\$ 941,000	\$ 1,012,000	\$ 1,088,000	\$ 1,168,000	\$ 1,253,000
Capital Repl-Gen Fixed Asset Repl.	1,525,000	1,530,000	1,535,000	1,540,000	1,545,000	1,550,000
Capital Acquisition (IT)	40,000	40,000	50,000	50,000	50,000	50,000
Existing Debt-Central Garage	184,000	184,000	184,000	184,000	184,000	184,000
Existing Debt-Debt funds	683,000	877,000	746,000	744,000	531,000	524,000
Existing Debt-General fund contrib	50,000	50,000	50,000	50,000	50,000	-
Future Debt-Debt funds	-	250,000	250,000	250,000	340,000	455,000
Total Capital and Debt Levies	\$3,606,000	\$3,872,000	\$3,827,000	\$3,906,000	\$3,868,000	\$4,016,000
Change in Debt Levy	\$ 136,000	\$ 444,000	\$ (131,000)	\$ (2,000)	\$ (123,000)	\$ 58,000
Change in Capital Levy	\$ 72,516	\$ (178,000)	\$ 86,000	\$ 81,000	\$ 85,000	\$ 90,000



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 six years.

- Participation in Ramsey County's Rice Street/I-694 Interchange reconstruction is planned for 2019
- Reconstruction of Owasso Boulevard North is planned for 2020
- Participation in Ramsey County's reconstruction of Lexington Avenue between I-694 and County Road E is planned for 2020
- Participation in Ramsey County's reconstruction of Highway 49 between Highway 96 and Gramsie Road is planned for 2021
- Reconstruction of Hamline Avenue from the north junction of County Road I to Lexington Avenue is planned for 2023

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 full depth reclamation. The City sold \$2.4 million of street rehabilitation bonds in 2013; the next street bonds are planned for 2018 and 2022. The following street reconstruction projects are planned over the next six years.

- Rehabilitation of selected City Streets based on the pavement condition as determined by the City's Pavement Management Program is planned for 2018 and 2022
- Bridge/Lion Neighborhood (2018) – Complete reconstruction of streets, installation of curb and gutter, storm water systems, and the installation of water main services to Dale Court N & S
- Wabasso Neighborhood (2019) – Complete reconstruction of streets, installation of curb and gutter, storm water systems, and street lights and repairs of water mains and sewer lines
- Edgetown Acres, Schutta/Lois/Hillview (2020 and 2021) – Complete reconstruction of streets, installation of curb and gutter, storm water systems, street lights and repairs of water mains and sewer lines

Park Improvements

Park improvements include replacement costs, renovations and facility additions/expansions. Major projects planned over the next six years include:

Community Investment Fund supported:

- Commons Park – Commons master plan in 2019 (\$2,750,000)
- McCullough Park – park renovation in 2020 (\$700,000)
- Sitzer Park – replace park building, including restrooms in 2021 (\$750,000)
- Shamrock Park – park renovation in 2022 (\$750,000)

General Fixed Asset Replacement Fund supported:

- Ponds Park – playground replacement in 2018 (\$55,000)
- Commons Park – skate park replacement in 2019 (\$175,000), playground replacement in 2019 (\$90,000)
- Rice Creek Park – playground replacement in 2020 (\$65,000), replace fencing in 2021 (\$60,000)
- Bucher Park – replace fencing in 2019 (\$55,000)
- McCullough Park – playground replacement in 2020 (\$125,000)
- Shamrock Park – playground replacement in 2022 (\$130,000)
- Lake Judy Park – playground replacement in 2022 (\$100,000)
- Theisen Park – pavement rehabilitation in 2016 (\$110,000)
- City Hall/Community Center – sealcoat parking lot in 2018 (\$50,000)

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 seal coat system has proven to be a very cost effective method to extend the life of the trail system.

Municipal Buildings

Municipal buildings include repair/replacement items for the community center/city hall, and fire stations as well as facility additions/expansions. Major items include:

Cable Television Fund supported:

- Council chamber improvements in 2018 (\$50,000)
- Replace AV and security equipment for expansion project in 2018 (\$300,000)

Community Investment Fund supported:

- Annual allowance of \$50,000 per year for improvements to the Community Center facility
- Indoor playground expansion in 2018 (\$200,000)
- Furnishings for expansion project in 2018 (\$225,000)

General Fixed Asset Replacement Fund supported:

- Repaint pool ceiling in 2018 (\$85,000)
- Replace movable walls in Community Room in 2020 (\$90,000)
- Replace waterslide in 2022 (\$203,000)
- Replace lockers in pool locker rooms in 2023 (\$179,000)
- Replace zero beach feature in 2023 (\$100,000)

Utility Improvements

There are several planned improvements to the City's utility systems in the next six years, major utility system improvements include:

- A storm water reuse system to irrigate Rice Creek fields in 2018 (\$365,000)
- Well motor and electrical upgrades in 2018 (\$125,000)
- Installation of water mains to connect dead-ends on Chatsworth Street and Lexington Avenue in 2018 (\$240,000)
- Well motor and electrical upgrades in 2019 (\$125,000)
- Installation of water mains to connect dead-ends on County Road E in 2019 (\$240,000)
- Sanitary sewer rehabilitation (including pipe relining) in 2019 and 2022 (\$950,000) and (\$471,000)
- Allowance for rehabilitation and replacement of various storm water collection systems throughout the City in 2020 (\$320,000)
- North tower interior wet/dry rehabilitation and surface recoating in 2022 (\$700,000)
- Well motor and electrical upgrades in 2022 (\$135,000)
- Installation of water mains and services to properties on St. Albans Court in 2022 (\$450,000)
- Allowance for rehabilitation and replacement of various storm water collection systems throughout the City in 2023 (\$230,000)
- Well motor and electrical upgrades in 2023 (\$135,000)
- Annual sanitary sewer lift stations repairs
- Street Light replacements over the next six 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:

- Rescue vehicle in 2018 (\$120,900), Chief's vehicle in 2019 (\$39,593), utility and Chief's vehicle in 2020 (\$128,960), Chief's vehicle in 2021 (\$62,000), engine ladder in 2022 (\$465,000), rescue vehicle in 2023 (\$139,500)
- Warning siren replacements
- Computer system replacements and improvements
- Community Center rehabilitation costs include pool deck rehabilitation in 2018 (\$200,000), generator replacement in 2018 (\$1,000,000), boiler replacements in 2018 (\$130,000), there is also an annual allowance for mechanical equipment and other building replacements
- 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 will be sufficient to cover project costs through the year 2022 with a deficit in 2023 as a result of the Hamline Avenue Reconstruction project.

MSA Fund Capital Projections	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Revenue							
Intergovt (MSA allocation)	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783
Investment interest	6,000	7,000	2,000	-	1,000	1,500	2,000
Total Revenues	\$ 721,783	\$ 722,783	\$ 717,783	\$ 715,783	\$ 716,783	\$ 717,283	\$ 717,783
Expense							
MSA Street Rehabilitation	950,000	-	-	-	-	-	-
Rice Street/I-694 Interchange	-	-	420,000	-	-	-	-
Highway 49/Hodgson (96-Gramsie)	-	-	-	-	218,000	-	-
Bridge, Lion Neighborhood	-	150,000	-	-	-	-	-
Lexington Ave. Reconstruction	-	-	-	150,000	-	-	-
Owasso Blvd N Reconstruction	-	-	-	2,730,000	-	-	-
Hamline Ave. Reconstruction	-	-	-	-	-	-	2,744,000
Total Expense	\$ 950,000	\$ 150,000	\$ 420,000	\$ 2,880,000	\$ 218,000	\$ -	\$ 2,744,000
Net change	(228,217)	572,783	297,783	(2,164,217)	498,783	717,283	(2,026,217)
Fund equity, beginning	1,652,949	1,424,732	1,997,515	2,295,298	131,081	629,864	1,347,147
Fund equity, ending	\$ 1,424,732	\$ 1,997,515	\$ 2,295,298	\$ 131,081	\$ 629,864	\$ 1,347,147	\$ (679,070)
Fund equity percent of avg expense	135.5%	189.9%	218.2%	12.5%	59.9%	128.1%	-64.6%
Months capital coverage (avg expense)	16.3	22.8	26.2	1.5	7.2	15.4	(7.7)

Street Renewal Fund

The summary of Street Renewal Fund activity provided in the table below shows planned increases in the tax levy are sufficient to support projects through 2023 while maintaining the minimum \$2 million fund balance.

Street Renewal Fund Capital Projections	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Revenue							
Property taxes	\$ 1,060,000	\$ 1,124,000	\$ 941,000	\$ 1,012,000	\$ 1,088,000	\$ 1,168,000	\$ 1,253,000
Assessments	22,882	91,882	6,130	6,130	6,130	6,130	5,943
Investment interest	33,000	34,000	42,000	47,000	41,000	41,000	41,000
Total Revenues	\$ 1,115,882	\$ 1,249,882	\$ 989,130	\$ 1,065,130	\$ 1,135,130	\$ 1,215,130	\$ 1,299,943
Expense							
Street condition survey	8,500	-	-	-	-	-	-
2018 Street Reconstruction Bonds		100,000	-	-	-	-	-
Street rehabilitation current projects:							
Amble Road rehabilitation	200,000	-	-	-	-	-	-
Windward Heights neighborhood	600,000	-	-	-	-	-	-
Bridge/Lion neighborhood	-	873,000	-	-	-	-	-
Wabasso neighborhood	-	-	472,200	-	-	-	-
Edgetown Acres-Schutta/Lois/Hillview	-	-	-	1,337,800	1,457,600	-	-
Total Expense	\$ 808,500	\$ 973,000	\$ 472,200	\$ 1,337,800	\$ 1,457,600	\$ -	\$ -
Net change	307,382	276,882	516,930	(272,670)	(322,470)	1,215,130	1,299,943
Fund equity, beginning	2,248,539	2,555,921	2,832,803	3,349,733	3,077,063	2,754,593	3,969,723
Fund equity, ending	\$ 2,555,921	\$ 2,832,803	\$ 3,349,733	\$ 3,077,063	\$ 2,754,593	\$ 3,969,723	\$ 5,269,666
Years of capital coverage (avg expense)	3.5	3.9	4.6	4.3	3.8	5.5	7.3
Tax levy percent change	5.8%	6.0%	-16.3%	7.5%	7.5%	7.4%	7.3%
Average annual percent change (taxes) 2017-	5.9%	5.9%	0.4%	1.8%	2.8%	3.0%	3.6%

Community Investment Fund

The summary of Community Investment Fund activity provided below shows projected revenue is sufficient to support planned building, park and trail projects providing community-wide benefit. The G.O. debt service transfer beginning in 2018 provides funding for debt payments associated with the \$12,865,000 Community Center expansion bond issue.

Community Investment Fund Capital Projections	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Revenue							
Franchise fees	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000
PCS Antenna rentals	434,880	453,675	473,300	493,800	515,220	537,600	561,000
Billboard fees	54,960	56,600	58,310	60,060	61,860	63,720	72,190
Investment interest	30,000	16,000	22,000	31,000	40,000	40,000	40,000
Park Dedication fees							
Other							
Total Revenues	\$ 1,309,840	\$ 1,316,275	\$ 1,343,610	\$ 1,374,860	\$ 1,407,080	\$ 1,431,320	\$ 1,463,190
Expense							
Furniture and equipment	-	225,000	-	-	-	-	-
Community Center improvements	13,609	217,000	50,000	50,000	50,000	50,000	50,000
Community Center addition	921,977	-	-	-	-	-	-
Park facilities improvements	-	-	2,750,000	700,000	750,000	750,000	-
Trails and pathways	165,000	-	250,000	-	94,000	-	-
Total Expense	\$ 1,100,586	\$ 442,000	\$ 3,050,000	\$ 750,000	\$ 894,000	\$ 800,000	\$ 50,000
Other Sources (Uses)							
Transfer out/G.O. debt service	-	(322,000)	(322,000)	(322,000)	(322,000)	(322,000)	(322,000)
Transfers out/debt service (COP's)	(175,000)	(175,000)	(180,000)	(180,000)	(180,000)	(180,000)	(54,110)
Total Other Sources (Uses)	\$ (175,000)	\$ (497,000)	\$ (502,000)	\$ (502,000)	\$ (502,000)	\$ (502,000)	\$ (376,110)
Net change	34,254	377,275	(2,208,390)	122,860	11,080	129,320	1,037,080
Fund equity, beginning	3,548,228	3,582,482	3,959,757	1,751,367	1,874,227	1,885,307	2,014,627
Fund equity, ending	\$ 3,582,482	\$ 3,959,757	\$ 1,751,367	\$ 1,874,227	\$ 1,885,307	\$ 2,014,627	\$ 3,051,707
Months of capital coverage (avg exp)	42.5	46.9	20.8	22.2	22.3	23.9	36.2
Minimum fund balance	\$ 735,222	\$ 930,263	\$ 1,194,585	\$ 1,463,357	\$ 1,736,773	\$ 2,015,037	\$ 2,299,675
Fund balance in excess of minimum	\$ 2,847,260	\$ 3,029,494	\$ 556,782	\$ 410,870	\$ 148,534	\$ (410)	\$ 752,032
Debt service over (under) policy limit	\$ (377,617)	\$ (31,644)	\$ (35,544)	\$ (44,832)	\$ (54,528)	\$ (67,276)	Unavailable

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 first two lines of the table above, highlighted in blue, show the growth in minimum fund balance, and available fund balances over the next 6 years. Expenditures cause the minimum fund balance to fall below the policy requirement in 2022.

The Community Investment Policy limits the amount of resources that can be used for the repayment of debt issued to acquire qualifying capital assets to 50% of ensuing years' available revenue, defined as, revenue derived from franchise fees (electric and gas), wireless telecommunication antenna lease receipts and outdoor billboard lease receipts, less the amount allocated to the accumulation of minimum fund balance. The third line in the table above, highlighted in blue, shows the amount of debt service exceeding or below the policy limit. The fund has met the policy relating to debt in all years presented.

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 new capital asset purchases that cannot be funded by replacement funds.

Information Technology Fund Capital Projections	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Revenue							
Property taxes	\$ 35,000	\$ 40,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Investment interest	400	1,100	1,600	1,600	1,600	1,600	1,600
Total Revenues	\$ 35,400	\$ 41,100	\$ 41,600	\$ 51,600	\$ 51,600	\$ 51,600	\$ 51,600
Expense							
Computer equipment/software	329,752	242,500	211,200	281,000	38,000	44,000	137,000
Total Expense	\$ 329,752	\$ 242,500	\$ 211,200	\$ 281,000	\$ 38,000	\$ 44,000	\$ 137,000
Other Sources (Uses)							
Transfers in/Gen Fixed Asset Fund	279,648	210,000	174,000	260,000	33,000	39,000	128,000
Transfers in/Water Fund	22,900	-	-	3,000	-	-	-
Transfers in/Sewer Fund	22,900	-	-	3,000	-	-	-
Transfers in/Central Garage Fund	4,304	6,000	-	-	5,000	-	-
Total Other Sources (Uses)	\$ 329,752	\$ 216,000	\$ 174,000	\$ 266,000	\$ 38,000	\$ 39,000	\$ 128,000
Net change	35,400	14,600	4,400	36,600	51,600	46,600	42,600
Fund equity, beginning	75,690	111,090	125,690	130,090	166,690	218,290	264,890
Fund equity, ending	\$ 111,090	\$ 125,690	\$ 130,090	\$ 166,690	\$ 218,290	\$ 264,890	\$ 307,490
Months of capital coverage (avg exp)	7.3	8.2	8.5	10.9	14.3	17.3	20.1

General Fixed Asset Replacement Fund

The brief summary of General Fixed Asset Replacement Fund activity provided below indicates that fund balance drops in 2017, 2018 and 2022. Major costs in 2018 include Community Center rehabilitation costs (\$1,416,000), in 2022, fire equipment replacements (\$465,000), water slide replacement (\$203,000), playground replacements (\$230,000) and trail rehabilitation and extensions (\$181,600).

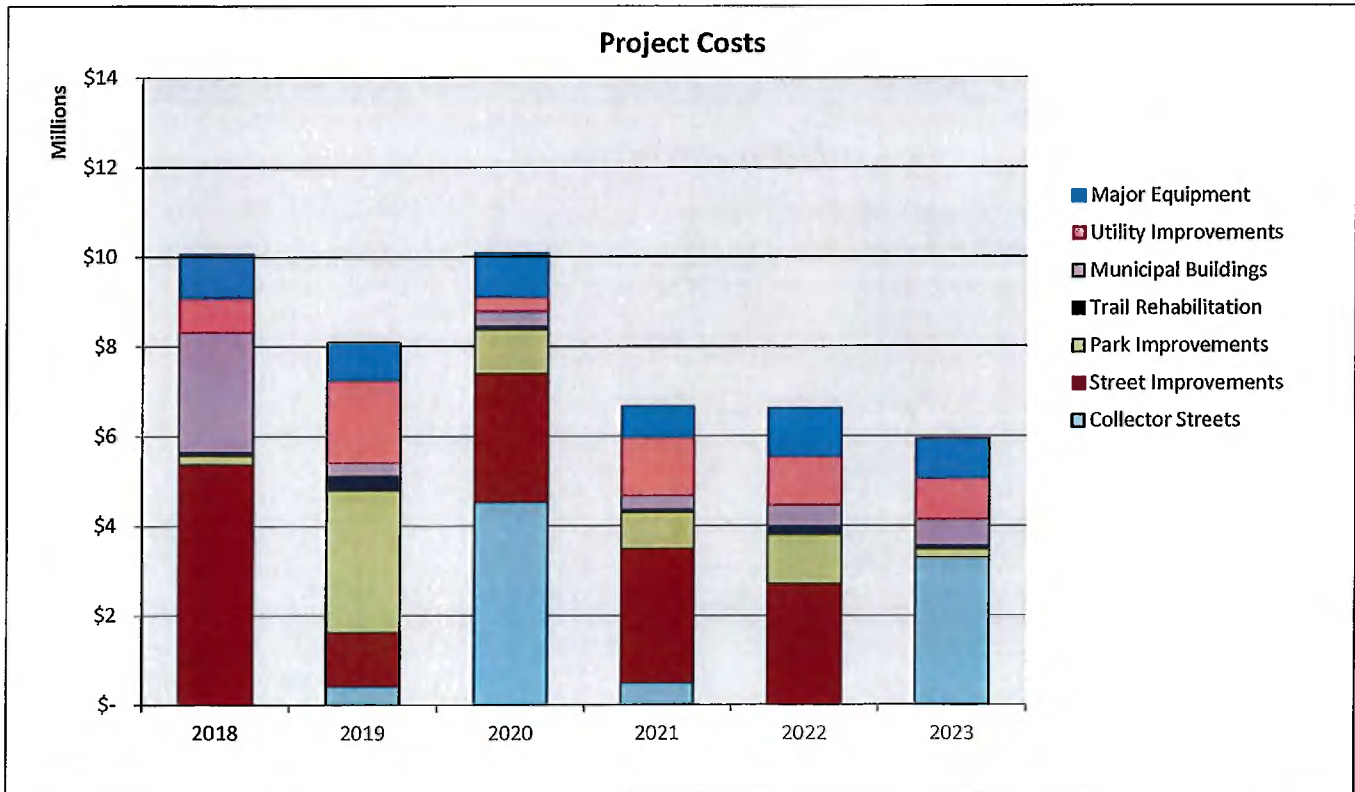
General Fixed Asset Fund Capital Projections	Estimated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Revenue							
Property taxes	\$ 1,521,484	\$ 1,525,000	\$ 1,530,000	\$ 1,535,000	\$ 1,540,000	\$ 1,545,000	\$ 1,550,000
Investment interest	7,000	7,000	14,000	25,000	32,000	32,000	32,000
Other	-	-	-	-	-	-	-
Total Revenues	\$ 1,528,484	\$ 1,532,000	\$ 1,544,000	\$ 1,560,000	\$ 1,572,000	\$ 1,577,000	\$ 1,582,000
Expense							
Fire stations & equipment	559,178	180,048	72,143	128,960	62,000	465,000	139,500
Warning sirens	40,000	35,000	-	-	18,000	-	18,000
Municipal buildings	364,711	1,840,000	225,000	283,000	253,000	420,000	544,000
Park facilities	408,125	193,000	405,000	271,000	60,000	354,000	180,000
Trails	80,000	80,000	80,000	80,000	80,000	181,600	83,200
Other							
Total Expense	\$ 1,452,014	\$ 2,328,048	\$ 782,143	\$ 762,960	\$ 473,000	\$ 1,420,600	\$ 964,700
Other Sources (Uses)							
Transfers out/Capital Imprv (IT) fund	(279,648)	(210,000)	(174,000)	(260,000)	(33,000)	(39,000)	(128,000)
Transfers out/debt funds	(180,000)	(180,000)	(380,000)	(380,000)	(380,000)	(380,000)	(200,000)
Total Other Sources (Uses)	\$ (459,648)	\$ (390,000)	\$ (554,000)	\$ (640,000)	\$ (413,000)	\$ (419,000)	\$ (328,000)
Net change	(383,178)	(1,186,048)	207,857	157,040	686,000	(262,600)	289,300
Fund equity, beginning	1,701,312	1,318,134	132,086	339,943	496,983	1,182,983	920,383
Fund equity, ending	\$ 1,318,134	\$ 132,086	\$ 339,943	\$ 496,983	\$ 1,182,983	\$ 920,383	\$ 1,209,683
Months of average capital coverage	11.9	1.2	3.1	4.5	10.7	8.3	10.9
Tax levy percent change	3.0%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%
Average annual percent change (taxes) 2017-							0.7%

Summary

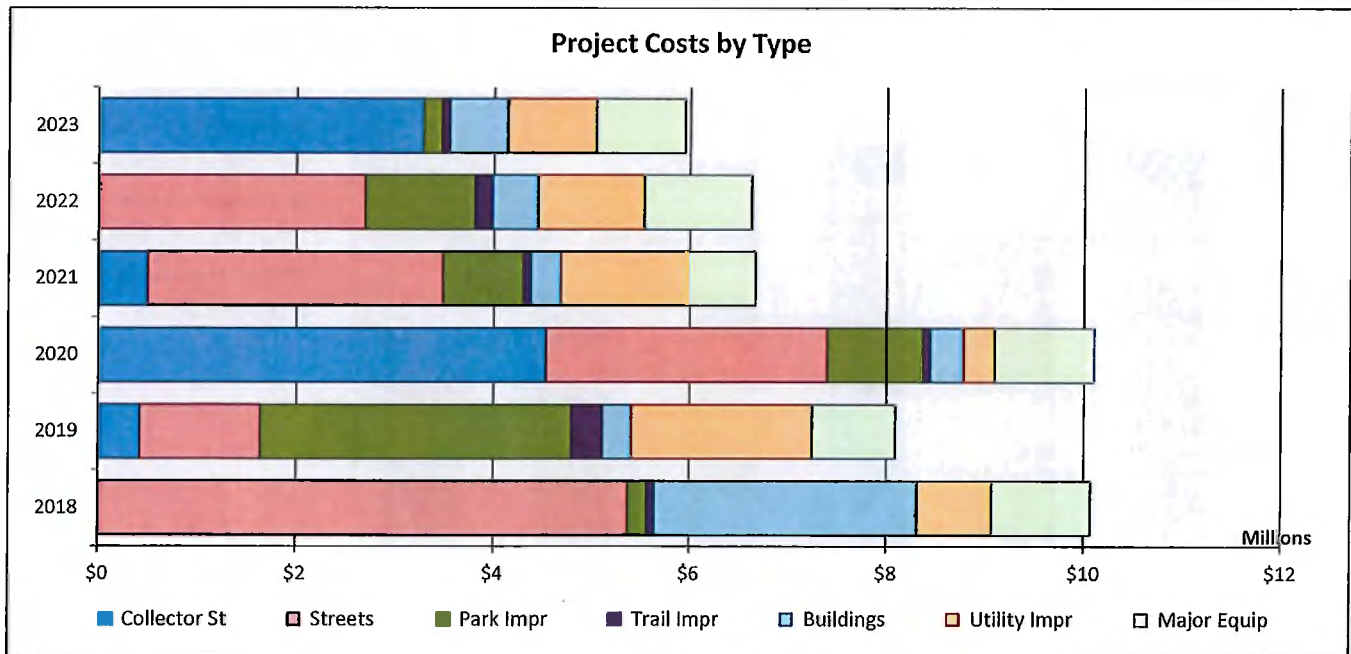
The remainder of this document provides information about the specific capital projects, including resources and capital costs.

Capital Improvement Program

Description	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023
Resources							
Debt Issuance	\$ 15,444,023	\$ 4,875,000	\$ 2,022,800	\$ 3,357,200	\$ 2,330,400	\$ 3,786,000	\$ 461,000
Intergovernmental	950,000	300,000	420,000	2,880,000	218,000	-	3,194,000
Internal Funds	4,598,006	4,894,548	5,654,993	3,856,760	4,122,750	2,844,600	2,297,840
Total Resources	\$ 20,992,029	\$ 10,069,548	\$ 8,097,793	\$ 10,093,960	\$ 6,671,150	\$ 6,630,600	\$ 5,952,840
Project Costs							
Collector Streets	\$ 1,150,000	\$ -	\$ 420,000	\$ 4,530,000	\$ 497,000	\$ -	\$ 3,290,000
Street Improvements	1,601,000	5,375,000	1,213,000	2,870,000	2,990,000	2,700,000	-
Park Improvements	408,125	193,000	3,155,000	971,000	810,000	1,104,000	180,000
Trail Rehabilitation	245,000	80,000	330,000	80,000	80,000	181,600	83,200
Municipal Buildings	14,895,990	2,672,300	299,800	333,000	303,000	470,000	594,000
Utility Improvements	1,185,000	760,000	1,833,450	320,000	1,288,150	1,086,000	904,140
Major Equipment	1,506,914	989,248	846,543	989,960	703,000	1,089,000	901,500
Total Project Costs	\$ 20,992,029	\$ 10,069,548	\$ 8,097,793	\$ 10,093,960	\$ 6,671,150	\$ 6,630,600	\$ 5,952,840



Project Resources							
Description	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023
Debt							
Improvement Bonds (assmts)	\$ 139,400	\$ 190,000	\$ 89,800	\$ 448,240	\$ 385,080	\$ 56,000	\$ 32,000
GO Tax Abatement Bonds	13,578,023	-	-	-	-	-	-
GO Street Improvement Bonds	-	3,000,000	-	-	-	2,500,000	-
Water Revenue Bonds	900,000	431,000	440,000	1,170,000	854,000	529,000	175,000
Sewer Revenue Bonds	405,000	410,000	1,180,000	900,000	669,000	501,000	24,000
Surface Water Revenue Bonds	421,600	844,000	313,000	838,960	422,320	200,000	230,000
Total Debt	15,444,023	4,875,000	2,022,800	3,357,200	2,330,400	3,786,000	461,000
Intergovernmental							
Ramsey County	-	-	-	-	-	-	450,000
Rice Creek Watershed District	-	150,000	-	-	-	-	-
MSA	950,000	150,000	420,000	2,880,000	218,000	-	2,744,000
Total Intergovernmental	950,000	300,000	420,000	2,880,000	218,000	-	3,194,000
Internal Funds							
Cable Television Fund	-	350,000	-	-	-	-	-
Street Renewal Fund	800,000	873,000	472,200	1,337,800	1,457,600	-	-
General Fixed Asset Fund	1,731,662	2,538,048	956,143	1,022,960	506,000	1,459,600	1,092,700
Capital Acquisition Fund (IT)	-	26,500	37,200	15,000	-	5,000	9,000
Community Investment Fund	1,100,586	442,000	3,050,000	750,000	894,000	800,000	50,000
Water Fund	22,900	-	-	3,000	-	-	-
Sewer Fund	22,900	-	-	3,000	-	-	-
Street Lighting Fund	320,000	87,000	551,450	145,000	675,150	-	539,140
Central Garage Fund	599,958	578,000	588,000	580,000	590,000	580,000	607,000
Total Internal Funds	4,598,006	4,894,548	5,654,993	3,856,760	4,122,750	2,844,600	2,297,840
Total Resources	\$ 20,992,029	\$ 10,069,548	\$ 8,097,793	\$ 10,093,960	\$ 6,671,150	\$ 6,630,600	\$ 5,952,840



Project Costs

Description	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023
Collector Streets							
MSA Street Rehabilitation	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rice Street/I-694 Interchange	-	-	420,000	-	-	-	-
Owasso Boulevard N Reconstruction	-	-	-	3,730,000	-	-	-
Lexington Avenue Reconstruction	-	-	-	800,000	-	-	-
Highway 49/Hodgson (H96-Gramsie)	-	-	-	-	497,000	-	-
Hamline Avenue Reconstruction	-	-	-	-	-	-	3,290,000
Total Collector Streets	1,150,000	-	420,000	4,530,000	497,000	-	3,290,000
Street Improvements							
Street Rehabilitation	-	3,175,000	-	-	-	2,700,000	-
Windward Heights Neighborhood	1,601,000	-	-	-	-	-	-
Bridge, Lion Neighborhood	-	2,200,000	-	-	-	-	-
Wabasso Neighborhood	-	-	1,213,000	-	-	-	-
Edgetown Acres Neighborhood	-	-	-	2,870,000	2,990,000	-	-
Total Street Improvements	1,601,000	5,375,000	1,213,000	2,870,000	2,990,000	2,700,000	-
Park Improvements							
Park Facility Replacements	85,125	143,000	350,000	218,000	60,000	284,000	100,000
Park Facility Improvements	-	-	2,750,000	700,000	750,000	750,000	-
Parking & Driveways	293,000	-	-	-	-	-	-
Tennis & Basketball Court Pavement	30,000	50,000	40,000	40,000	-	55,000	80,000
Park Building Rehabilitation	-	-	15,000	13,000	-	15,000	-
Total Park Improvements	408,125	193,000	3,155,000	971,000	810,000	1,104,000	180,000
Trail Rehabilitation	245,000	80,000	330,000	80,000	80,000	181,600	83,200
Municipal Buildings							
Fire Stations	17,670	40,300	24,800	-	-	-	-
General Government Buildings	-	50,000	-	-	-	-	-
Community Center Rehabilitation	121,891	1,416,000	15,000	75,000	95,000	95,000	200,000
Banquet Facility	142,045	55,000	20,000	90,000	20,000	15,000	15,000
Pool & Locker Room Areas	41,050	236,000	40,000	68,000	68,000	235,000	279,000
Furniture & Equipment	59,725	658,000	150,000	50,000	70,000	75,000	50,000
Community Center Improvements	13,609	217,000	50,000	50,000	50,000	50,000	50,000
Community Center Addition	14,500,000	-	-	-	-	-	-
Total Municipal Buildings	14,895,990	2,672,300	299,800	333,000	303,000	470,000	594,000
Utility Improvements							
Water Systems	-	365,000	365,000	-	700,000	585,000	135,000
Water Treatment Plant	600,000	-	-	-	-	-	-
Sanitary Sewer Rehabilitation	200,000	-	950,000	-	-	471,000	-
Sewer Lift Stations	30,000	30,000	30,000	-	75,000	30,000	-
Pretreatment Structures	120,000	365,000	-	320,000	-	-	230,000
Residential Street Lights	235,000	-	488,450	-	513,150	-	539,140
Total Utility Improvements	1,185,000	760,000	1,833,450	320,000	1,288,150	1,086,000	904,140
Major Equipment							
Fire Equipment	541,508	139,748	47,343	128,960	62,000	465,000	139,500
Warning Sirens	40,000	35,000	-	-	18,000	-	18,000
Computer Systems	329,752	242,500	211,200	281,000	38,000	44,000	137,000
Central Garage Equipment	595,654	572,000	588,000	580,000	585,000	580,000	607,000
Total Major Equipment	1,506,914	989,248	846,543	989,960	703,000	1,089,000	901,500
Total Capital Projects	\$ 20,992,029	\$ 10,069,548	\$ 8,097,793	\$ 10,093,960	\$ 6,671,150	\$ 6,630,600	\$ 5,952,840

MSA Street Rehabilitation

PWA 4

This project includes the rehabilitation of street segments throughout the City.

2017 costs include:

- \$150,000 Permanently raising a section of Gramsie Road Municipal Aid Street segment that was flooded in 2016.
- \$800,000 Rehabilitation of the Victoria Street (Lexington Avenue to County Road F) Municipal Aid Street segment.
- \$200,000 Rehabilitation of Amble Road local street segment from Vivian Street to the cul-de-sac.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
MSA	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Renewal Fund	200,000	-	-	-	-	-	-
Total Sources of Funds	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

A section of Gramsie Road was flooded in the fall of 2016 and the section of road was temporarily raised to allow for the movement of traffic. The section needs to be permanently raised to protect it against future flooding events.

The Victoria Street and Amble Road Projects will be modeled after Shoreview's 2013 Street Rehabilitation initiative which address resurfacing needs at various locations throughout the City.



Street Rehabilitation

PWA 00004

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.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
MSA	\$ -	\$ -	\$ 420,000	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ -	\$ -	\$ 420,000	\$ -	\$ -	\$ -	\$ -
Uses							
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/694 Interchange

PWA 00011

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. Assessments for the project, totalling \$130,000 are for storm (\$50,000) and street (\$80,000).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Special Assessments	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -
MSA	-	-	-	2,730,000	-	-	-
Debt-Water Revenue	-	-	-	570,000	-	-	-
Debt-Sewer Revenue	-	-	-	300,000	-	-	-
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 3,730,000	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ -	\$ -	\$ 1,950,000	\$ -	\$ -	\$ -
Water Main	-	-	-	570,000	-	-	-
Sanitary Sewer	-	-	-	300,000	-	-	-
Storm Sewer	-	-	-	730,000	-	-	-
Street Lighting	-	-	-	180,000	-	-	-
Total Uses of Funds	\$ -	\$ -	\$ -	\$ 3,730,000	\$ -	\$ -	\$ -

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

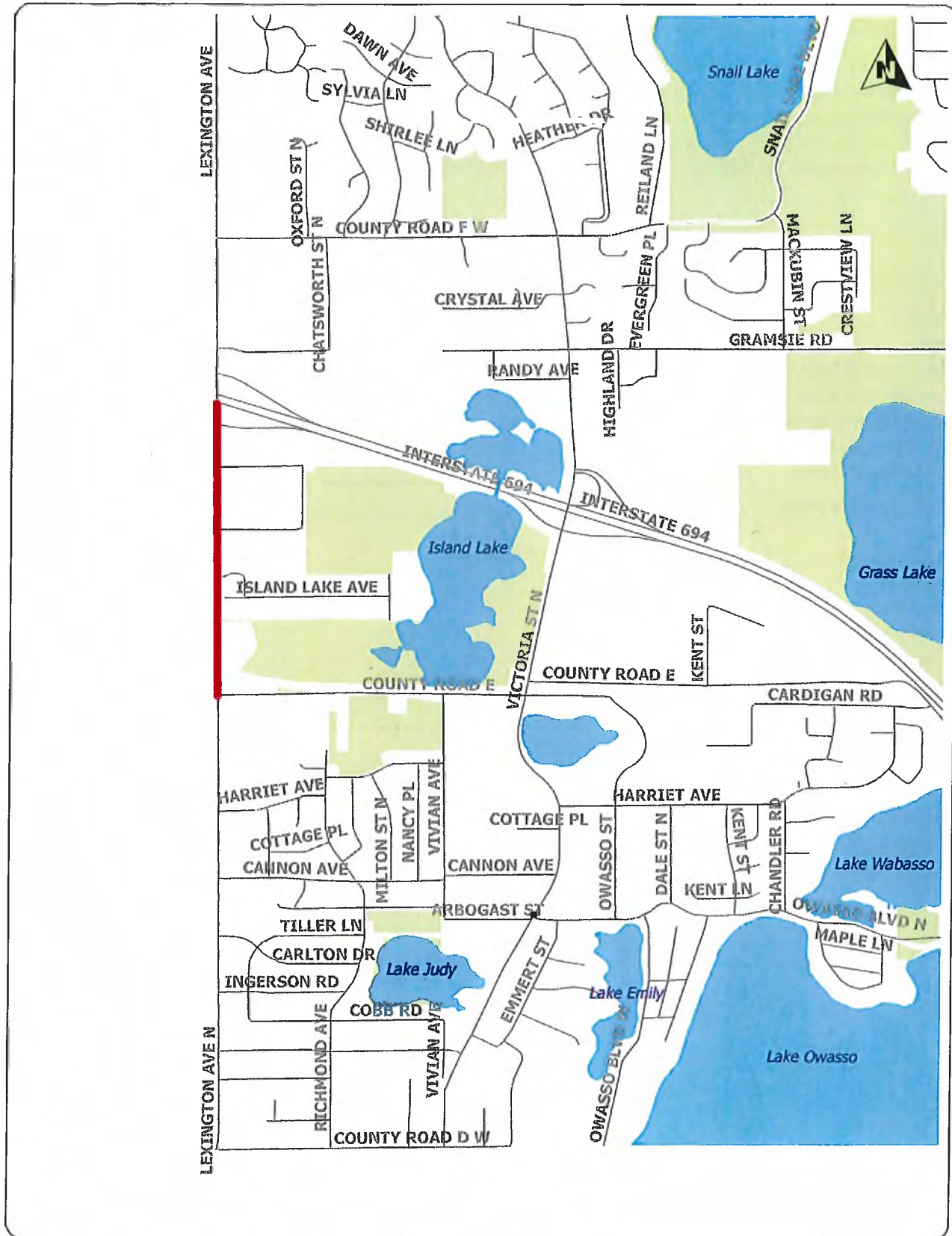
Lexington Ave Reconstruction

PWA 28

City participation in Ramsey County's reconstruction of Lexington Avenue from I-694 to County Road E. The proposed project would consist of Lexington Avenue and associated intersections to address traffic congestion issues. The project would also include drainage improvements and the replacement of the City owned water main.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
MSA	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Debt-Water Revenue	-	-	-	500,000	-	-	-
Debt-Sewer Revenue	-	-	-	50,000	-	-	-
Debt-Surface Water Revenue	-	-	-	100,000	-	-	-
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Traffic Signal	-	-	-	75,000	-	-	-
Water Main	-	-	-	500,000	-	-	-
Sanitary Sewer	-	-	-	50,000	-	-	-
Storm Sewer	-	-	-	100,000	-	-	-
Total Uses of Funds	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -

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. The City owned water main located in the project area consists of cast iron pipe, which is relatively brittle and many breaks have occurred in the project area in the last few years. Disturbances of the soils related to the Ramsey County project increase the risk of water main failures after construction is completed. It has been the City's practice to upgrade cast iron water main pipe when other types of construction work will disturb the original water main installation.



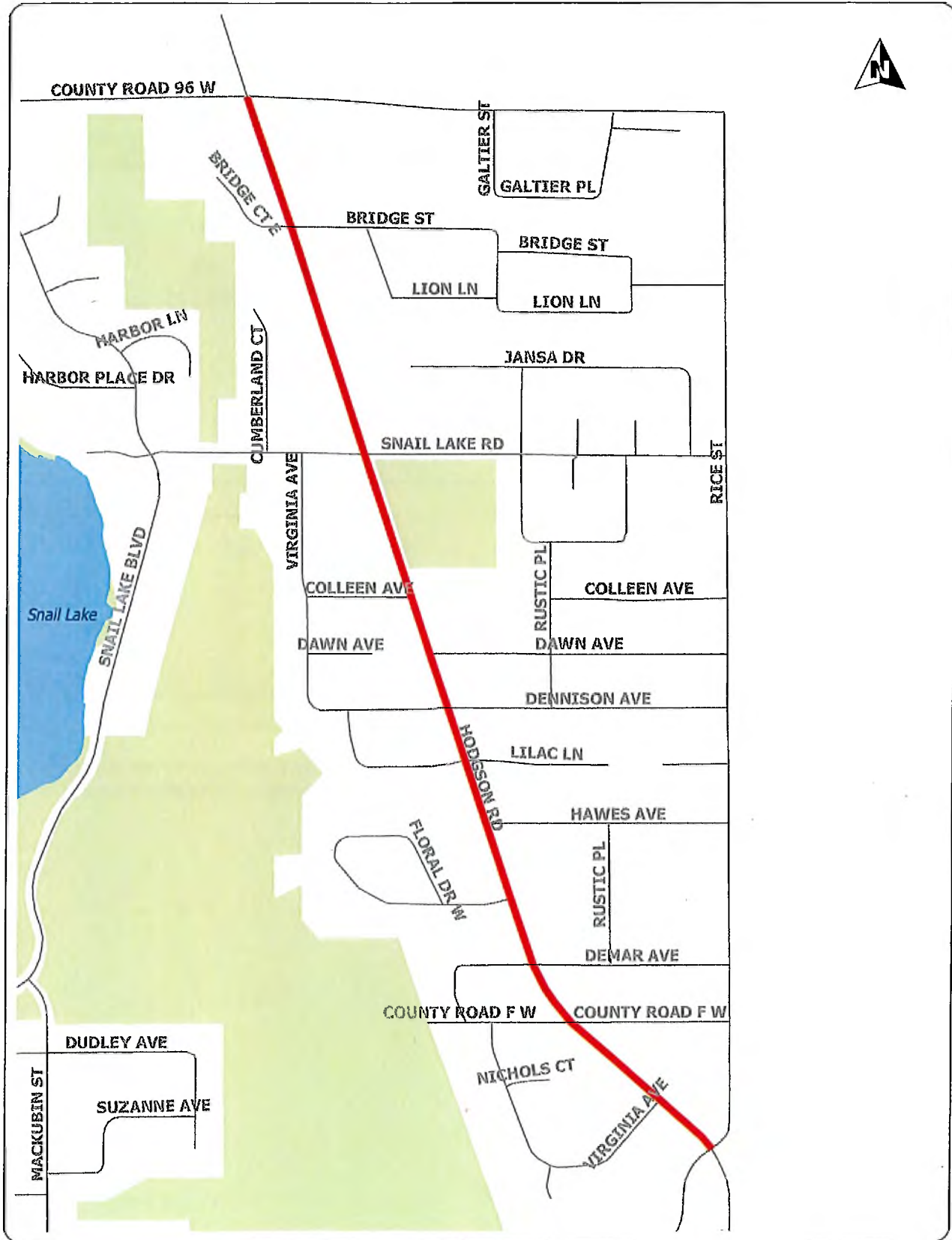
Highway 49/Hodgson (H96-Gramsie)

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.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
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	-	-
Total Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ 497,000	\$ -	\$ -
Uses							
Traffic Signal	\$ -	\$ -	\$ -	\$ -	\$ 158,000	\$ -	\$ -
Trail	-	-	-	-	94,000	-	-
Water Main	-	-	-	-	54,000	-	-
Sanitary Sewer	-	-	-	-	44,000	-	-
Storm Sewer	-	-	-	-	107,000	-	-
Street Lighting	-	-	-	-	40,000	-	-
Total Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ 497,000	\$ -	\$ -

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 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

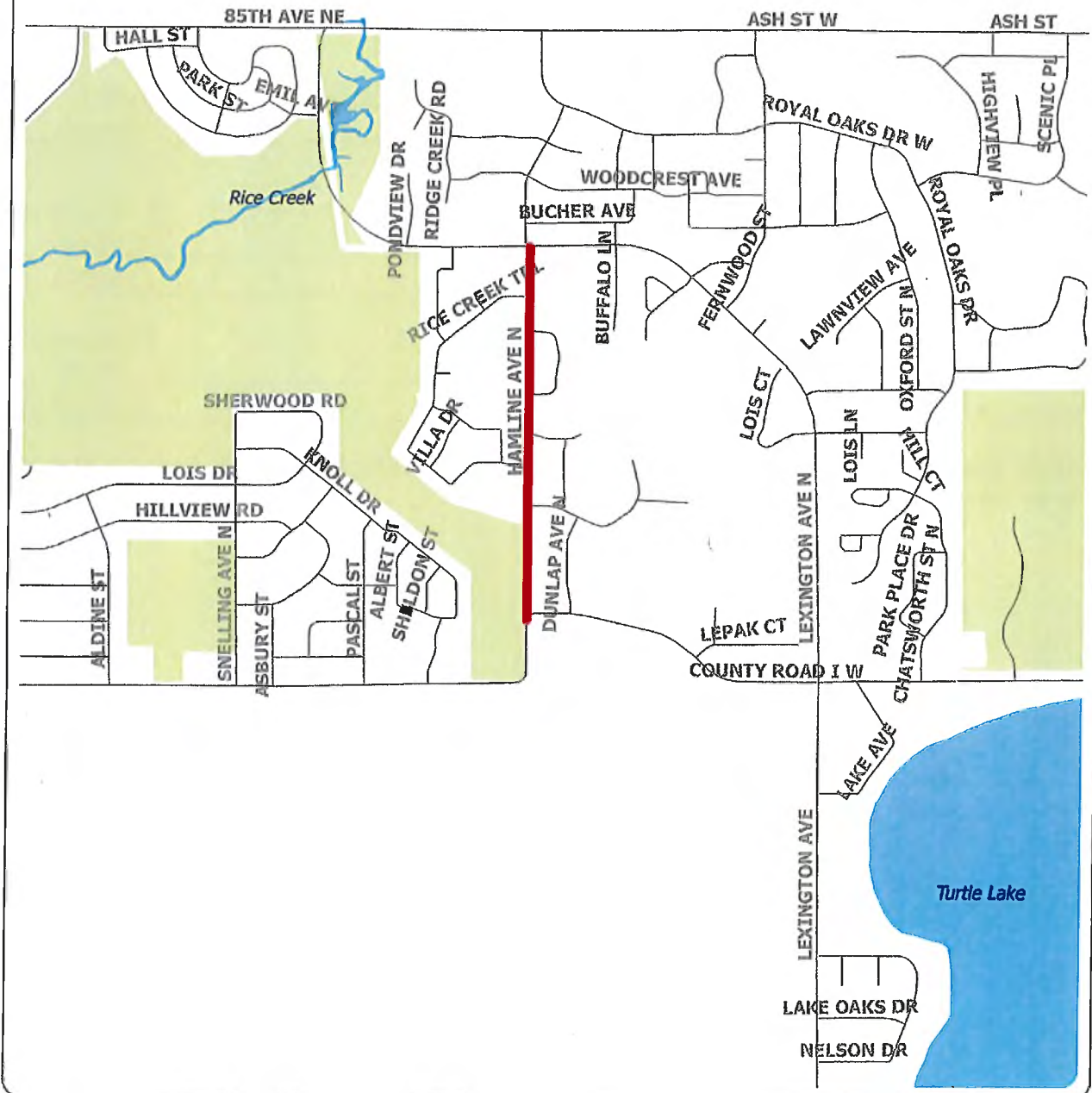
Hamline Avenue Reconstruction

PWA 29

Complete reconstruction of the road surface and subgrade of Hamline Avenue from the north junction of County Road I to Lexington Avenue. The project would include the addition of concrete curb and gutter, installation of a stormwater collection and treatment system, addition of water main, extension of sanitary sewer and installation of an off-street bituminous trail. Reconstruction of County Road I south of Hamline to include a 30mph curve and extension of the bituminous trail along County Road I east to Shamrock Park and to the west to Wood Duck Court. Assessments for the project, totaling \$32,000, are for streets (\$22,400), sanitary sewer (\$6,000) and storm sewer (\$3,600).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
MSA	-	-	-	-	-	-	2,744,000
Debt-Special Assessments	-	-	-	-	-	-	32,000
Debt-Water Revenue	-	-	-	-	-	-	40,000
Debt-Sewer Revenue	-	-	-	-	-	-	24,000
Total Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,290,000
Uses							
Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,905,000
Trail	-	-	-	-	-	-	450,000
Water Main	-	-	-	-	-	-	40,000
Sanitary Sewer	-	-	-	-	-	-	30,000
Storm Sewer	-	-	-	-	-	-	700,000
Street Lighting	-	-	-	-	-	-	165,000
Total Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,290,000

The improvements are consistent with the City's street infrastructure efforts in recent years, and in accordance with the City's street renewal policies. The street does not have concrete curb and gutter and a stormwater collection and treatment system.



Street Rehabilitation

PWA 4

This project includes the rehabilitation of street segments throughout the City.

2018 costs include:

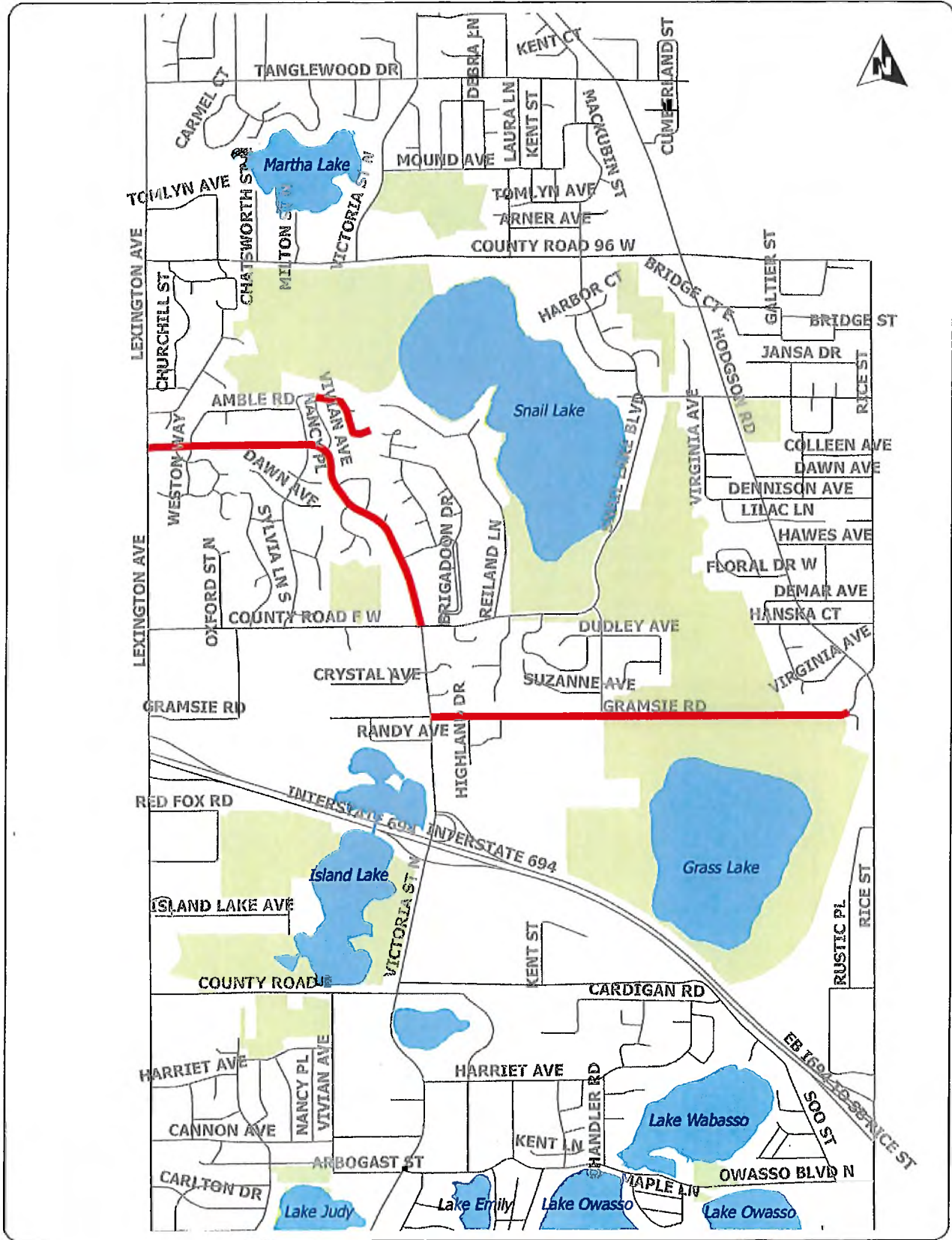
- \$3,175,000 Includes the rehabilitation of local street segments at various locations throughout the City. The actual locations will be based on pavement condition as determined by the City's Pavement Management Program established as part of the street rehabilitation plan adopted as part of bonding requirements, and coordinated with other infrastructure installations and upgrades.

2022 costs include:

- \$2,700,000 Includes the rehabilitation of local street segments at various locations throughout the City. The actual locations will be based on pavement condition as determined by 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.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Surface Water Revenue	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Debt-Property Taxes	-	3,000,000	-	-	-	2,500,000	-
Total Sources of Funds	\$ -	\$ 3,175,000	\$ -	\$ -	\$ -	\$ 2,700,000	\$ -
Uses							
Street	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -
Storm Sewer	-	175,000	-	-	-	200,000	-
Total Uses of Funds	\$ -	\$ 3,175,000	\$ -	\$ -	\$ -	\$ 2,700,000	\$ -

The 2018 and 2022 projects will be modeled after Shoreviews 2013 Street Rehabilitation initiative, and address local street segment resurfacing needs at various locations throughout the City.



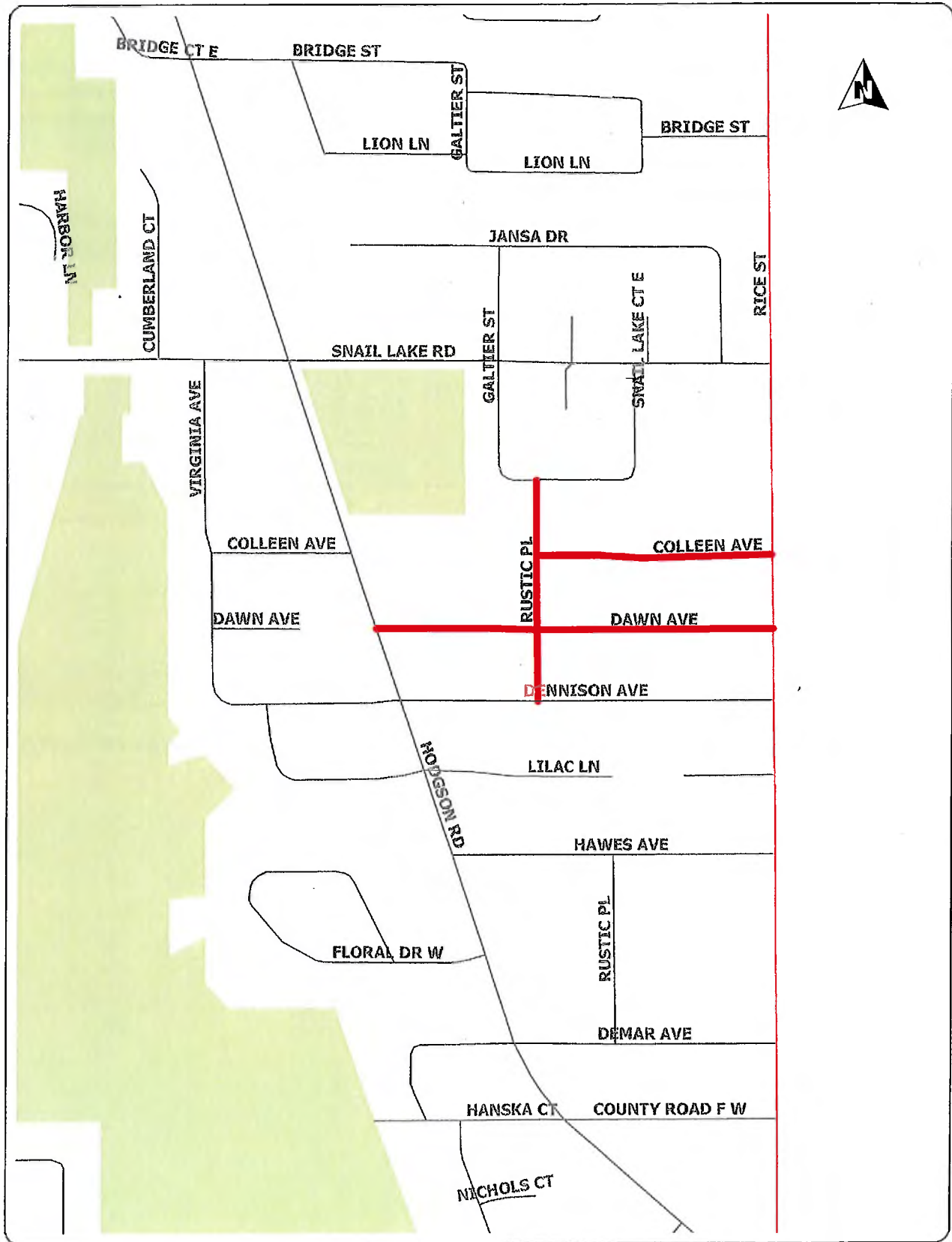
Windward Heights Neighborhood

PWA 16

Complete reconstruction and upgrade of road surfaces on Dawn Avenue, Rustic Place, and Colleen Avenue on the east side of Highway 49. 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 \$139,400, are for storm (\$48,400) and street (\$91,000).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Street Renewal Fund	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Lighting Fund	85,000	-	-	-	-	-	-
Debt-Special Assessments	139,400	-	-	-	-	-	-
Debt-Water Revenue	300,000	-	-	-	-	-	-
Debt-Sewer Revenue	175,000	-	-	-	-	-	-
Debt-Surface Water Revenue	301,600	-	-	-	-	-	-
Total Sources of Funds	\$ 1,601,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ 691,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Main	300,000	-	-	-	-	-	-
Sanitary Sewer	175,000	-	-	-	-	-	-
Storm Sewer	350,000	-	-	-	-	-	-
Street Lighting	85,000	-	-	-	-	-	-
Total Uses of Funds	\$ 1,601,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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.



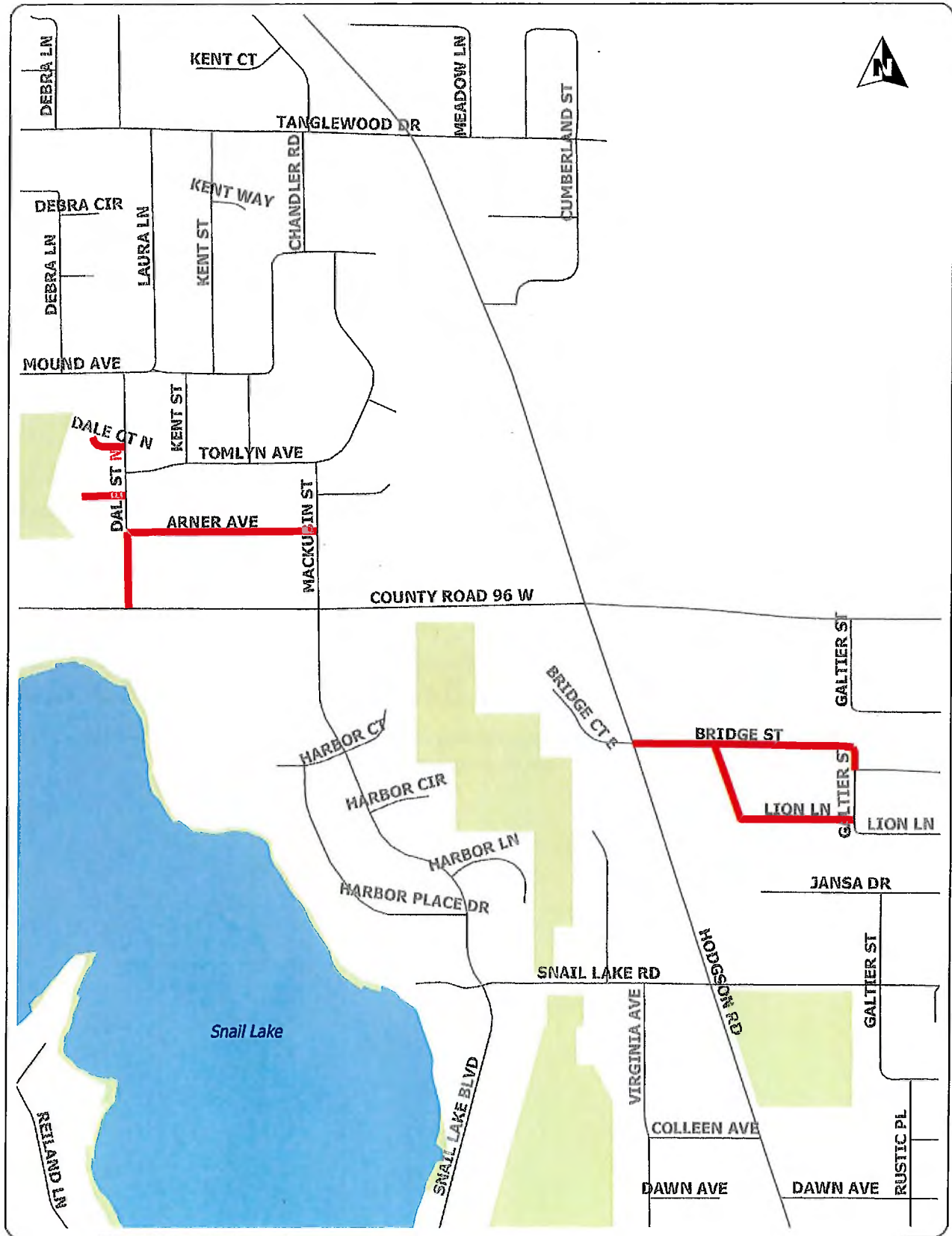
Bridge, Lion Neighborhood

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 \$190,000 are for storm (\$46,000), street (\$95,000) and water (\$49,000).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Special Assessments	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -
MSA	-	150,000	-	-	-	-	-
Debt-Water Revenue	-	66,000	-	-	-	-	-
Debt-Sewer Revenue	-	380,000	-	-	-	-	-
Debt-Surface Water Revenue	-	454,000	-	-	-	-	-
Street Lighting Fund	-	87,000	-	-	-	-	-
Street Renewal Fund	-	873,000	-	-	-	-	-
Total Sources of Funds	\$ -	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Street Lighting	-	105,000	-	-	-	-	-
Water Main	-	115,000	-	-	-	-	-
Sanitary Sewer	-	380,000	-	-	-	-	-
Storm Sewer	-	500,000	-	-	-	-	-
Total Uses of Funds	\$ -	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

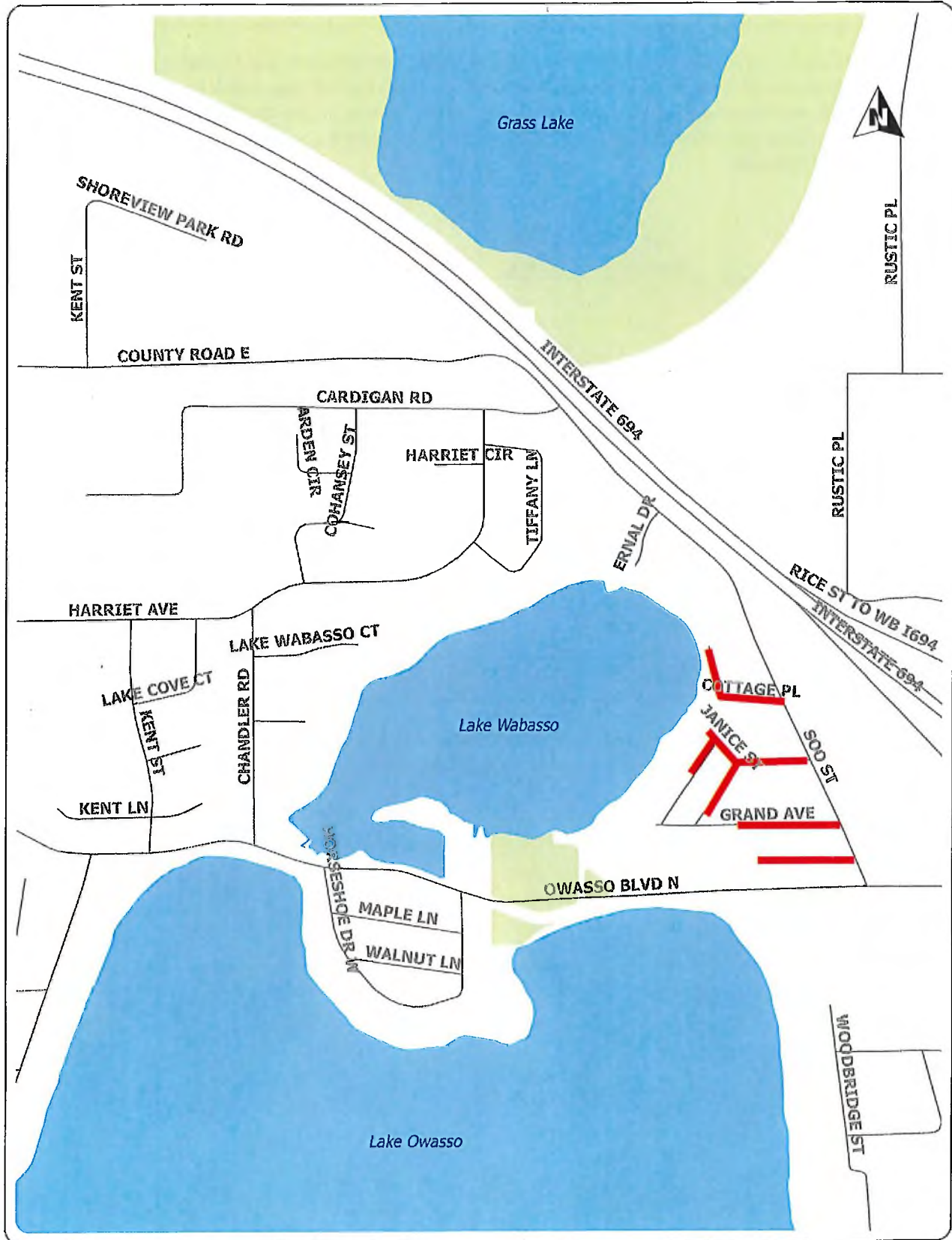
Wabasso Neighborhood

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, and the Janice Street alley. 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 the installation of street lights. Assessments for the project, totaling \$89,800, are for storm (\$37,000) and street (\$52,800).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Street Renewal Fund	\$ -	\$ -	\$ 472,200	\$ -	\$ -	\$ -	\$ -
Street Lighting Fund	-	-	63,000	-	-	-	-
Debt-Special Assessments	-	-	89,800	-	-	-	-
Debt-Water Revenue	-	-	75,000	-	-	-	-
Debt-Sewer Revenue	-	-	200,000	-	-	-	-
Debt-Surface Water Revenue	-	-	313,000	-	-	-	-
Total Sources of Funds	\$ -	\$ -	\$ 1,213,000	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ -	\$ 525,000	\$ -	\$ -	\$ -	\$ -
Water Main	-	-	75,000	-	-	-	-
Sanitary Sewer	-	-	200,000	-	-	-	-
Storm Sewer	-	-	350,000	-	-	-	-
Street Lighting	-	-	63,000	-	-	-	-
Total Uses of Funds	\$ -	\$ -	\$ 1,213,000	\$ -	\$ -	\$ -	\$ -

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

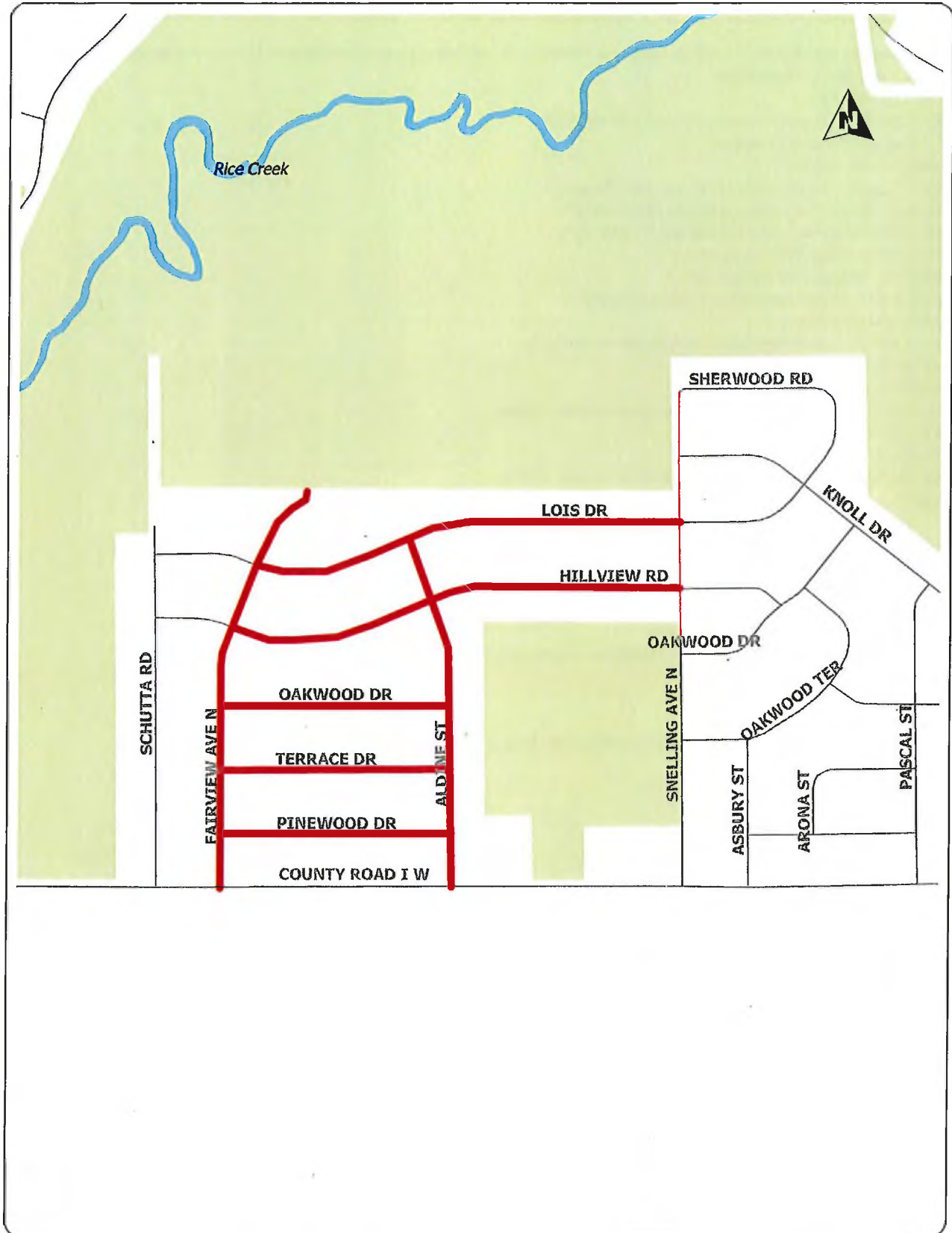
Edgetown Acres-Schutta/Lois/Hillview

PWA 13

Complete reconstruction of the road surface of Lois Drive & Hillview Road from Fairview Avenue to Snelling Avenue, Aldine Street, Fairview Avenue, and Pinewood Drive, Terrace Drive, and Oakwood Drive from Fairview Avenue to Aldine Street. The project would include the addition of concrete curb & gutter, water main repair, sanitary sewer repair, installation of a stormwater collection & treatment system, and installation of street lights. Assessments to the residents for the project totaling \$628,320 are for street (\$369,600) and storm (\$258,720).

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Special Assessments	\$ -	\$ -	\$ -	\$ 318,240	\$ 310,080	\$ -	\$ -
Street Renewal Fund	-	-	-	1,337,800	1,457,600	-	-
Debt-Water Revenue	-	-	-	100,000	100,000	-	-
Debt-Sewer Revenue	-	-	-	550,000	550,000	-	-
Debt-Surface Water Revenue	-	-	-	418,960	422,320	-	-
Street Lighting Fund	-	-	-	145,000	150,000	-	-
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 2,870,000	\$ 2,990,000	\$ -	\$ -
Uses							
Street	\$ -	\$ -	\$ -	\$ 1,525,000	\$ 1,640,000	\$ -	\$ -
Water Main	-	-	-	100,000	100,000	-	-
Sanitary Sewer	-	-	-	550,000	550,000	-	-
Storm Sewer	-	-	-	550,000	550,000	-	-
Street Lighting	-	-	-	145,000	150,000	-	-
Total Uses of Funds	\$ -	\$ -	\$ -	\$ 2,870,000	\$ 2,990,000	\$ -	\$ -

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.



Edgetown Acres - Schutta/Lois/Hillview

PWA 00013

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 - \$ 55,000 fencing replacement, concrete in bench areas
- 2022 - \$ 29,000 replace park lighting

Commons Park costs include:

- 2017 - \$ 22,155 Commons area and Highway 96 landscaping
- 2018 - \$ 30,000 Commons area and Highway 96 landscaping
- 2019 - \$ 30,000 Commons area and Highway 96 landscaping
- 2019 - \$ 90,000 Playground replacement
- 2019 - \$175,000 Skate park replacement
- 2022 - \$ 25,000 Tennis/basketball court fence replacement

Lake Judy Park costs include:

- 2017 - \$ 8,750 replace timber edge of playground with concrete
- 2022 - \$100,000 Playground replacement

McCullough Park costs include:

- 2020 - \$125,000 playground replacement including concrete curbing
- 2020 - \$ 28,000 replace park lighting

Ponds Park costs include:

- 2018 - \$55,000 playground replacements including concrete curbing

Rice Creek Park costs include:

- 2017 - \$ 26,920 scoreboard replacement
- 2017 - \$ 5,800 replace gates on ballfields
- 2020 - \$ 65,000 playground replacement
- 2021 - \$ 60,000 replace fencing

Shamrock Park costs include:

- 2018 - \$ 30,000 Park shelter roof replacement
- 2022 - \$130,000 playground replacement including concrete curbing

Theisen Park costs include:

- 2018 - \$ 28,000 replace park lighting

Wilson Park costs include:

- 2017 - \$ 21,500 replace ballfields and tennis/basketball courts fencing

Allowance include:

- 2023 - \$100,000 projects to be determined

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 85,125	\$ 143,000	\$ 350,000	\$ 218,000	\$ 60,000	\$ 284,000	\$ 100,000
Total Sources of Funds	\$ 85,125	\$ 143,000	\$ 350,000	\$ 218,000	\$ 60,000	\$ 284,000	\$ 100,000
Uses							
Commons Park	\$ 22,155	\$ 30,000	\$ 295,000	\$ -	\$ -	\$ 25,000	\$ -
Wilson Park	21,500	-	-	-	-	-	-
Rice Creek Park	32,720	-	-	65,000	60,000	-	-
Ponds Park	-	55,000	-	-	-	-	-
Theisen Park	-	28,000	-	-	-	-	-
Bucher Park	-	-	55,000	-	-	29,000	-
Repair/Replacement Allowance	-	-	-	-	-	-	100,000
McCullough Park	-	-	-	153,000	-	-	-
Shamrock Park	-	30,000	-	-	-	130,000	-
Lake Judy Park	8,750	-	-	-	-	100,000	-
Total Uses of Funds	\$ 85,125	\$ 143,000	\$ 350,000	\$ 218,000	\$ 60,000	\$ 284,000	\$ 100,000

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 Community Investment Fund, include:

Commons Park:

- 2019 - \$2,750,000 Commons Master Plan improvements

McCullough Park:

- 2020 - \$700,000 refurbish park

Shamrock Park:

- 2022 - \$750,000 refurbish park

Sitzer Park

- 2021 - \$750,000 replace park building, to include restrooms

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Community Investment	\$ -	\$ -	\$ 2,750,000	\$ 700,000	\$ 750,000	\$ 750,000	\$ -
Total Sources of Funds	\$ -	\$ -	\$ 2,750,000	\$ 700,000	\$ 750,000	\$ 750,000	\$ -
Uses							
Commons Park	\$ -	\$ -	\$ 2,750,000	\$ -	\$ -	\$ -	\$ -
McCullough Park	-	-	-	700,000	-	-	-
Shamrock Park	-	-	-	-	-	750,000	-
Sitzer Park	-	-	-	-	750,000	-	-
Total Uses of Funds	\$ -	\$ -	\$ 2,750,000	\$ 700,000	\$ 750,000	\$ 750,000	\$ -

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

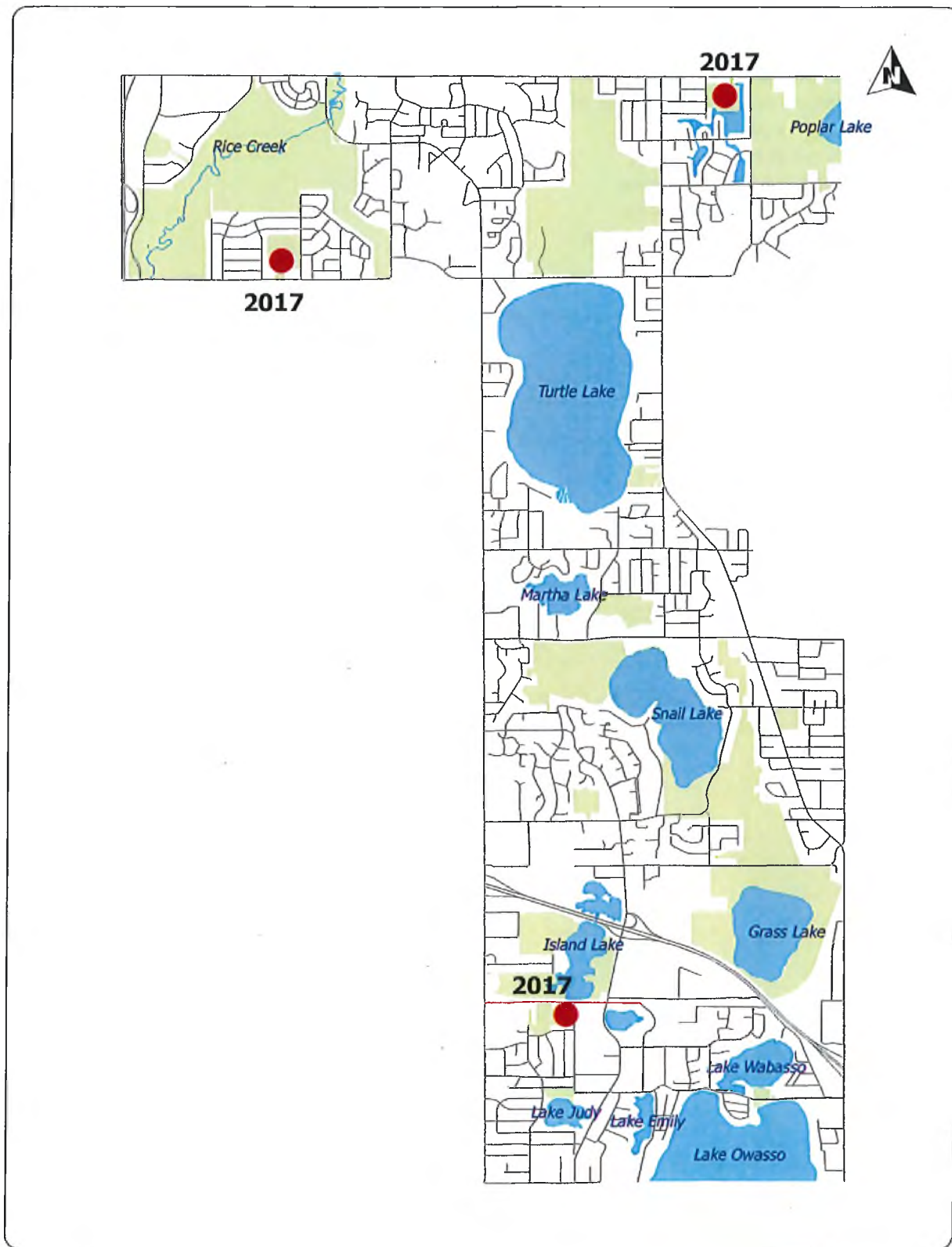
PWA 30

Rehabilitation or replacement of parking lots and driveways at City-owned facilities, including: City hall, Community Center, and City parks. Planned costs include:

- 2017 - \$ 85,000 Shamrock Park pavement rehabilitation
- 2017 - \$110,000 Theisen Park pavement rehabilitation
- 2017 - \$ 98,000 Bucher Park parking lot replacement

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 293,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ 293,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Shamrock Park	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Theisen Park	110,000	-	-	-	-	-	-
Bucher Park	98,000	-	-	-	-	-	-
Total Uses of Funds	\$ 293,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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:

- 2017 - \$30,000 Theisen Park basketball court resurfacing
- 2018 - \$50,000 Commons Park court resurfacing, conversion to pickleball
- 2019 - \$40,000 Sitzer Park court resurfacing
- 2020 - \$40,000 Wilson Park court resurfacing
- 2022 - \$55,000 Theisen Park court resurfacing
- 2023 - \$40,000 Bucher Park court resurfacing
- 2023 - \$40,000 McCullough Park court resurfacing

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 30,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ -	\$ 55,000	\$ 80,000
Total Sources of Funds	\$ 30,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ -	\$ 55,000	\$ 80,000
Uses							
Bucher Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Commons Park	-	50,000	-	-	-	-	-
McCullough Park	-	-	-	-	-	-	40,000
Sitzer Park	-	-	40,000	-	-	-	-
Wilson Park	-	-	-	40,000	-	-	-
Theisen Park	30,000	-	-	-	-	55,000	-
Total Uses of Funds	\$ 30,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ -	\$ 55,000	\$ 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:

Rice Creek Park:

- 2020 - \$13,000 staining of all cedar on buildings

Replacement Allowance

- 2019 - \$15,000 miscellaneous park building repairs
- 2022 - \$15,000 miscellaneous park building repairs

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ -	\$ -	\$ 15,000	\$ 13,000	\$ -	\$ 15,000	\$ -
Total Sources of Funds	\$ -	\$ -	\$ 15,000	\$ 13,000	\$ -	\$ 15,000	\$ -
Uses							
Rice Creek Park	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ -	\$ -
Repair/Replacement Allowance	-	-	15,000	-	-	15,000	-
Total Uses of Funds	\$ -	\$ -	\$ 15,000	\$ 13,000	\$ -	\$ 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.

Trail Rehabilitation and Extension

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:

- 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
- 2020 - for trail segments to be determined in the future
- 2021 - for trail segments to be determined in the future
- 2022 - for trail segments to be determined in the future
- 2023 - for trail segments to be determined in the future

Scheduled extensions include:

- 2017 - \$85,000 Gramsie Road trail extension
- 2017 - \$80,000 Snail Lake Open Space secondary trail segment
- 2019 - \$250,000 County Road E, from Vivian to Lexington

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 181,600	\$ 83,200
Community Investment	165,000	-	250,000	-	-	-	-
Total Sources of Funds	\$ 245,000	\$ 80,000	\$ 330,000	\$ 80,000	\$ 80,000	\$ 181,600	\$ 83,200
Uses							
Trail	\$ 245,000	\$ 80,000	\$ 330,000	\$ 80,000	\$ 80,000	\$ 181,600	\$ 83,200
Total Uses of Funds	\$ 245,000	\$ 80,000	\$ 330,000	\$ 80,000	\$ 80,000	\$ 181,600	\$ 83,200

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.

The extension of the trail along Gramsie Road will provide a connection between Victoria Street and Dale Street. The Snail Lake Open Space trail will provide an alternate link from the open space to the Gramsie Road trail that is less susceptible to flooding.

Construction of a trail segment along County Road E between Vivian Avenue and Lexington Avenue to complete a trail connection and link residential areas to the commercial area along Lexington Avenue.

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 (62%). Specific items planned for each station are listed below.

Station #2 costs include:

- 2017 - \$ 7,440 replace furnace
- 2017 - \$ 4,464 firefighter lockers
- 2018 - \$ 9,300 paint bay ceilings/walls

Station #3 costs include:

- 2018 - \$ 31,000 replace roof over bays
- 2019 - \$ 24,800 resurface bay floors

Station #4 costs include:

- 2017 - \$ 5,766 firefighter lockers/storage cabinets

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 17,670	\$ 40,300	\$ 24,800	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ 17,670	\$ 40,300	\$ 24,800	\$ -	\$ -	\$ -	\$ -
Uses							
Fire Station #2	\$ 11,904	\$ 9,300	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station #3	-	31,000	24,800	-	-	-	-
Fire Station #4	5,766	-	-	-	-	-	-
Total Uses of Funds	\$ 17,670	\$ 40,300	\$ 24,800	\$ -	\$ -	\$ -	\$ -

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:

- 2018 - \$50,000 Council chamber improvements

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Cable Television Fund	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Equipment-General	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

Community Center Rehabilitation

CC 1

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

Building costs include:

- 2017 - \$121,891 lighting project
- 2023 - \$150,000 repair/replacement allowance, projects to be determined

Carpet/flooring costs include:

- 2018 - \$ 48,000 replace lower level carpet
- 2018 - \$ 38,000 replace rubber floor in fitness studio #3
- 2018 - \$ 200,000 pool deck rehabilitation
- 2021 - \$ 95,000 replace carpet on upper level

Mechanical System costs include:

- 2018 - \$1,000,000 replace generator for City Hall and Community Center
- 2018 - \$ 130,000 replace three main boilers in mechanical room
- 2020 - \$ 60,000 replace two pool AHU boilers on mezzanine
- 2020 - \$ 15,000 replace ozone room heat pump
- 2022 - \$ 95,000 replace pool condensing unit
- 2023 - \$ 50,000 replace fitness locker room water heater

Gymnasium costs include:

- 2019 - \$ 15,000 replace gym curtain

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 121,891	\$ 1,416,000	\$ 15,000	\$ 75,000	\$ 95,000	\$ 95,000	\$ 200,000
Total Sources of Funds	\$ 121,891	\$ 1,416,000	\$ 15,000	\$ 75,000	\$ 95,000	\$ 95,000	\$ 200,000
Uses							
Municipal Buildings	\$ 121,891	\$ -	\$ -	\$ -	\$ -	\$ 95,000	\$ 150,000
Carpet/flooring	-	286,000	-	-	95,000	-	-
Mechanical Systems	-	1,130,000	-	75,000	-	-	50,000
Gymnasium	-	-	15,000	-	-	-	-
Total Uses of Funds	\$ 121,891	\$ 1,416,000	\$ 15,000	\$ 75,000	\$ 95,000	\$ 95,000	\$ 200,000

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:

- 2017 - \$ 89,792 replace banquet room chairs
- 2017 - \$ 52,253 replace banquet room tables

Banquet room repairs include:

- 2018 - \$ 20,000 miscellaneous repairs
- 2019 - \$ 20,000 miscellaneous repairs
- 2020 - \$ 90,000 replace movable walls in Community Room
- 2021 - \$ 20,000 miscellaneous repairs
- 2022 - \$ 15,000 miscellaneous repairs
- 2023 - \$ 15,000 miscellaneous repairs

Carpet replacement includes:

- 2018 - \$ 35,000 Community Room carpet

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 142,045	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000	\$ 15,000	\$ 15,000
Total Sources of Funds	\$ 142,045	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000	\$ 15,000	\$ 15,000
Uses							
Furniture	\$ 142,045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Banquet Room Repairs	-	20,000	20,000	90,000	20,000	15,000	15,000
Carpet/flooring	-	35,000	-	-	-	-	-
Total Uses of Funds	\$ 142,045	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000	\$ 15,000	\$ 15,000

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:

- 2017 - \$ 11,000 replace pool floatable
- 2017 - \$ 30,050 replace whirlpool filter
- 2018 - \$ 32,000 regROUT main pool
- 2018 - \$ 12,000 replace main pool drain covers
- 2019 - \$ 20,000 replace pool floatable
- 2021 - \$ 11,000 replace whirlpool UV system
- 2021 - \$ 17,000 replace pool floatable
- 2022 - \$ 32,000 replace main pool heater

Locker room replacement includes:

- 2018 - \$ 45,000 replace wooden lockers in fitness locker rooms
- 2020 - \$ 33,000 replace counter tops and sinks in pool locker rooms
- 2023 - \$179,000 replace lockers in pool locker rooms

Water slide repair/replacements include:

- 2018 - \$ 17,000 replace slide lights and music system
- 2018 - \$ 10,000 water slide refurbish
- 2021 - \$ 10,000 water slide refurbish
- 2022 - \$ 203,000 replace waterslide

Repair and replacement allowances include:

- 2018 - \$ 20,000 replace internal steel supports on boat slide
- 2018 - \$ 85,000 repaint pool ceiling
- 2018 - \$ 15,000 replace all pool signs
- 2019 - \$ 20,000 replace zero beach railing
- 2020 - \$ 20,000 replace lily pads on water walk
- 2020 - \$ 15,000 replace lily pad anchor points
- 2021 - \$ 30,000 replace both landing pads on water walk
- 2023 - \$ 100,000 replace zero beach feature

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 41,050	\$ 236,000	\$ 40,000	\$ 68,000	\$ 68,000	\$ 235,000	\$ 279,000
Total Sources of Funds	\$ 41,050	\$ 236,000	\$ 40,000	\$ 68,000	\$ 68,000	\$ 235,000	\$ 279,000
Uses							
Pool/Whirlpool	\$ 41,050	\$ 44,000	\$ 20,000	\$ -	\$ 28,000	\$ 32,000	\$ -
Locker Rooms	-	45,000	-	33,000	-	-	179,000
Water Slide	-	27,000	-	-	10,000	203,000	-
Repair/Replacement Allowance	-	120,000	20,000	35,000	30,000	-	100,000
Total Uses of Funds	\$ 41,050	\$ 236,000	\$ 40,000	\$ 68,000	\$ 68,000	\$ 235,000	\$ 279,000

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:

- 2017 - \$35,000
- 2018 - \$70,000
- 2019 - \$50,000
- 2020 - \$50,000
- 2021 - \$70,000
- 2022 - \$50,000
- 2023 - \$50,000

Furniture replacement costs include:

- 2018 - \$ 25,000 replace/recover fireside furniture
- 2018 - \$225,000 furnishings for expansion project
- 2018 - \$ 15,000 replace pool deck furniture
- 2018 - \$ 12,000 replace bistro tables and card tables
- 2019 - \$100,000 refurbish modular office furniture in city hall

Equipment Community Center costs include:

- 2017 - \$ 8,195 replace sound system in studios
- 2017 - \$ 16,530 replace Wave freezers and refrigerators
- 2018 - \$300,000 replace AV and security equipment for expansion project
- 2018 - \$ 11,000 replace large scrubber
- 2022 - \$ 25,000 replace Shoreview Room kitchen equipment

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 59,725	\$ 133,000	\$ 150,000	\$ 50,000	\$ 70,000	\$ 75,000	\$ 50,000
Community Investment	-	225,000	-	-	-	-	-
Cable Television Fund	-	300,000	-	-	-	-	-
Total Sources of Funds	\$ 59,725	\$ 658,000	\$ 150,000	\$ 50,000	\$ 70,000	\$ 75,000	\$ 50,000
Uses							
Equipment-Fitness	\$ 35,000	\$ 70,000	\$ 50,000	\$ 50,000	\$ 70,000	\$ 50,000	\$ 50,000
Furniture	-	277,000	100,000	-	-	-	-
Equipment-Community Center	24,725	311,000	-	-	-	25,000	-
Total Uses of Funds	\$ 59,725	\$ 658,000	\$ 150,000	\$ 50,000	\$ 70,000	\$ 75,000	\$ 50,000

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:

- 2017 - \$ 13,609 add landscaping by waterslide and rock work by whirlpool
- 2018 - \$ 17,000 landscaping in pool area
- 2018 - \$200,000 indoor playground expansion

Improvement allowances include:

- 2019 - \$50,000 for items to be determined later
- 2020 - \$50,000 for items to be determined later
- 2021 - \$50,000 for items to be determined later
- 2022 - \$50,000 for items to be determined later
- 2023 - \$50,000 for items to be determined later

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Community Investment	\$ 13,609	\$ 217,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Total Sources of Funds	\$ 13,609	\$ 217,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Uses							
Municipal Buildings	\$ 13,609	\$ 217,000	\$ -	\$ -	\$ -	\$ -	\$ -
Improvement Allowance	-	-	50,000	50,000	50,000	50,000	50,000
Total Uses of Funds	\$ 13,609	\$ 217,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

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 Ctr Expansion/Commons Park Imp

CC 12

The Community Center expansion project will add two separate additions onto the building. A two-story addition will be constructed adjacent to the gymnasium and add a series of fitness studios on the lower level, along with a new entry into an expanded indoor playground. The upper level will include a series of four multi-purpose meeting/activity rooms that will allow for expanded recreation program offerings. The project will also expand the indoor pool area to provide a new zero depth splash play pool with a larger interactive play structure targeted at youth between the ages of 2-12. The locker room areas will also be renovated to provide additional family changing areas.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Community Investment	\$ 921,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt-Property Taxes	13,578,023	-	-	-	-	-	-
Total Sources of Funds	\$ 14,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Municipal Buildings	\$ 14,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 14,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The expansion project will update and revitalize the Community Center through the provision of a major new water park addition and an expansion of the indoor playground. It will also increase the number of family changing areas for the waterpark. The expansion will also provide updated fitness studios, an enhanced fitness center area and additional multi-purpose meeting rooms which will allow for expanded recreation programming.

Water Systems

PWA 5

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

2018 costs include:

- \$125,000 Well motor and electrical upgrades to be determined in the future.
- \$240,000 Installation of water mains to connect dead-ends on Chatsworth Street between Gramsie Road and County Road F and on Lexington Avenue south of the Westin Woods development.

2019 costs include:

- \$125,000 Well motor and electrical upgrades to be determined in the future.
- \$240,000 Installation of water mains to connect dead-ends on County Road E between Vivian Avenue and 1,000 feet east of Lexington Avenue.

2021 costs include:

- \$700,000 North tower interior wet rehabilitation and surface recoating.

2022 costs include:

- \$135,000 Well motor and electrical upgrades to be determined in the future.
- \$450,000 Installation of water mains and services to properties on St. Albans Court that are not currently served by City water. Assessments for the project, totaling \$62,200 are for water \$56,000 and Source and Supply \$6,200. Installation of water mains to connect dead-ends on Rice Street between Snail Lake Road and Bridge Street. Increase the size of pipe between the existing water main in the I-694 right of way and the existing water main in Victoria Street, south of the I-694 overpass.

2023 costs include:

- \$135,000 Well motor and electrical upgrades to be determined in the future.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Water Revenue	\$ -	\$ 365,000	\$ 365,000	\$ -	\$ 700,000	\$ 529,000	\$ 135,000
Debt-Special Assessments	-	-	-	-	-	56,000	-
Total Sources of Funds	\$ -	\$ 365,000	\$ 365,000	\$ -	\$ 700,000	\$ 585,000	\$ 135,000
Uses							
Water Tower	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -
Utility System Controls	-	125,000	125,000	-	-	135,000	135,000
Water Main	-	240,000	240,000	-	-	450,000	-
Total Uses of Funds	\$ -	\$ 365,000	\$ 365,000	\$ -	\$ 700,000	\$ 585,000	\$ 135,000

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

The well motors and electrical panels are nearing the end of their service life. Upgrades are required to maintain the City's water source supply infrastructure.

Extend water mains to areas currently not serviced by City water and create loops in the system by correcting dead-ends in various areas throughout the City, to improve the overall performance of the system by equalizing flow and pressure and providing redundant feed points.

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.

- 2015, 2016 and 2017 Construction and engineering consultant fees associated with construction of the water treatment plant

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Water Revenue	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Buildings-Proprietary	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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.

- 2017 - \$200,000 miscellaneous areas throughout the City identified as highly susceptible to infiltration.
- 2019 - \$950,000 miscellaneous areas throughout the City identified as highly susceptible to infiltration.
- 2022 - \$471,000 miscellaneous areas throughout the City identified as highly susceptible to infiltration.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Sewer Revenue	\$ 200,000	\$ -	\$ 950,000	\$ -	\$ -	\$ 471,000	\$ -
Total Sources of Funds	\$ 200,000	\$ -	\$ 950,000	\$ -	\$ -	\$ 471,000	\$ -
Uses							
Sanitary Sewer	\$ 200,000	\$ -	\$ 950,000	\$ -	\$ -	\$ 471,000	\$ -
Total Uses of Funds	\$ 200,000	\$ -	\$ 950,000	\$ -	\$ -	\$ 471,000	\$ -

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

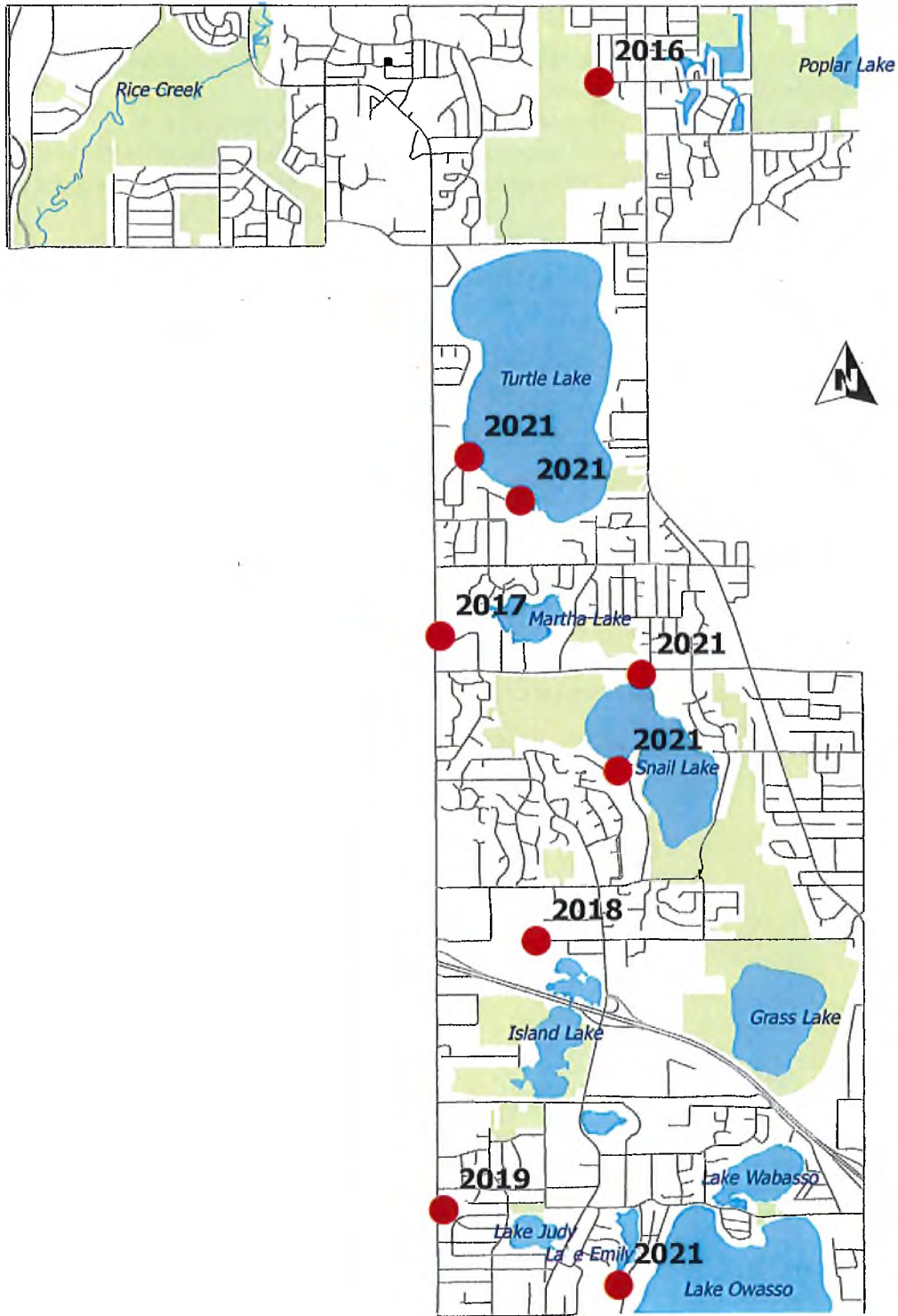
Sewer lift station improvements include updates and replacement of lift station equipment as well as system controls and monitoring capability.

Scheduled replacements and upgrades include:

- 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
- 2019 - update and improvement of controls and pumps/components at the South Lexington lift station
- 2021 - update 5 lift stations including: South Carlson, Reiland Lane, Turtle Lake, Dale & 96, and Oakridge
- 2022 - update controls locations to be determined in the future

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Sewer Revenue	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000	\$ 30,000	\$ -
Total Sources of Funds	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000	\$ 30,000	\$ -
Uses							
Sewer Lift Station	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000	\$ 30,000	\$ -
Total Uses of Funds	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000	\$ 30,000	\$ -

Updates and improvements are planned in accordance with the City's comprehensive infrastructure replacement plan, which is reviewed and updated annually. Improvements include replacing transducers, floats, controls and pumps as necessary.



Surface Water Collection/Treatment/Reuse

PWA 2

Includes improvements to the City's surface water collection and treatment system. The following improvements are planned:

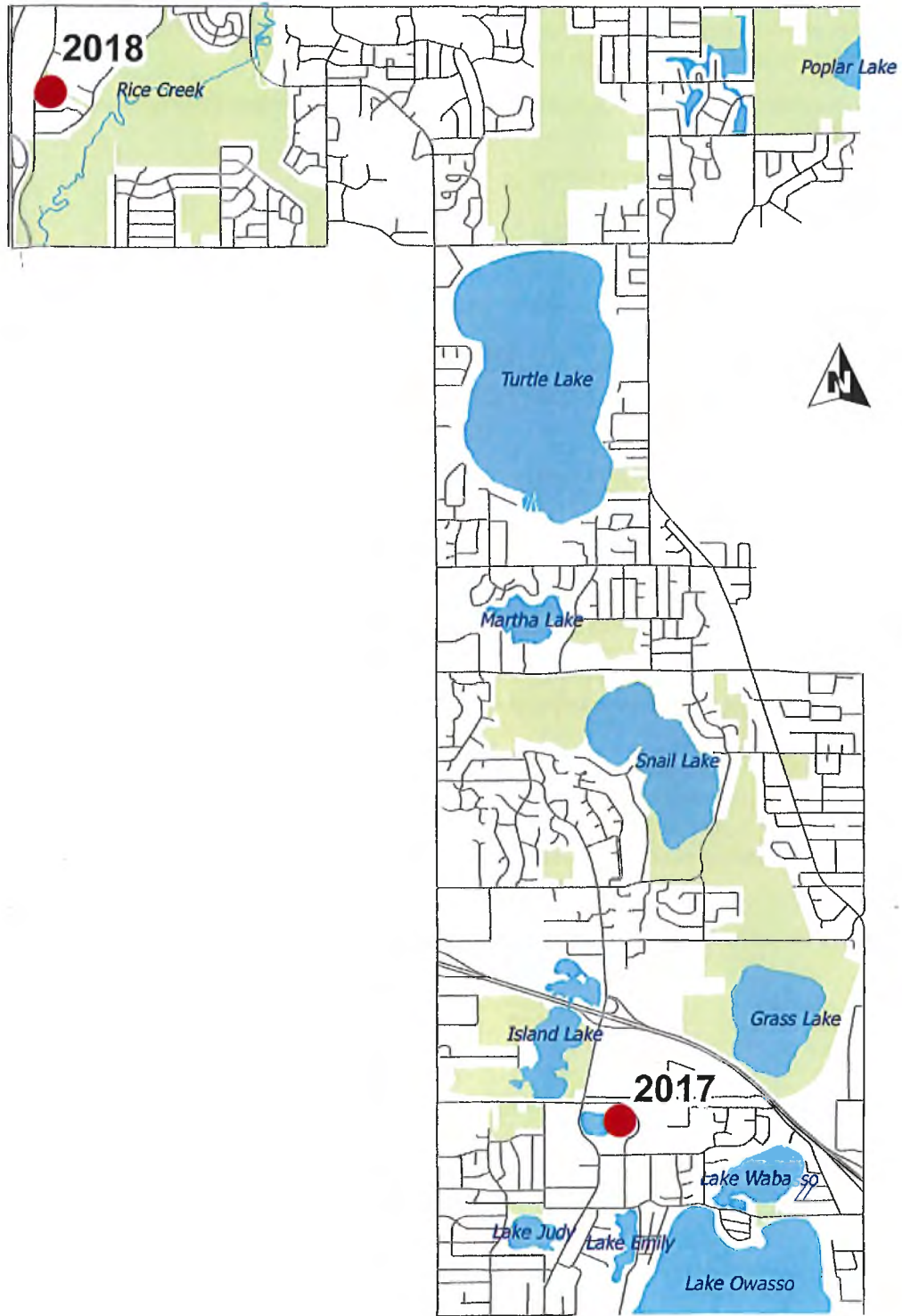
- 2017 - pretreatment structure installed on a storm pipe that discharges directly in the east shore of Shoreview Lake, subject to potential redevelopment of the adjacent multi-unit dwellings
- 2018 - storm water reuse to irrigate Rice Creek fields with water from Rice Creek Parkway ponds
- 2020 - rehabilitate or replace portions of the City's surface water and collection system in various locations throughout the City
- 2023 - rehabilitate or replace portions of the City's surface water and collection system in various locations throughout the City

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Debt-Surface Water Revenue	\$ 120,000	\$ 215,000	\$ -	\$ 320,000	\$ -	\$ -	\$ 230,000
Grant	-	150,000	-	-	-	-	-
Total Sources of Funds	\$ 120,000	\$ 365,000	\$ -	\$ 320,000	\$ -	\$ -	\$ 230,000
Uses							
Storm Sewer	\$ 120,000	\$ 365,000	\$ -	\$ 320,000	\$ -	\$ -	\$ 230,000
Total Uses of Funds	\$ 120,000	\$ 365,000	\$ -	\$ 320,000	\$ -	\$ -	\$ 230,000

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 runoff.

Recent trends for ground water conservation include the reuse of storm water for irrigation. Working in partnership with local watersheds, projects for reuse of storm water to irrigate City property have been identified.

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



Residential Street Lights

PWA 7

Replacement of City-owned street lighting components. 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 from Xcel Energy lights to City-owned lights.

Allowances for street light replacements are as follows:

- 2017 - 32 lights
- 2019 - 64 lights
- 2021 - 64 lights
- 2023 - 64 lights

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Street Lighting Fund	\$ 235,000	\$ -	\$ 488,450	\$ -	\$ 513,150	\$ -	\$ 539,140
Total Sources of Funds	\$ 235,000	\$ -	\$ 488,450	\$ -	\$ 513,150	\$ -	\$ 539,140
Uses							
Street Lighting	\$ 235,000	\$ -	\$ 488,450	\$ -	\$ 513,150	\$ -	\$ 539,140
Total Uses of Funds	\$ 235,000	\$ -	\$ 488,450	\$ -	\$ 513,150	\$ -	\$ 539,140

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 Shoreview's share (at 62% of the total cost) of fire equipment, as estimated by the Lake Johanna Fire Department.

Truck replacements include:

- 2017 - \$486,700 fire truck and Chief's vehicle
- 2018 - \$120,900 rescue vehicle
- 2019 - \$ 39,593 Chief's vehicle
- 2020 - \$128,960 utility and Chief's vehicle
- 2021 - \$ 62,000 Chief's vehicle
- 2022 - \$465,000 engine ladder replacement
- 2023 - \$139,500 rescue vehicle replacement

Information systems estimates:

- 2017/2018 - \$ 2,232 each year for computer replacement

Self-Contained Breathing Apparatus (SCBA) equipment includes:

- 2019 - \$ 2,790 hydro test of SCBA bottles

Rescue equipment includes:

- 2017 - \$ 3,720 replace K-12 saw
- 2018 - \$ 4,836 charcoal fire hoods
- 2018 - \$ 2,480 replace AEDs

Miscellaneous equipment includes:

- 2017 - \$ 41,540 replace 1/3 of portable radios
- 2017 - \$ 4,960 tire replacement
- 2017 - \$ 2,356 mobile CAD
- 2018 - \$ 9,300 replace remainder of portable radios
- 2019 - \$ 4,960 tire replacement

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 541,508	\$ 139,748	\$ 47,343	\$ 128,960	\$ 62,000	\$ 465,000	\$ 139,500
Total Sources of Funds	\$ 541,508	\$ 139,748	\$ 47,343	\$ 128,960	\$ 62,000	\$ 465,000	\$ 139,500
Uses							
Fire Vehicles/Equipment	\$ 486,700	\$ 120,900	\$ 39,593	\$ 128,960	\$ 62,000	\$ 465,000	\$ 139,500
Other Information Systems	2,232	2,232	-	-	-	-	-
SCBA Equipment	-	-	2,790	-	-	-	-
Equipment-Rescue	3,720	7,316	-	-	-	-	-
Equipment-Miscellaneous	48,856	9,300	4,960	-	-	-	-
Total Uses of Funds	\$ 541,508	\$ 139,748	\$ 47,343	\$ 128,960	\$ 62,000	\$ 465,000	\$ 139,500

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.

- 2017 - \$15,000 Ramsey County radio control upgrades
- 2017 - \$25,000 Lake Judy Park siren replacement/Ramsey County radio control upgrades
- 2018 - \$35,000 Ramsey County radio control upgrades remaining sirens
- 2021 - \$18,000 Sherwood Road siren replacement
- 2023 - \$18,000 Well #6 siren replacement

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
General Fixed Asset Fund	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
Total Sources of Funds	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
Uses							
Public Safety	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
Total Uses of Funds	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000

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

In 2018 Ramsey County will be upgrading their radios and controllers. All 8 of Shoreviews sirens as well as the two sirens shared with neighboring communities will need radio upgrades in order to maintain radio communications with Ramsey Countys new 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 years 2016 and 2017 at an estimated cost of \$394,440.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Capital Acquisition (IT)	\$ -	\$ 26,500	\$ 37,200	\$ 15,000	\$ -	\$ 5,000	\$ 9,000
General Fixed Asset Fund	279,648	210,000	174,000	260,000	33,000	39,000	128,000
Water Fund	22,900	-	-	3,000	-	-	-
Sewer Fund	22,900	-	-	3,000	-	-	-
Central Garage Fund	4,304	6,000	-	-	5,000	-	-
Total Sources of Funds	\$ 329,752	\$ 242,500	\$ 211,200	\$ 281,000	\$ 38,000	\$ 44,000	\$ 137,000
Uses							
Computers	\$ 10,000	\$ 15,500	\$ 12,000	\$ 12,000	\$ 10,000	\$ 10,000	\$ 10,000
Printers	8,304	2,000	24,000	18,000	2,000	4,000	8,000
Servers	-	54,000	-	36,000	-	-	54,000
Security Systems	5,552	39,000	41,000	16,000	11,000	16,000	6,000
Recovery/Backup Systems	7,166	8,000	-	180,000	-	-	-
Communication Systems	-	60,000	-	5,000	2,000	-	10,000
LAN/Network	8,000	28,000	115,200	13,000	8,000	13,000	44,000
Imaging/Records Storage	-	20,000	-	-	-	-	-
Specialized Applications	288,730	15,000	5,000	-	5,000	-	5,000
Other Information Systems	2,000	1,000	14,000	1,000	-	1,000	-
Total Uses of Funds	\$ 329,752	\$ 242,500	\$ 211,200	\$ 281,000	\$ 38,000	\$ 44,000	\$ 137,000

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.

	2017 Estimate	2018 Planned	2019 Planned	2020 Planned	2021 Planned	2022 Planned	2023 Planned
Resources							
Central Garage Fund	\$ 595,654	\$ 572,000	\$ 588,000	\$ 580,000	\$ 585,000	\$ 580,000	\$ 607,000
Total Sources of Funds	\$ 595,654	\$ 572,000	\$ 588,000	\$ 580,000	\$ 585,000	\$ 580,000	\$ 607,000
Uses							
Truck/s	\$ 326,533	\$ 48,000	\$ 405,000	\$ 386,000	\$ 285,000	\$ 330,000	\$ 120,000
Staff Vehicle/s	-	25,000	-	-	30,000	-	32,000
Tractor/Mower/Loader/Cart	65,330	-	50,000	100,000	156,000	45,000	45,000
Field & Grounds Maint Equip	68,841	37,000	-	-	-	-	-
Chipper	-	70,000	-	-	-	-	-
Street Repair Equipment	-	-	15,000	-	-	20,000	-
Sweeper	-	300,000	-	-	-	-	280,000
Sewer Inspecting Equipment	-	-	-	-	-	-	20,000
Generator	-	-	-	-	-	45,000	-
Bobcat (annual rotation)	42,000	42,000	43,000	44,000	44,000	50,000	50,000
Equipment-Central Garage	92,950	50,000	75,000	50,000	70,000	90,000	60,000
Total Uses of Funds	\$ 595,654	\$ 572,000	\$ 588,000	\$ 580,000	\$ 585,000	\$ 580,000	\$ 607,000

This project 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) continues 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.