



City of Shoreview, Minnesota

Biennial Operating Budget 2016-2017
Capital Improvement Program 2016-2021

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City of Shoreview, Minnesota

Adopted Biennial Operating Budget 2016-2017 and Capital Improvement Program 2016-2021

Principal City Officials

City Council	Name	Term Expires
Mayor	Sandy Martin	December 31, 2016
Council member	Emy Johnson	December 31, 2016
Council member	Terry Quigley	December 31, 2018
Council member	Cory Springhorn	December 31, 2018
Council member	Ady Wickstrom	December 31, 2016

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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Table of Contents

Introduction

Principal Officials.....	1
Organization Structure.....	4
Executive Budget Summary	
Budget Process and Objectives.....	5
Budget Overview.....	6-25

Biennial Budget 2016-2017

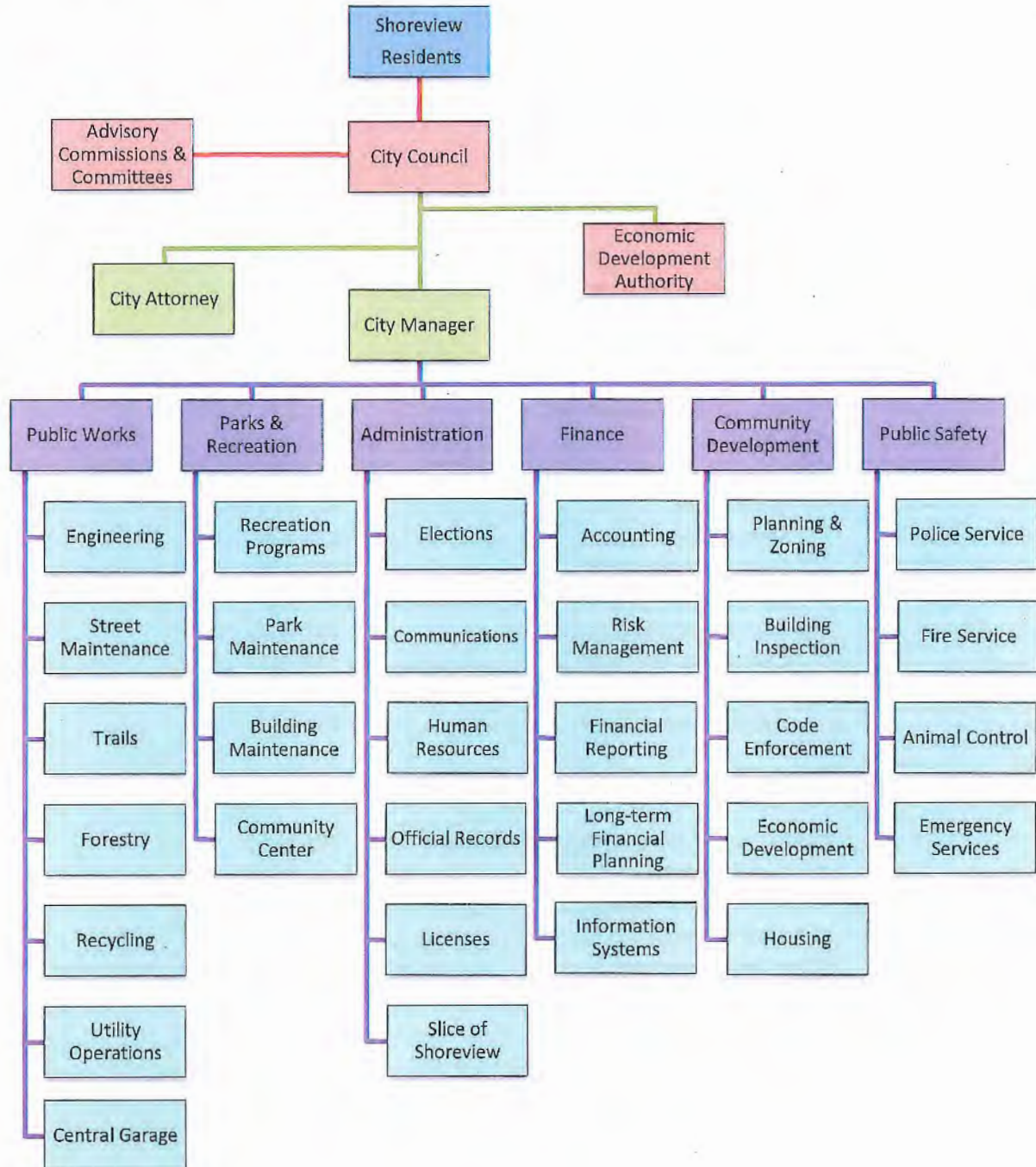
General Fund.....	27-69
Special Revenue Funds.....	71-115
Recycling Fund.....	72-75
Community Center Fund.....	76-79
Recreation Programs Fund.....	80-99
Cable Television Fund.....	100-103
EDA Fund.....	104-107
HRA Fund.....	108-111
Slice of Shoreview Fund.....	113-115
Debt Service Funds.....	117-119
Enterprise Funds.....	121-139
Water Fund.....	122-125
Sewer Fund.....	126-129
Surface Water Fund.....	130-135
Street Lighting Fund.....	136-139
Internal Service Fund.....	141-153
Central Garage Fund.....	142-145
Short-term Disability Fund.....	147-149
Liability Claims Fund.....	151-153

Capital Improvement Program 2016-2021

Capital Improvement Program Summary.....	155-165
Resource Summary.....	166
Project Costs Summary.....	167
Collector Streets.....	168-181
Street Improvements.....	182-193
Park Improvements.....	194-199
Trail Improvements.....	200
Municipal Buildings.....	201-208
Utility Improvements.....	209-218
Major Equipment.....	219-222

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 2013) and the most recent property tax data (for the year 2015) show that Shoreview's:

- City share of the property tax bill (on a median valued home value of \$247,500) is 5th lowest among comparison cities (\$811 in Shoreview compared to \$1,020 on average).
- City tax rate is 6th lowest among comparison cities (19 percent below average).
- Special assessment revenue per capita is 3rd 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 3rd 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 (38 percent below average) due to efficiencies gained through contracts with other local governments.
- Total spending per capita is 18th lowest among comparison cities (17 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 2016 and 2017 budget for operating funds is summarized in the table below (excluding planned capital projects). Budgeted expense in 2016 is \$25,956,897, an increase of \$584,948 over the 2015 budget (2.3 percent). Budgeted expense in 2017 is \$26,604,093, an increase of \$647,196 over the 2016 budget (2.5 percent).

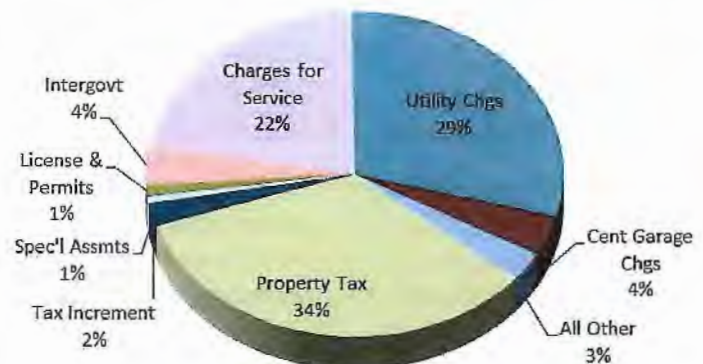
	2013	2014	2015	2015	2016	2017
	Actual	Actual	Budget	Revised Estimate	Budget	Budget
Revenue						
Property Taxes	\$ 7,439,259	\$ 7,579,552	\$ 7,960,335	\$ 7,960,335	\$ 8,262,858	\$ 8,591,713
Special Assessments	122,226	251,555	199,945	202,884	203,008	203,595
Licenses and Permits	648,306	628,033	330,100	375,625	354,000	317,700
Intergovernmental	568,629	744,647	529,052	617,592	556,091	549,622
Charges for Services	6,178,809	6,039,583	6,099,728	6,296,523	6,200,276	6,333,081
Fines and Forfeits	52,440	49,430	48,800	45,770	42,500	42,500
Utility Charges	8,161,186	8,197,649	8,748,257	8,555,090	9,425,003	10,042,038
Central Garage Charges	1,207,379	1,240,763	1,256,090	1,262,430	1,281,150	1,338,660
Interest Earnings	(553,847)	820,014	160,070	164,240	165,000	181,540
Other Revenues	125,913	236,480	102,427	122,750	101,150	101,350
Total Revenue	\$ 23,950,300	\$ 25,787,706	\$ 25,434,804	\$ 25,603,239	\$ 26,591,036	\$ 27,701,799
Expense						
General Government	\$ 2,446,016	\$ 2,313,708	\$ 2,492,726	\$ 2,440,665	\$ 2,642,012	\$ 2,583,463
Public Safety	3,069,177	3,326,747	3,424,835	3,459,450	3,570,920	3,691,870
Public Works	1,934,892	1,987,837	2,117,650	2,059,836	2,125,901	2,181,316
Parks and Recreation	5,388,707	5,588,910	5,867,782	5,830,244	5,997,291	6,136,753
Community Development	687,099	749,016	788,169	798,622	845,766	871,191
Enterprise Operations	5,378,371	5,543,821	5,961,999	5,728,194	6,189,264	6,301,543
Central Garage	568,179	633,542	621,453	605,046	638,373	651,523
Miscellaneous	24,290	177,780	40,000	41,000	41,000	41,000
Debt Service	2,486,746	2,332,838	2,066,335	2,054,428	1,882,370	1,956,434
Depreciation	1,863,625	1,913,615	1,991,000	1,968,000	2,024,000	2,189,000
Total Expense	\$ 23,847,102	\$ 24,567,814	\$ 25,371,949	\$ 24,985,485	\$ 25,956,897	\$ 26,604,093
Other Sources (Uses)						
Sale of Asset-Gain	56,763	78,722	-	-	32,000	43,000
Debt Proceeds	2,653,739	105,822	10,000	7,867	-	7,700
Debt Refunding	(135,000)	(860,000)	(1,490,000)	(1,490,000)	-	-
Contributed Capital Assets	791,470	304,122	-	-	-	-
Transfers In	2,280,009	2,675,045	2,130,321	2,199,582	1,868,145	1,909,400
Transfers Out	(1,691,230)	(1,926,240)	(1,429,400)	(1,485,604)	(1,528,145)	(1,961,200)
Net Change	\$ 4,058,949	\$ 1,597,363	\$ (716,224)	\$ (150,401)	\$ 1,006,139	\$ 1,096,606

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.

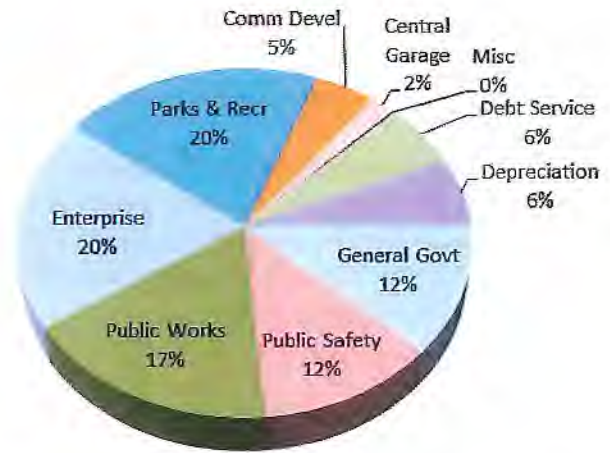
Combined Revenue and Expense for all funds in 2016 (including capital projects) is provided in the table below (by type of fund). Total estimated expense is \$31,431,314 for the year (\$25,956,897 in operating funds plus \$5,474,417 in capital funds). An additional \$9,260,000 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2016 CIP estimate of \$14,195,217).

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility	Internal Service		
Revenue							
Property Taxes	\$7,321,858	\$ 210,000	\$ 547,000	\$ -	\$ 184,000	\$ 2,505,000	\$10,767,858
Tax Increment	-	-	-	-	-	738,000	738,000
Special Assessments	-	-	203,008	-	-	12,696	215,704
Licenses and Permits	354,000	-	-	-	-	-	354,000
Intergovernmental	480,622	75,469	-	-	-	715,783	1,271,874
Charges for Services	1,224,520	4,966,756	-	1,500	7,500	790,000	6,990,276
Fines and Forfeits	42,500	-	-	-	-	-	42,500
Utility Charges	-	-	-	9,425,003	-	-	9,425,003
Central Garage Charges	-	-	-	-	1,281,150	-	1,281,150
Interest Earnings	50,000	8,700	16,600	76,500	13,200	121,900	286,900
Other Revenues	25,450	45,700	-	-	30,000	496,755	597,905
Total Revenue	\$9,498,950	\$ 5,306,625	\$ 766,608	\$ 9,503,003	\$1,515,850	\$ 5,380,134	\$31,971,170
Expense							
General Government	\$2,353,929	\$ 288,083	\$ -	\$ -	\$ -	\$ 1,107,900	\$ 3,749,912
Public Safety	3,570,920	-	-	-	-	134,917	3,705,837
Public Works	1,559,750	566,151	-	-	-	3,192,400	5,318,301
Parks and Recreation	1,781,505	4,215,786	-	-	-	400,000	6,397,291
Community Development	645,846	199,920	-	-	-	639,200	1,484,966
Enterprise Operations	-	-	-	6,189,264	-	-	6,189,264
Central Garage	-	-	-	-	638,373	-	638,373
Miscellaneous	-	-	-	-	41,000	-	41,000
Debt Service	-	-	1,303,301	468,434	110,635	-	1,882,370
Depreciation	-	-	-	1,361,000	663,000	-	2,024,000
Total Expense	\$9,911,950	\$ 5,269,940	\$ 1,303,301	\$ 8,018,698	\$1,453,008	\$ 5,474,417	\$31,431,314
Other Sources (Uses)							
Sale of Asset-Gain	-	-	-	-	32,000	-	32,000
Transfers In	811,000	478,000	459,745	-	119,400	3,055,500	4,923,645
Transfers Out	(398,000)	(330,000)	(54,745)	(730,400)	(15,000)	(3,395,500)	(4,923,645)
Net Change	\$ -	\$ 184,685	\$ (131,693)	\$ 753,905	\$ 199,242	\$ (434,283)	\$ 571,856

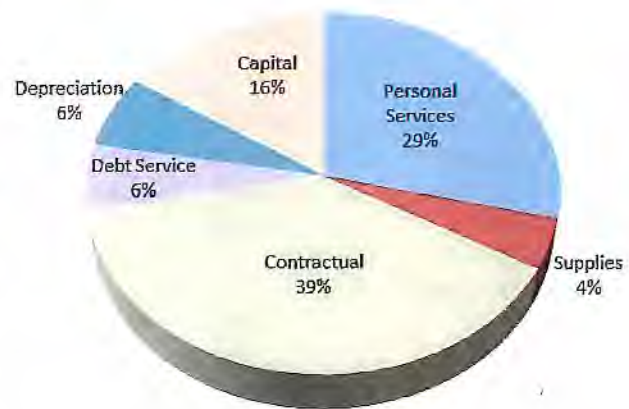
Revenue by Source – Revenue (for combined operating and capital funds) is derived from a combination of sources including: property tax, utility charges, charges for service, tax increment, intergovernmental revenue, central garage charges, license and permit revenue and other miscellaneous sources.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



Total Expense by Function – Public works accounts for 37 percent of expense consisting of 17 percent for engineering, street and trail maintenance, and forestry; and 20 percent for enterprise utility operations. Parks and recreation operations account for 20 percent. Public safety (police, fire, animal control, and emergency services) and General government account for 12 percent each. Debt service and depreciation (for utility system and central garage assets) account for 6 percent each. Community development and central garage operations account for 5 and 2 percent respectively.



Total Expense by Class – Contractual costs account for the largest share of total spending (39 percent), and include: sewage treatment; contracted police, fire and recycling; inter-fund charges; and repair and maintenance. Personal services accounts for 29 percent, and includes: wages, health insurance, required contributions to social security, medicare and PERA, and workers compensation insurance. Capital costs account for 16 percent of total operating spending, followed by debt payments, and depreciation expense (for the depreciation of utility system and central garage assets) at 6 percent each. 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 with insurance premiums increasing 14.7% in 2016 and an estimated 12% in 2017.

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 2016 budget assumes spending a portion of accumulated fund balances to cover debt payments.
- Expense totals in Utility Funds do not include planned capital costs because these funds must be reported using full accrual accounting (recording depreciation of assets over their useful life). 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.

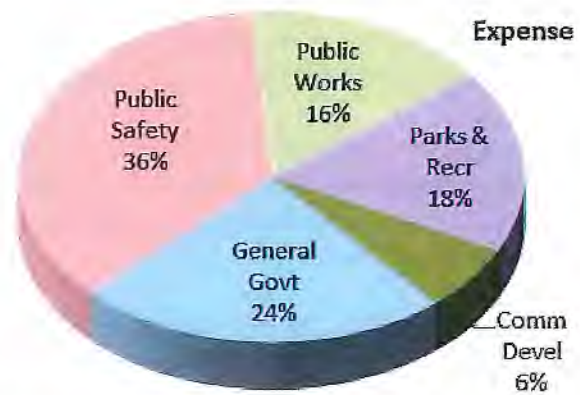
Combined Revenue and Expense for all funds in 2017 is provided in the table below (by type of fund). Total estimated expense is \$38,402,885 for the year (\$26,604,093 in operating funds plus \$11,798,792 in capital funds). An additional \$2,330,000 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2017 CIP estimate of \$13,474,292).

Even though a budget is adopted for 2017, the City will continue to hold a budget hearing during 2016 (for the 2017 budget), and will adopt both a preliminary and final tax levy for the 2017 budget, by following the normal budget process (and as is consistent with State law). Any necessary modifications to 2017 revenue or expense will be handled through a budget amendment in December of 2016, after the normal budget hearing.

	Operating Funds						Total All Funds
	General	Special Revenue	Debt	Utility Funds	Internal Service	Capital Funds	
Revenue							
Property Taxes	\$ 7,638,713	\$ 220,000	\$ 549,000	\$ -	\$ 184,000	\$ 2,590,000	\$11,181,713
Tax Increment	-	-	-	-	-	756,000	756,000
Special Assessments	-	-	203,595	-	-	12,696	216,291
Licenses and Permits	317,700	-	-	-	-	-	317,700
Intergovernmental	480,622	69,000	-	-	-	715,783	1,265,405
Charges for Services	1,252,000	5,072,081	-	1,500	7,500	790,000	7,123,081
Fines and Forfeits	42,500	-	-	-	-	-	42,500
Utility Charges	-	-	-	10,042,038	-	-	10,042,038
Central Garage Charges	-	-	-	-	1,338,660	-	1,338,660
Interest Earnings	55,000	10,300	17,190	84,700	14,350	121,900	303,440
Other Revenues	25,650	45,700	-	-	30,000	439,431	540,781
Total Revenue	\$ 9,812,185	\$5,417,081	\$ 769,785	\$10,128,238	\$1,574,510	\$ 5,425,810	\$33,127,609
Expense							
General Government	2,394,470	188,993	-	-	-	579,200	3,162,663
Public Safety	3,691,870	-	-	-	-	600,392	4,292,262
Public Works	1,597,377	583,939	-	-	-	1,366,700	3,548,016
Parks and Recreation	1,892,649	4,244,104	-	-	-	8,598,000	14,734,753
Community Development	664,819	206,372	-	-	-	654,500	1,525,691
Enterprise Operations	-	-	-	6,301,543	-	-	6,301,543
Central Garage	-	-	-	-	651,523	-	651,523
Miscellaneous	-	-	-	-	41,000	-	41,000
Debt Service	-	-	1,258,476	592,456	105,502	-	1,956,434
Depreciation	-	-	-	1,499,000	690,000	-	2,189,000
Total Expense	\$ 10,241,185	\$5,223,408	\$ 1,258,476	\$ 8,392,999	\$1,488,025	\$11,798,792	\$38,402,885
Other Sources (Uses)							
Debt Proceeds	-	-	7,700	-	-	4,249,000	4,256,700
Transfers In	837,000	498,000	455,000	-	119,400	1,267,300	3,176,700
Transfers Out	(408,000)	(740,000)	(50,000)	(763,200)	-	(1,215,500)	(3,176,700)
Net Change	\$ -	\$ (48,327)	\$ (75,991)	\$ 972,039	\$ 248,885	\$ (2,072,182)	\$ (975,576)

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 2016 include the addition of a part-time human resources management assistant, cost of a general election, a two percent wage adjustment for regular staff, and a \$60 per month increase in the City's share of health insurance. Communication costs are partially supported through a transfer from the Cable Television Fund in the amount of \$200,000. After consideration of the transfer, general government expense is expected to rise 4.3 percent in 2016 and 1.9 percent in 2017.

Public Safety includes contract costs associated with police, fire, and animal control as well as operation of the City's warning sirens. Shoreview achieves significant savings in public safety costs through contracts with Ramsey County for police service, and Lake Johanna Fire Department for fire service. Changes in public safety include a 1.5 percent increase in the policing contract and the final year of duty crew implementation for paid on-call firefighters working different shifts at fire stations. Overall, public safety costs are expected to increase 4.3 percent for 2016 and 3.4 percent for 2017.

Public Works includes administration and engineering, street and trail maintenance, and forestry. Changes in 2016 include higher central garage equipment charges and reduced personal services as a result of a phased retirement. Public works costs decrease 0.9 percent for 2016 and increase 2.4 percent for 2017.

Parks and Recreation includes park administration, building operation/maintenance and park maintenance. Total parks and recreation costs are projected to increase 1.2 percent in 2016 and 6.2 percent in 2017. The 2017 increase is due in part to the reallocation of wages between the General, Community Center and Recreation Program funds to better reflect how staff duties are performed.

Community Development includes planning and zoning administration, and building inspection. Changes in 2016 include the first full year of a new full-time customer service representative position (duties and funding shared with public works). Overall, community development costs will increase 4.7 percent for 2016 and 2.9 percent for 2017.

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 \$254,000 for 2016, and \$262,000 for 2017, to offset discounted room rentals and provide general community support (covering approximately 9 percent of operating costs). The Recreation Program Fund provides a 2016 inter-fund transfer equal to \$130,000, and a 2017 inter-fund transfer equal to \$140,000 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 \$84,000 of support in 2016 and \$86,000 in 2017.

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. Water rates will be adjusted starting in 2014 to cover debt service associated with the new water treatment plant. The G.O. Community Center debt will partially finance a planned Community Center expansion.

Description	2016	2017	2018	2019	2020
GO Improvement bonds (assmts)	\$ -	\$ 260,000	\$ -	\$ 370,000	\$ -
G.O. Community Center	-	4,080,000	-	-	-
GO Water bonds	6,995,000	890,000	-	200,000	-
GO Sewer bonds	230,000	260,000	-	1,720,000	-
GO Surface Water bonds	380,000	360,000	-	810,000	-
Estimated Total Debt Issued	<u>\$7,605,000</u>	<u>\$ 5,850,000</u>	<u>\$ -</u>	<u>\$ 3,100,000</u>	<u>\$ -</u>

Debt Repayment – Over the next 5 years approximately 39 percent of the City’s current outstanding debt will be retired, and 74 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 faster rate with 52 percent paid within 5 years and 86 percent paid within 10 years.
- **Enterprise and Internal Service** debt is retired over a slightly slower rate with approximately 34 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, 2014 Shoreview’s legal debt limit is \$72.4 million, and Shoreview’s debt levels were approximately 23 percent of the limit. Debt issued in 2017 results in debt levels of 16 percent of the limit for 2017.

Debt Levies – The debt portion of the tax levy is managed with the goal of providing a predictable and gradual change in the debt levy. In 2010 and 2011 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	2016	2017	2018	2019	2020
Existing Debt-Central Garage	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000
Existing Debt-Debt funds	547,000	549,000	545,000	538,000	425,000
Future Debt-Debt funds	0	0	0	0	0
Total Debt Levies	<u>\$731,000</u>	<u>\$733,000</u>	<u>\$729,000</u>	<u>\$722,000</u>	<u>\$ 609,000</u>
Change in Debt Levy	<u>\$ (21,000)</u>	<u>\$ 2,000</u>	<u>\$ (4,000)</u>	<u>\$ (7,000)</u>	<u>\$ (113,000)</u>

Bond Rating – Shoreview receives favorable interest rates on debt relative to the marketplace due to its AAA credit rating. The rating was reaffirmed in December of 2015, and excerpts from the December 2015 Standard & Poor’s rationale and outlook sections of the rating summary are reproduced below:

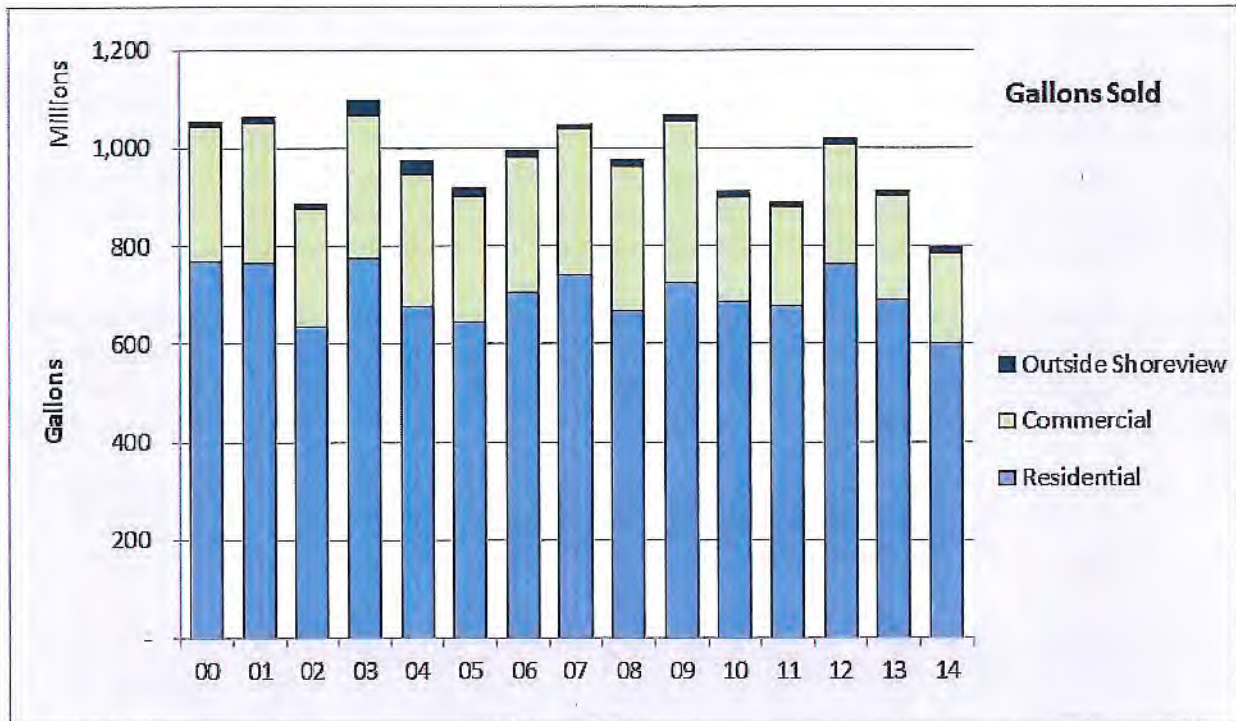
- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management with “strong” financial management policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2014;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2014 of 46% of operating expenditures;
- Very strong liquidity, with total government available cash of 1.8x total governmental fund expenditures and 21.1x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges at 8.7% of expenditures and net direct debt that is 122.1% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 67% of debt scheduled to be retired within 10 years; and
- Strong institutional framework score.
- The stable outlook reflects Standard & Poor’s opinion of the city’s very strong economy and strong financial performance, supported by very strong management. We do not expect to change the rating within the next two years because we believe the city will likely maintain very strong reserves. Although not expected to occur, we could lower the rating or revise the outlook to negative if the city’s economic profile and finances were to deteriorate significantly. We believe the city’s access to the broad and diverse Minneapolis-St. Paul MSA provides rating stability.

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

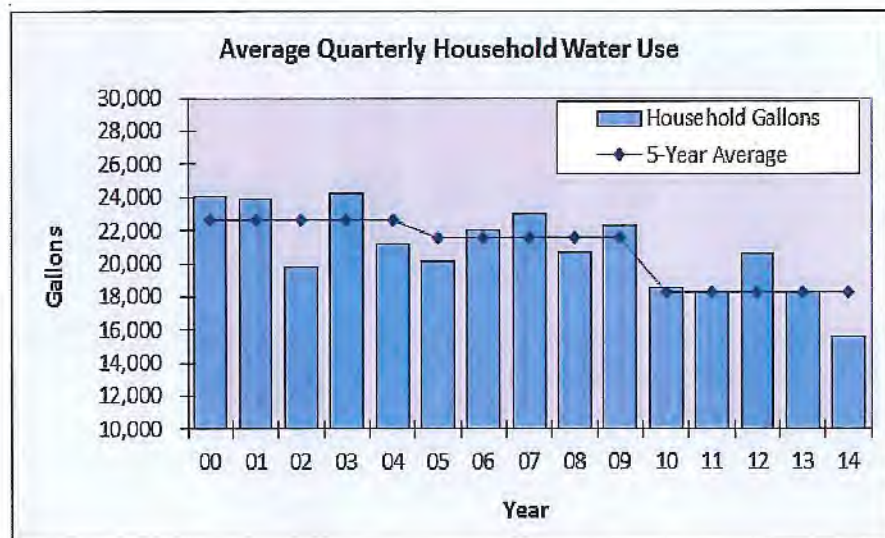
Water Fund – Accounts for the distribution of drinking water to approximately 9 thousand residences and businesses within City limits, and provides limited service at higher billing rates to neighboring communities through service agreements. Utility rates are designed to support operations and maintenance,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

Shoreview uses a conservation based water rate structure, as required by Minnesota law, with graduated rates that increase as customer water use increases. The rate structure is designed to protect the City’s ability to deliver consistent and reliable water service to all properties at current water storage and delivery capacity. The City’s water system (wells, water towers, underground water reservoir, distribution lines, valves and fire hydrants) is sufficient to deliver water service to all properties in Shoreview for the future. In 2015 the City began the construction of a \$12.1 million water treatment plant to address concerns about iron and manganese levels in the water supply. Future water rates considered and support the repayment of debt issued to construct the water treatment plant.

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.

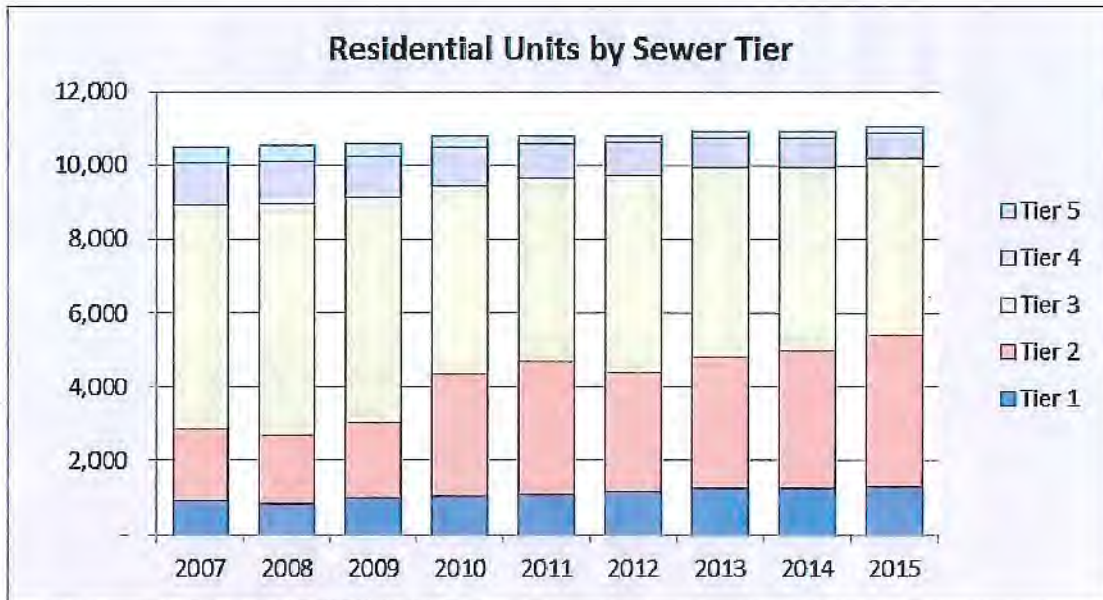


As water consumption drops, water rates must be revised to generate sufficient income necessary to support the cost of operations. For 2016, water rates will increase 12 percent.

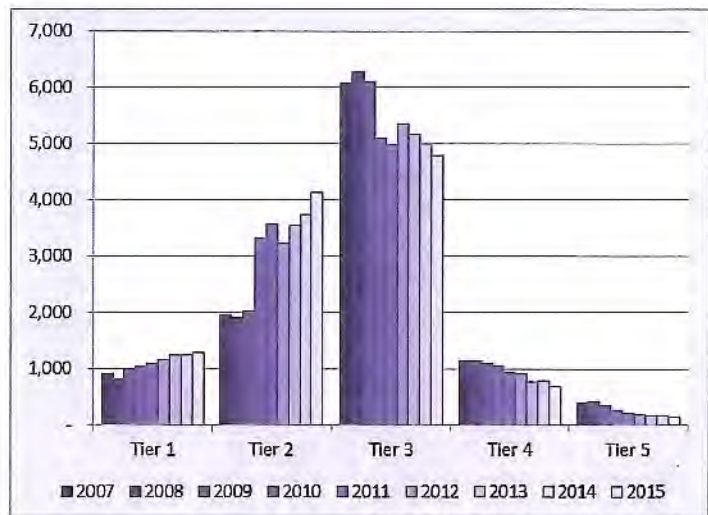
Sewer Fund – Accounts for the collection and treatment of wastewater (sewage) from residences and businesses throughout Shoreview. Sewage is routed to facilities owned and operated by Metropolitan Council Environmental Services (MCES), and Shoreview is billed for its prorated share of overall sewage flow. Sewage treatment costs account for 47 percent of Sewer Fund expense in 2016. Operating, maintenance and replacement costs are supported entirely by user charges which will increase 3 percent in 2016.

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 \$134,800 surcharge on the City’s sewage treatment bill.

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



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



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

Total Surface Water expense is projected to increase 10.9 percent for 2016, a significant portion of this increase (80%) is related to pond dredging costs. Planned capital costs over the next few years due to street reconstruction projects and the addition of storm water facilities continue to place pressure on surface water rates. As a result, residential surface water rates will increase \$2.34 per quarter for 2016, an increase of 10 percent.

Street Lighting Fund – Accounts for the operation, maintenance and replacement of the street lighting system throughout the community, in support of safe vehicle and pedestrian traffic. The City’s street light system includes lighting owned by the City as well as lights leased from Xcel Energy. Street light replacement costs over the next two years address a growing trend of street light outages. Residential rates are projected to increase 6% in 2016.

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 \$10.80 per quarter. The largest share of the increase is for water 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			
	2015	2016	Change
Water	\$ 44.14	\$ 49.43	\$ 5.29
Sewer	85.09	87.65	2.56
Surface water	23.39	25.73	2.34
Street lighting	10.24	10.85	0.61
State fee	1.59	1.59	-
Total	\$ 164.45	\$ 175.25	\$ 10.80

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 \$7.21 to \$43.13.

Use Level	% of Homes	Water Gallons	Sewer Gallons	Total Utility Bill		Change in Quarterly Bill	Percent Change
				2015	2016		
Very low	13%	5,000	4,000	\$113.43	\$120.64	\$ 7.21	6.4%
Low	27%	10,000	10,000	\$135.39	\$144.12	\$ 8.73	6.4%
Average	40%	15,000	12,000	\$164.45	\$175.25	\$ 10.80	6.6%
Above avg	16%	25,000	22,000	\$207.51	\$221.99	\$ 14.48	7.0%
High	2%	55,000	26,000	\$331.46	\$360.79	\$ 29.33	8.8%
Very high	2%	80,000	34,000	\$460.21	\$503.34	\$ 43.13	9.4%

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

Central Garage Fund – Accounts for operation, maintenance and replacement of the maintenance center building, vehicles, heavy equipment and other miscellaneous equipment owned by the fund and used in service delivery to the public. Operating funds, which use vehicles and equipment to provide services, pay inter-fund charges to the Central Garage Fund. This fund also accounts for debt issued to finance the 2010 maintenance center renovation. Debt payments are supported by a combination of tax levies 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.

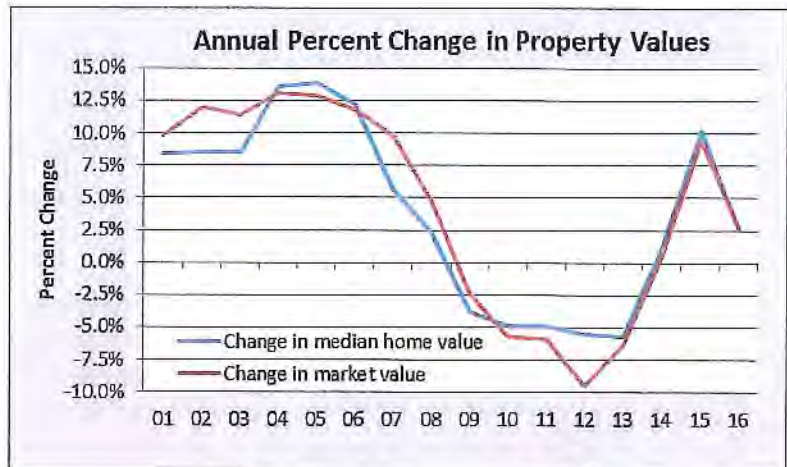
Economy – Although the City can influence property value growth through new development approvals and economic development efforts, the City has limited ability since less than 5 percent of property in Shoreview is considered undeveloped. As Shoreview continues to near full development, opportunities 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 decline in building permit activity is having little effect on the City’s budget or tax levy.

Market Value – Total market value is expected to increase 2.8 percent for 2016 taxes, and taxable value is expected to increase 4.5%. Shoreview’s values grew an average of 10.7 percent per year from 2001 to 2008, followed by an average decline of 2.2 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 \$247,500 in 2015 to \$253,800 in 2016, an increase of 2.5 percent before the effect of the Homestead Market Value Exclusion (HMVE) program. Once the HMVE is applied the median home value drops to \$239,400 (a total value increase of 3 percent from 2015).



Property Taxes – The preliminary 2016 property tax levy, as shown in the table below, is 3.91 percent higher than the adopted 2015 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				Dollar Change		Percent Change		Percent Impact on Total Levy	
	2015	2016	2017	2016	2017	2016	2017	2016	2017
	Adopted	Adopted	Proposed						
General Fund	\$ 7,023,335	\$ 7,321,858	\$ 7,638,713	\$ 298,523	\$ 316,855	4.25%	4.33%	2.88%	2.94%
Debt									
Debt Funds	544,000	547,000	549,000	3,000	2,000	0.55%	0.37%	0.03%	0.02%
Central Garage Fund	208,000	184,000	184,000	(24,000)	-	-11.54%	0.00%	-0.23%	0.00%
Total Debt Funds	752,000	731,000	733,000	(21,000)	2,000	-2.79%	0.27%	-0.20%	0.02%
Capital Costs									
Street Renewal Fund	950,000	1,000,000	1,060,000	50,000	60,000	5.26%	6.00%	0.48%	0.56%
General Fixed Asset Fund	1,427,583	1,475,000	1,495,000	47,417	20,000	3.32%	1.36%	0.46%	0.19%
Information Technology Fund	25,000	30,000	35,000	5,000	5,000	20.00%	16.67%	0.05%	0.05%
Total Capital Funds	2,402,583	2,505,000	2,590,000	102,417	85,000	4.26%	3.39%	0.99%	0.79%
EDA									
EDA Fund	90,000	110,000	115,000	20,000	5,000	22.22%	4.55%	0.19%	0.05%
HRA Fund	95,000	100,000	105,000	5,000	5,000	5.26%	5.00%	0.05%	0.05%
Total EDA Funds	185,000	210,000	220,000	25,000	10,000	13.51%	4.76%	0.24%	0.09%
Total Levy	\$ 10,362,918	\$ 10,767,858	\$ 11,181,713	\$ 404,940	\$ 413,855	3.91%	3.84%	3.91%	3.84%

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.

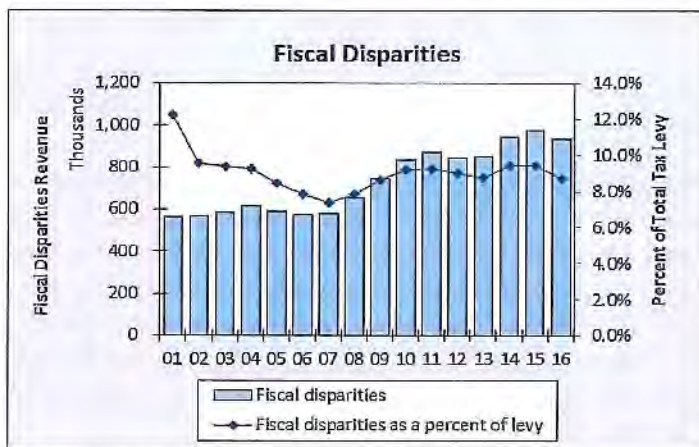
Sample home values and the portion of value excluded from taxes is provided in the table at right.

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 increase to 34.945 for 2016, due to the combined impact of the levy increase and a minor increase in taxable value. The table below provides a comparison of preliminary 2016 tax rates to three previous years. Shoreview accounts for about 23% of the total tax bill once market value based taxes are included (for voter approved school district levies).

	Tax Rates				Percent Change		
	Payable 2013	Payable 2014	Payable 2015	Payable 2016	Payable 2014	Payable 2015	Payable 2016
Tax Rates							
City of Shoreview	36.970%	37.490%	34.873%	34.945%	1.4%	-7.0%	0.2%
Shoreview HRA	0.289%	0.345%	0.323%	0.328%	19.4%	-6.4%	1.5%
Ramsey County	65.240%	63.735%	58.922%	58.562%	-2.3%	-7.6%	-0.6%
School district 621	29.444%	29.734%	27.378%	26.304%	1.0%	-7.9%	-3.9%
School district 623	15.464%	16.251%	17.180%	20.989%	5.1%	5.7%	22.2%
All other [1]	10.199%	9.825%	9.179%	9.004%	-3.7%	-6.6%	-1.9%
Total-621 Schools	142.142%	141.129%	130.675%	129.143%	-0.7%	-7.4%	-1.2%
Total-623 Schools	128.162%	127.646%	120.477%	123.828%	-0.4%	-5.6%	2.8%
[1] Regional rail, Met Council, Mosquito Control and Rice Creek Watershed combined.							
Market Value Rates							
School district 621	0.22834%	0.21069%	0.21901%	0.22212%	-7.7%	3.9%	1.4%
School district 623	0.24553%	0.25826%	0.25930%	0.21017%	5.2%	0.4%	-18.9%

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



Tax on Median Home – The estimated change in property tax for a median valued home (using preliminary tax rates for each jurisdiction as provided by Ramsey County), is shown in the table at right. Shoreview’s share of the tax bill will increase an estimated 3.2 percent (\$25.78 per year), and the combined tax for all other taxing jurisdictions will increase approximately \$49.37 per year (\$.34 increase for the HRA and \$49.03 increase for all other jurisdictions), for a total increase of 2.1 percent.

Mounds View Schools & Rice Creek Watershed	Payable 2015	Payable 2016	Dollar Change	Percent Change
Home value	\$ 247,500	\$ 253,800	\$ 6,300	2.5%
HMVE home value	\$ 232,500	\$ 239,400	\$ 6,900	3.0%
Taxable value	\$ 2,325	\$ 2,394	\$ 69	3.0%
Property Tax:				
City	\$ 810.80	\$ 836.58	\$ 25.78	3.2%
HRA	7.51	7.85	0.34	4.5%
All other jurisdictions	2,761.95	2,810.98	49.03	1.8%
Total Property Tax	\$3,580.26	\$3,655.41	\$ 75.15	2.1%

Since the change in home value will vary from property to property, and the change in value impacts the change in property tax (even if preliminary levies remain the same); the estimated change in the City portion of property taxes is presented in the table below using 7 different assumptions about value changes. The City share of the tax bill for a median home value of \$253,800 under each assumption is described after the table, and ranges from a 16.8 percent decrease to a 18 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								
2015	2016	Value Change	2015	2016	Value Change	2015	2016	2015	2016	Dollars	Percent
\$ 220,700	\$ 253,800	15.0%	\$ 203,300	\$ 239,400	17.8%	\$ 2,033	\$ 2,394	\$ 708.97	\$ 836.58	\$ 127.61	18.0%
\$ 230,700	\$ 253,800	10.0%	\$ 214,200	\$ 239,400	11.8%	\$ 2,142	\$ 2,394	\$ 746.98	\$ 836.58	\$ 89.60	12.0%
\$ 241,700	\$ 253,800	5.0%	\$ 226,200	\$ 239,400	5.8%	\$ 2,262	\$ 2,394	\$ 788.83	\$ 836.58	\$ 47.75	6.1%
\$ 247,500	\$ 253,800	2.5%	\$ 232,500	\$ 239,400	3.0%	\$ 2,325	\$ 2,394	\$ 810.80	\$ 836.58	\$ 25.78	3.2%
\$ 267,200	\$ 253,800	-5.0%	\$ 254,000	\$ 239,400	-5.7%	\$ 2,540	\$ 2,394	\$ 885.77	\$ 836.58	\$ (49.19)	-5.6%
\$ 282,000	\$ 253,800	-10.0%	\$ 270,100	\$ 239,400	-11.4%	\$ 2,701	\$ 2,394	\$ 941.92	\$ 836.58	\$ (105.34)	-11.2%
\$ 298,600	\$ 253,800	-15.0%	\$ 288,200	\$ 239,400	-16.9%	\$ 2,882	\$ 2,394	\$1,005.04	\$ 836.58	\$ (168.46)	-16.8%

- A median home with a 15% value increase will pay \$127.61 more City tax for the year.
- A median home with a 10% value increase will pay \$89.60 more City tax for the year.
- A median home with a 5% value increase will pay \$47.75 more City tax for the year.
- A median home with a 2.5% value increase will pay \$25.78 more City tax for the year.
- A median home with a 5% value decrease will pay \$49.19 less City tax for the year.
- A median home with a 10% value decrease will pay \$105.34 less City tax for the year.
- A median home with a 15% value decrease will pay \$168.46 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 \$100,000 to \$900,000, assuming a 2.5 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from a 4.1 percent increase for a home valued at \$100,000, to a 3 percent increase for a home valued at \$900,000.

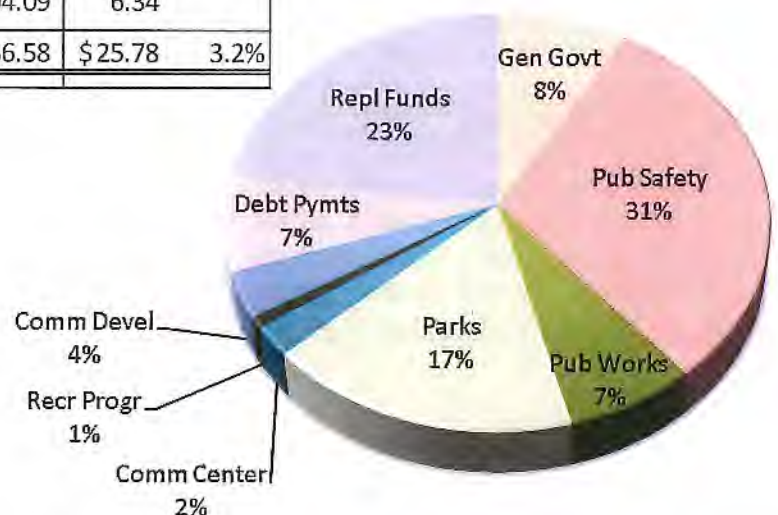
Market Value			Market Value			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
Before MVE			After MVE								
2015	2016	Value Change	2015	2016	Value Change	2015	2016	2015	2016	Dollars	Percent
\$ 97,600	\$ 100,000	2.5%	\$ 69,100	\$ 71,800	3.9%	\$ 691	\$ 718	\$ 240.97	\$ 250.91	\$ 9.94	4.1%
\$ 146,400	\$ 150,000	2.5%	\$ 122,300	\$ 126,300	3.3%	\$ 1,223	\$ 1,263	\$ 426.50	\$ 441.36	\$ 14.86	3.5%
\$ 195,200	\$ 200,000	2.5%	\$ 175,500	\$ 180,800	3.0%	\$ 1,755	\$ 1,808	\$ 612.02	\$ 631.81	\$ 19.79	3.2%
\$ 247,500	\$ 253,800	2.5%	\$ 232,500	\$ 239,400	3.0%	\$ 2,325	\$ 2,394	\$ 810.80	\$ 836.58	\$ 25.78	3.2%
\$ 292,600	\$ 300,000	2.5%	\$ 281,700	\$ 289,800	2.9%	\$ 2,817	\$ 2,898	\$ 982.37	\$1,012.71	\$ 30.34	3.1%
\$ 390,200	\$ 400,000	2.5%	\$ 388,100	\$ 398,800	2.8%	\$ 3,881	\$ 3,988	\$1,353.42	\$1,393.61	\$ 40.19	3.0%
\$ 487,800	\$ 500,000	2.5%	\$ 487,800	\$ 500,000	2.5%	\$ 4,878	\$ 5,000	\$1,701.10	\$1,747.25	\$ 46.15	2.7%
\$ 585,400	\$ 600,000	2.5%	\$ 585,400	\$ 600,000	2.5%	\$ 6,068	\$ 6,250	\$2,116.09	\$2,184.06	\$ 67.97	3.2%
\$ 683,000	\$ 700,000	2.5%	\$ 683,000	\$ 700,000	2.5%	\$ 7,288	\$ 7,500	\$2,541.54	\$2,620.88	\$ 79.34	3.1%
\$ 878,000	\$ 900,000	2.5%	\$ 878,000	\$ 900,000	2.5%	\$ 9,725	\$ 10,000	\$3,391.40	\$3,494.50	\$ 103.10	3.0%

The table below provides the estimated change in the City share of the tax bill for home values ranging from \$100,000 to \$900,000, assuming a 5 percent increase in value. If everything else remains the same, the change in Shoreview's share of the property tax bill ranges from an 8 percent increase for a home valued at \$100,000, to a 5.9 percent increase for a home valued at \$900,000.

Market Value Before MVE			Market Value After MVE			Taxable Value		City Portion of Property Tax		Change in City Property Tax	
2015	2016	Value Change	2015	2016	Value Change	2015	2016	2015	2016	Dollars	Percent
\$ 95,250	\$ 100,000	5.0%	\$ 66,600	\$ 71,800	7.8%	\$ 666	\$ 718	\$ 232.25	\$ 250.91	\$ 18.66	8.0%
\$ 142,900	\$ 150,000	5.0%	\$ 118,500	\$ 126,300	6.6%	\$ 1,185	\$ 1,263	\$ 413.25	\$ 441.36	\$ 28.11	6.8%
\$ 190,500	\$ 200,000	5.0%	\$ 170,400	\$ 180,800	6.1%	\$ 1,704	\$ 1,808	\$ 594.24	\$ 631.81	\$ 37.57	6.3%
\$ 241,700	\$ 253,800	5.0%	\$ 226,200	\$ 239,400	5.8%	\$ 2,262	\$ 2,394	\$ 788.83	\$ 836.58	\$ 47.75	6.1%
\$ 285,700	\$ 300,000	5.0%	\$ 274,200	\$ 289,800	5.7%	\$ 2,742	\$ 2,898	\$ 956.22	\$1,012.71	\$ 56.49	5.9%
\$ 381,000	\$ 400,000	5.0%	\$ 378,100	\$ 398,800	5.5%	\$ 3,781	\$ 3,988	\$1,318.55	\$1,393.61	\$ 75.06	5.7%
\$ 476,200	\$ 500,000	5.0%	\$ 476,200	\$ 500,000	5.0%	\$ 4,762	\$ 5,000	\$1,660.65	\$1,747.25	\$ 86.60	5.2%
\$ 571,400	\$ 600,000	5.0%	\$ 571,400	\$ 600,000	5.0%	\$ 5,893	\$ 6,250	\$2,055.07	\$2,184.06	\$ 128.99	6.3%
\$ 666,700	\$ 700,000	5.0%	\$ 666,700	\$ 700,000	5.0%	\$ 7,084	\$ 7,500	\$2,470.40	\$2,620.88	\$ 150.48	6.1%
\$ 857,000	\$ 900,000	5.0%	\$ 857,000	\$ 900,000	5.0%	\$ 9,463	\$ 10,000	\$3,300.03	\$3,494.50	\$ 194.47	5.9%

Program	2015	2016	Change	
	City Tax	City Tax	\$	%
value before MVE->	\$ 247,500	\$ 253,800		
value after MVE->	\$ 232,500	\$ 239,400		
	Home	Home		
General Government	\$ 62.93	\$ 70.24	\$ 7.31	
Public Safety	246.64	256.88	10.24	
Public Works	61.49	60.68	(0.81)	
Parks and Recreation:				
Park Admin and Maint	136.12	136.91	0.79	
Community Center Operation	19.43	19.92	0.49	
Recreation Programs	5.68	6.58	0.90	
Community Development	27.42	30.03	2.61	
Debt Service	63.34	61.25	(2.09)	
Replacement Funds	187.75	194.09	6.34	
Total City Taxes	\$ 810.80	\$ 836.58	\$25.78	3.2%

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 \$836.58. To illustrate how property taxes support a variety of City programs and services, the table to the left and the graph below show the breakdown of property tax by program.



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

- General Fund transfers to the Community Center Fund offset the room rental subsidy for community-oriented use of the building, 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
- Community Center transfers cover planned Community Center expansion costs
- Recreation Program transfers to the Community Center Fund pay for use of the building; to the Community Center Expansion Fund cover planned Community Center expansion costs
- Cable TV transfers to the General Fund support a portion of communication costs
- Closed Bond Fund transfers to debt funds provide funding for debt payments in an effort to reduce the debt share of the levy
- Community Investment transfers to the Refunding COP 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
- 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); Central Garage fund represent a prorated share of debt payments (maintenance center renovation) and to the Capital Acquisition /IS fund cover planned computer/technology capital costs
- Central Garage transfers cover planned computer/technology capital costs.

From Fund	To Fund	2016 Transfers	2017 Transfers
General Fund	Community Center	\$ 254,000	\$ 262,000
General Fund	Recreation Programs	84,000	86,000
General Fund	Slice of Shoreview	10,000	10,000
General Fund	Refunding COPs (debt)	50,000	50,000
Community Center	Comm Cntr Expansion	-	200,000
Recreation Programs	Community Center	130,000	140,000
Recreation Programs	Comm Cntr Expansion	-	200,000
Cable TV	General Fund	200,000	200,000
Closed Bond	Refunding COPs (debt)	50,000	50,000
Closed Bond	2004 G.O. Impr. Bonds	4,745	-
Community Investment	Refunding COPs (debt)	175,000	175,000
MSA Fund	Street Rehabilitation	1,550,000	-
Street Renewal	Grand Avenue	453,000	-
Street Renewal	Windward Heights	503,000	766,500
GFA Replacement	Capital Acquisition/IS	534,500	94,000
GFA Replacement	Refunding COPs (debt)	180,000	180,000
Water	General Fund	320,000	330,000
Water	Central Garage	43,000	43,000
Water	Capital Acquisition/IS	-	3,400
Sewer	General Fund	140,000	144,000
Sewer	Central Garage	43,000	43,000
Sewer	Capital Acquisition/IS	-	3,400
Surface Water	General Fund	128,000	137,000
Surface Water	Central Garage	31,000	31,000
Street Lighting	General Fund	23,000	26,000
Street Lighting	Central Garage	2,400	2,400
Central Garage	Capital Acquisition/IS	15,000	-
Total Transfers		\$ 4,923,645	\$ 3,176,700
From Operating Funds		\$ 1,528,145	\$ 1,961,200
From Capital Funds		3,395,500	1,215,500
Total Transfers		4,923,645	3,176,700
		To Operating Funds	\$ 1,868,145
		To Capital Funds	\$ 1,909,400
		Total Transfers	\$ 3,055,500
			\$ 1,267,300
		Total Transfers	\$ 4,923,645
			\$ 3,176,700

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

Description	2013 Budget	2014 Budget	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Full-time						
General Fund	39.08	41.02	40.53	41.92	40.55	41.03
Recycling	0.35	0.35	0.35	0.35	0.45	0.45
Community Center Operations	13.65	14.39	14.20	15.30	15.25	15.25
Recreation Programs	3.97	5.05	4.90	4.30	5.75	4.95
Cable Television	0.25	0.25	0.25	0.25	0.25	0.25
Economic Development Authority	0.29	0.40	0.45	0.45	0.50	0.50
HRA Programs of EDA	0.30	0.60	0.60	0.60	0.60	0.60
Water Enterprise Fund	7.37	7.71	7.75	7.82	7.77	7.77
Sewer Enterprise Fund	6.50	6.72	6.76	6.83	6.78	6.78
Surface Water Mgmt Utility	3.32	3.37	3.61	3.49	3.82	3.82
Street Light Utility	0.18	0.20	0.20	0.20	0.20	0.20
Central Garage	2.38	2.40	2.40	2.40	2.40	2.40
Total Full-time	77.64	82.46	82.00	83.91	84.32	84.00
Part-time						
General Fund	0.80	0.52	0.54	0.87	0.92	0.70
Community Center Operations	-	0.21	0.23	0.15	0.23	0.23
Recreation Programs	-	0.21	0.23	0.15	0.23	0.23
Water Enterprise Fund	-	0.04	0.05	0.04	0.08	0.06
Sewer Enterprise Fund	-	0.04	0.05	0.04	0.08	0.06
Surface Water Mgmt Utility	-	-	-	0.02	0.01	-
Street Light Utility	-	-	-	0.08	0.05	0.02
Total Part-time	0.80	1.02	1.10	1.35	1.60	1.30
Associate						
General Fund	3.29	4.42	3.99	3.69	3.86	3.73
Community Center Operations	25.21	23.06	24.09	21.52	22.07	22.42
Recreation Programs	25.83	25.97	26.39	27.38	28.49	28.70
Cable Television	0.10	0.10	0.10	0.10	0.47	0.47
Economic Development Authority	0.08	-	-	-	-	-
HRA Programs of EDA	0.10	-	-	-	-	-
Water Enterprise Fund	0.32	0.39	0.48	0.29	0.33	0.33
Sewer Enterprise Fund	0.32	0.39	0.49	0.29	0.34	0.34
Surface Water Mgmt Utility	0.11	0.22	0.13	0.13	0.13	0.13
Total Associate	55.36	54.55	55.67	53.40	55.69	56.12
Total FTEs	133.80	138.03	138.77	138.66	141.61	141.42


Changes in full-time FTEs include the phased retirement of an administration department position (.32), the elimination of a public works administrative tech position the addition of a park and recreation office assistant, planning/public works customer service representative and custodian. Part-time FTEs increase in 2016 due to the phased retirement of a public works engineering tech position. Associate FTEs increase for: temporary positions to assist with elections, cable television intern, public works intern, parks maintenance; and additional recreation program hours.

Summary

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

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

Respectfully submitted,



Terry Schwerm, City Manager



Fred Espe, Finance Director

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City of Shoreview, Minnesota – 2016-2017 Biennial Budget

General Fund

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

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

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

Expense is accounted for within five main groupings:

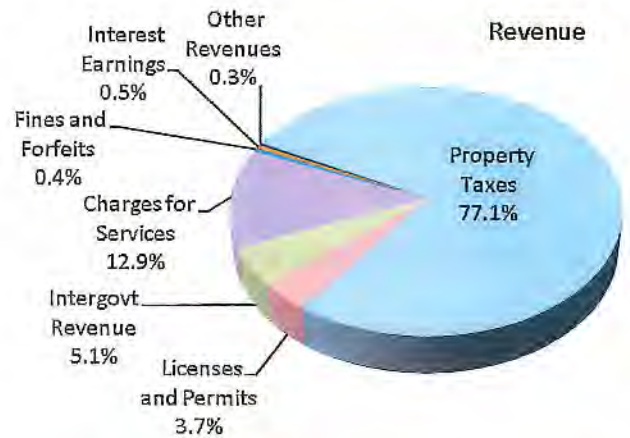
- General Government
- Public Safety
- Public Works
- Parks and Recreation
- Community Development

General Fund Summary

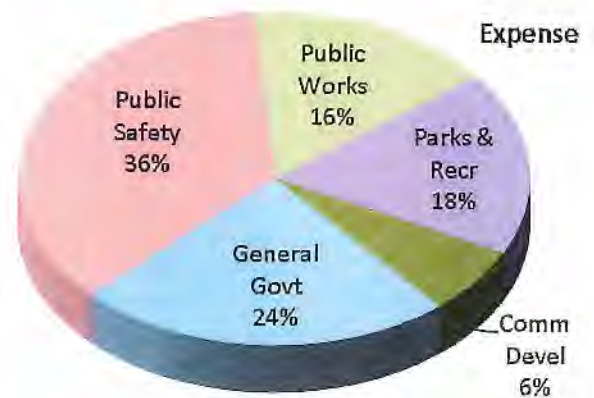
Fund Description – The General Fund is the primary operating fund of the City, and accounts for revenue and expense associated with providing basic government services. Principal revenue sources include property taxes, charges for services and licenses and permits. Expenses are accounted for by function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

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

Revenue – Property taxes account for the largest share of General Fund revenue (77.1%) because the services provided are typically not associated with user fees or charges. Charges for services provide 12.9% 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 LIVFD).



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 56% of total expense, for contracted police and fire service, central garage equipment, building charges and other contractual costs. Personal services accounts for 41% 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 2016 and 2017), the Slice of Shoreview event (\$10,000 in 2016 and 2017), Recreation Programs (\$84,000 in 2016 and \$86,000 in 2017), and Community Center operations (\$254,000 in 2016 and \$262,000 in 2017).

City of Shoreview, Minnesota – 2016-2017 Biennial Budget

General Fund Summary

	2013	2014	2015	2015	2016	2017	2016
	Actual	Actual	Budget	Estimate	Budget	Budget	Percent of Total
Revenue							
Property Taxes	\$6,623,723	\$6,698,037	\$7,023,335	\$7,023,335	\$7,321,858	\$7,638,713	77.1%
Licenses and Permits	648,306	628,033	330,100	375,625	354,000	317,700	3.7%
Intergovernmental	395,433	574,419	455,032	529,222	480,622	480,622	5.1%
Charges for Services	1,619,489	1,352,056	1,303,810	1,256,160	1,224,520	1,252,000	12.9%
Fines and Forfeits	52,440	49,430	48,800	45,770	42,500	42,500	0.4%
Interest Earnings	(118,405)	197,442	50,000	50,000	50,000	55,000	0.5%
Other Revenues	31,532	28,974	26,227	25,250	25,450	25,650	0.3%
Total Revenue	9,252,518	9,528,391	9,237,304	9,305,362	9,498,950	9,812,185	100.0%
Expense							
General Government							
Council and Commissions	\$ 142,275	\$ 138,565	\$ 151,925	\$ 147,373	\$ 156,597	\$ 164,622	1.58%
Administration	561,449	508,845	553,955	544,540	575,203	592,525	5.80%
Human Resources	242,231	245,355	290,010	276,345	295,128	303,785	2.98%
Elections	2,983	34,332	4,000	3,000	39,574	4,000	0.40%
Communications	209,168	195,445	215,944	226,804	235,448	243,951	2.38%
Finance and Accounting	546,380	512,389	545,070	538,913	571,295	598,380	5.76%
Information Systems	295,837	322,173	346,344	337,027	348,684	355,207	3.52%
Legal	112,529	128,048	125,000	125,000	132,000	132,000	1.33%
General Government	2,112,852	2,085,152	2,232,248	2,199,002	2,353,929	2,394,470	23.75%
Public Safety							
Police	1,910,592	1,979,639	2,064,925	2,049,000	2,096,500	2,179,600	21.15%
Fire	1,154,160	1,344,161	1,354,780	1,405,380	1,474,420	1,512,270	14.88%
Emergency Services	4,425	2,947	5,130	5,070	-	-	0.00%
Public Safety	3,069,177	3,326,747	3,424,835	3,459,450	3,570,920	3,691,870	36.03%
Public Works							
Public Works Adm and Engin.	473,786	456,455	450,210	446,634	434,492	434,502	4.38%
Streets	763,770	774,139	864,238	839,759	871,799	899,998	8.80%
Trail Management	110,429	117,487	132,926	122,368	131,148	135,986	1.32%
Forestry and Nursery	89,572	125,314	125,989	118,642	122,311	126,891	1.23%
Public Works	1,437,557	1,473,395	1,573,363	1,527,403	1,559,750	1,597,377	15.74%
Parks and Recreation							
Municipal Buildings	126,385	138,254	131,725	117,028	117,633	121,286	1.19%
Park/Recreation Admin.	346,539	366,627	381,141	447,927	387,297	471,455	3.91%
Park Maintenance	1,103,652	1,185,557	1,247,321	1,259,164	1,276,575	1,299,908	12.88%
Parks and Recreation	1,576,576	1,690,438	1,760,187	1,824,119	1,781,505	1,892,649	17.97%
Community Development							
Planning and Zoning Admin.	400,461	424,971	449,447	454,444	484,478	500,217	4.89%
Building Inspection	177,335	173,350	167,224	167,440	161,368	164,602	1.63%
Community Development	577,796	598,321	616,671	621,884	645,846	664,819	6.52%
Total Expense	8,773,958	9,174,053	9,607,304	9,631,858	9,911,950	10,241,185	100.00%
Other Sources (Uses)							
Transfers In	519,000	692,000	748,000	817,404	811,000	837,000	
Transfers Out	(829,963)	(902,749)	(378,000)	(378,000)	(398,000)	(408,000)	
Net Increase (Decrease)	167,597	143,792	-	112,908	-	-	
Fund Equity, beginning	4,136,009	4,303,606	4,447,398	4,447,398	4,560,306	4,560,306	
Fund Equity, ending	\$4,303,606	\$4,447,398	\$4,447,398	\$4,560,306	\$4,560,306	\$4,560,306	
Months of operating coverage	5.6	5.5		5.5	5.3	5.1	

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 48,084	\$ 48,089	\$ 49,555	\$ 49,836	\$ 49,817	\$ 50,892
Supplies	\$ 289	\$ 165		\$ 50	\$ 250	\$ 300
Contractual	\$ 93,902	\$ 90,311	\$ 102,370	\$ 97,487	\$ 106,530	\$ 113,430
Total	\$ 142,275	\$ 138,565	\$ 151,925	\$ 147,373	\$ 156,597	\$ 164,622
Percent change		-2.6%	9.6%	6.4%	3.1%	5.1%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.62%	1.51%	1.58%	1.53%	1.58%	1.61%

Budget Impacts:

- Council salaries are adjusted every two years based on an adopted Council policy.
- Contributions to community organizations are projected to have little growth through 2017.
- 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.

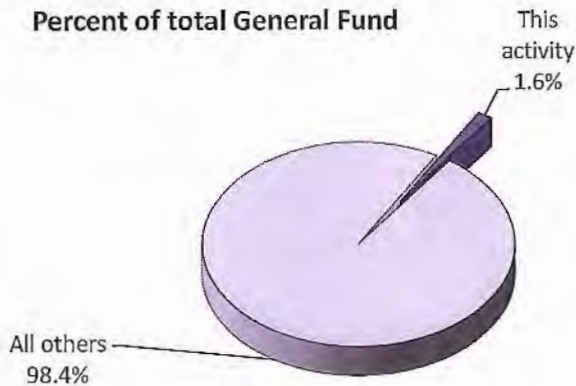
Council & Commissions			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Council & Commissions annual cost per capita	\$ 5.68	\$ 5.60	\$ 5.41
% change from prior year		-1.4%	-3.4%
Council & Commissions annual cost per household	\$ 13.66	\$ 13.59	\$ 12.85
% change from prior year		-0.5%	-5.5%
Median home value	\$ 235,700	\$ 222,200	\$ 224,500
% change from prior year		-5.7%	1.0%
Total market value (thousands)	\$ 2,568,567	\$ 2,404,938	\$ 2,412,883
% change from prior year		-6.4%	0.3%

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%

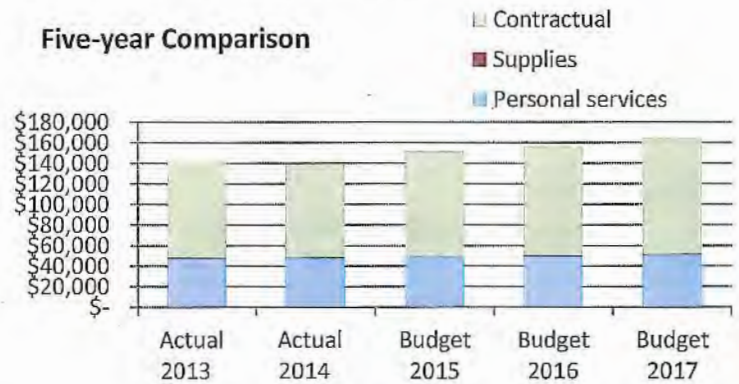
Recent Achievements:

- Established city-wide goals for the next biennium.
- Partnered with several developers on both economic development and redevelopment projects.
- Maintained AAA bond rating.
- Continued environment focus with Green Step City recognition and awards.
- 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.
- Research and implement a Citizen's Academy to promote greater understanding about City operations, promote participation in the City, encourage citizen involvement, and develop new leaders within the community.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 376,525	\$ 357,776	\$ 389,431	\$ 389,955	\$ 415,538	\$ 404,530
Supplies	\$ 16,998	\$ 10,547	\$ 18,300	\$ 18,143	\$ 18,700	\$ 20,200
Contractual	\$ 167,926	\$ 140,522	\$ 146,224	\$ 136,442	\$ 140,965	\$ 167,795
Total	\$ 561,449	\$ 508,845	\$ 553,955	\$ 544,540	\$ 575,203	\$ 592,525
Percent change		-9.4%	8.9%	7.0%	3.8%	3.0%
Full-time equivalents						
Full-time	2.40	3.10	3.05	3.05	3.32	3.00
Part-time	0.60					
Total	3.00	3.10	3.05	3.05	3.32	3.00
Percent of total General Fund	6.40%	5.55%	5.77%	5.65%	5.80%	5.79%

Budget Impacts:

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

Administration

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Administration annual cost per capita	\$ 21.08	\$ 22.08	\$ 19.85
% change from prior year		4.7%	-10.1%
Administration annual cost per household	\$ 50.74	\$ 53.63	\$ 47.19
% change from prior year		5.7%	-12.0%

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%

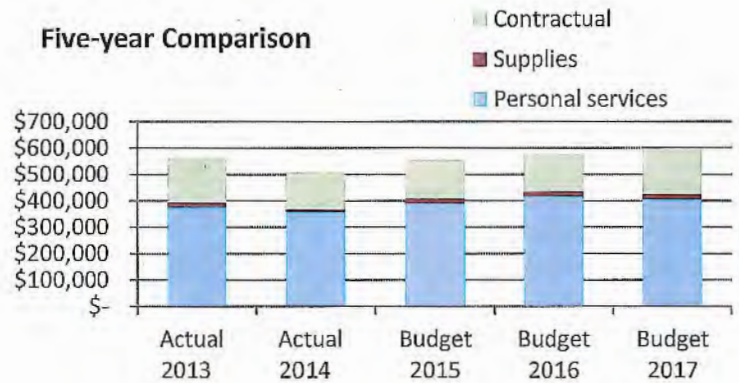
Recent Achievements:

- 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 support for both the Parks and Recreation Commission and Public Safety Committee.
- Reviewed and updated the Committee/Commission handbook.

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.
- Ensure the City is prepared for all mandates included in the Health Care Reform Act effective in 2010 through 2018, as well as other state and federal mandates and law revisions.
- Continue to implement technology improvements in HR processes, such as: tracking FMLA usage, performance reviews, and expanded use of electronic media for promoting job openings.
- Prepare a Retiree Reference Guide to assist employees in planning for retirement.
- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 199,592	\$ 209,083	\$ 231,585	\$ 216,970	\$ 237,608	\$ 244,690
Supplies	\$ 486	\$ 1,347	\$ 2,555	\$ 1,470	\$ 1,305	\$ 1,980
Contractual	\$ 42,153	\$ 34,925	\$ 55,870	\$ 57,905	\$ 56,215	\$ 57,115
Total	\$ 242,231	\$ 245,355	\$ 290,010	\$ 276,345	\$ 295,128	\$ 303,785
Percent change		1.3%	18.2%	12.6%	1.8%	2.9%
Full-time equivalents						
Full-time	2.00	2.00	2.00	2.00	2.00	2.00
Part-time		0.22	0.24		0.24	0.24
Total	2.00	2.22	2.24	2.00	2.24	2.24
Percent of total General Fund	2.76%	2.67%	3.02%	2.87%	2.98%	2.97%

Budget Impacts:

- Health insurance premiums are expected to increase between 8% and 15% for 2016.
- Contractual services continues to be the largest HR budget item, and includes CDL drug testing, OSHA/Safety services, employee assistance program, and employee training.
- National Health Care continues to require significant HR administrative time with new reporting requirements, the Cadillac tax implementation, and the addition of a new position beginning in 2016.
- As the economy has improved, the City has experienced increases in turnover, resulting in increased advertising expenses; this trend is expected to continue.

Human Resources

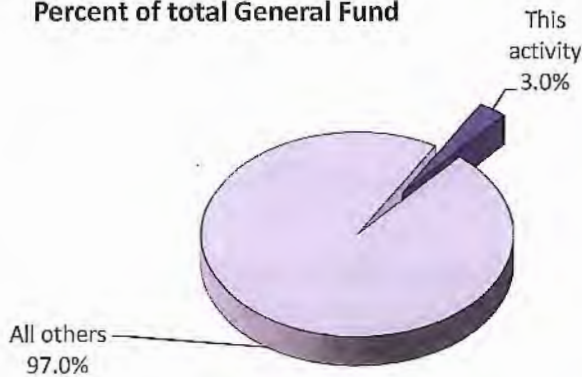
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Human Resources annual cost per capita	\$ 8.82	\$ 9.53	\$ 9.57
% change from prior year		8.1%	0.4%
Total number of regular and associate staff served	406	439	453
Hiring: full-time/associate (new hires and rehires)	3/169	10/211	3/245
Number of applications processed: regular and associate positions	133/703	877	1719
Unexpected Leaves: Impacting HR administrative workload			
- FMLA (number of employees/total hours)	7/1179	4/1893	8/1037
- Short-term Disability (number of employees/total hours)	2/464	3/378	2/176
- Workers' Compensation (number of recordable injuries/lost work days)	4/0	5/119	5/5

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%

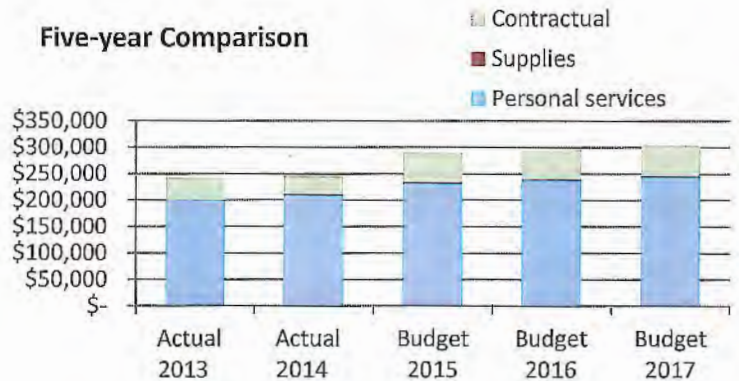
Recent Achievements:

- Staff serves on the League of Minnesota Cities (LMC) Human Resources and Data Practices Policy Committee which influences LMC policy direction on HR matters.
- Completed implementation of an Automated Job Application System.
- Researched and implemented tracking weekly hours worked by employees as required by the Affordable Care Act.
- Implemented an employee wellness program, and continue to expand program offerings and requirements.
- Integrated associate employee files into HR system.
- Implemented safety training tracking system.

Percent of total General Fund



Five-year Comparison



Elections

101-40300

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

Goals and Objectives:

- Work with Ramsey County Elections staff on election law changes.
- The Deputy City Clerk serves as a member of the Ramsey County Task Force for selection and purchase of new voting equipment for implementation in 2016.
- Continue to prepare for growing number of absentee voters, particularly during a presidential election year when voter turnout is greatest.
- Transition to new voting equipment in 2016.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services		\$ 6,262			\$ 8,074	
Supplies		\$ 2,440			\$ 3,500	
Contractual	\$ 2,983	\$ 25,630	\$ 4,000	\$ 3,000	\$ 28,000	\$ 4,000
Total	\$ 2,983	\$ 34,332	\$ 4,000	\$ 3,000	\$ 39,574	\$ 4,000
Percent change		1050.9%	-88.3%	-91.3%	889.4%	-89.9%
Full-time equivalents						
Associate		0.15			0.15	
Total	-	0.15	-	-	0.15	-
Percent of total General Fund	0.03%	0.37%	0.04%	0.03%	0.40%	0.04%

Budget Impacts:

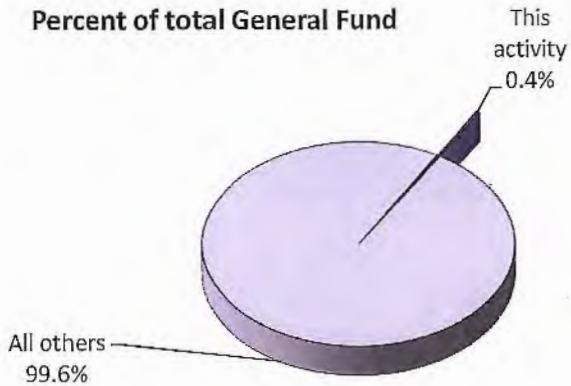
- Elections are held in even-numbered years; therefore the budget has significant fluctuations between election years.
- Part time staff was added for a few weeks prior to the election in both 2012 and 2014 to assist with absentee voting and additional part time staff will likely be needed in 2016 to handle further increases in absentee voting numbers.

Elections			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Elections annual cost per household	\$ 3.18	\$ 0.28	\$ 3.18
Number of registered voters	16,867		17,030
Elections annual cost per registered voter	\$ 1.97		\$ 2.02
Election judges trained	147		125
Number of ballots cast	16,618		12,209
Elections annual cost per ballot cast	\$ 2.00		\$ 2.81
Number of absentee ballots processed	1,983		1,761
Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

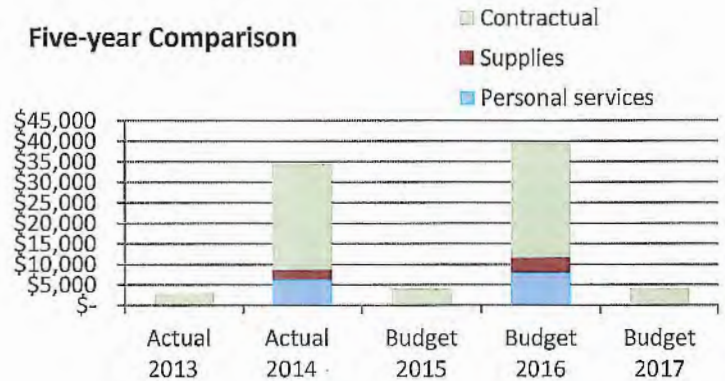
Recent Achievements:

- Facilitated improvements to the absentee voting process, including counting absentee ballots at City Hall, rather than at the precinct level.
- Successfully conducted 2014 General Election that included processing nearly 1800 absentee votes.

Percent of total General Fund



Five-year Comparison



Communications

101-40400

The Communications activity includes coordination and production of six issues of the ShoreViews newsletter (four issues include the Parks and Recreation catalog), modifications and updates to the City's website, 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. Use of email distributions and social media content are maintained by communications staff.

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 made, 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 the 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 83,845	\$ 79,819	\$ 98,194	\$ 98,304	\$ 104,598	\$ 109,001
Supplies			\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 125,323	\$ 115,626	\$ 115,750	\$ 126,500	\$ 128,850	\$ 132,950
Total	\$ 209,168	\$ 195,445	\$ 215,944	\$ 226,804	\$ 235,448	\$ 243,951
Percent change		-6.6%	10.5%	16.0%	9.0%	3.6%
Full-time equivalents						
Full-time	1.00	1.25	1.25	1.25	1.25	1.25
Part-time	0.20					
Total	1.20	1.25	1.25	1.25	1.25	1.25
Percent of total General Fund	2.38%	2.13%	2.25%	2.35%	2.38%	2.38%

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 popularity of the publication.
- Dues and training costs reflect memberships for 2 FTEs.

Communications

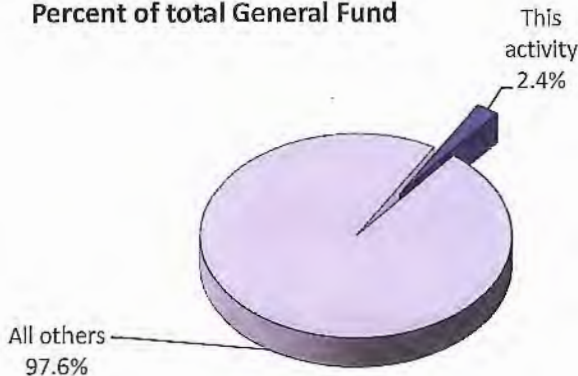
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Issues of ShoreViews newsletter	6	6	6
Number of Unique annual visitors to City website	-	60,867	79,228
Communications annual cost per website visit		\$ 3.44	\$ 2.47
% change from prior year		-100.0%	-28.2%
Number of Electronic e-mail blasts	24	24	24
Number of e-mail subscribers	1,416	1,130	1,093
Number of local meetings/events provided via cable cast including:			
Shoreview Today	2	-	-
Council meetings	24	24	25
Planning	11	13	12
Community Events (Parade, Band, Speaker Series, etc.)	10	7	7

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%

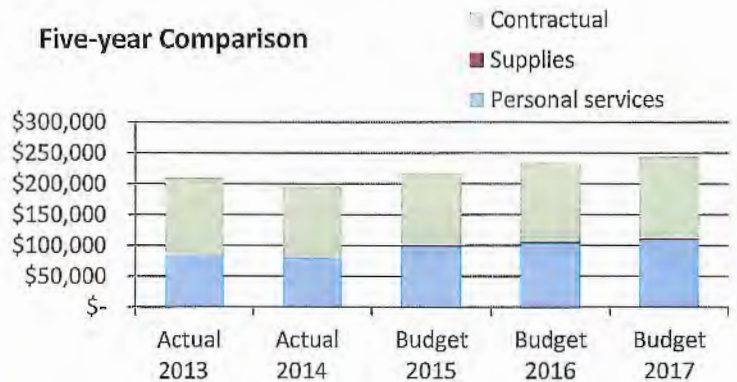
Recent Achievements:

- Redesigned the electronic bi-monthly Access newsletter.
- Expanded the City's social media presence through Twitter and Facebook.
- Designed and implemented the first New Views of Shoreview photo contest.
- Continued to update and add additional resource pages to the City website.

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 463,591	\$ 415,876	\$ 446,850	\$ 441,672	\$ 469,352	\$ 492,842
Supplies	\$ 1,604	\$ 2,267	\$ 4,000	\$ 3,710	\$ 3,895	\$ 3,760
Contractual	\$ 81,185	\$ 94,246	\$ 94,220	\$ 93,531	\$ 98,048	\$ 101,778
Total	\$ 546,380	\$ 512,389	\$ 545,070	\$ 538,913	\$ 571,295	\$ 598,380
Percent change		-6.2%	6.4%	5.2%	4.8%	4.7%
Full-time equivalents						
Full-time	4.95	4.95	4.95	4.88	4.95	4.95
Associate	0.01	0.01	0.01	0.01	0.01	0.01
Total	4.96	4.96	4.96	4.89	4.96	4.96
Percent of total General Fund	6.23%	5.59%	5.67%	5.60%	5.76%	5.84%

Budget Impacts:

- Four full-time staff members in the step program (length of service less than 4 years employment in the position) are currently paid less than the regular rate of pay. Therefore, estimated wages for the period 2015-2021 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 2017.
- Personal services increases in 2015 due to filling a position that was vacant in 2014.

Finance & Accounting

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Finance & Accounting annual cost per household	\$ 51.12	\$ 52.19	\$ 47.52
% change from prior year		2.1%	-9.0%
Bond rating from Standard & Poor's	AAA	AAA	AAA
Outstanding debt (in millions)	\$ 24.1	\$ 31.0	\$ 33.6
Investment portfolio at year-end (in millions)	\$ 24.8	\$ 27.0	\$ 37.1
Average investment yield	0.83%	1.10%	1.19%
Investment Benchmark (2-year Treasury Bill)	0.28%	0.31%	0.46%
Unqualified Audit Opinion	Yes	Yes	Yes
Years the GFOA Certificate of Achievement has been received	27	28	29
Paychecks issued	6,194	6,436	6,588
Accounts payable invoices processed	7,849	7,623	8,270
Workers Compensation injuries processed	16	22	18

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%

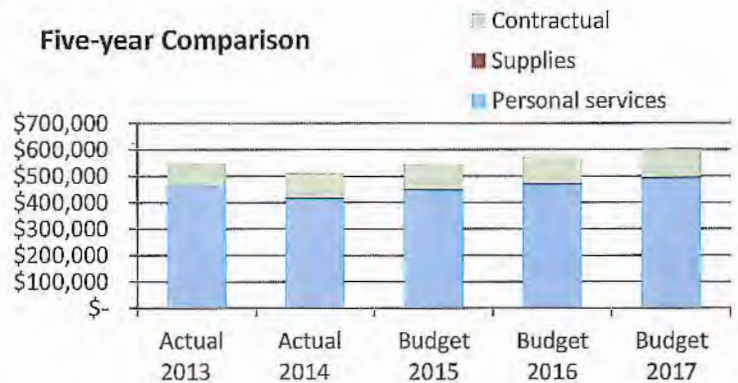
Recent Achievements:

- 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 continue to make improvements to the biennial publication.
- Fifth lowest 2015 City property tax on a median home value among comparison cities.
- 2015 City tax rate ranking is sixth lowest among comparison cities.

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, and access to documents through a workflow module addition to the document imaging system.
- Continue development of intranet applications to provide information to employees, promote information efficiency sharing between departments (internal budget reporting, property database management, etc.), and provide useful applications in support of departments and functions.
- Update and enhance calendaring systems and Google Apps.
- Continue to expand mobile devices/products, providing real time monitoring of systems, and assistance when needed.
- Add/enhance High Availability and Disaster Recovery functionality at the Maintenance Center.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 137,828	\$ 136,956	\$ 193,904	\$ 193,788	\$ 200,275	\$ 207,163
Supplies	\$ 12,131	\$ 5,496	\$ 13,400	\$ 13,600	\$ 13,600	\$ 13,600
Contractual	\$ 125,864	\$ 130,953	\$ 139,040	\$ 129,639	\$ 134,809	\$ 134,444
Capital outlay	\$ 20,014	\$ 48,768				
Total	\$ 295,837	\$ 322,173	\$ 346,344	\$ 337,027	\$ 348,684	\$ 355,207
Percent change		8.9%	7.5%	4.6%	0.7%	1.9%
Full-time equivalents						
Full-time	1.69	1.95	1.95	1.95	1.95	1.95
Total	1.69	1.95	1.95	1.95	1.95	1.95
Percent of total General Fund	3.37%	3.51%	3.61%	3.50%	3.52%	3.47%

Budget Impacts:

- Software maintenance and license fees continue to account for a majority of the budget increase (for new or expanded systems, virtual servers, virtual desktops, telephone system, financial system, parks and recreation, network infrastructure, document management, etc.).
- Two full-time staff members are in the step program.
- The Information Services Manager will retire in 2016, with the Assistant IS Manager moving into that role. This will require filling the assistant role.
- The city financial system, which has been in place for over twenty years, is being replaced beginning in 2016. This project will take at least eighteen months to implement.

Information Systems

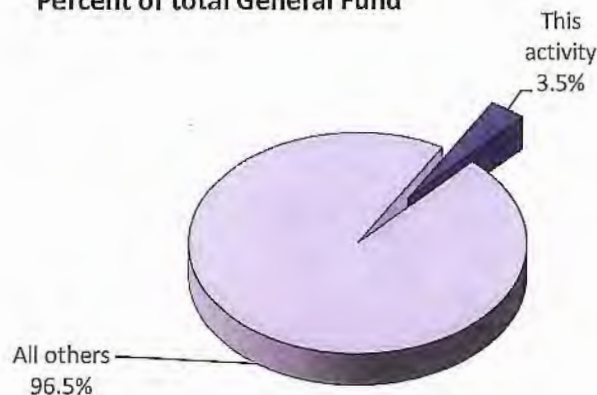
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Information Systems annual cost per household	\$ 27.85	\$ 28.26	\$ 29.88
% change from prior year		1.5%	5.7%
Data switches	13	13	13
Desktop VOIP phones	90	90	90
Multi-function copiers	9	9	9
Servers, virtual	23	30	32
Servers, physical	10	10	9
Wireless access points	17	18	18
Workstations, physical	45	29	27
Workstations, conf rooms/pt use	18	21	22
Workstations, virtual	40	43	56

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

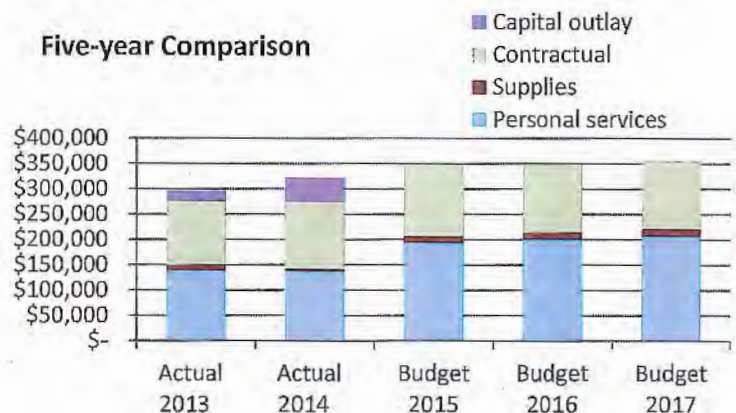
Recent Achievements:

- Updated the storage system infrastructure used by the entire network. This storage system is crucial to the entire city virtual network implemented over the past several years.
- Completed upgrading the analog video cameras for the city surveillance system to IP based digital cameras.
- Continued to add enhancements to the existing city 'web store,' including utility billing 'auto pay.'
- Upgraded the building paging system to a network based system.
- Added infrastructure for supporting city cable broadcasting and re-broadcasting; both on the web and channel 16. This included equipment from Granicus and Tightrope Media.
- Added a process for Public Works staff to update utilities and lighting information, in the field, using IPAD equipment.
- As part of concern for the safety of the city SCADA water infrastructure environment, surveillance camera coverage was added to the North and South water towers.
- Upgraded city staff computer programs for the ACA healthcare tracking.
- Continued to convert from the traditional environment of staff personal computers to a virtual computer (VDI) infrastructure. There are currently over 80 virtual desktops in production.

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 misdemeanor penalties.

Goals and Objectives:

- Continue to work more aggressively with City staff on code enforcement, including nuisance and property maintenance complaints.
- Explore categorizing minor code violations as petty misdemeanors.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Contractual	\$ 112,529	\$ 128,048	\$ 125,000	\$ 125,000	\$ 132,000	\$ 132,000
Total	\$ 112,529	\$ 128,048	\$ 125,000	\$ 125,000	\$ 132,000	\$ 132,000
Percent change		13.8%	-2.4%	-2.4%	5.6%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.28%	1.40%	1.30%	1.30%	1.33%	1.29%

Budget Impacts:

- 2016 budget show increases of about 6% to reflect increased criminal prosecution costs.

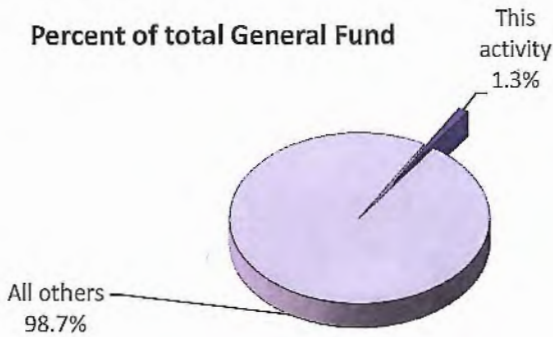
Legal

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Legal annual cost per household	\$ 8.64	\$ 10.75	\$ 11.88
% change from prior year		24.4%	10.5%

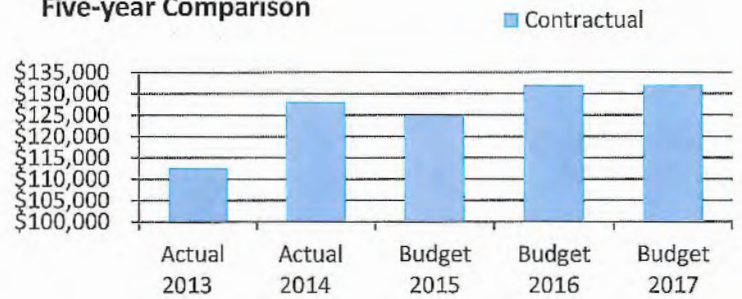
Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Contractual	\$ 1,910,592	\$ 1,979,639	\$ 2,064,925	\$ 2,049,000	\$ 2,096,500	\$ 2,179,600
Total	\$ 1,910,592	\$ 1,979,639	\$ 2,064,925	\$ 2,049,000	\$ 2,096,500	\$ 2,179,600
Percent change		3.6%	4.3%	3.5%	1.5%	4.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	21.78%	21.58%	21.49%	21.27%	21.15%	21.28%

Budget Impacts:

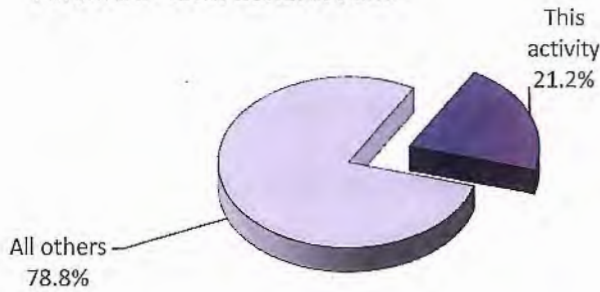
- Police budget reflects a 1.5% increase in 2016 due to cost of living adjustments and higher equipment replacement costs.
- Dispatch costs are increasing in accordance with cost allocations negotiated at time of dispatch consolidation, and planned implementation of a new computer aided dispatch and records management system.

Police			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Police annual cost per household	\$ 176.18	\$ 182.50	\$ 183.59
% change from prior year		3.6%	0.6%
Number of Police calls for service	6,661	7,057	8,128
Police annual cost per call for service	\$ 276.03	\$ 270.74	\$ 243.56
% change from prior year		-1.9%	-10.0%
Part I crime rate (per 100,000 inhabitants)	1,184	1,231	1,205
Part II crime rate (per 100,000 inhabitants)	1,353	1,391	1,403
Response time for top priority calls (average in min:sec)	5:33	5:42	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%

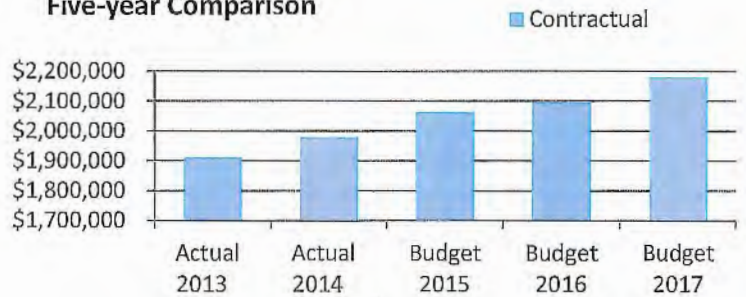
Recent Achievements:

- Recently replaced long time traffic deputies.
- Transition to new leadership team for Administration, Patrol, and Investigation.
- Continue successful transition of animal control services to the Sheriffs Department.

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. During 2015 the Department completed implementation of a plan which provides 24 hour station staffing with paid on-call firefighters. The Department is managed through a Board of Directors; Shoreview has two representatives that serve on the Board.

Goals and Objectives:

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

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Contractual	\$ 1,154,160	\$ 1,344,161	\$ 1,354,780	\$ 1,405,380	\$ 1,474,420	\$ 1,512,270
Total	\$ 1,154,160	\$ 1,344,161	\$ 1,354,780	\$ 1,405,380	\$ 1,474,420	\$ 1,512,270
Percent change		16.5%	0.8%	4.6%	8.8%	2.6%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	13.15%	14.65%	14.10%	14.59%	14.88%	14.77%

Budget Impacts:

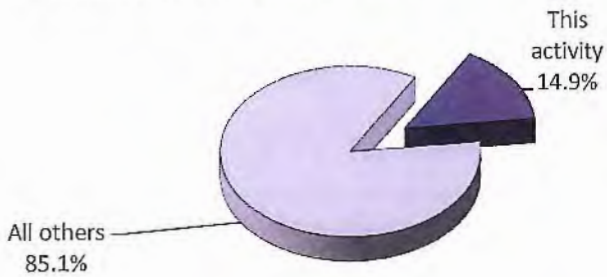
- Duty Crew implementation accounts for a significant portion of the 2016 cost increases due to additional staffing hours, as well as pay increases to better reflect current market rates.
- During the past few years, Shoreview's percentage of the budget has increased based on the cost share formula due to a higher volume of medical calls than either Arden Hills or North Oaks.

Fire			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Fire annual cost per household	\$ 82.55	\$ 110.25	\$ 124.66
% change from prior year		33.6%	13.1%
Number of fire and medical calls	1,060	1,275	1,449
Average response time emergencies (average for all cities, calls in min:sec)	6:13	5:15	5:42
Average response time for Shoreview calls	4:18	4:24	4:54
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%

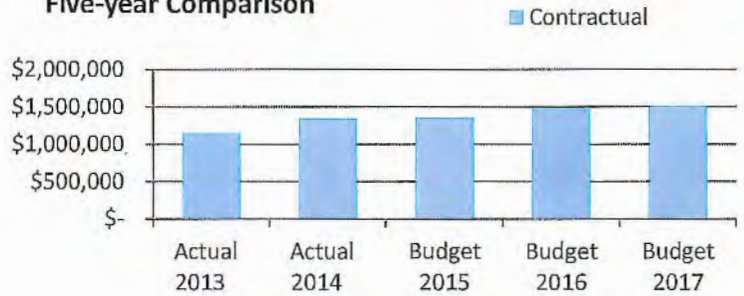
Recent Achievements:

- Duty Crews have been fully implemented and two stations are now staffed at all times.
- Purchased new Self Contained Breathing Apparatus with 90% of costs paid by FEMA grants.
- Continue to operate with auto-aid agreements with the Roseville and Vadnais Heights fire departments.

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 activity 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 activity has now been added to Central Garage operations.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 1,928	\$ 729				
Supplies			\$ 100	\$ 100		
Contractual	\$ 2,497	\$ 2,218	\$ 5,030	\$ 4,970		
Total	\$ 4,425	\$ 2,947	\$ 5,130	\$ 5,070	\$ -	\$ -
Percent change		-33.4%	74.1%	72.0%	-100.0%	0.0%
Full-time equivalents						
Associate	0.08	0.08				
Total	0.08	0.08	-	-	-	-
Percent of total General Fund	0.05%	0.03%	0.05%	0.05%	0.00%	0.00%

Budget Impacts:

- This activity has now been added to Central Garage operations.

Emergency Services

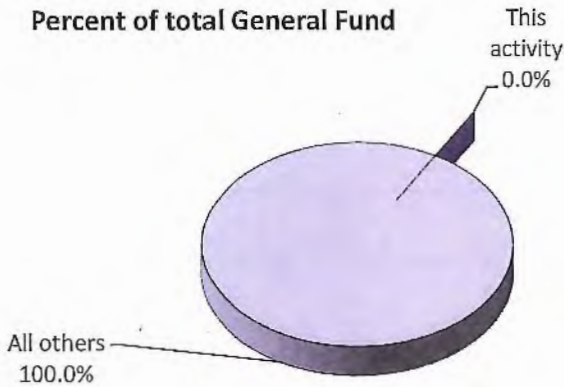
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Emergency Services annual cost per household	\$ 0.61	\$ 0.42	\$ 0.27
% change from prior year		-31.2%	-35.7%
Number of warning sirens	10	10	10
Emergency Services annual cost per warning siren	\$ 633.90	\$ 442.50	\$ 294.70
% change from prior year		-30.2%	-33.4%

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

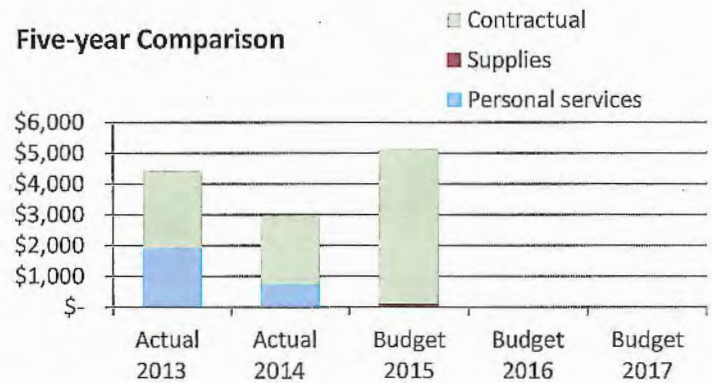
Recent Achievements:

- 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 sealcoat project efforts, including all aspects of project design, inspection and communication with the public. The City's Sealcoating effort is an important part of the Pavement Management Program.
- Manage the reconstruction of streets and utilities in the Windward Heights and Grand Avenue Neighborhood, 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 the construction of a water treatment plant to address water quality issues related to iron and manganese in the City's water supply.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 422,719	\$ 399,019	\$ 414,090	\$ 403,654	\$ 391,282	\$ 384,752
Supplies	\$ 3,684	\$ 1,118	\$ 2,500	\$ 2,000	\$ 4,500	\$ 4,500
Contractual	\$ 47,383	\$ 56,318	\$ 33,620	\$ 40,980	\$ 38,710	\$ 45,250
Total	\$ 473,786	\$ 456,455	\$ 450,210	\$ 446,634	\$ 434,492	\$ 434,502
Percent change		-3.7%	-1.4%	-2.2%	-3.5%	0.0%
Full-time equivalents						
Full-time	4.03	3.77	3.83	3.83	3.13	3.13
Part-time				0.57	0.38	0.16
Associate				0.50	0.50	0.50
Total	4.03	3.77	3.83	4.90	4.01	3.79
Percent of total General Fund	5.40%	4.98%	4.69%	4.64%	4.38%	4.24%

Budget Impacts:

- One staff member is in a phased retirement program.
- Two full-time staff members are in the step program.

Public Works Admin. & Engineering

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Public Works Admin/Engineering annual cost per household	\$ 41.11	\$ 45.26	\$ 42.33
% change from prior year		10.1%	-6.5%
Capital project expenditures (department total, in millions)	\$ 2.6	\$ 8.1	\$ 3.8
Erosion control inspections	70	105	105
Average City street pavement condition rating	64	74	72
On-street parking waivers processed(*new proces Sept 2012)	38	235	207
Neighborhood traffic studies/reports	50	5	27

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%

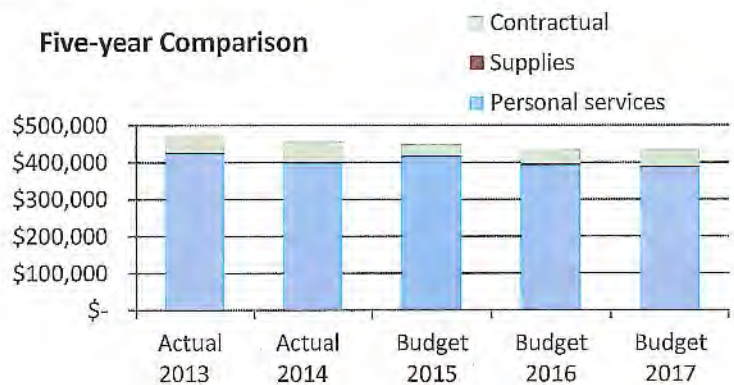
Recent Achievements:

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

Percent of total General Fund



Five-year Comparison



Streets

101-42200

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

Goals and Objectives:

- Perform crack filling and asphalt repair to prepare streets and parking lots for the contracted 2016-2017 Sealcoating Project.
- Maintain or improve Pavement Condition Index (PCI) for both residential and collector streets. The PCI is the main indicator of pavement condition, and is based on the data kept by the City's Pavement Management Program.
- Maintain positive trend in customer satisfaction ratings for snow removal and ice control.
- Deploy speed trailers and traffic counter to be more responsive to neighborhood traffic concerns.
- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 405,035	\$ 389,359	\$ 437,278	\$ 414,699	\$ 426,559	\$ 446,998
Supplies	\$ 104,396	\$ 98,532	\$ 122,000	\$ 107,000	\$ 121,000	\$ 123,000
Contractual	\$ 254,339	\$ 286,248	\$ 304,960	\$ 318,060	\$ 324,240	\$ 330,000
Total	\$ 763,770	\$ 774,139	\$ 864,238	\$ 839,759	\$ 871,799	\$ 899,998
Percent change		1.4%	11.6%	8.5%	0.9%	3.2%
Full-time equivalents						
Full-time	4.88	5.05	5.05	4.84	4.90	4.90
Associate	0.28	0.55	0.33	0.33	0.33	0.33
Total	5.16	5.60	5.38	5.17	5.23	5.23
Percent of total General Fund	8.70%	8.44%	9.00%	8.72%	8.80%	8.79%

Budget Impacts:

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

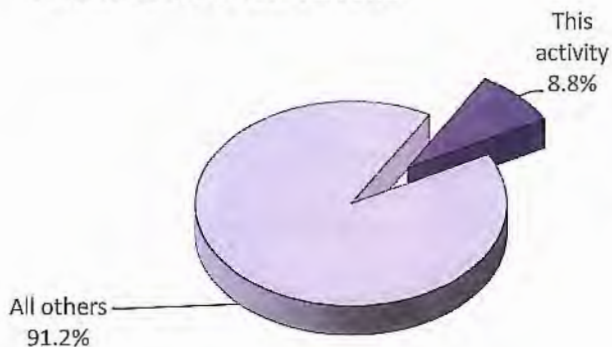
Streets			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Street maintenance annual cost per street mile	\$ 8,629	\$ 8,582	\$ 8,659
% change from prior year		-0.5%	0.9%
Street maint, ice and snow removal, crack fill, & sealcoat annual cost per mile	\$ 12,654	\$ 8,582	\$ 8,659
Average City street pavement condition rating	64	74	72
Tons of road salt used	373	500	460
Number of snow plowing events	6	20	6
Number of de-icing and/or anti-icing events	16	14	9
Number of regular (overtime) hours spent plowing and de-icing	426 (427)	1078 (754)	516 (338)
Pounds of crack sealer used (miles of street crack sealed)	9000 (24)	12000(32)	7500(20)
Tons of asphalt used for repairing streets	505	380	278
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%

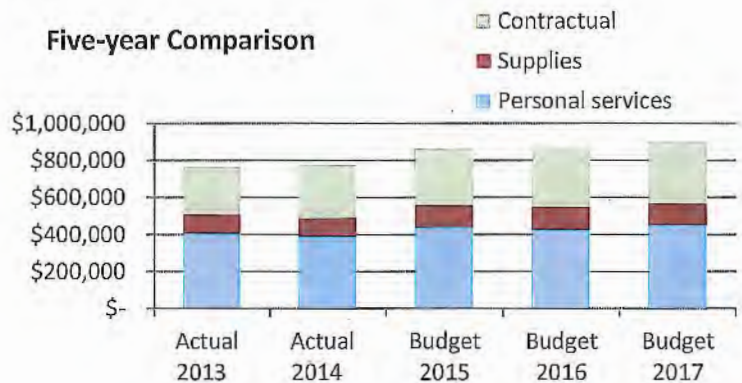
Recent Achievements:

- All street division employees are certified in salt calibration and application techniques, and actively participate in ice control classes. This helps manage the costs of deicing materials without compromising public safety.
- Continued improvement in maintenance strategies using full depth reclamation (FDR) to 7 miles of streets.
- Approval of the 'Sign Management and Retro Reflectivity' policy.
- Development of sign inventory and management program.

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 2015 inspections, consistent with the Risk Management practices recommended by the League of Minnesota Cities Insurance Trust.
- Complete 2015 Trail Slurry Seal Project to approximately 6 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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 47,560	\$ 53,740	\$ 54,366	\$ 44,088	\$ 51,848	\$ 55,046
Supplies	\$ 1,101	\$ 4,665	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Contractual	\$ 61,768	\$ 59,082	\$ 66,560	\$ 66,280	\$ 67,300	\$ 68,940
Total	\$ 110,429	\$ 117,487	\$ 132,926	\$ 122,368	\$ 131,148	\$ 135,986
Percent change		6.4%	13.1%	4.2%	-1.3%	3.7%
Full-time equivalents						
Full-time	0.63	0.65	0.65	0.62	0.65	0.65
Associate	0.08	0.17	0.10	0.10	0.10	0.10
Total	0.71	0.82	0.75	0.72	0.75	0.75
Percent of total General Fund	1.26%	1.28%	1.38%	1.27%	1.32%	1.33%

Budget Impacts:

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

Trail Management

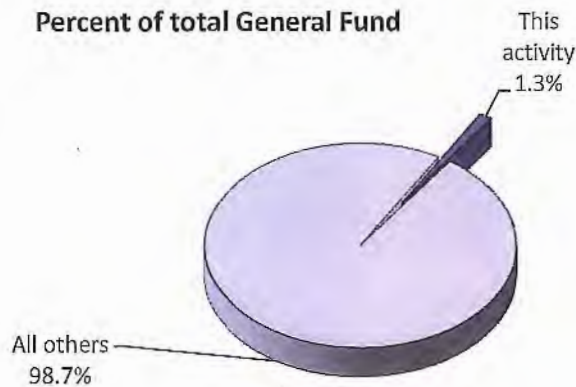
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Trail management annual cost per household	\$ 10.90	\$ 10.55	\$ 10.90
% change from prior year		-3.2%	3.3%
Miles of trails resurfaced	9.9	5.0	-
Tons of asphalt used for trail repairs	308	178	126
Hours of mowing maintenance areas along trails	285	270	280
Hours of snow removal from trails	353	160	57

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%

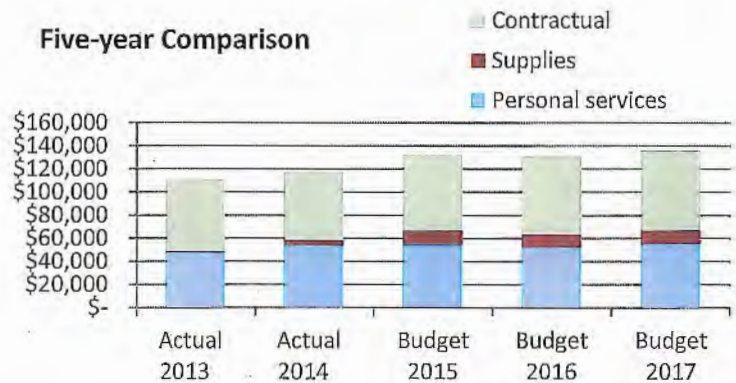
Recent Achievements:

- 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 7 years 98% of the City's asphalt trails have been slurry seal coated.
- The replacement and improvements to the trail segment which run between Lexington Avenue and Hodgson Road on the north side of County Road I.
- The addition of trail segments on the east and north side of Lexington Avenue connecting Royal Oaks Drive to County Road J.

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, Dutch Elm Disease, and Emerald Ash Borer (EAB) response, reforestation of public rights of ways and parklands, providing technical assistance to Shoreview property owners with common pest issues, and to promote tree species diversity. The natural resources in the area are cited by residents as a significant Quality of Life indicator for the community and the City has a long history of strong service delivery in this activity.

Goals and Objectives:

- Review and revise Tree Contractor Licensing program and City Code to address requirements and make updates as rules change.
- Pursuit of grant opportunities for tree inventories and/or forestry programs. The City may qualify for grants or other outside funding to help with EAB costs.
- 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.
- Ensure tree protection and replacement standards are followed on construction sites.
- Develop long range buckthorn removal effort on public property and neighborhood buckthorn removal program.
- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 25,432	\$ 34,921	\$ 47,528	\$ 42,901	\$ 47,505	\$ 49,696
Supplies	\$ 10,294	\$ 22,759	\$ 19,000	\$ 15,850	\$ 19,500	\$ 19,500
Contractual	\$ 53,846	\$ 67,634	\$ 59,461	\$ 59,891	\$ 55,306	\$ 57,695
Total	\$ 89,572	\$ 125,314	\$ 125,989	\$ 118,642	\$ 122,311	\$ 126,891
Percent change		39.9%	0.5%	-5.3%	-2.9%	3.7%
Full-time equivalents						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.51	1.02	0.95	0.95	0.95	0.96
Total	0.76	1.27	1.20	1.20	1.20	1.21
Percent of total General Fund	1.02%	1.37%	1.31%	1.23%	1.23%	1.24%

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.

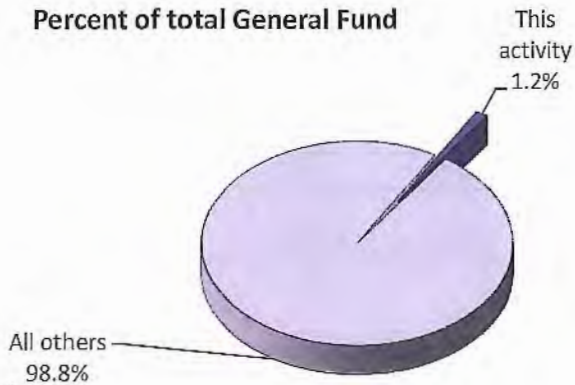
Forestry & Nursery			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Forestry annual cost per household	\$ 7.51	\$ 8.56	\$ 11.62
% change from prior year		14.0%	35.8%
Tree removal cost (public and private property, after 2011 incl treatments)	\$ 42,600	\$ 42,784	\$ 60,026
Number of licensed tree contractors	22	23	25

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

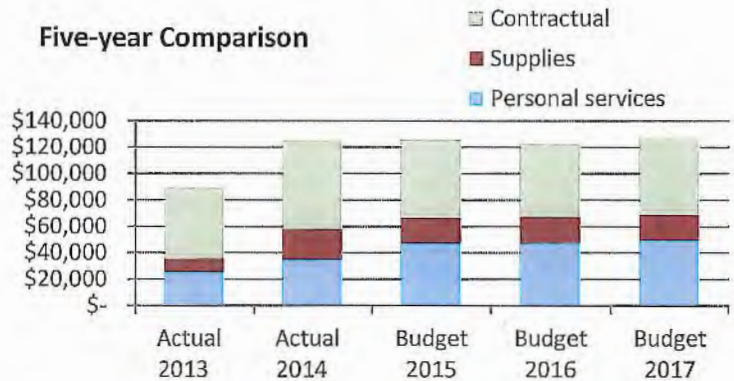
Recent Achievements:

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

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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 15,513	\$ 16,278	\$ 16,005	\$ 16,028	\$ 16,373	\$ 16,866
Supplies	\$ 4,741	\$ 4,832	\$ 5,250	\$ 5,250	\$ 5,500	\$ 5,750
Contractual	\$ 106,131	\$ 117,144	\$ 110,470	\$ 95,750	\$ 95,760	\$ 98,670
Total	\$ 126,385	\$ 138,254	\$ 131,725	\$ 117,028	\$ 117,633	\$ 121,286
Percent change		9.4%	-4.7%	-15.4%	-10.7%	3.1%
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	1.44%	1.51%	1.37%	1.22%	1.19%	1.18%

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.
- Cleaning of the City Hall building is provided by the Community Center custodial crew.
- City Hall building maintenance is provided by Community Center staff; and provided by Parks Maintenance for the Lepak/Larson house.
- Wage increases for 2016 and 2017 will result in an increase to personal services.
- Project to replace current lights with LED lights to reduce electric costs.

Municipal Buildings

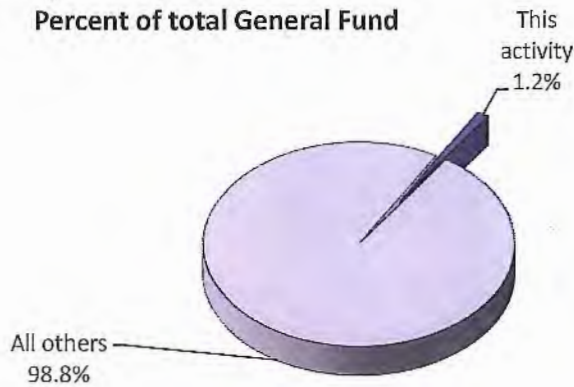
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Municipal Buildings annual cost per household	\$ 12.04	\$ 12.07	\$ 12.82
% change from prior year		0.3%	6.2%
Municipal Buildings annual cost per square foot	\$ 9.45	\$ 9.51	\$ 10.40
% change from prior year		0.6%	9.4%
Total square footage maintained at City hall	12,040	12,040	12,040
Total square footage maintained at Lepak/Larson house	1,248	1,248	1,248
Percentage of total work orders related to City hall	12%	12%	14%

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

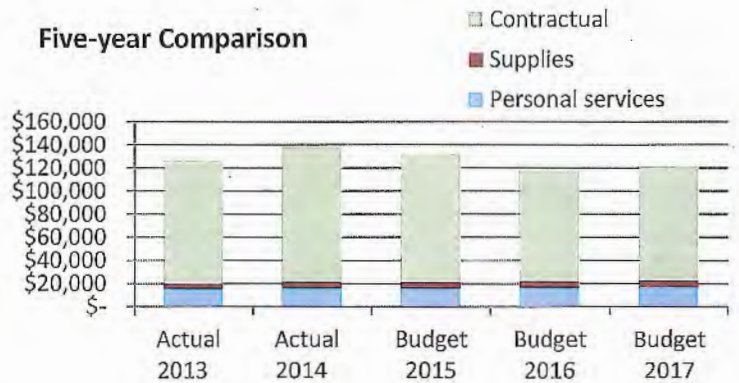
Recent Achievements:

- 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.

Percent of total General Fund



Five-year Comparison



Park/Recreation Administration

101-43400

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

Goals and Objectives:

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

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 330,239	\$ 352,199	\$ 357,311	\$ 426,607	\$ 365,677	\$ 449,535
Supplies	\$ 3,306	\$ 1,915	\$ 5,300	\$ 5,300	\$ 5,400	\$ 5,500
Contractual	\$ 12,994	\$ 12,513	\$ 18,530	\$ 16,020	\$ 16,220	\$ 16,420
Total	\$ 346,539	\$ 366,627	\$ 381,141	\$ 447,927	\$ 387,297	\$ 471,455
Percent change		5.8%	4.0%	22.2%	1.6%	21.7%
Full-time equivalents						
Full-time	3.92	4.20	3.70	5.20	3.80	4.60
Part-time		0.30	0.30	0.30	0.30	0.30
Associate	0.34	0.34	0.50			
Total	4.26	4.84	4.50	5.50	4.10	4.90
Percent of total General Fund	3.95%	4.00%	3.97%	4.65%	3.91%	4.60%

Budget Impacts:

- Budget does not include Park and Recreation Director position.

Park/Recreation Administration

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Park/Recreation Administration annual cost per household	\$ 32.34	\$ 33.10	\$ 34.00
% change from prior year		2.4%	2.7%
Online payments processed for park-related activities	\$ 526,934	\$ 556,937	\$ 589,664

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%

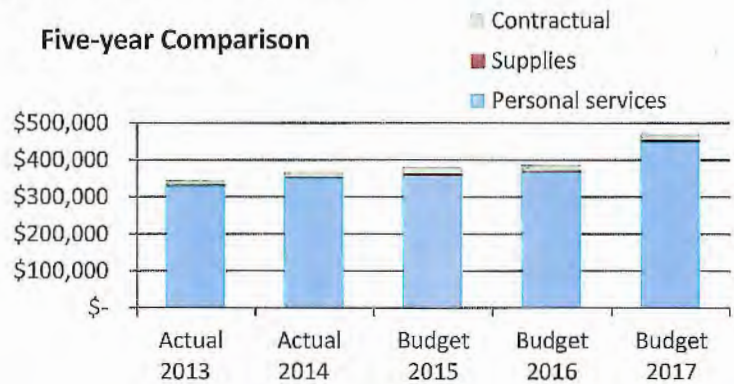
Recent Achievements:

- Assisted in the development and implementation of the updated version of registration software.
- Successfully transitioned to a streamlined management structure.
- Increased use of social media tools such as Facebook, Constant Contact, Yelp and Twitter.

Percent of total General Fund



Five-year Comparison



Park Maintenance

101-43710

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

Goals and Objectives:

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

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 646,743	\$ 684,875	\$ 714,831	\$ 715,684	\$ 734,015	\$ 755,688
Supplies	\$ 66,073	\$ 86,912	\$ 105,550	\$ 105,550	\$ 108,150	\$ 111,550
Contractual	\$ 390,836	\$ 413,770	\$ 426,940	\$ 437,930	\$ 434,410	\$ 432,670
Total	\$ 1,103,652	\$ 1,185,557	\$ 1,247,321	\$ 1,259,164	\$ 1,276,575	\$ 1,299,908
Percent change		7.4%	5.2%	6.2%	2.3%	1.8%
Full-time equivalents						
Full-time	7.80	8.00	8.00	8.00	8.00	8.00
Associate	1.80	1.80	1.80	1.80	1.82	1.83
Total	9.60	9.80	9.80	9.80	9.82	9.83
Percent of total General Fund	12.58%	12.92%	12.98%	13.07%	12.88%	12.69%

Budget Impacts:

- Planned wage increase for 2015 and 2016 will increase the cost of personal services.
- Started installing LED lights on outsides of buildings to reduce electrical costs.

Park Maintenance

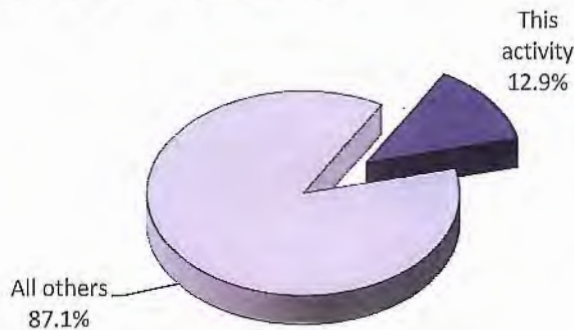
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Park Maintenance cost per household	\$ 108.37	\$ 105.42	\$ 109.95
% change from prior year		-2.7%	4.3%
Park acreage	268	268	268
Park Maintenance annual cost per acre	\$ 4,220	\$ 4,118	\$ 4,424
% change from prior year		-2.4%	7.4%
Number of ballfields maintained	16	16	16
Number of soccer/lacrosse fields maintained	12	12	12
Number of hockey/pleasure skating rinks maintained	14	14	14
Number of irrigation systems/zones maintained	17/284	17/284	17/295
Number of park buildings and picnic shelters maintained	13	14	14

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%

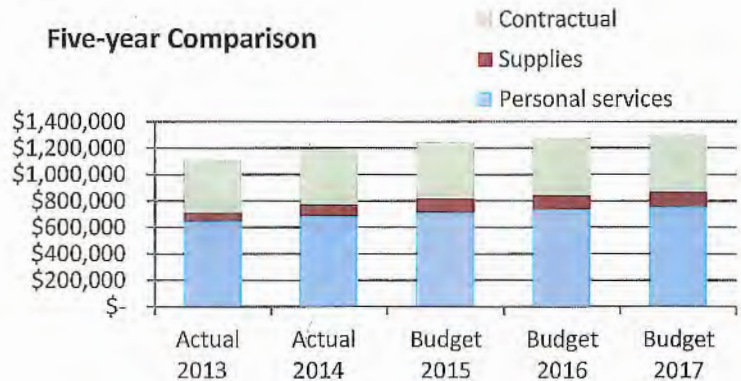
Recent Achievements:

- Upgrade to landscaping on Highway 96, Lexington Avenue, and the Community Center.
- Replacement of old picnic shelter at Commons Park.
- Upgrade to irrigation system at Commons Park.
- Resurface tennis courts at McCullough and Shamrock Parks.

Percent of total General Fund



Five-year Comparison



Planning & Zoning Administration

101-44100

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

Goals and Objectives:

- 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 accessory structures for single-family residential properties.
- Evaluate the recommendations of the Highway Corridor Transition Study and revise land use, housing, and economic development policies as needed.
- Assess 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.
- Educate the business community about the City's sign regulations through informational mailings, business matters, and other media; and conduct sign sweeps throughout the year.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 385,507	\$ 418,376	\$ 433,257	\$ 438,314	\$ 464,398	\$ 480,087
Supplies	\$ 6,467	\$ 715	\$ 1,300	\$ 750	\$ 1,350	\$ 1,400
Contractual	\$ 8,487	\$ 5,880	\$ 14,890	\$ 15,380	\$ 18,730	\$ 18,730
Total	\$ 400,461	\$ 424,971	\$ 449,447	\$ 454,444	\$ 484,478	\$ 500,217
Percent change		6.1%	5.8%	6.9%	7.8%	3.2%
Full-time equivalents						
Full-time	4.33	4.65	4.65	4.85	5.15	5.15
Associate	0.18	0.30	0.30			
Total	4.51	4.95	4.95	4.85	5.15	5.15
Percent of total General Fund	4.56%	4.63%	4.68%	4.72%	4.89%	4.88%

Budget Impacts:

- Created a new full-time customer service position shared between Community Development and Public Works to provide support at information service counter, permit issuance, rental licensing, document imaging, and provide information to public.
- Consultation services and public engagement software may be needed to support work associated with the Comprehensive Plan revision.

Planning & Zoning Administration

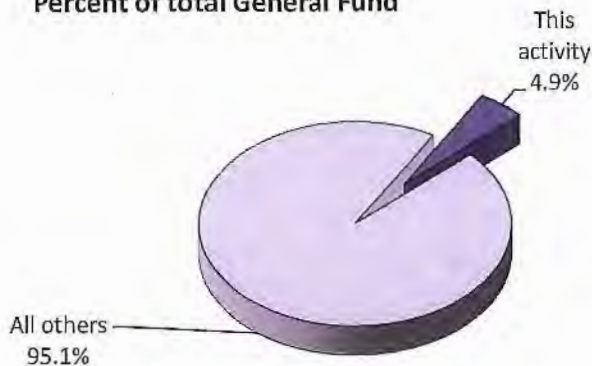
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Planning & Zoning Administration annual cost per household	\$ 33.30	\$ 38.25	\$ 39.41
% change from prior year		14.9%	3.0%
Number of code enforcement complaints received and investigated	198	159	173
Number of weed abatements initiated/Council ordered	12/2	28/3	25/4
Number of rental licenses issued/properties inspected	550/276	572/284	604/313
Number of planning case files	36	38	47
Properties inspected through the SHINE Neighborhood program (bi-annual)	442	581	523

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%

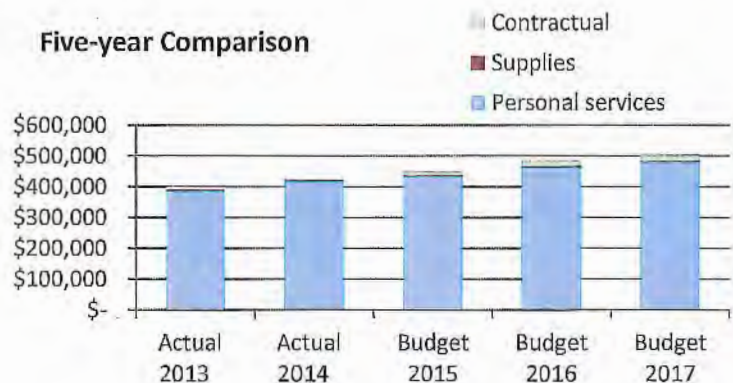
Recent Achievements:

- Implemented quarterly workshops with the Planning Commission.
- Coordinated site and building development approvals for key projects including Applewood Pointe, Autumn Meadows, Raising Canes, and Ally Financial.
- Assisted EDA to expand the eligible improvements of the Home Improvement Loan Program, and developed new marketing plan.
- Completed 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.
- Completed new regulations for temporary business signs and digital/electronic message center signs working with the Planning Commission, Economic Development Commission and City Council.
- Eliminated a temporary part-time associate scanning position and created a full-time customer service position shared between Community Development and Public Works to provide support at information service counter, permit issuance, and provide information to public.
- Coordinated the implementation of Quiet Zones on the rail corridors.

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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 102,438	\$ 104,568	\$ 107,174	\$ 107,350	\$ 110,178	\$ 113,412
Supplies	\$ 709	\$ 442	\$ 1,400	\$ 1,400	\$ 1,500	\$ 1,500
Contractual	\$ 74,188	\$ 68,340	\$ 58,650	\$ 58,690	\$ 49,690	\$ 49,690
Total	\$ 177,335	\$ 173,350	\$ 167,224	\$ 167,440	\$ 161,368	\$ 164,602
Percent change		-2.2%	-3.5%	-3.4%	-3.5%	2.0%
Full-time equivalents						
Full-time	1.00	1.00	1.00	1.00	1.00	1.00
Associate	0.01					
Total	1.01	1.00	1.00	1.00	1.00	1.00
Percent of total General Fund	2.02%	1.89%	1.74%	1.74%	1.63%	1.61%

Budget Impacts:

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

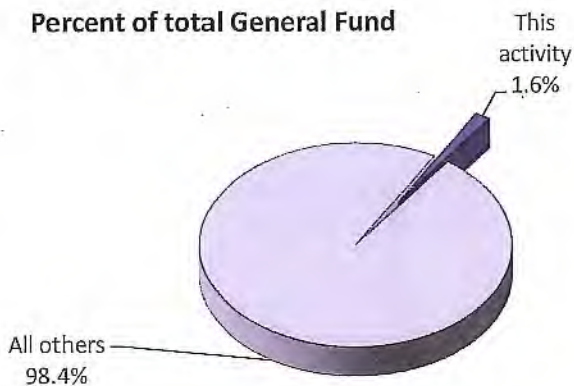
Building Inspection			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Building Inspection annual cost per household	\$ 16.31	\$ 16.94	\$ 16.08
% change from prior year		3.9%	-5.1%
Number of building permits issued	867	1,312	1,053
Building permit valuation (in millions)	\$ 29.9	\$ 42.4	\$ 40.3
Total number of inspections	2,094	2,457	2,392

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

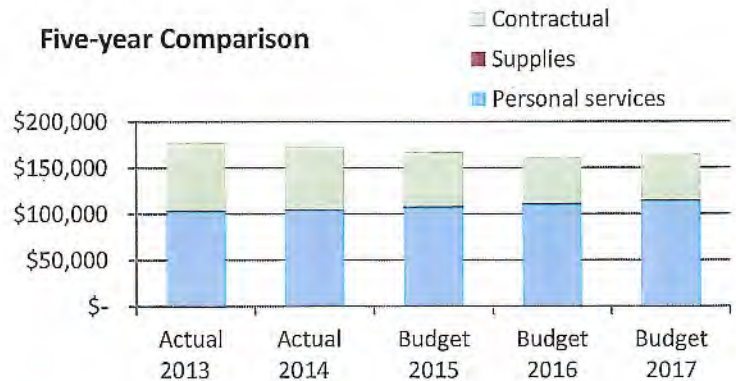
Recent Achievements:

- 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 – 2016-2017 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 2016 and 2017 are shown in the table below.

	Recycling	Community Center	Recreation Programs	Cable Television	EDA	HRA	Slice of Shoreview	Total
2016 Budget								
Revenue								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$110,000	\$100,000	\$ -	\$ 210,000
Intergovernmental	75,469	-	-	-	-	-	-	75,469
Charges for Services	536,500	2,468,215	1,500,041	435,000	-	-	27,000	4,966,756
Interest Earnings	-	5,000	2,000	1,700	-	-	-	8,700
Other Revenues	-	12,500	-	1,200	-	-	32,000	45,700
Total Revenue	611,969	2,485,715	1,502,041	437,900	110,000	100,000	59,000	5,306,625
Expense								
General Government	-	-	-	220,183	-	-	67,900	288,083
Public Works	566,151	-	-	-	-	-	-	566,151
Parks and Recreation	-	2,733,905	1,481,881	-	-	-	-	4,215,786
Community Development	-	-	-	-	107,013	92,907	-	199,920
Total Expense	566,151	2,733,905	1,481,881	220,183	107,013	92,907	67,900	5,269,940
Other Sources (Uses)								
Transfers In	-	384,000	84,000	-	-	-	10,000	478,000
Transfers Out	-	-	(130,000)	(200,000)	-	-	-	(330,000)
Net Change	45,818	135,810	(25,840)	17,717	2,987	7,093	1,100	184,685
Fund Equity, beginning	334,071	1,338,340	1,049,222	469,181	206,093	99,288	77,366	3,573,561
Fund Equity, ending	\$379,889	\$ 1,474,150	\$ 1,023,382	\$486,898	\$209,080	\$106,381	\$ 78,466	\$ 3,758,246
2017 Budget								
Revenue								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$115,000	\$105,000	\$ -	\$ 220,000
Intergovernmental	69,000	-	-	-	-	-	-	69,000
Charges for Services	547,500	2,518,300	1,543,711	435,000	-	-	27,570	5,072,081
Interest Earnings	-	6,000	2,500	1,800	-	-	-	10,300
Other Revenues	-	12,500	-	1,200	-	-	32,000	45,700
Total Revenue	616,500	2,536,800	1,546,211	438,000	115,000	105,000	59,570	5,417,081
Expense								
General Government	-	-	-	120,623	-	-	68,370	188,993
Public Works	583,939	-	-	-	-	-	-	583,939
Parks and Recreation	-	2,786,944	1,457,160	-	-	-	-	4,244,104
Community Development	-	-	-	-	109,526	96,846	-	206,372
Total Expense	583,939	2,786,944	1,457,160	120,623	109,526	96,846	68,370	5,223,408
Other Sources (Uses)								
Transfers In	-	402,000	86,000	-	-	-	10,000	498,000
Transfers Out	-	(200,000)	(340,000)	(200,000)	-	-	-	(740,000)
Net Change	32,561	(48,144)	(164,949)	117,377	5,474	8,154	1,200	(48,327)
Fund Equity, beginning	379,889	1,474,150	1,023,382	486,898	209,080	106,381	78,466	3,758,246
Fund Equity, ending	\$412,450	\$ 1,426,006	\$ 858,433	\$604,275	\$214,554	\$114,535	\$ 79,666	\$ 3,709,919

Recycling Fund Summary

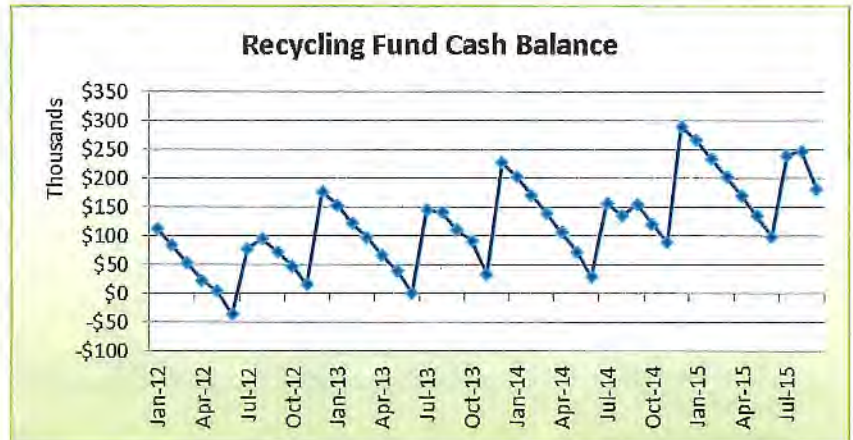
Fund Description – The Recycling Fund accounts for the operation and promotion of the City’s curbside recycling program (through a joint powers agreement with Ramsey County); and two clean-up day events in the Spring and Fall (held in conjunction with the City of Arden Hills).

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 81percent in 2014. Materials recycled in 2014 amounted to 2,762 tons, which reflects a downward trend caused by reduced paper recycling as more households move toward electronic sources of information.

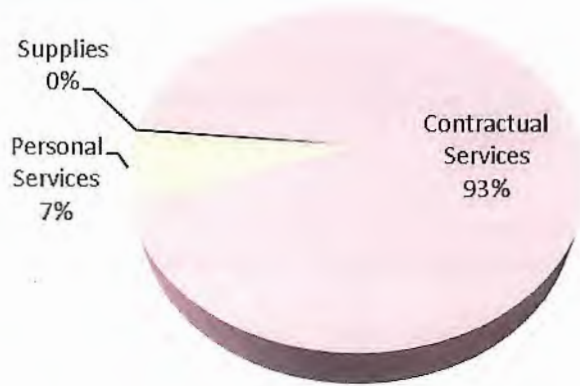
Revenue – User fees provide 88 percent of total revenue, and SCORE grant funding from Ramsey County provides the remaining 12 percent of total revenue.

The proposed annual residential fee for bi-weekly curbside recycling in 2016 is \$47.00, resulting in a cost of \$1.81 per collection per household. The 2016 fee is \$1.00 more than 2015.



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 93 percent of total expense. Personal services accounts for 7 percent of expense (for staff necessary to operate the program). Supplies account for less than percent.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Intergovernmental	\$ 68,210	\$ 67,528	\$ 65,000	\$ 79,350	\$ 75,469	\$ 69,000
Charges for Services	475,716	501,400	527,000	520,500	536,500	547,500
Interest Earnings	(3,790)	7,185	-	-	-	-
Total Revenue	540,136	576,113	592,000	599,850	611,969	616,500
Expense						
Public Works	497,335	514,442	544,287	532,433	566,151	583,939
Net Change	42,801	61,671	47,713	67,417	45,818	32,561
Fund Equity, beginning	162,182	204,983	266,654	266,654	334,071	379,889
Fund Equity, ending	\$ 204,983	\$ 266,654	\$ 314,367	\$ 334,071	\$ 379,889	\$ 412,450
Months of operating coverage	4.8	6.0		7.1	7.8	8.2

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 and recycling carts are provided by a contracted vendor. Two clean-up day events (Spring and Fall) are administered by the Shoreview Public Works Department, held in conjunction with the City of Arden Hills, and are staffed by employees of both cities.

Goals and Objectives:

- Monitor vendor reports on resident participation and overall effectiveness of the recycling program and clean-up day events.
- Promote community education in the areas of recycling, composting of yard waste, proper disposal of household hazardous waste, and overall reduction in the amount of residential solid waste.
- Coordinate City recycling programs and objectives along with Ramsey County solid waste programs.
- Work with the City's recycling vendor to implement a pilot program for curbside collection of organic waste, if determined to be feasible.
- Explore the feasibility of a document shredding event for residents.
- Help promote Ramsey County's Biz Recycling Program to help local businesses comply with new state recycling law and increase business's organics recycling program.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 26,366	\$ 22,128	\$ 27,617	\$ 21,143	\$ 39,331	\$ 41,209
Supplies	\$ 681	\$ 6,177	\$ 2,500	\$ 1,000	\$ 1,500	\$ 1,500
Contractual	\$ 470,288	\$ 486,137	\$ 514,170	\$ 510,290	\$ 525,320	\$ 541,230
Total	\$ 497,335	\$ 514,442	\$ 544,287	\$ 532,433	\$ 566,151	\$ 583,939
Percent change		3.4%	5.8%	3.5%	4.0%	3.1%
Full-time equivalents						
Full-time	0.35	0.35	0.35	0.35	0.45	0.45
Total	0.35	0.35	0.35	0.35	0.45	0.45
Percent of Total Expense	2.07%	2.02%	2.03%	2.01%	2.18%	2.19%

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.

Recycling

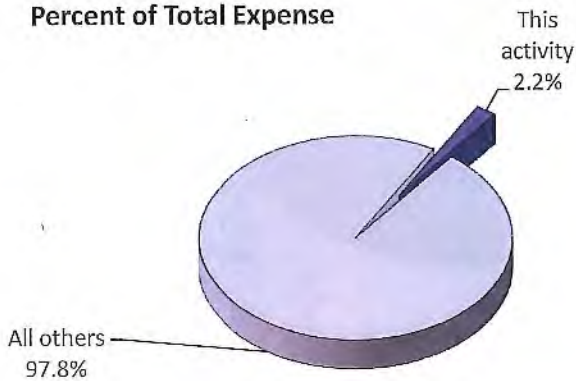
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Recycling annual cost per household	\$ 45.52	\$ 47.51	\$ 47.71
% change from prior year		4.4%	0.4%
Tons of materials recycled annually	2,696	3,242	2,762
% change from prior year		1.5%	-1.4%
Number of vehicles at clean-up day events (Spring and Fall combined)	1,138	1,373	2,457
% change from prior year		20.7%	79.0%

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

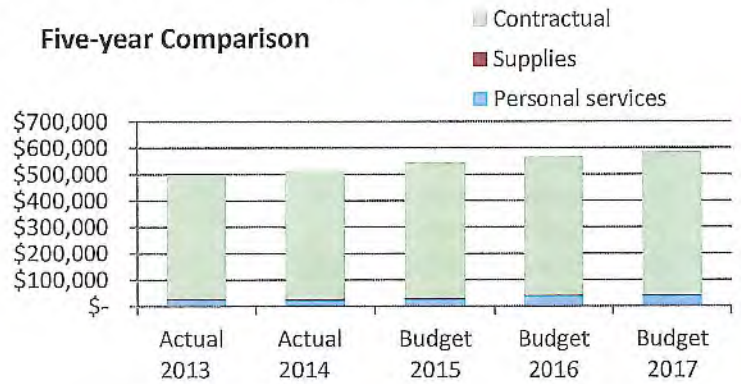
Recent Achievements:

- Extension of contract with current residential recycling collection, under new contract, covers until June 2017.

Percent of Total Expense



Five-year Comparison

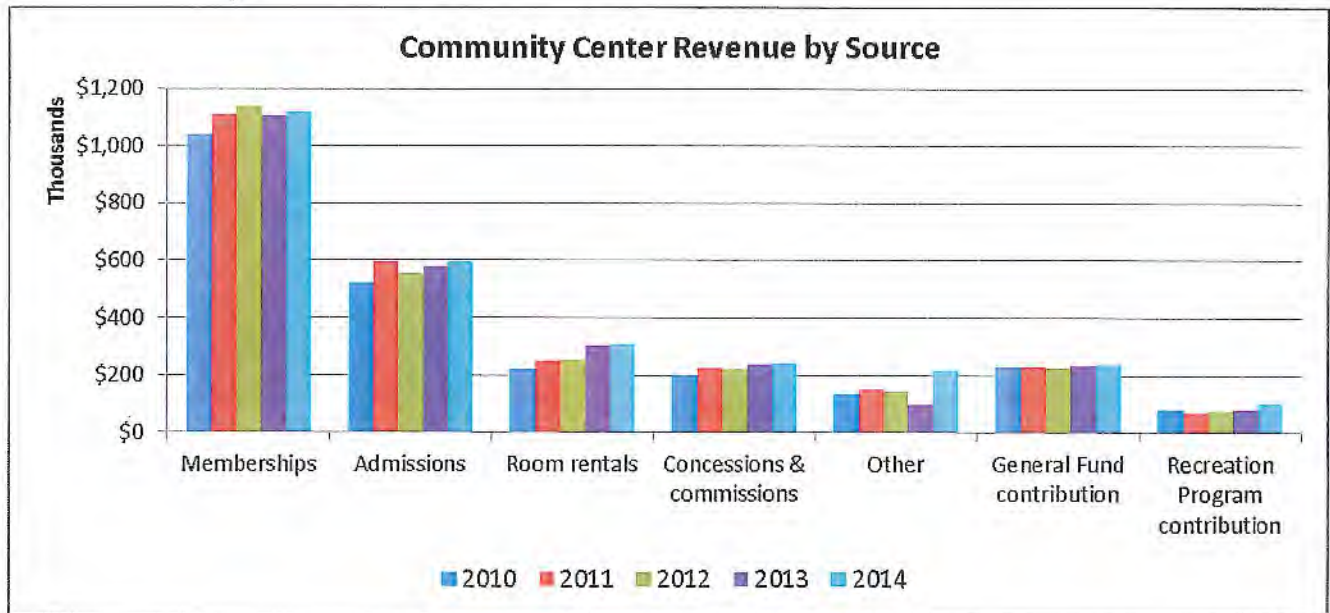
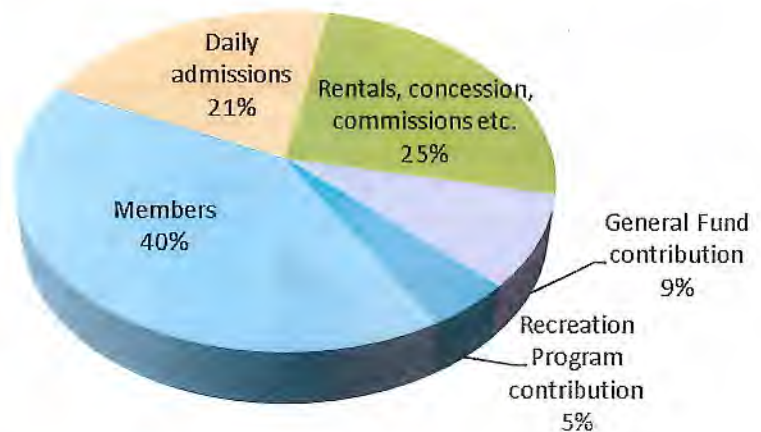


Community Center Fund Summary

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 61 percent of community center revenue. Another 25 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.



Community Center Fund Summary

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



Transfers in reflect a contribution from the General Fund to offset the room rental subsidy for community-oriented groups (\$254,000 in 2016 and \$262,000 in 2017), and from the Recreation Programs Fund for program use of the facility (\$130,000 in 2016 and \$140,000 for 2017). A planned transfer out in 2017 provides \$200,000 in support for a community center expansion.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Charges for Services	\$ 2,351,488	\$ 2,401,381	\$ 2,443,830	\$ 2,430,830	\$ 2,468,215	\$ 2,518,300
Interest Earnings	(42,835)	65,924	5,000	5,000	5,000	6,000
Other Revenues	14,750	13,529	12,500	12,500	12,500	12,500
Total Revenue	2,323,403	2,480,834	2,461,330	2,448,330	2,485,715	2,536,800
Expense						
Parks and Recreation	2,576,200	2,674,831	2,763,411	2,669,532	2,733,905	2,786,944
Total Expense	2,576,200	2,674,831	2,763,411	2,669,532	2,733,905	2,786,944
Other Sources (Uses)						
Transfers In	312,000	339,000	366,000	366,000	384,000	402,000
Transfers Out	-	-	-	-	-	(200,000)
Net Change	59,203	145,003	63,919	144,798	135,810	(48,144)
Fund Equity, beginning	989,336	1,048,539	1,193,542	1,193,542	1,338,340	1,474,150
Fund Equity, ending	\$ 1,048,539	\$ 1,193,542	\$ 1,257,461	\$ 1,338,340	\$ 1,474,150	\$ 1,426,006
Months of operating coverage	4.7	5.4		5.9	6.3	5.9

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.
- Keep the Tropics Waterpark an exciting destination for customers through innovative pool amenities.
- Ensure cost effective and efficient staffing and service delivery through ongoing evaluation and adjustments to staffing levels.
- Continue restructuring the rental process for pool groups, birthday parties, corporate and banquet events.
- Research the possibility of booking events online.
- Keep membership retention at or above 90%.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 1,473,504	\$ 1,475,984	\$ 1,623,165	\$ 1,563,045	\$ 1,623,772	\$ 1,682,460
Supplies	\$ 478,443	\$ 528,352	\$ 510,461	\$ 492,217	\$ 511,522	\$ 525,394
Contractual	\$ 624,253	\$ 670,495	\$ 629,785	\$ 614,270	\$ 598,611	\$ 579,090
Total	\$ 2,576,200	\$ 2,674,831	\$ 2,763,411	\$ 2,669,532	\$ 2,733,905	\$ 2,786,944
Percent change		3.8%	3.3%	-0.2%	-1.1%	1.9%
Full-time equivalents						
Full-time	13.65	14.39	14.20	15.30	15.25	15.25
Part-time		0.21	0.23	0.15	0.23	0.23
Associate	25.21	23.06	24.09	21.52	22.07	22.42
Total	38.86	37.66	38.52	36.97	37.55	37.90
Percent of Total Expense	10.74%	10.52%	10.29%	10.08%	10.53%	10.48%

Budget Impacts:

- Added full-time Pool Coordinator in 2014 to promote continuity during all hours of building operation. The cost for the position was partially offset by reductions in associate staff hours.
- Nominal annual increases in membership, rental and daily pass fees have continued to support operating costs.

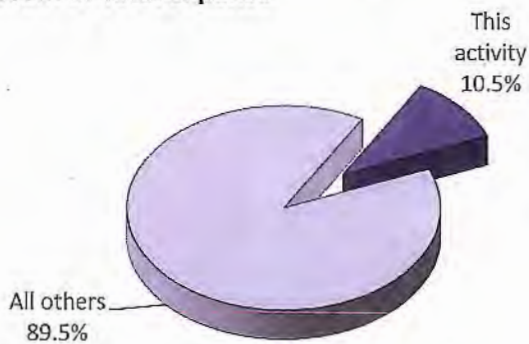
Community Center			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Number of Community Center memberships (annual/seasonal)	2,265	2,380	2,310
% change from prior year		5.1%	-2.9%
Number of Community Center members (all combined)	5,997	6,110	5,731
% change from prior year		1.9%	-6.2%
Total member visits	317,509	313,395	297,735
% change from prior year		-1.3%	-5.0%
Total Community Center visits (members and nonmembers)	692,616	698,892	593,172
% change from prior year		0.9%	-15.1%
Number of installment billing transactions (monthly billing)	9,843	9,651	9,578
Members enrolled in health insurance reimbursement programs	1,450	1,527	1,523
General Fund support as a percent of Community Center expense	9.2%	9.0%	8.9%

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%

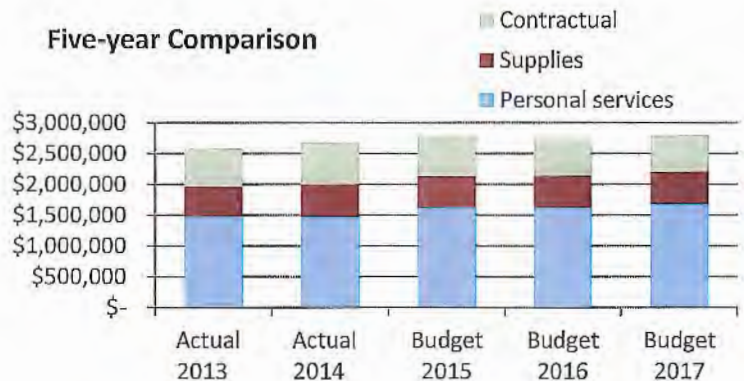
Recent Achievements:

- 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

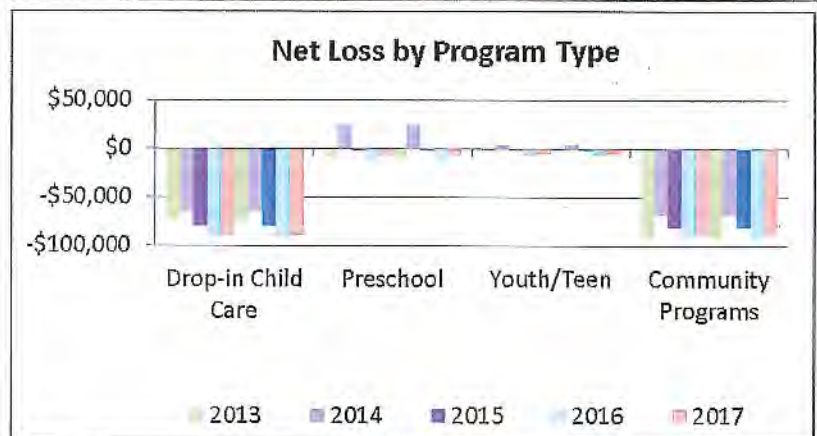
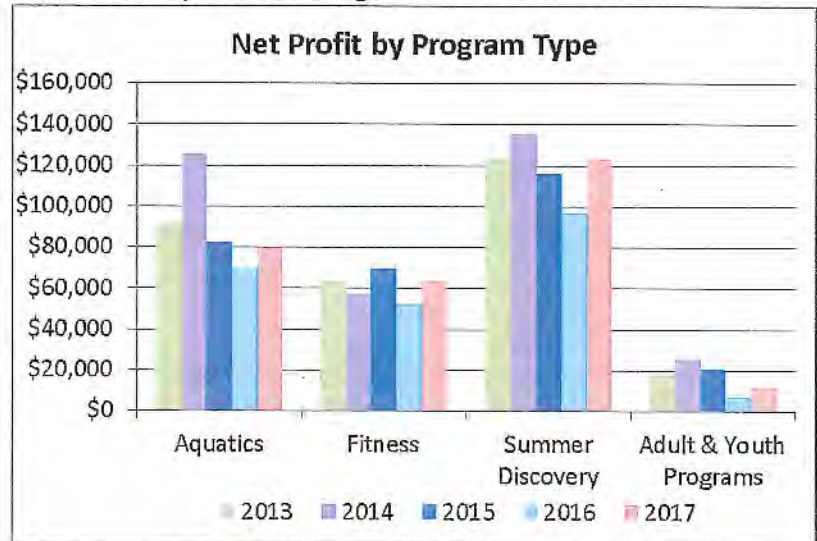
Fund Description – The Recreation Programs Fund accounts for a variety of recreational and social programs offered on a fee basis. Revenues are generated through user fees and a transfer from the General Fund to assist in supporting programs that provide overall community benefit, such as: Drop-in Child 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 95 percent of revenue. The Recreation Programs Fund also receives an inter-fund transfer from the General Fund to help pay for community-oriented programs (providing 5 percent of total revenue).

Expense – Personal services account for staff time for recreation instructors, supervisors and coordinators (79 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 6 percent of expense.



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Recreation Programs Fund Summary

Transfers in reflect a contribution from the General Fund to offset a portion of community-oriented program costs (\$84,000 in 2016 and \$86,000 in 2017). Transfers out provide support to the Community Center Fund for recreation program use of the Community Center facility (\$130,000 in 2016 and \$140,000 in 2017), and provide \$200,000 for the planned community center expansion in 2017.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Charges for Services						
Adult and Youth Sports	\$ 140,475	\$ 165,664	\$ 155,432	\$ 155,432	\$ 158,541	\$ 161,711
Aquatics Programs	271,132	283,087	297,337	275,000	280,000	285,000
Fitness Programs	317,650	305,994	340,000	309,000	315,000	322,000
Summer Discovery	411,288	415,434	430,000	478,000	500,000	520,000
Preschool Programs	102,843	135,657	132,000	132,000	134,000	140,000
Drop-in Child Care	10,231	9,501	12,972	10,000	10,500	11,000
Youth/teen Programs	60,157	46,155	50,746	47,000	48,000	49,000
Community Programs	71,364	57,573	53,601	53,601	54,000	55,000
Interest Earnings	(26,234)	44,575	2,000	2,000	2,000	2,500
Other Revenues	121	48	-	-	-	-
Total Revenue	1,359,027	1,463,688	1,474,088	1,462,033	1,502,041	1,546,211
Expense						
Parks and Recreation						
Park/Recreation Admin	305,509	341,284	389,800	366,652	473,302	422,945
Adult and Youth Sports	90,174	104,807	97,923	97,884	103,345	106,601
Aquatics Programs	132,012	117,878	153,384	139,694	143,054	145,702
Fitness Programs	187,321	186,207	202,764	173,595	179,218	183,586
Summer Discovery	211,651	209,600	208,991	263,084	274,570	281,788
Preschool Programs	81,867	82,711	92,433	97,311	101,618	105,044
Drop-in Child Care	61,952	55,309	64,130	65,458	69,740	71,011
Youth/teen Programs	45,563	31,614	34,287	35,276	37,408	38,354
Community Programs	119,882	94,231	100,472	97,639	99,626	102,129
Total Expense	1,235,931	1,223,641	1,344,184	1,336,593	1,481,881	1,457,160
Other Sources (Uses)						
Transfers In	70,000	70,000	72,000	72,000	84,000	86,000
Transfers Out	(80,000)	(100,000)	(120,000)	(120,000)	(130,000)	(340,000)
Net Change	113,096	210,047	81,904	77,440	(25,840)	(164,949)
Fund Equity, beginning	648,639	761,735	971,782	971,782	1,049,222	1,023,382
Fund Equity, ending	\$ 761,735	\$ 971,782	\$ 1,053,686	\$ 1,049,222	\$ 1,023,382	\$ 858,433
Months of operating coverage	7.5	8.7		8.5	8.4	6.8

Park/Recreation Administration

225-43400

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

Goals and Objectives:

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

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 269,067	\$ 304,525	\$ 348,060	\$ 324,942	\$ 431,342	\$ 380,395
Supplies	\$ 662	\$ (1)	\$ 800	\$ 800	\$ 800	\$ 800
Contractual	\$ 35,780	\$ 36,760	\$ 40,940	\$ 40,910	\$ 41,160	\$ 41,750
Total	\$ 305,509	\$ 341,284	\$ 389,800	\$ 366,652	\$ 473,302	\$ 422,945
Percent change		11.7%	14.2%	7.4%	21.4%	-10.6%
Full-time equivalents						
Full-time	3.97	5.05	4.90	4.30	5.75	4.95
Part-time		0.21	0.23	0.15	0.23	0.23
Total	3.97	5.26	5.13	4.45	5.98	5.18
Percent of Total Expense	1.27%	1.34%	1.45%	1.38%	1.82%	1.59%

Budget Impacts:

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

Park/Recreation Administration

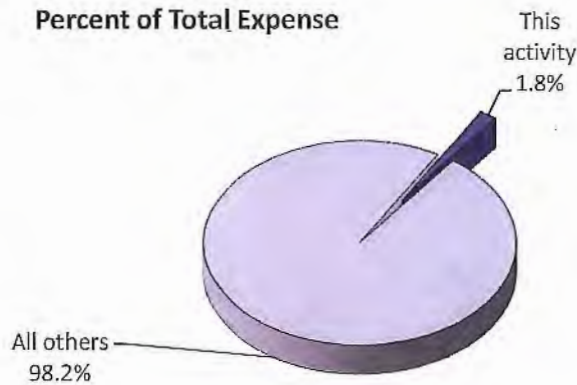
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Administration annual cost per program participant	\$ 11.15	\$ 11.88	\$ 11.48
% change from prior year		6.6%	-3.4%
Total rec program participants (all programs, includes unregistered)	28,601	25,726	29,720
% change from prior year		-10.1%	15.5%
In person registrations	7,368	6,565	5,948
Online registrations	7,103	7,007	7,463
Online registrations, as a percent of total registrations	49.1%	51.6%	55.6%
Percent supported by general fund	5.0%	5.3%	5.3%

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%

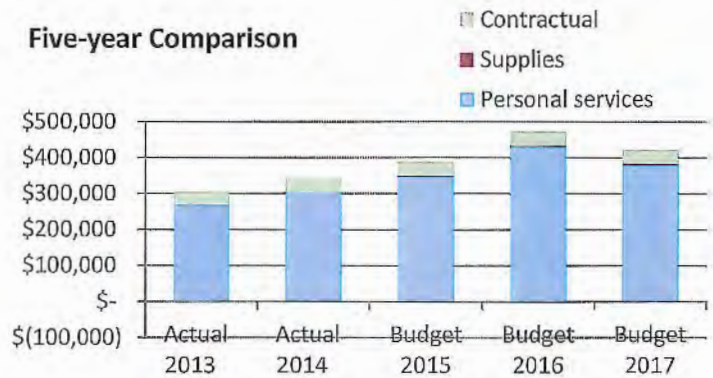
Recent Achievements:

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

Percent of Total Expense



Five-year Comparison



Adult & Youth Sports

225-43510

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

Goals and Objectives:

- Recruit volunteer parents and community members to coach youth teams.
- Explore methods of using school district facilities in a more efficient and cost-effective manner.
- 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 adult sports participation by 10%.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 11,370	\$ 10,831	\$ 13,085	\$ 11,138	\$ 11,645	\$ 12,216
Supplies	\$ 16,065	\$ 23,213	\$ 17,192	\$ 19,100	\$ 19,700	\$ 20,385
Contractual	\$ 62,739	\$ 70,763	\$ 67,646	\$ 67,646	\$ 72,000	\$ 74,000
Total	\$ 90,174	\$ 104,807	\$ 97,923	\$ 97,884	\$ 103,345	\$ 106,601
Percent change		16.2%	-6.6%	-6.6%	5.5%	3.2%
Full-time equivalents						
Associate	0.44	0.44	0.44	0.38	0.39	0.40
Total	0.44	0.44	0.44	0.38	0.39	0.40
Percent of Total Expense	0.38%	0.41%	0.36%	0.37%	0.40%	0.40%

Budget Impacts:

- One regular staff dedicates .75 FTE to youth and adult sports supported by the general fund.
- The lining of pickleball curb at Commons Park, Island Lake School, and the Community Center cost approximately \$4,200.

Adult & Youth Sports

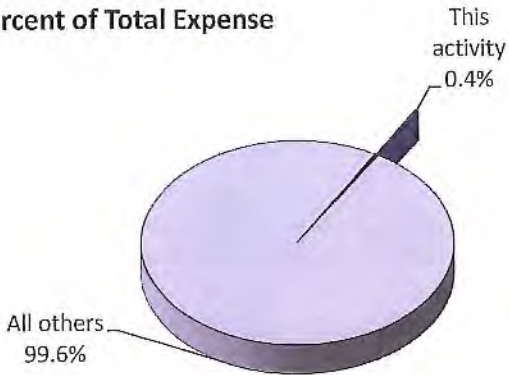
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Youth league participants	945	920	1,061
Youth sports volunteers	126	132	149
Adult sports teams	81	61	42
Other sports participants (individual and after-school)	1,102	1,094	1,239
Mounds View School District facility use fees	\$ 9,521	\$ 8,744	\$ 8,248

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

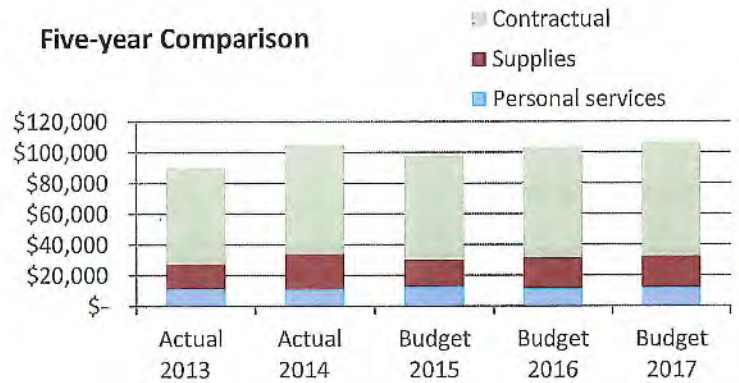
Recent Achievements:

- Elementary Track program increased 5% in 2015.
- Implemented a youth flag football league in 2014.
- Expanded the tennis program to include winter classes.
- Shoreview area pickleball club membership increased 40% in 2015.
- Implemented an indoor drop-in pickleball program at Island Lake Elementary school.
- Youth sports league participation increased 11% in 2015.

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:

- Research options of offering swim lessons to Home School Organizations.
- Increase the number of participants in Red Cross Lifeguard Classes.
- Increase the total number of participants in Group Swimming Lessons by 2% annually.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 125,213	\$ 113,037	\$ 144,149	\$ 130,459	\$ 133,634	\$ 136,094
Supplies	\$ 6,193	\$ 4,423	\$ 7,585	\$ 7,585	\$ 7,737	\$ 7,891
Contractual	\$ 606	\$ 418	\$ 1,650	\$ 1,650	\$ 1,683	\$ 1,717
Total	\$ 132,012	\$ 117,878	\$ 153,384	\$ 139,694	\$ 143,054	\$ 145,702
Percent change		-10.7%	30.1%	18.5%	-6.7%	1.9%
Full-time equivalents						
Associate	6.69	6.76	6.77	6.13	6.13	6.25
Total	6.69	6.76	6.77	6.13	6.13	6.25
Percent of Total Expense	0.55%	0.46%	0.57%	0.53%	0.55%	0.55%

Budget Impacts:

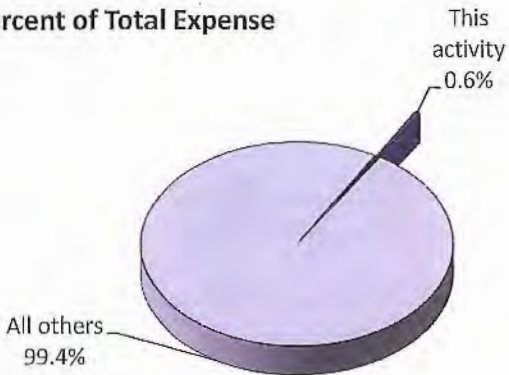
- Aquatic programs experienced a 2% - 6% fee increase in 2015. Fees will continue to increase 2% - 4% annually which will keep pace with rising expenses.
- Custom private swim lesson rates were adjusted in 2015 to be more comparable to similar private lessons, and to ensure that administrative overhead costs are recovered.

Aquatics			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Group lesson participants	3,070	3,040	3,089
Private lesson participants	455	429	363
Speciality/safety related participants	203	221	257
Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

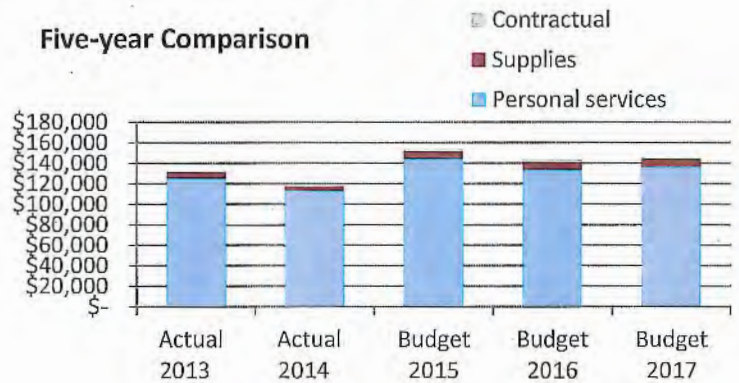
Recent Achievements:

- Pool staff was awarded a Silver International Aquatic Safety Award by Jeff Ellis and Associates in 2013 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.
- Developed and implemented standardized lessons for all swim lesson participants.
- 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:

- Add specialty classes during the 4 week class break for a nominal fee.
- Explore expanding the fitness program to include sport-specific training to appeal to athletes.
- Expand group fitness class offerings by using the gym activity room as a third studio for small group training.
- Continue to explore new group fitness classes and programs and keep current on cutting edge offerings.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 168,434	\$ 167,581	\$ 180,594	\$ 151,425	\$ 156,605	\$ 160,521
Supplies	\$ 7,735	\$ 4,997	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323
Contractual	\$ 11,152	\$ 13,629	\$ 14,170	\$ 14,170	\$ 14,453	\$ 14,742
Total	\$ 187,321	\$ 186,207	\$ 202,764	\$ 173,595	\$ 179,218	\$ 183,586
Percent change		-0.6%	8.9%	-6.8%	-11.6%	2.4%
Full-time equivalents						
Associate	3.89	3.65	3.81	3.19	3.23	3.28
Total	3.89	3.65	3.81	3.19	3.23	3.28
Percent of Total Expense	0.78%	0.73%	0.75%	0.66%	0.69%	0.69%

Budget Impacts:

- Residents receive discounts; 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.
- By adding specialty classes and discontinuing 4 weeks of free classes, there is an anticipated annual savings of \$5,000.

Fitness Programs

Activity Measures	2012 Actual	2013 Actual	2014 Actual
Fitness class participants	3,886	4,448	4,353
Personal training sessions sold	1,405	959	875
Punch cards sold (for 5 fitness class attendances)	1,104	965	920
Drop-in passes sold (for 1 fitness class attendance)	797	593	715
Speciality fitness participants	722	517	620

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

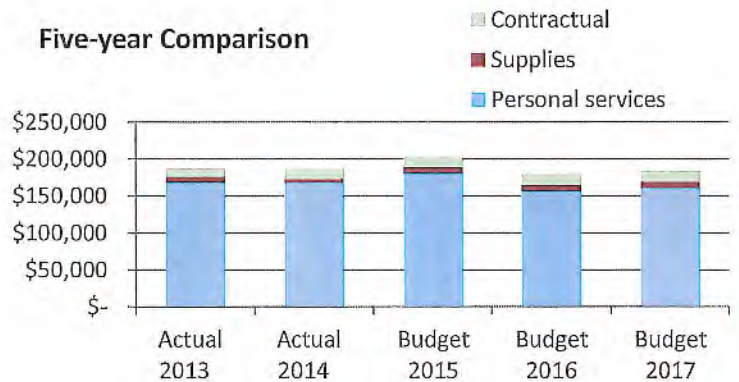
Recent Achievements:

- Averaged an additional 10 class offerings per year in 2014 and 2015.
- Purchased new group cycling bikes which allowed additional varied and structured cycling classes.
- Added classes according to Trends Report by American College Sports Medicine; such as Barre, Highly Intensity Interval Training (H.I.I.T.) and Tabata.

Percent of Total Expense



Five-year Comparison



Summer Discovery

225-43535

Summer Discovery is a full-day summer childcare program for children in grades K 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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 146,918	\$ 149,253	\$ 144,791	\$ 191,184	\$ 205,773	\$ 211,326
Supplies	\$ 18,449	\$ 17,917	\$ 19,200	\$ 23,900	\$ 19,300	\$ 19,976
Contractual	\$ 46,284	\$ 42,430	\$ 45,000	\$ 48,000	\$ 49,497	\$ 50,486
Total	\$ 211,651	\$ 209,600	\$ 208,991	\$ 263,084	\$ 274,570	\$ 281,788
Percent change		-1.0%	-0.3%	25.5%	31.4%	2.6%
Full-time equivalents						
Associate	6.38	6.38	6.38	8.43	9.11	9.15
Total	6.38	6.38	6.38	8.43	9.11	9.15
Percent of Total Expense	0.88%	0.82%	0.78%	0.99%	1.06%	1.06%

Budget Impacts:

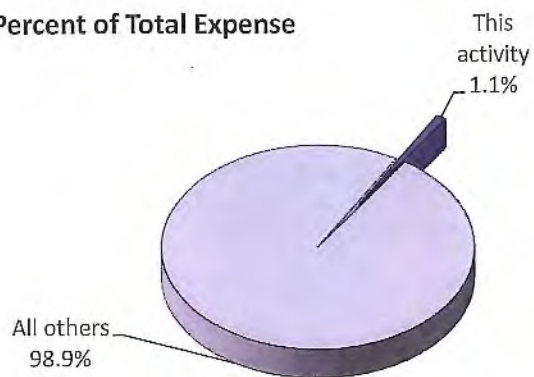
- One full-time staff, funded through the Recreation Program Administration Activity, dedicates .5 FTE to the Summer Discovery program.
- Purchase of additional radios account for \$5,000 in 2015 expenses.
- Additional staff was added for parent orientations and child greeting/departure times.

Summer Discovery			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Number of Summer Discovery participants	215	260	251
Summer Discovery annual cost per participant	\$ 817.86	\$ 814.04	\$ 835.06
% change from prior year		-0.5%	2.6%
Community Survey Results	2010 Survey	2013 Survey	2015 Survey
Community survey data not available for this activity	no data	no data	no data

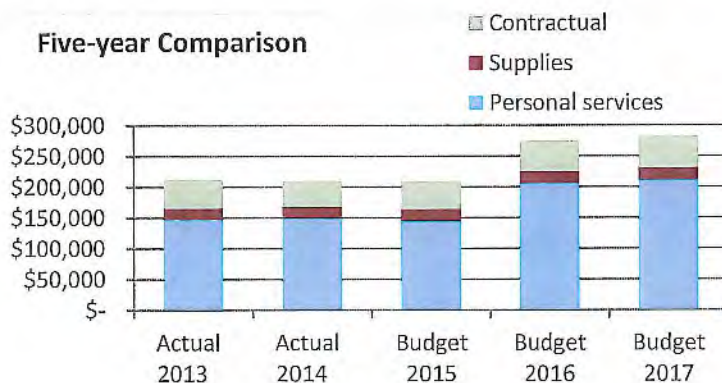
Recent Achievements:

- 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.

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.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 74,246	\$ 75,674	\$ 81,558	\$ 87,361	\$ 91,643	\$ 93,730
Supplies	\$ 7,246	\$ 6,662	\$ 10,500	\$ 9,600	\$ 9,600	\$ 10,924
Contractual	\$ 375	\$ 375	\$ 375	\$ 350	\$ 375	\$ 390
Total	\$ 81,867	\$ 82,711	\$ 92,433	\$ 97,311	\$ 101,618	\$ 105,044
Percent change		1.0%	11.8%	17.7%	9.9%	3.4%
Full-time equivalents						
Associate	2.15	2.54	2.74	2.93	3.03	3.04
Total	2.15	2.54	2.74	2.93	3.03	3.04
Percent of Total Expense	0.34%	0.33%	0.34%	0.37%	0.39%	0.39%

Budget Impacts:

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

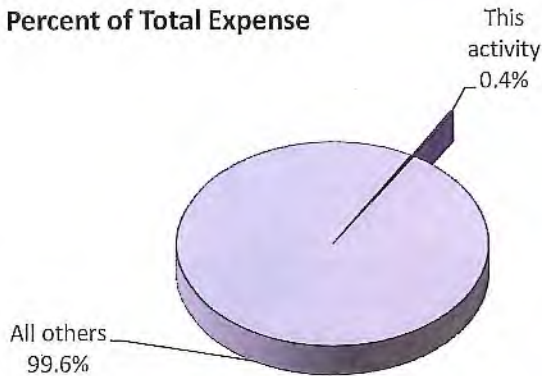
Preschool Programs			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Preschool program participants	110	210	280
% change from prior year		90.9%	33.3%
Average program cost per participant	\$ 744	\$ 390	\$ 295
% change from prior year		-47.6%	-24.4%

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

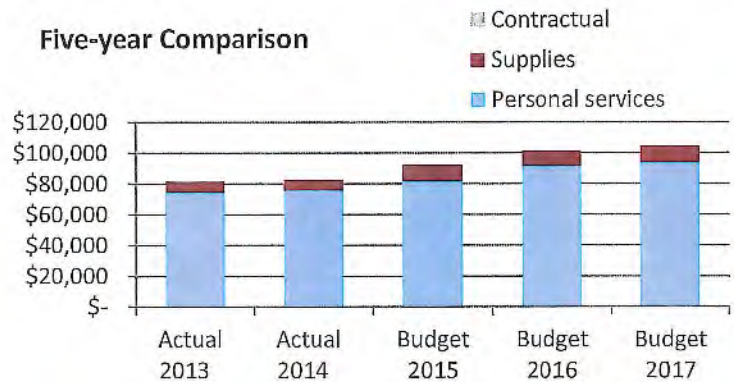
Recent Achievements:

- 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/guardian must remain in the building. The revenue from group fitness and memberships will ideally offset the financial loss this activity encumbers.

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 60,146	\$ 53,971	\$ 61,280	\$ 62,608	\$ 66,890	\$ 68,046
Supplies	\$ 1,806	\$ 1,338	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,965
Total	\$ 61,952	\$ 55,309	\$ 64,130	\$ 65,458	\$ 69,740	\$ 71,011
Percent change		-10.7%	15.9%	18.3%	8.7%	1.8%
Full-time equivalents						
Associate	3.05	3.05	3.05	3.12	3.34	3.31
Total	3.05	3.05	3.05	3.12	3.34	3.31
Percent of Total Expense	0.26%	0.22%	0.24%	0.25%	0.27%	0.27%

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.

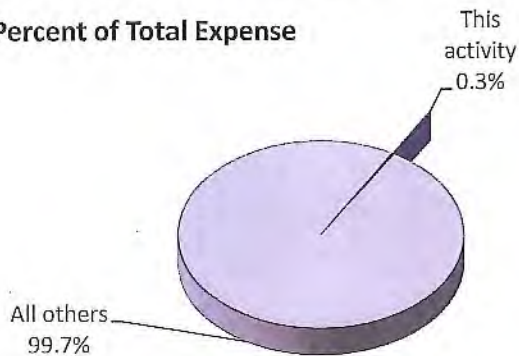
Drop-in Child Care			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Drop-in child care participants	9,653	8,498	8,108
Drop-in child care average cost per participant	\$ 6.31	\$ 7.29	\$ 6.82
Drop-in child care hours used by participants	11,929	11,108	10,421
Drop-in child care average cost per hour of child care provided	\$ 5.10	\$ 5.58	\$ 5.31
% change from prior year		9.4%	-4.8%

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

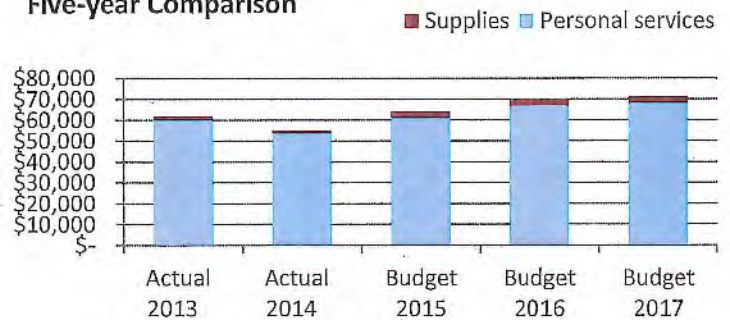
Recent Achievements:

- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 14,846	\$ 12,364	\$ 15,730	\$ 15,726	\$ 17,319	\$ 17,803
Supplies	\$ 4,394	\$ 3,409	\$ 4,500	\$ 5,600	\$ 5,751	\$ 5,927
Contractual	\$ 26,323	\$ 15,841	\$ 14,057	\$ 13,950	\$ 14,338	\$ 14,624
Total	\$ 45,563	\$ 31,614	\$ 34,287	\$ 35,276	\$ 37,408	\$ 38,354
Percent change		-30.6%	8.5%	11.6%	9.1%	2.5%
Full-time equivalents						
Associate	0.76	0.61	0.66	0.66	0.72	0.72
Total	0.76	0.61	0.66	0.66	0.72	0.72
Percent of Total Expense	0.19%	0.12%	0.13%	0.13%	0.14%	0.14%

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

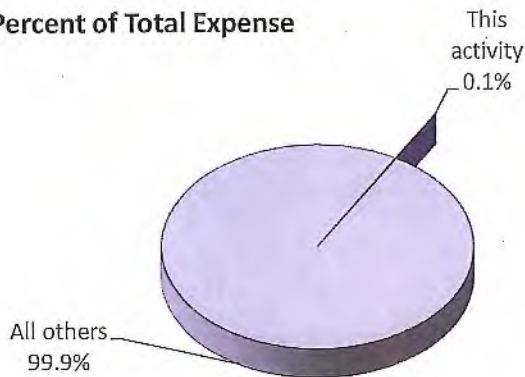
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Ice skating participants	204	170	139
Enrichment Camp participants	220	255	60
Tumbling participants	155	115	176
Family event participants	1,214	1,000	1,303
General youth participants	525	690	360

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

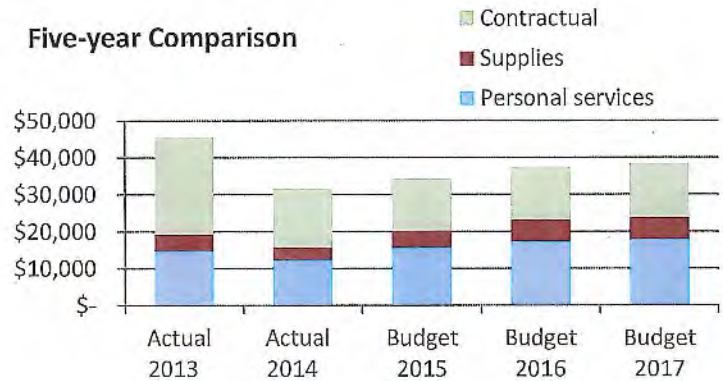
Recent Achievements:

- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 52,216	\$ 53,497	\$ 53,138	\$ 53,124	\$ 54,365	\$ 55,907
Supplies	\$ 11,610	\$ 6,895	\$ 11,128	\$ 12,928	\$ 13,329	\$ 13,731
Contractual	\$ 56,056	\$ 33,839	\$ 36,206	\$ 31,587	\$ 31,932	\$ 32,491
Total	\$ 119,882	\$ 94,231	\$ 100,472	\$ 97,639	\$ 99,626	\$ 102,129
Percent change		-21.4%	6.6%	3.6%	-0.8%	2.5%
Full-time equivalents						
Associate	2.47	2.54	2.54	2.54	2.54	2.55
Total	2.47	2.54	2.54	2.54	2.54	2.55
Percent of Total Expense	0.50%	0.37%	0.37%	0.37%	0.38%	0.38%

Budget Impacts:

- A transfer from the general fund of approximately \$70,000 per year supports these programs.
- Warming house supervision accounts for \$24,000 of the Community Programs budget.

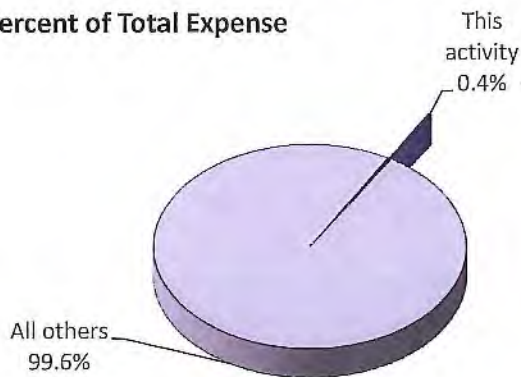
Community Programs			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Skating rink attendance	8,508	9,539	8,079
Concert and movie attendance	3,020	3,350	3,950
Senior program participants	721	491	824
Summer playground and field trip participants	434	410	420

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

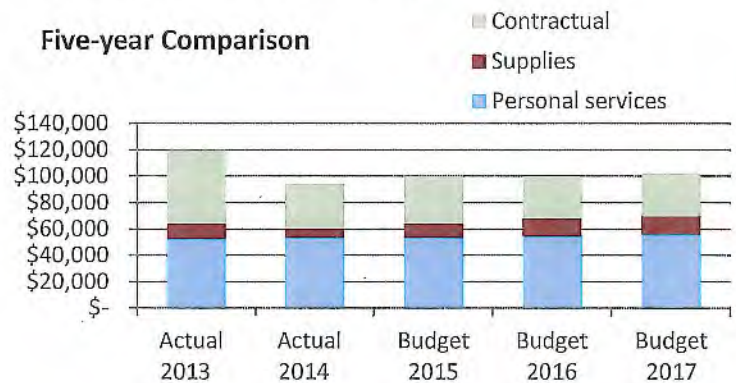
Recent Achievements:

- 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

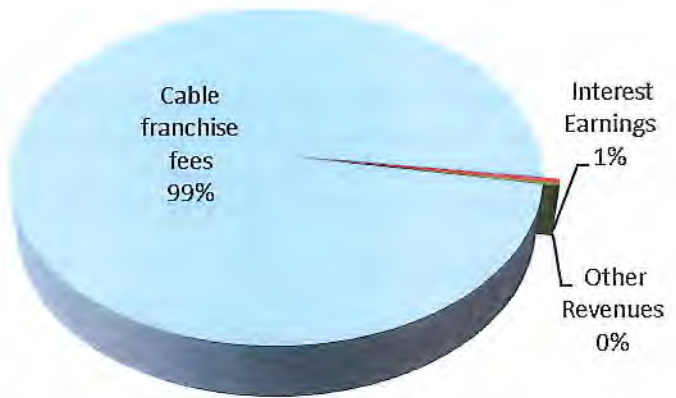


Cable Television Fund Summary

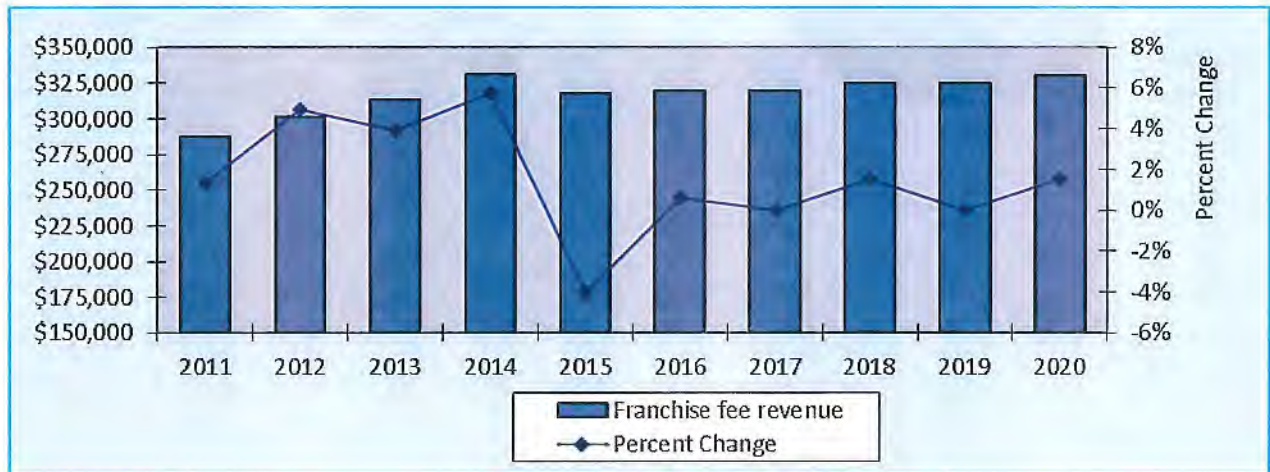
Fund Description – The Cable Television Fund accounts for the receipt of a 5% franchise fees that is paid by Shoreview cable subscribers to Comcast and through a Public, Educational, and Government (PEG) fee that is also paid by subscribers. This franchise and PEG fee fund the City’s management and administration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



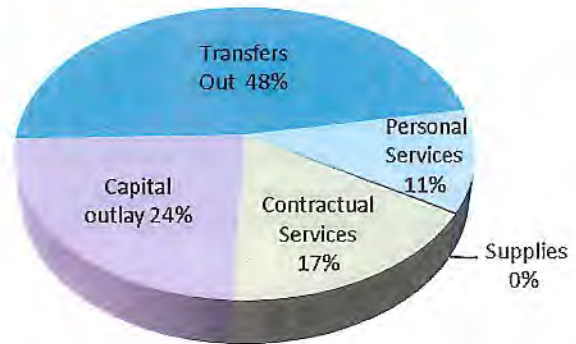
Franchise revenue has grown an average of 3.4 percent per year over the last 5 years, and is 12% higher in 2015 than it was in 2010.



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Cable Television Fund Summary

Expense – Contractual costs include internet access, web streaming, legal costs, cable programming and administrative costs (17 percent of expense). The transfer to the General Fund accounts for 48 percent of Cable Television Fund expense (in support of communication costs). Personal services (television production and information systems support) accounts for 11 percent of expense. Capital outlay costs include council chamber improvements.



Transfers out provide support to the General Fund for communications activities (\$200,000 in 2016 and \$200,000 in 2017).

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Charges for Services	\$ 313,336	\$ 331,328	\$ 318,000	\$ 593,500	\$ 435,000	\$ 435,000
Interest Earnings	(5,218)	5,303	1,700	1,700	1,700	1,800
Other Revenues	2,199	1,100	1,200	23,000	1,200	1,200
Total Revenue	310,317	337,731	320,900	618,200	437,900	438,000
Expense						
General Government	265,821	163,751	192,993	174,178	220,183	120,623
Total Expense	265,821	163,751	192,993	174,178	220,183	120,623
Other Sources (Uses)						
Transfers Out	(116,941)	(160,000)	(167,000)	(167,000)	(200,000)	(200,000)
Net Change	(72,445)	13,980	(39,093)	277,022	17,717	117,377
Fund Equity, beginning	250,624	178,179	192,159	192,159	469,181	486,898
Fund Equity, ending	\$ 178,179	\$ 192,159	\$ 153,066	\$ 469,181	\$ 486,898	\$ 604,275
Months of operating coverage	6.6	6.8		13.4	18.2	23.3

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 equipment for the Council Chambers and City Hall, and operating transfers that are used to finance City 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.
- Update Carousel player display both within City Hall and on PEG channel.
- Explore additional cable franchise within the City.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 31,994	\$ 33,834	\$ 35,063	\$ 35,048	\$ 47,653	\$ 48,653
Supplies			\$ 500	\$ 200	\$ 500	\$ 500
Contractual	\$ 112,905	\$ 119,142	\$ 132,430	\$ 83,930	\$ 72,030	\$ 71,470
Capital outlay	\$ 120,922	\$ 10,775	\$ 25,000	\$ 55,000	\$ 100,000	
Total	\$ 265,821	\$ 163,751	\$ 192,993	\$ 174,178	\$ 220,183	\$ 120,623
Percent change		-38.4%	17.9%	6.4%	14.1%	-45.2%
Full-time equivalents						
Full-time	0.25	0.25	0.25	0.25	0.25	0.25
Associate	0.10	0.10	0.10	0.10	0.47	0.47
Total	0.35	0.35	0.35	0.35	0.72	0.72
Percent of Total Expense	1.11%	0.64%	0.72%	0.66%	0.85%	0.45%

Budget Impacts:

- Contractual costs decreased significantly due to withdrawal from the NSCC.
- Activity includes \$10,000 for a cable intern for programming purposes.
- Contractual costs also include \$5,000 for legal fees related to other potential franchise agreements.

Cable Television

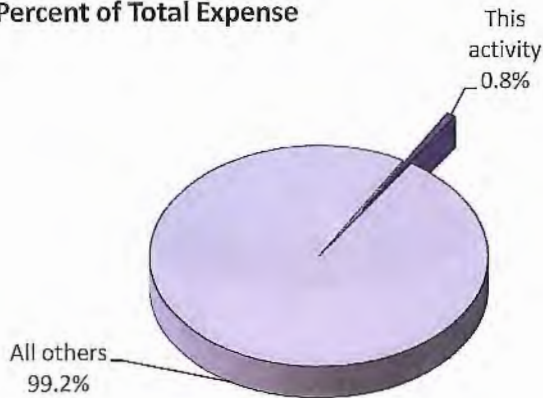
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Council and Planning Commission meetings cablecast	35	35	35

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

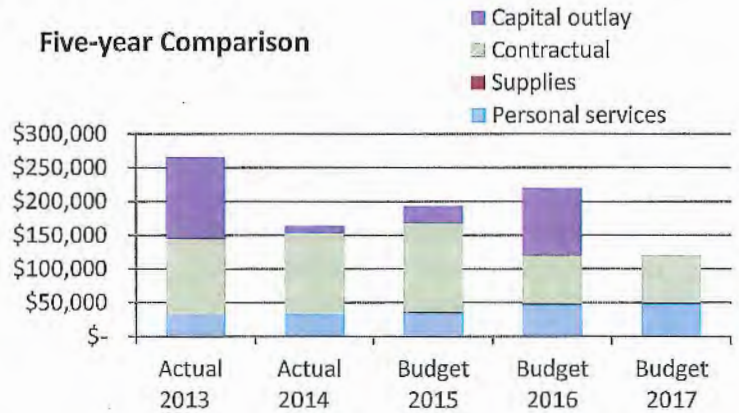
Recent Achievements:

- 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



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Economic Development Authority Fund Summary

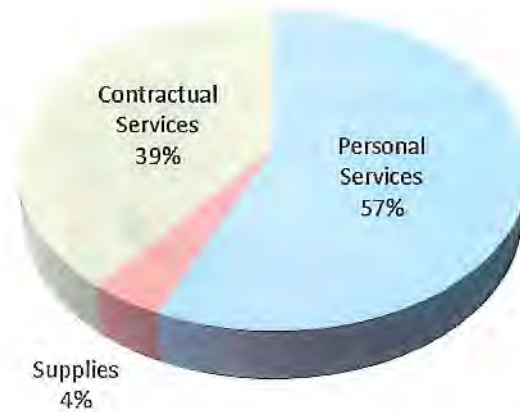
Fund Description – The Economic Development Authority (EDA) Fund accounts for revenue dedicated to support the activities of Shoreview’s EDA.

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 39 percent of total expense. Personal service costs account for 57 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 Administrative Tech/Planning position. Supplies make up the remaining 4 percent of the EDA budget.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Property Taxes	\$ 59,653	\$ 78,507	\$ 90,000	\$ 90,000	\$ 110,000	\$ 115,000
Interest Earnings	(6,377)	9,066	-	-	-	-
Total Revenue	53,276	87,573	90,000	90,000	110,000	115,000
Expense						
Community Development	48,797	73,360	85,880	93,083	107,013	109,526
Total Expense	48,797	73,360	85,880	93,083	107,013	109,526
Other Sources (Uses)						
Transfers In	-	-	-	-	-	-
Net Change	4,479	14,213	4,120	(3,083)	2,987	5,474
Fund Equity, beginning	190,484	194,963	209,176	209,176	206,093	209,080
Fund Equity, ending	\$ 194,963	\$ 209,176	\$ 213,296	\$ 206,093	\$ 209,080	\$ 214,554
Restricted fund equity	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777
Operating fund equity	\$ 29,186	\$ 43,399	\$ 47,519	\$ 40,316	\$ 43,303	\$ 48,777
Months of operating coverage	4.8	5.6		4.5	4.7	5.2

Economic Development Authority Fund Summary

Development Project Initiatives currently in process include:

- **TIF Legislation** – Use BRE TIF special legislation associated with Tax Increment District No. 1 to providing funding/resources to retain and grow local businesses through expansions and redevelopment
- **BRE Program** – Continue implementing and expanding the Business Retention and Expansion (BRE) program and other strategic economic plans for enhancing important local business relationships to ensure that Shoreview sustains a strong, healthy, and positive business climate that promotes and fosters continued economic development, business growth and reinvestment in the community.
- **Children’s Hospital Property** – Plan for possible sale of 18-acre parcel in Rice Creek Corporate Park by the current owner and work with potential buyers/developers to secure new business development
- **Rice Street/691 Interchange** – Explore major building improvements to declining retail center or redevelopment potential (possibly in coordination with interchange upgrades by MnDOT)
- **Shoreview Corporate Center** – Work with business park ownership to seek and secure new business tenants for a vacant building in need of substantial improvement or redevelopment
- **Shoreview Town Center** – Update and revise redevelopment strategies (including phasing, financial feasibility and potential property assembly) for long-range plan
- **Shoreview Village Mall** – Pursue with current mall owner the possible sale for a comprehensive redevelopment of an aging and underutilized retail center and solicit interest from qualified developers
- **Rainbow Foods site** – Work with ownership to redevelop vacant site to attract new retail and grocery

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.

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.
- Rice Street/694 - explore redevelopment of declining retail center.
- Shoreview Corporate Center - potential redevelopment of aging vacant facility.
- Shoreview Town Center - update redevelopment strategies for long-range plan.
- Shoreview Village Mall - pursue sale for redeveloping aging retail center and seek developer.
- Rainbow Foods site work with ownership to redevelop vacant site to attract new retail and grocery.

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

- Continue implementation of Business Retention and Expansion Program.
- Host two Business Exchange networking events and two Small Business workshops annually.
- 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 25,963	\$ 40,035	\$ 49,660	\$ 50,548	\$ 60,513	\$ 62,801
Supplies	\$ 2,336	\$ 2,253	\$ 3,200	\$ 4,000	\$ 4,300	\$ 3,500
Contractual	\$ 20,498	\$ 31,072	\$ 33,020	\$ 38,535	\$ 42,200	\$ 43,225
Total	\$ 48,797	\$ 73,360	\$ 85,880	\$ 93,083	\$ 107,013	\$ 109,526
Percent change		50.3%	17.1%	26.9%	24.6%	2.3%
Full-time equivalents						
Full-time	0.29	0.40	0.45	0.45	0.50	0.50
Associate	0.08					
Total	0.37	0.40	0.45	0.45	0.50	0.50
Percent of Total Expense	0.20%	0.29%	0.32%	0.35%	0.41%	0.41%

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.

Economic Development (EDA)

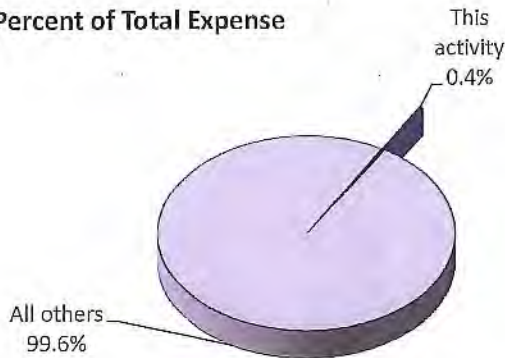
Activity Measures	2012	2013	2014
	Actual	Actual	Actual
Economic Development Authority annual cost per household	\$ 4.96	\$ 4.66	\$ 6.80
% change from prior year		-6.1%	45.9%
Number of Business Retention and Expansion (BRE) visits	6	12	16
Number of Tax Increment Districts	8	8	9

Community Survey Results	2010	2013	2015
	Survey	Survey	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%

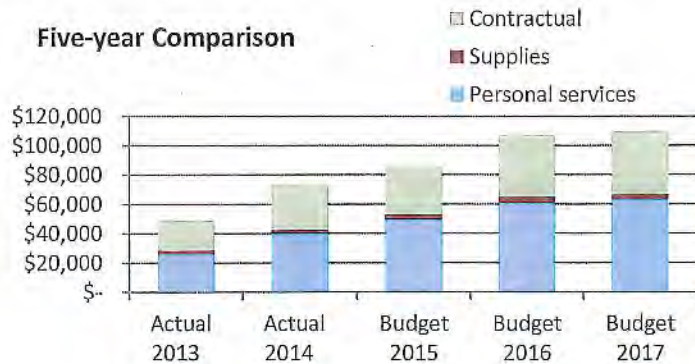
Recent Achievements:

- Successfully received special legislation in the 2014 State Legislature which established the 'Shoreview TIF/BRE Pilot Program' that allows for special BRE TIF Districts and a new BRE Fund.
- Established the Advantage Shoreview Business Retention Loan Program Fund to assist business expansion.
- 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 first 2 Small Business Workshops to assist and support small business community.
- Launched Business Matters newsletter that is now published and distributed to businesses 3-4 times a year.
- Attracted Ally Financial to relocate and expand in Shoreview bringing 400 jobs (City supported project through the MN Job Creation Fund).
- Initiated and hired expert firm to analyze and develop strategies on retail market to attract new restaurants to the community and a quality grocer to vacant Rainbow Foods site.
- Completed 3rd and final phase of the Red Fox Road retail development, assisted by the City, bringing Trader Joes, new restaurants and retails services, and a credit union branch.

Percent of Total Expense



Five-year Comparison



City of Shoreview, Minnesota – 2016-2017 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 Project Initiatives currently in process include:

- **Highway Corridor** – Transition Areas Study Planning study of residential properties along Highways 96 and 49 arterial corridors to develop long-term land use strategies and actions to buffer/protect nearby neighborhoods
- **Hoarding/Garbage House Response Plan** – Development of a multi-agency and coordinated process for effectively addressing the increasing number of major hoarding/garbage houses in the community
- **Home Improvement Loan Program** – Review Shoreview Home Improvement Loan Program to determine effectiveness, possible changes to guidelines, and expanded promotion
- **Housing Improvement Areas** – Engage townhome/condominium associations to encourage reinvestment using the HIA as a financing tool and adopt formal City policy
- **Rental Property Strategies** – Analysis of rental properties in single-family neighborhoods and townhome areas to assess impacts and potential policy changes to licensing program and explore potential fix-up program
- **Scattered Site Blighted Properties** – Review existing blighted and/or major code enforcement properties to assess the need for City actions to acquire to protect surrounding neighborhoods

Housing Programs (HRA)

241-44500

The HRA Programs activity accounts for the Housing and Redevelopment Authority (HRA) functions of the EDA, including efforts to increase housing choices in the community, to maintain quality housing stock, and preserve residential neighborhoods. 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.
- Hoarding/Garbage House Policy - develop a coordinated process for addressing growing number of major hoarding/garbage houses in community.
- Housing Improvement Areas - engage townhome/condominium associations to encourage reinvestment using the HIA as a financing tool and adopt formal City policy.
- Scattered Blighted Properties - review existing blighted/major code enforcement properties to assess the need for aggressive City action to acquire.
- Updates and expansion of Home Improvement Loan Program to assist qualifying homeowners to reinvest in properties.
- Continue partnership with the Housing Resource Center to provide residents with housing services relating to home improvements and access to loan programs.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 47,289	\$ 62,776	\$ 64,668	\$ 65,905	\$ 68,107	\$ 70,846
Contractual	\$ 13,217	\$ 14,559	\$ 20,950	\$ 17,750	\$ 24,800	\$ 26,000
Total	\$ 60,506	\$ 77,335	\$ 85,618	\$ 83,655	\$ 92,907	\$ 96,846
Percent change		27.8%	10.7%	8.2%	8.5%	4.2%
Full-time equivalents						
Full-time	0.30	0.60	0.60	0.60	0.60	0.60
Associate	0.10					
Total	0.40	0.60	0.60	0.60	0.60	0.60
Percent of Total Expense	0.25%	0.30%	0.32%	0.32%	0.36%	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 due to expected hiring of outside housing consultant to assist with required updates to the Comprehensive Guide Plan over the next few years.
- Financial assistance towards housing projects and programs supported by the EDA are funded through existing special funds or new revenues generated from tax increment.
- The HRA fund covers the annual contractual agreement for services of the Housing Resource Center providing free housing improvement counseling and access to home improvement loans to residents.

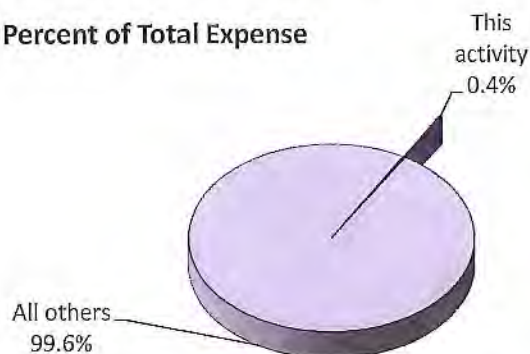
Housing Programs (HRA)			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Housing Redevelopment Authority annual cost per household	\$ 4.11	\$ 5.78	\$ 7.17
% change from prior year		40.6%	24.1%
Clients served by the HousingResource Center	179	386	387
Shoreview Home Energy Improvement Loan Program applications/closed loans	2/1	8/4	0/0

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%

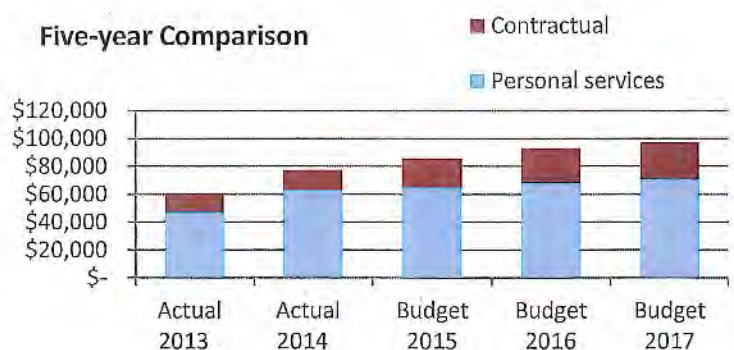
Recent Achievements:

- Expanded eligible improvements and revised the Shoreview Home Improvement Loan program to re-market the program to residents.
- Revised and improved rental licensing regulations for more effective enforcement including requiring drug free lease addendum for multi-family crime free program.
- Approved and supported with new TIF district the redevelopment of the vacant Midland Plaza center to construct new \$24 million upscale 104-unit luxury apartment building Lakeview Terrace opened in 2014.
- Provided TIF assistance for construction of new \$15 million 105-unit senior housing project Shoreview Senior Living, opened in 2013, with mix of congregate, assisted living, and memory care rental apartments and up to 12 units for Elderly Waivers for eligible residents.
- Approved Applewood Pointe of Shoreview, a 77-unit senior cooperative on the redeveloped Kozlaks restaurant property, opened in 2015.
- Adopted a Hoarding Response Plan to guide multi-agency involvement in handling severe hoarding cases and partnered with The Minnesota Hoarding Project and Ramsey County on a pilot program.
- Acquired a long-standing nuisance blighted property at 3339 Victoria Street and sold to a qualified developer to build 2 new market rate single-family homes.

Percent of Total Expense



Five-year Comparison



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City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Slice of Shoreview Fund Summary

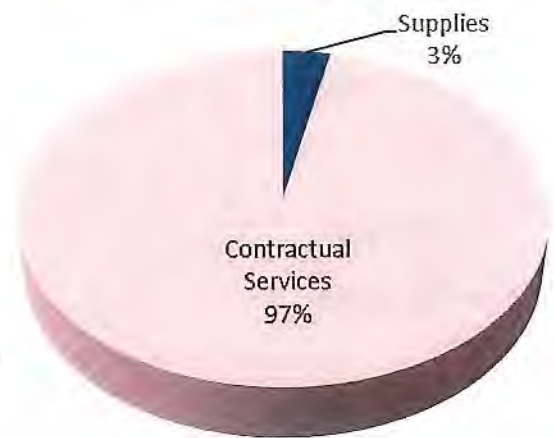
Fund Description – The Slice of Shoreview Fund accounts for the revenue and expense associated with a three day community festival held in July at Island Lake Park.

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 46 percent of revenue. Entrance fees paid by vendors provide 39 percent of revenue.

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

Transfers in reflect a contribution from the General Fund provides to support event costs (\$10,000 in 2016 and 2017). The General Fund transfer provides approximately 15 percent of total resources for the event.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Charges for Services	\$ 25,397	\$ 24,836	\$ 26,500	\$ 26,500	\$ 27,000	\$ 27,570
Interest Earnings	(2,537)	3,557	-	-	-	-
Other Revenues	38,190	36,946	32,000	32,000	32,000	32,000
Total Revenue	61,050	65,339	58,500	58,500	59,000	59,570
Expense						
General Government	67,343	64,805	67,485	67,485	67,900	68,370
Total Expense	67,343	64,805	67,485	67,485	67,900	68,370
Other Sources (Uses)						
Transfers In	10,000	10,000	10,000	10,000	10,000	10,000
Net Change	3,707	10,534	1,015	1,015	1,100	1,200
Fund Equity, beginning	62,110	65,817	76,351	76,351	77,366	78,466
Fund Equity, ending	\$ 65,817	\$ 76,351	\$ 77,366	\$ 77,366	\$ 78,466	\$ 79,666
Months of operating coverage	12.2	13.6		13.7	13.8	13.7

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Supplies	\$ 1,161	\$ 350	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
Contractual	\$ 66,182	\$ 64,455	\$ 65,285	\$ 65,285	\$ 65,700	\$ 66,170
Total	\$ 67,343	\$ 64,805	\$ 67,485	\$ 67,485	\$ 67,900	\$ 68,370
Percent change		-3.8%	4.1%	4.1%	0.6%	0.7%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.28%	0.25%	0.25%	0.25%	0.26%	0.26%

Budget Impacts:

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

Slice of Shoreview

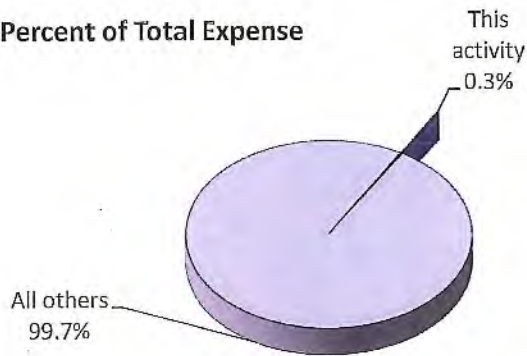
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Annual event cost per household (including costs covered by fees & donations)	\$ 6.12	\$ 6.43	\$ 6.01
% change from prior year		5.1%	-6.5%
General fund support for the Slice of Shoreview event	\$ 10,000	\$ 10,000	\$ 10,000
General fund support as an annual cost per household (city support)	\$ 0.96	\$ 0.96	\$ 0.93
General fund support as a percent of the total event cost	15.6%	14.8%	15.4%

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

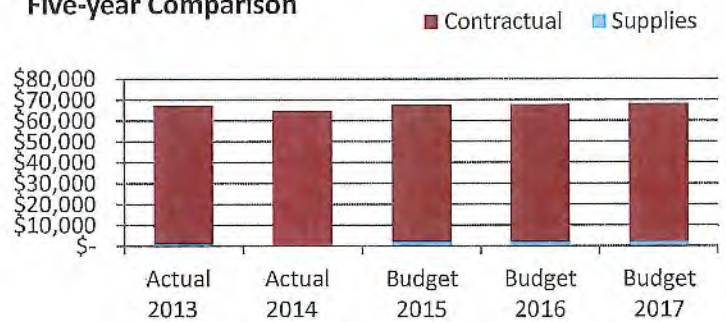
Recent Achievements:

- The 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 – 2016-2017 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 2016 and 2017 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	Street Improvement	Capital Lease	Closed Debt	Total
2016 Budget						
Revenue						
Property Taxes	\$ 14,000	\$ 132,000	\$ 401,000	\$ -	\$ -	\$ 547,000
Special Assessments	189,278	-	-	-	13,730	203,008
Intergovernmental	-	-	-	-	-	-
Interest Earnings	4,300	500	2,000	7,000	2,800	16,600
Total Revenue	207,578	132,500	403,000	7,000	16,530	766,608
Expense						
Debt Service	284,028	131,495	414,893	472,885	-	1,303,301
Total Expense	284,028	131,495	414,893	472,885	-	1,303,301
Other Sources (Uses)						
Transfers In	4,745	-	-	455,000	-	459,745
Transfers Out	-	-	-	-	(54,745)	(54,745)
Net Change	(71,705)	1,005	(11,893)	(10,885)	(38,215)	(131,693)
Fund Equity, beginning	567,424	130,999	366,150	497,748	1,107,965	2,670,286
Fund Equity, ending	\$ 495,719	\$ 132,004	\$ 354,257	\$ 486,863	\$ 1,069,750	\$ 2,538,593
2017 Budget						
Revenue						
Property Taxes	\$ 14,000	\$ 132,000	\$ 403,000	\$ -	\$ -	\$ 549,000
Special Assessments	197,680	-	-	-	5,915	203,595
Intergovernmental	-	-	-	-	-	-
Interest Earnings	3,990	500	2,000	8,000	2,700	17,190
Total Revenue	215,670	132,500	405,000	8,000	8,615	769,785
Expense						
Debt Service	254,598	129,095	403,043	471,740	-	1,258,476
Total Expense	254,598	129,095	403,043	471,740	-	1,258,476
Other Sources (Uses)						
Debt Proceeds	7,700	-	-	-	-	7,700
Transfers In	-	-	-	455,000	-	455,000
Transfers Out	-	-	-	-	(50,000)	(50,000)
Net Change	(31,228)	3,405	1,957	(8,740)	(41,385)	(75,991)
Fund Equity, beginning	495,719	132,004	354,257	486,863	1,069,750	2,538,593
Fund Equity, ending	\$ 464,491	\$ 135,409	\$ 356,214	\$ 478,123	\$ 1,028,365	\$ 2,462,602

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 2013 through 2017).

Debt Levies	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Tax Levies-Debt Funds					
Street bonds	\$ 358,000	\$ 408,000	\$ 396,000	\$ 401,000	\$ 403,000
Improvement bonds	-	8,000	16,000	14,000	14,000
Fire Station-bonds	143,000	132,000	132,000	132,000	132,000
Sub-total Debt Fund Levies	501,000	548,000	544,000	547,000	549,000
Tax Levies-Internal Service Funds					
Maintenance Center bonds	184,000	184,000	208,000	184,000	184,000
Total Debt Levy	\$ 685,000	\$ 732,000	\$ 752,000	\$ 731,000	\$ 733,000

Revenue – Transfers in account for 37 percent of revenue needed to cover debt payments (from the Closed Bond Fund, the Community investment Fund, the General Fixed Asset Replacement Fund and the General Fund). Property taxes provide 45 percent of total revenue, followed by special assessments at 17 percent.



Transfers in reflect support for debt payments from the Closed Bond Fund (\$54,745 in 2016 and \$50,000 in 2017), from the General Fixed Asset Replacement Fund (\$180,000 in 2016 and 2017), from the Community Investment Fund (\$175,000 in 2016 and 2017), and from the General Fund \$50,000 in 2016 and 2017). Transfers out provide for closing the 2004 G.O. Improvement Bond Fund with a transfer from the Closed Bond Fund (\$4,745 in 2016), and providing support for debt payments from the Closed Bond Fund (\$50,000 in 2016 and 2017).

City of Shoreview, Minnesota – 2016-2017 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.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Property Taxes	\$ 498,259	\$ 535,765	\$ 544,000	\$ 544,000	\$ 547,000	\$ 549,000
Special Assessments	115,885	243,735	199,945	202,884	203,008	203,595
Intergovernmental	1,256	1,180	580	580	-	-
Interest Earnings	(66,683)	93,768	11,670	15,840	16,600	17,190
Total Revenue	548,717	874,448	756,195	763,304	766,608	769,785
Expense						
Debt Service						
2011 Ref Capital Lease (comm cntr)	471,215	469,315	472,515	472,515	472,885	471,740
2004 Capital Plan Bonds (fire)	161,435	141,847	133,895	136,275	131,495	129,095
2006 Street Improvement Bonds	266,343	254,080	226,765	229,115	225,814	211,914
2013 Street Improvement Bonds	27,783	215,048	186,919	186,929	189,079	191,129
2004 Ref Tax Increment Bonds	376,290	-	-	-	-	-
2007 Ref Tax Increment Bonds	298,375	368,050	364,000	364,000	-	-
2002 Improvement Bonds	52,855	51,504	-	-	-	-
2004 Improvement Bonds	53,082	47,302	51,320	51,320	40,420	-
2006 Improvement Bonds	22,536	19,201	21,815	22,123	16,465	21,115
2008 Improvement Bonds	32,040	31,267	30,465	30,727	29,667	28,867
2009 Improvement Bonds	27,033	26,437	30,757	31,214	30,007	29,226
2010 Improvement Bonds	13,771	15,190	18,656	18,649	17,410	17,110
2013 Improvement Bonds	46,286	39,224	59,310	59,655	143,380	140,830
2015 Improvement Bonds	-	-	-	1,484	6,679	17,450
Closed Debt	2,750	-	-	-	-	-
Total Expense	1,851,794	1,678,465	1,596,417	1,604,006	1,303,301	1,258,476
Other Sources (Uses)						
Debt Proceeds	2,653,739	105,822	10,000	7,867	-	7,700
Debt Refunded	(135,000)	(860,000)	(1,490,000)	(1,490,000)	-	-
Transfers In	1,168,109	1,410,014	814,921	814,778	459,745	455,000
Transfers Out	(50,000)	(67,599)	(50,000)	(119,404)	(54,745)	(50,000)
Net Change	2,333,771	(215,780)	(1,555,301)	(1,627,461)	(131,693)	(75,991)
Fund Equity, beginning	2,179,756	4,513,527	4,297,747	4,297,747	2,670,286	2,538,593
Fund Equity, ending	\$4,513,527	\$4,297,747	\$2,742,446	\$ 2,670,286	\$2,538,593	\$ 2,462,602
Months of operating coverage	15.9	21.7		24.6	24.2	18.0

Debt Limit – Minnesota statutes limit the amount of debt a City may issue for general obligation purposes. Currently, the City has used about 14 percent of the available debt limit, leaving 86 percent available.

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City of Shoreview, Minnesota – 2016-2017 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 2016 and 2017 are shown in the table below.

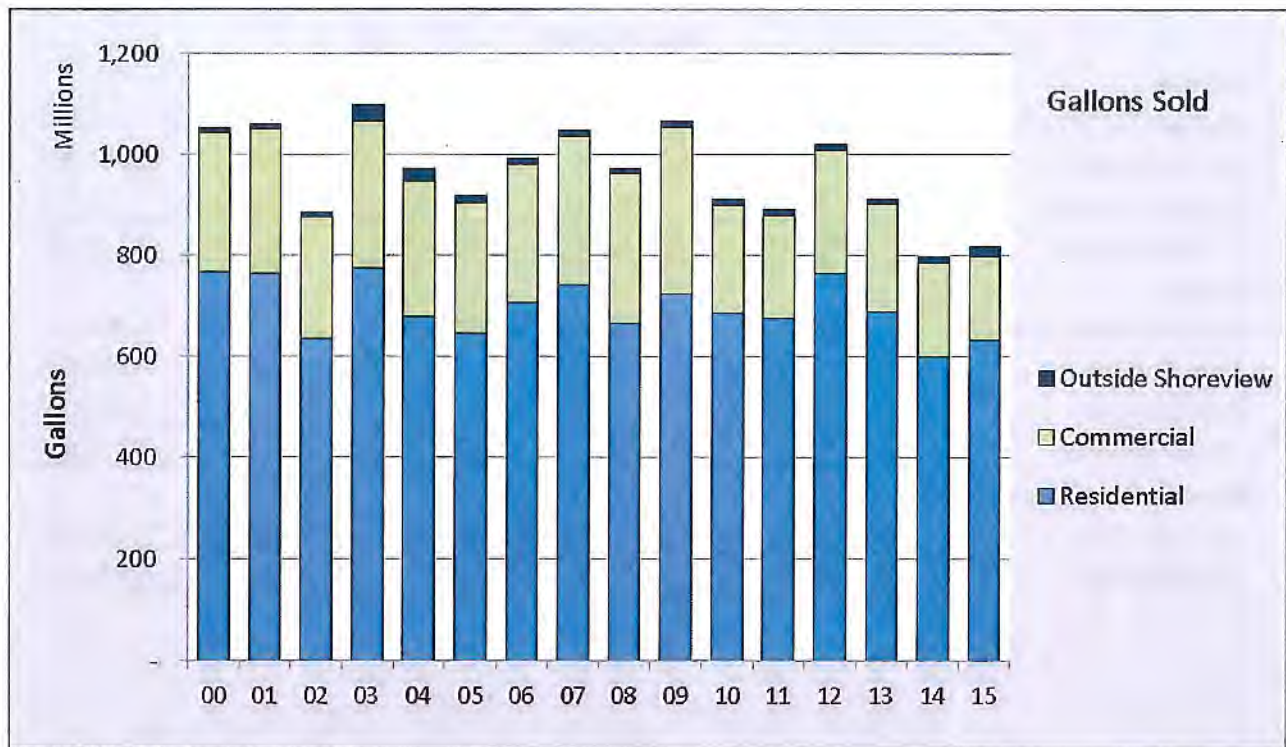
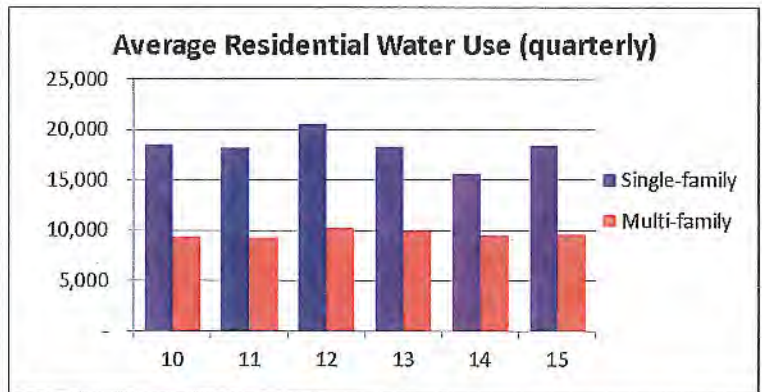
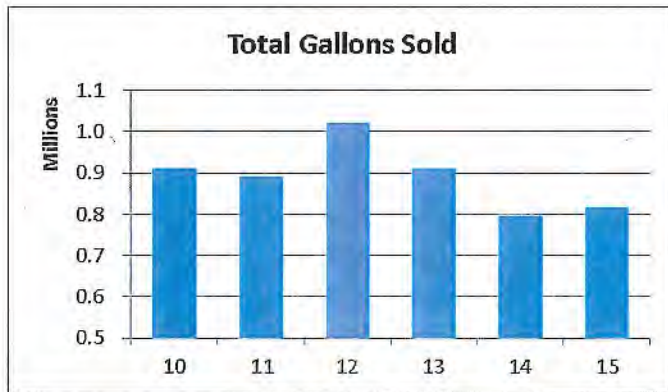
	Water	Sewer	Surface Water	Street Lighting	Total
2016 Budget					
Revenue					
Charges for Services	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
Utility Charges	3,218,500	4,057,500	1,598,003	551,000	9,425,003
Interest Earnings	38,000	27,000	9,000	2,500	76,500
Total Revenue	3,256,500	4,086,000	1,607,003	553,500	9,503,003
Expense					
Enterprise Operations	1,581,485	3,359,142	969,519	279,118	6,189,264
Debt Service	307,431	78,764	82,239	-	468,434
Depreciation	669,000	354,000	269,000	69,000	1,361,000
Total Expense	2,557,916	3,791,906	1,320,758	348,118	8,018,698
Other Sources (Uses)					
Transfers Out	(363,000)	(183,000)	(159,000)	(25,400)	(730,400)
Net Change	\$ 335,584	\$ 111,094	\$ 127,245	\$ 179,982	\$ 753,905
2017 Budget					
Revenue					
Charges for Services	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
Utility Charges	3,477,000	4,179,500	1,751,538	634,000	10,042,038
Interest Earnings	42,000	30,000	10,000	2,700	84,700
Total Revenue	3,519,000	4,211,000	1,761,538	636,700	10,128,238
Expense					
Enterprise Operations	1,569,265	3,497,181	947,460	287,637	6,301,543
Debt Service	437,926	75,469	79,061	-	592,456
Depreciation	799,000	348,000	277,000	75,000	1,499,000
Total Expense	2,806,191	3,920,650	1,303,521	362,637	8,392,999
Other Sources (Uses)					
Transfers Out	\$ (376,400)	\$ (190,400)	\$ (168,000)	\$ (28,400)	\$ (763,200)
Net Change	\$ 336,409	\$ 99,950	\$ 290,017	\$ 245,663	\$ 972,039

Water Fund Summary

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

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

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



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Water Fund Summary

Expense – Personal services accounts for 28 percent of water expense (for operation, billing and maintenance staff costs). Contractual costs account for 29 percent of water expense (for repairs, equipment and building charges, insurance, electric costs and administrative charges). Depreciation expense accounts for 26 percent of expense, followed by 12 percent for interest payments on debt service, and 5 percent for supplies.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$320,000 in 2016 and \$330,000 in 2017) and to the Central Garage Fund for the Water Fund share of debt service payments on the maintenance center (\$43,000 in 2016 and 2017).

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Special Assessments	\$ 2,275	\$ 2,847	\$ -	\$ -	\$ -	\$ -
Intergovernmental	11,992	11,699	975	975	-	-
Utility Charges	2,692,684	2,478,484	2,833,000	2,657,500	3,218,500	3,477,000
Interest Earnings	(121,490)	175,102	38,000	38,000	38,000	42,000
Other Revenues	-	-	-	-	-	-
Total Revenue	2,585,461	2,668,132	2,871,975	2,696,475	3,256,500	3,519,000
Expense						
Enterprise Operations	1,403,838	1,432,452	1,538,027	1,472,457	1,581,485	1,569,265
Miscellaneous	-	-	-	-	-	-
Debt Service	213,477	178,732	142,903	184,164	307,431	437,926
Depreciation	622,826	634,561	651,000	649,000	669,000	799,000
Total Expense	2,240,141	2,245,745	2,331,930	2,305,621	2,557,916	2,806,191
Other Sources (Uses)						
Sale of Asset-Gain	-	114	-	-	-	-
Contributed Capital Assets	248,000	145,430	-	-	-	-
Transfers Out	(263,057)	(303,136)	(345,000)	(345,400)	(363,000)	(376,400)
Net Change	\$ 330,263	\$ 264,795	\$ 195,045	\$ 45,454	\$ 335,584	\$ 336,409
Cash balance (year end)	\$ 4,385,756	\$ 4,507,826		\$ 4,039,068	\$ 4,731,652	\$ 4,943,661
Months of oper/capital coverage	14.1	11.3		16.1	15.1	14.3

Water Operations

601-45050

The Water Operations activity provides for overall administration, operation, maintenance, replacement, and infrastructure security for Shoreview's drinking water system. The system depends on two elevated water towers, an underground water storage reservoir, six wells, over 110 miles of water mains, and 1,378 hydrants 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 2016/2017 Annual Drinking Water Report explaining the results of water testing, and as required by the Minnesota Department of Health.
- Manage the design and construction of a water treatment plant to address water quality issues related to iron and manganese in the City's water supply.
- Add generator (move existing from booster station) at Well #6 to provide alternate power to run the well in emergency situations.
- Connect Well #6 to the water treatment system.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 630,192	\$ 642,177	\$ 693,857	\$ 668,057	\$ 719,425	\$ 750,985
Supplies	\$ 79,247	\$ 75,252	\$ 118,000	\$ 101,500	\$ 125,000	\$ 83,000
Contractual	\$ 694,399	\$ 715,023	\$ 726,170	\$ 702,900	\$ 737,060	\$ 735,280
Total	\$ 1,403,838	\$ 1,432,452	\$ 1,538,027	\$ 1,472,457	\$ 1,581,485	\$ 1,569,265
Percent change		2.0%	7.4%	2.8%	2.8%	-0.8%
Full-time equivalents						
Full-time	7.37	7.71	7.75	7.82	7.77	7.77
Part-time		0.04	0.05	0.04	0.08	0.06
Associate	0.32	0.39	0.48	0.29	0.33	0.33
Total	7.69	8.14	8.28	8.15	8.18	8.16
Percent of Total Expense	5.85%	5.63%	5.73%	5.56%	6.09%	5.90%

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	2012 Actual	2013 Actual	2014 Actual
Average daily gallons of water pumped (millions)	3.01	2.69	2.43
Maximum daily gallons pumped (million gallons)	6.97	7.68	5.88
Water main break repairs	3	10	15
Hydrants repaired	18	25	35
Unaccounted for water as a percent of total water	3.2%	2.2%	4.6%
Operating cost per million gallons of water pumped/produced	\$ 1,836	\$ 2,063	\$ 2,473
% change from prior year		12.4%	19.9%

Community Survey Results	2010 Survey	2013 Survey	2015 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%

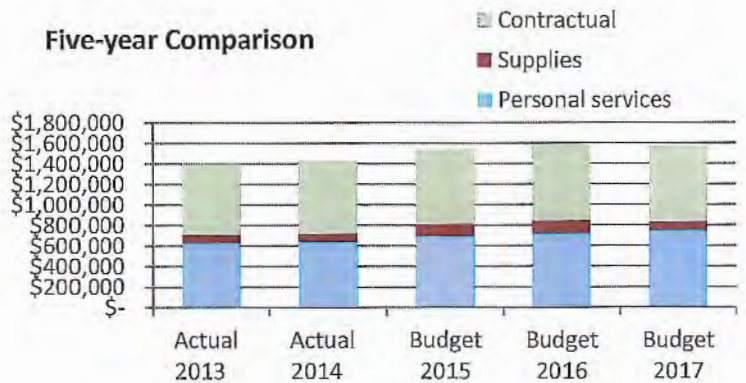
Recent Achievements:

- 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.
- Recent improvements/upgrades to the City's SCADA system allow for security cameras at the water towers for remote monitoring and an improved alarming system.
- Replacement of the variable frequency drive (VFD) at booster pump 1.

Percent of Total Expense



Five-year Comparison

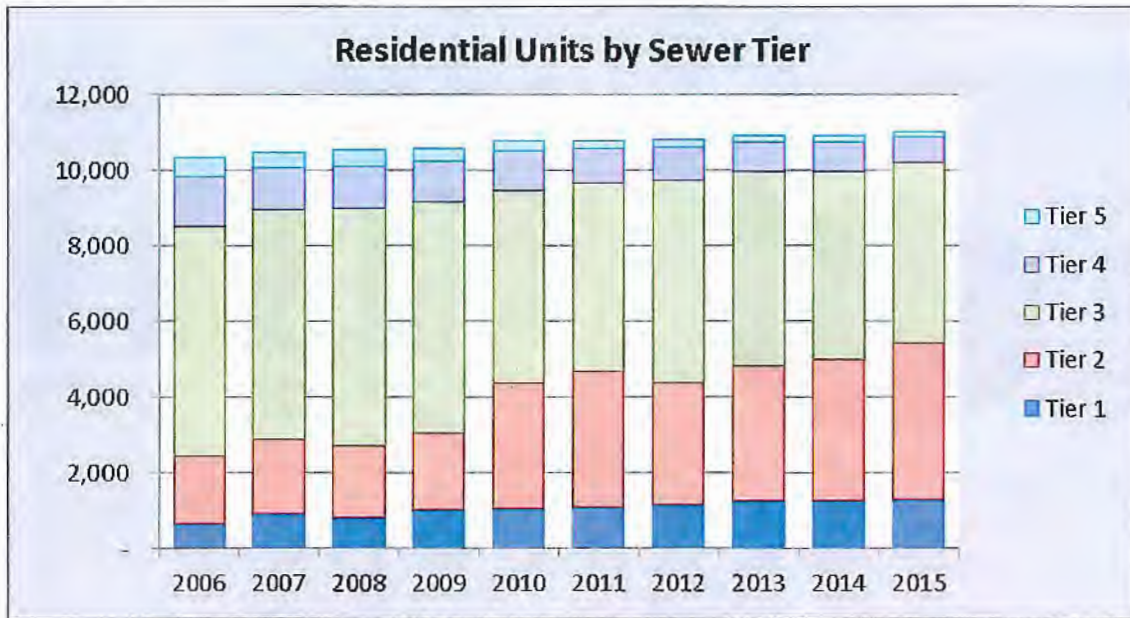


Sewer Fund Summary

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 \$134,800 surcharge on the City’s 2016 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 – 2016-2017 Biennial Budget

Sewer Fund Summary

Expense – Sewage treatment costs account for 47 percent of sewer expense. Remaining contractual costs (for repairs, equipment and building charges, insurance, electric costs and administrative charges) account for 24 percent of sewer expense. Personal services accounts for 17 percent of expense (for operation, billing and maintenance staff costs). Depreciation expense accounts for 9 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 (\$140,000 in 2016 and \$144,000 in 2017) and to the Central Garage Fund for the Sewer Fund share of debt service payments on the maintenance center (\$43,000 in 2014 and 2015).

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Special Assessments	\$ 3,196	\$ 3,858	\$ -	\$ -	\$ -	\$ -
Intergovernmental	9,555	9,321	775	775	-	-
Charges for Services	703	1,913	1,000	1,500	1,500	1,500
Utility Charges	3,773,453	3,853,868	3,945,500	3,923,500	4,057,500	4,179,500
Interest Earnings	(68,517)	104,576	27,000	27,000	27,000	30,000
Total Revenue	3,718,390	3,973,536	3,974,275	3,952,775	4,086,000	4,211,000
Expense						
Enterprise Operations	3,100,871	3,163,229	3,299,094	3,269,570	3,359,142	3,497,181
Debt Service	73,840	70,243	52,857	54,869	78,764	75,469
Depreciation	326,338	329,430	348,000	340,000	354,000	348,000
Total Expense	3,501,049	3,562,902	3,699,951	3,664,439	3,791,906	3,920,650
Other Sources (Uses)						
Contributed Capital Assets	20,000	65,457	-	-	-	-
Transfers Out	(200,567)	(181,136)	(181,000)	(181,400)	(183,000)	(190,400)
Net Change	\$ 36,774	\$ 329,796	\$ 93,324	\$ 106,936	\$ 111,094	\$ 99,950
Cash balance (year end)	\$2,306,334	\$3,096,944	\$ -	\$3,561,242	\$3,057,336	\$3,281,886
Months of oper/capital coverage	7.1	8.1		8.4	8.8	9.3

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 18 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.
- Lining of sanitary sewer in the Bucher easement that runs through a high water table and wetland area.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 549,543	\$ 555,470	\$ 608,824	\$ 582,730	\$ 632,052	\$ 660,631
Supplies	\$ 20,551	\$ 23,308	\$ 39,500	\$ 38,000	\$ 29,500	\$ 32,500
Contractual	\$ 2,530,777	\$ 2,584,451	\$ 2,650,770	\$ 2,648,840	\$ 2,697,590	\$ 2,804,050
Total	\$ 3,100,871	\$ 3,163,229	\$ 3,299,094	\$ 3,269,570	\$ 3,359,142	\$ 3,497,181
Percent change		2.0%	4.3%	3.4%	1.8%	4.1%
Full-time equivalents						
Full-time	6.50	6.72	6.76	6.83	6.78	6.78
Part-time		0.04	0.05	0.04	0.08	0.06
Associate	0.32	0.39	0.49	0.29	0.34	0.34
Total	6.82	7.15	7.30	7.16	7.20	7.18
Percent of Total Expense	12.93%	12.44%	12.28%	12.35%	12.94%	13.15%

Budget Impacts:

- Out-sourced sewage treatment and disposal costs paid to the Met Council (MCES) account for 53% of the sewer operating budget. Sewage flows are monitored and metered by Met Council and are subject to their pricing, which can consider infiltration and inflow impacts attributable to the maintenance of the City's sewer system.
- Implementation of Redzone project to inspect, inventory, and televise all of the sanitary sewer lines throughout the City. This will provide accurate GPS and mapping information of the City's sanitary sewer infrastructure. Costs occur annually through 2017.

Sewer Operations

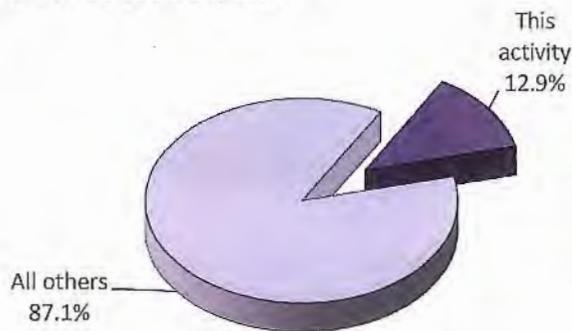
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Annual sewage treatment costs (paid to MCES)	\$ 1,699,069	\$ 1,736,154	\$ 1,811,427
Miles of sewer lines inspected	40	40	44
Miles of sewer lines jetted/rodded/cleaned	117	94	111
Number of times lift station pumps serviced	44	34	34
Number of responses to homeowner responsible sewer backups	24	22	16
Number of sanitary sewer backups with City responsibility	6	8	6
Number of sanitary sewer blockages per thousand connections	0.7	1.3	1.8

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

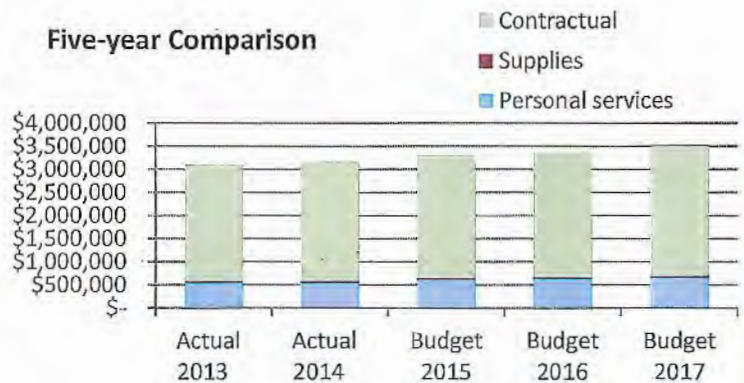
Recent Achievements:

- Integrate all sanitary sewer lift stations into the Supervisory Controls and Data Acquisition (SCADA) system allowing for monitoring by remote devices, and reducing staff costs and overtime charges.
- Continue to track and monitor all maintenance activities related to the remediation of inflow and infiltration within the meter sheds 49 and 50 districts and to submit for Met Council credit.
- Recent improvements/upgrades to the City's SCADA system allow for remote monitoring and control.
- Recent addition of a sanitary sewer lift station at Dale Street and Highway 96 to ensure reliable conveyance of sanitary sewage through the system.
- All utility maintenance staff have obtained their class SD or higher certifications.

Percent of Total Expense



Five-year Comparison

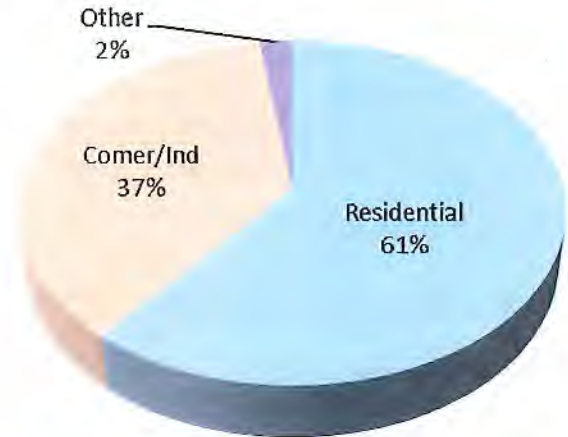


Surface Water Fund Summary

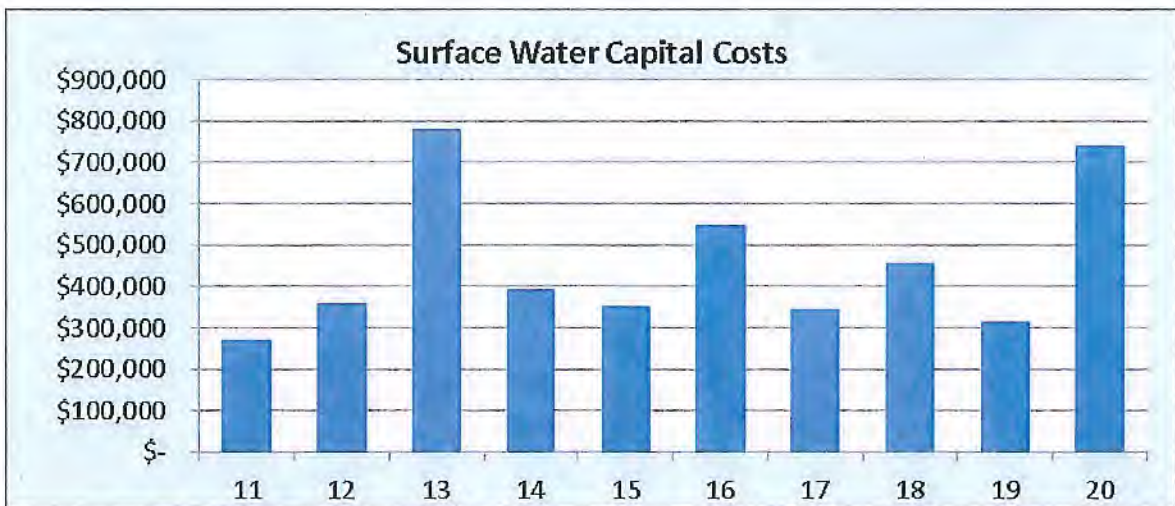
Fund Description – The Surface Water Fund accounts for revenue and expense associated with the administration, maintenance, replacement and improvement of the City’s storm sewers and surface water ponds, as well as operation of the Snail Lake Improvement District (SLID).

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 37 percent from commercial/industrial property and 2 percent of all remaining property.



Expense – Contractual costs account for 46 percent of surface water expense (for repairs, equipment and building charges, insurance, electric costs and administrative charges). Personal services accounts for 26 percent (for operation, maintenance and billing). Depreciation expense accounts for 20 percent of expense, followed by 6 percent for debt service (principal and interest payments), and 2 percent for supplies.



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Surface Water Fund Summary

Transfers – Planned transfers provide support to the General Fund for payments in lieu of property taxes (\$128,000 in 2016 and \$137,000 for 2017) and to the Central Garage Fund for the Surface Water Fund share of debt service payments for the maintenance center (\$31,000 in 2016 and 2017).

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Special Assessments	\$ 662	\$ 813	\$ -	\$ -	\$ -	\$ -
Intergovernmental	3,472	3,394	280	280	-	-
Utility Charges	1,220,385	1,370,352	1,456,757	1,454,090	1,598,003	1,751,538
Interest Earnings	(36,414)	36,711	9,000	9,000	9,000	10,000
Total Revenue	1,188,105	1,411,270	1,466,037	1,463,370	1,607,003	1,761,538
Expense						
Enterprise Operations	621,960	695,548	853,136	721,882	969,519	947,460
Debt Service	104,508	86,406	71,747	74,698	82,239	79,061
Depreciation	228,865	243,125	266,000	259,000	269,000	277,000
Total Expense	955,333	1,025,079	1,190,883	1,055,580	1,320,758	1,303,521
Other Sources (Uses)						
Contributed Capital Assets	452,270	75,484	-	-	-	-
Transfers Out	(126,900)	(147,000)	(152,000)	(152,000)	(159,000)	(168,000)
Net Change	\$ 558,142	\$ 314,727	\$ 123,154	\$ 255,790	\$ 127,245	\$ 290,017
Cash balance (year end)	\$ 925,041	\$ 867,975		\$1,281,349	\$1,177,594	\$1,399,611
Months of oper/capital coverage	8.0	6.1		9.3	8.5	9.6

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 Curley 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 263,183	\$ 260,132	\$ 301,174	\$ 275,683	\$ 338,064	\$ 353,740
Supplies	\$ 9,427	\$ 13,467	\$ 16,500	\$ 16,000	\$ 18,000	\$ 18,000
Contractual	\$ 334,888	\$ 362,181	\$ 506,890	\$ 409,680	\$ 584,180	\$ 546,130
Total	\$ 607,498	\$ 635,780	\$ 824,564	\$ 701,363	\$ 940,244	\$ 917,870
Percent change		4.7%	29.7%	10.3%	14.0%	-2.4%
Full-time equivalents						
Full-time	3.23	3.28	3.52	3.40	3.73	3.73
Part-time				0.02	0.01	
Associate	0.11	0.22	0.13	0.13	0.13	0.13
Total	3.34	3.50	3.65	3.55	3.87	3.86
Percent of Total Expense	2.53%	2.50%	3.07%	2.65%	3.62%	3.45%

Budget Impacts:

- Continue with internal catch basin sealing 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	2012 Actual	2013 Actual	2014 Actual
Surface Water Operation annual cost per household	\$ 65.71	\$ 58.03	\$ 58.96
% change from prior year		-11.7%	1.6%
Miles of streets swept annually	405	794	794
Surface Water Operation annual cost per mile of street swept	\$ 1,693	\$ 765	\$ 801
Tons of street sweepings collected	250	350	350
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%

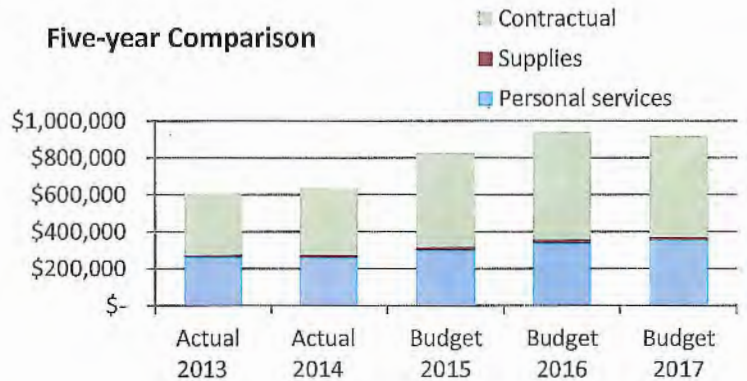
Recent Achievements:

- 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.
- Established illicit discharge detection and elimination program.

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 2015 and 2016 operating and maintenance costs for collection in 2016 and 2017, respectively.

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 8,469	\$ 8,704	\$ 8,832	\$ 8,849	\$ 9,065	\$ 9,330
Supplies	\$ 325	\$ 1,158	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 5,668	\$ 49,906	\$ 17,740	\$ 9,670	\$ 18,210	\$ 18,260
Total	\$ 14,462	\$ 59,768	\$ 28,572	\$ 20,519	\$ 29,275	\$ 29,590
Percent change		313.3%	-52.2%	-65.7%	2.5%	1.1%
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	0.06%	0.24%	0.11%	0.08%	0.11%	0.11%

Budget Impacts:

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

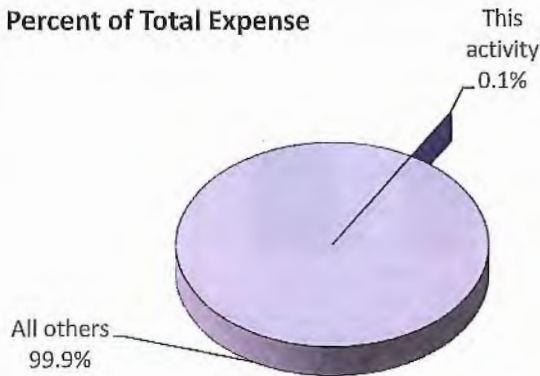
Snail Lake Augmentation Operations			
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Snail Lake augmentation annual cost per property owner	\$ 337.42	\$ 200.86	\$ 830.11
% change from prior year		-40.5%	313.3%
Gallons pumped per year (millions)	110.7	-	-
Days within targeted lake elevation (May 1 to Oct 31, 184 days maximum)	184	184	184

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

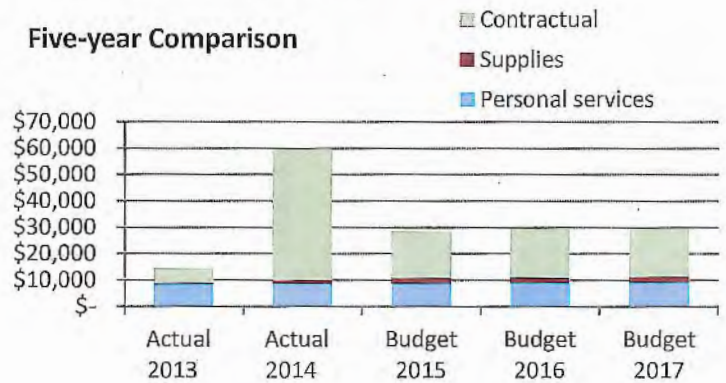
Recent Achievements:

- Recent improvements and upgrades to the City's SCADA system allows for remote monitoring and control.
- Organized and managed board meetings and attended Snail Lake Improvement meetings.

Percent of Total Expense



Five-year Comparison



Street Lighting Fund Summary

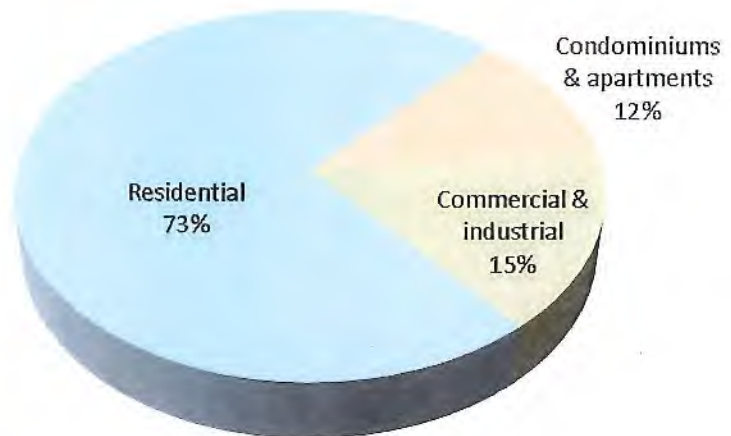
Fund Description – The Street Lighting Fund accounts for revenue and expense associated with the administration, operation, maintenance, replacement and improvement of the City’s street light system throughout the community.

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.



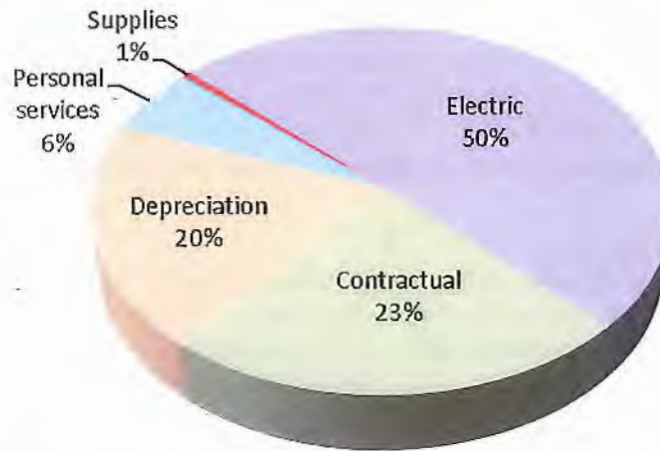
Revenue – User charges from all property in the City provide the primary source of revenue for the fund. Residential property accounts for 73 percent of total revenue, followed by 15 percent from commercial/industrial property, and 12 percent from condominiums and apartments.



City of Shoreview, Minnesota – 2016-2017 Biennial Budget

Street Lighting Fund Summary

Expense – Electric costs account for 50 percent of expense. Contractual costs account for 23 percent of street light expense (repairs, equipment and building charges, insurance, and administrative charges). Personal services accounts for 6 percent (operation, maintenance and billing). Depreciation expense accounts for 20 percent of expense.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$23,000 in 2016 and \$26,000 for 2017) 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).

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Special Assessments	\$ 208	\$ 302	\$ -	\$ -	\$ -	\$ -
Utility Charges	474,664	494,945	513,000	520,000	551,000	634,000
Interest Earnings	(8,726)	12,148	2,500	2,500	2,500	2,700
Other Revenues	-	120	500	-	-	-
Total Revenue	466,146	507,515	516,000	522,500	553,500	636,700
Expense						
Enterprise Operations	251,702	252,592	271,742	264,285	279,118	287,637
Depreciation	44,484	51,959	66,000	61,000	69,000	75,000
Total Expense	296,186	305,543	337,742	325,285	348,118	362,637
Other Sources (Uses)						
Contributed Capital Assets	71,200	17,751	-	-	-	-
Transfers Out	(19,000)	(20,400)	(22,400)	(22,400)	(25,400)	(28,400)
Net Change	\$ 222,160	\$ 199,323	\$ 155,858	\$ 174,815	\$ 179,982	\$ 245,663
Cash balance (year end)	\$ 190,337	\$ 192,640		\$ 208,341	\$ 193,323	\$ 193,986
Months of oper/capital coverage	7.5	7.1		7.2	6.4	6.1

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 Windward Heights neighborhood.
- Replace 53 175-watt mercury vapor (MV) fixtures with 40-watt LED fixtures to reduce energy and maintenance costs. The City has been systematically replacing these outdated and inefficient fixtures over the last few years.
- Replace 17,000 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 14,939	\$ 16,438	\$ 16,492	\$ 17,075	\$ 20,858	\$ 19,297
Supplies	\$ 1,088	\$ 551	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 235,675	\$ 235,603	\$ 253,250	\$ 245,210	\$ 256,260	\$ 266,340
Total	\$ 251,702	\$ 252,592	\$ 271,742	\$ 264,285	\$ 279,118	\$ 287,637
Percent change		0.4%	7.6%	4.6%	2.7%	3.1%
Full-time equivalents						
Full-time	0.18	0.20	0.20	0.20	0.20	0.20
Part-time				0.08	0.05	0.02
Total	0.18	0.20	0.20	0.28	0.25	0.22
Percent of Total Expense	1.05%	0.99%	1.01%	1.00%	1.08%	1.08%

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

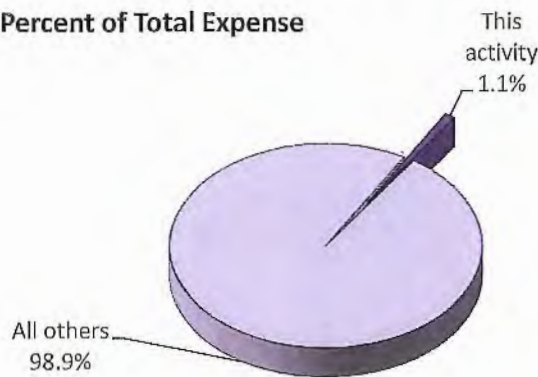
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Street Lighting annual cost per household	\$ 22.59	\$ 24.04	\$ 23.43
% change from prior year		6.4%	-2.5%
Street light system energy cost	\$ 161,578	\$ 171,320	\$ 163,220
% change from prior year		6.0%	-4.7%
Number of mercury vapor fixtures upgraded to high pressure sodium fixtures	29	-	-
Number of LED street lights	29	45	42

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

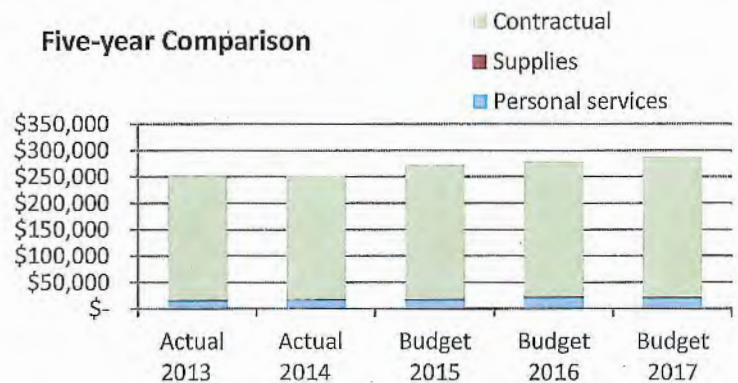
Recent Achievements:

- 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 – 2016-2017 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 2016 and 2017 are shown in the table below.

	Central Garage	Short-term Disability	Liability Claims	Total
2016 Budget				
Revenue				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,281,150	-	-	1,281,150
Interest Earnings	10,500	500	2,200	13,200
Other Revenues	-	-	30,000	30,000
Total Revenue	1,475,650	8,000	32,200	1,515,850
Expense				
Central Garage	638,373	-	-	638,373
Miscellaneous	-	9,000	32,000	41,000
Debt Service	110,635	-	-	110,635
Depreciation	663,000	-	-	663,000
Total Expense	1,412,008	9,000	32,000	1,453,008
Other Sources (Uses)				
Sale of Asset-Gain	32,000	-	-	32,000
Transfers In	119,400	-	-	119,400
Transfers Out	(15,000)	-	-	(15,000)
Net Change	\$ 200,042	\$ (1,000)	\$ 200	\$ 199,242
2017 Budget				
Revenue				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,338,660	-	-	1,338,660
Interest Earnings	11,500	550	2,300	14,350
Other Revenues	-	-	30,000	30,000
Total Revenue	1,534,160	8,050	32,300	1,574,510
Expense				
Central Garage	651,523	-	-	651,523
Miscellaneous	-	9,000	32,000	41,000
Debt Service	105,502	-	-	105,502
Depreciation	690,000	-	-	690,000
Total Expense	1,447,025	9,000	32,000	1,488,025
Other Sources (Uses)				
Sale of Asset-Gain	43,000	-	-	43,000
Transfers In	119,400	-	-	119,400
Net Change	\$ 249,535	\$ (950)	\$ 300	\$ 248,885

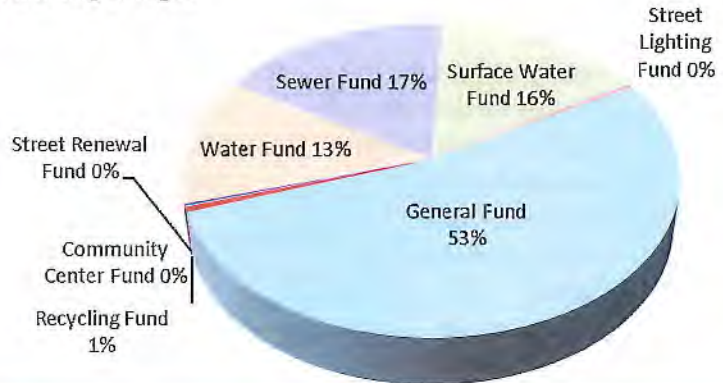
Central Garage Fund Summary

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 53 percent of inter-fund charges, followed by the Sewer Fund at 17 percent, the Surface Water Fund at 16 percent, and the Water Fund at 13 percent. The remaining 1 percent is paid by the Street Renewal, Community Center, Recycling and Street Lighting funds combined.

Inter-fund Equipment and Building Charges



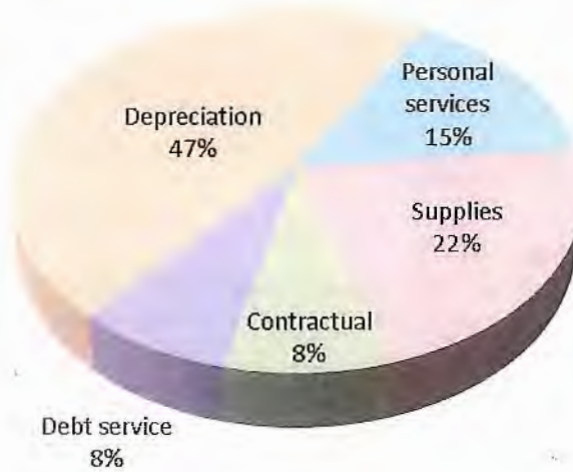
Revenue – The primary source of revenue for central garage operations is from inter-fund charges (equipment and building). Debt service costs are supported by a combination of property taxes, a portion of building charges and transfers from Utility Funds.

Revenue Sources



Central Garage Fund Summary

Expense – Depreciation accounts for 47 percent of expense. Supplies account for 22 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 8 percent of expense. Personal services accounts for 15 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 2016 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 2016 are for planned information technology improvements.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Property Taxes	\$ 183,111	\$ 179,245	\$ 208,000	\$ 208,000	\$ 184,000	\$ 184,000
Intergovernmental	78,711	77,106	6,410	6,410	-	-
Central Garage Charges	1,207,379	1,240,763	1,256,090	1,262,430	1,281,150	1,338,660
Interest Earnings	(35,588)	49,848	10,500	10,500	10,500	11,500
Other Revenues	6,068	161	-	-	-	-
Total Revenue	1,439,681	1,547,123	1,481,000	1,487,340	1,475,650	1,534,160
Expense						
Central Garage	568,179	633,542	621,453	605,046	638,373	651,523
Debt Service	243,127	318,992	202,411	136,691	110,635	105,502
Depreciation	641,112	654,540	660,000	659,000	663,000	690,000
Total Expense	1,452,418	1,607,074	1,483,864	1,400,737	1,412,008	1,447,025
Other Sources (Uses)						
Sale of Asset-Gain (Loss)	56,763	60,959	-	-	32,000	43,000
Contributed Capital Assets	-	-	-	-	-	-
Transfers In	200,900	119,400	119,400	119,400	119,400	119,400
Transfers Out	(4,802)	(9,589)	(14,000)	-	(15,000)	-
Net Change	\$ 240,124	\$ 110,819	\$ 102,536	\$ 206,003	\$ 200,042	\$ 249,535
Cash balance (year end)	\$ 1,164,652	\$ 6,043,678		\$ 1,369,886	\$ 1,467,928	\$ 1,615,963
Months of oper/capital coverage	7.5	11.3		10.1	10.3	10.9

Central Garage Operations

701-46500

The Central Garage activity accounts for management of the City's vehicle and equipment fleet, and the maintenance center facility including: safe and efficient operation, and 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:

- Improve maintenance and repair turn-around by leveraging the new vehicle service bay configuration and capabilities of the renovated maintenance center. The new safe and user friendly vehicle service areas should contribute to reductions in equipment down time.
- Utilize the Department of Corrections labor crew for building cleaning, 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 sirens #5 (Turtle Lake School) and #3 (Lake Judy Park).

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 193,851	\$ 205,156	\$ 206,643	\$ 206,946	\$ 211,423	\$ 218,293
Supplies	\$ 272,582	\$ 301,741	\$ 301,600	\$ 282,600	\$ 308,000	\$ 313,300
Contractual	\$ 101,746	\$ 126,645	\$ 113,210	\$ 115,500	\$ 118,950	\$ 119,930
Total	\$ 568,179	\$ 633,542	\$ 621,453	\$ 605,046	\$ 638,373	\$ 651,523
Percent change		11.5%	-1.9%	-4.5%	2.7%	2.1%
Full-time equivalents						
Full-time	2.38	2.40	2.40	2.40	2.40	2.40
Total	2.38	2.40	2.40	2.40	2.40	2.40
Percent of Total Expense	2.37%	2.49%	2.31%	2.29%	2.46%	2.45%

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.
- The addition of a backup generator to provide necessary power to insure the security and continued reliable operation of the City's computer network.
- 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	2012 Actual	2013 Actual	2014 Actual
Gallons of fuel used	38,163	42,060	35,383
Vehicle oil changes	114	78	89
Tires replaced	54	53	39
Facility energy costs (natural gas and electricity combined)	\$ 45,409	\$ 40,963	\$ 46,677
Average cost per gallon of diesel fuel	\$ 3.17	\$ 3.18	\$ 3.17
Average cost per gallon of unleaded fuel	\$ 3.02	\$ 3.03	\$ 3.02

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

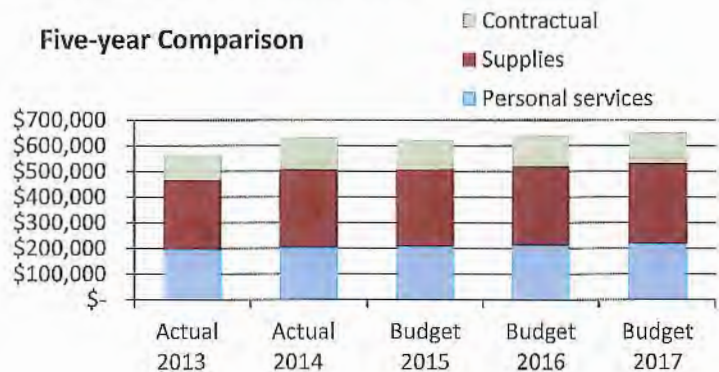
Recent Achievements:

- The 2010 maintenance center renovation project achieved certification as LEED Gold and was recognized by the Minnesota Construction Association with their 2011 Excellence Award for Sustainability. It was a goal of the City Council for the project to be a positive example of environmental stewardship for the community.
- 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.
- Facility upgrades improve both safety and working conditions; fire and security systems provide proper insurance and security for the public investment, electrical upgrades and the addition of emergency backup power provides essential emergency response capabilities, natural lighting and fixture improvements creates safer and higher quality work 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 at 694 and Victoria Street.

Percent of Total Expense



Five-year Comparison



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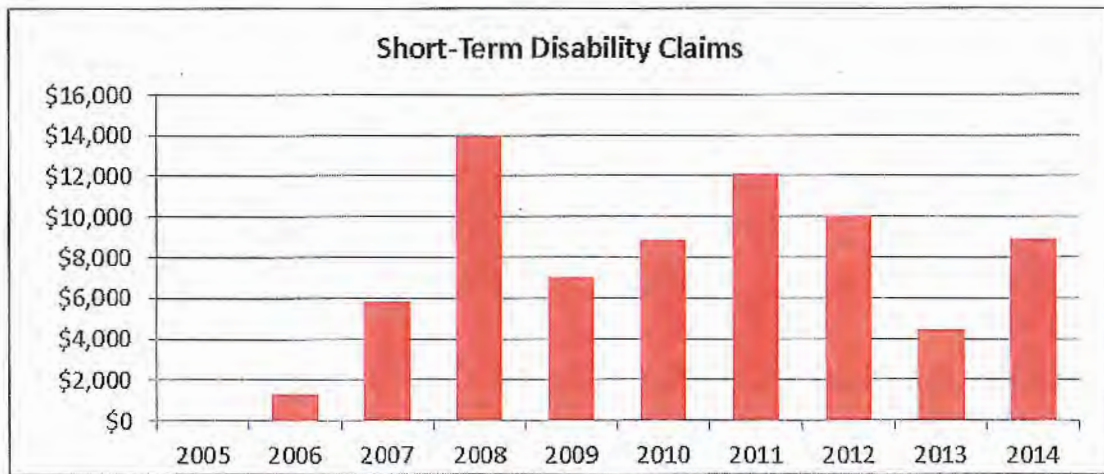
Short-term Disability Fund Summary

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

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

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

Expense – Average disability claims paid over the past ten years is approximately \$7,200 per year, as compared to average premium revenue of about \$7,500 per year.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Charges for Services	\$ 7,540	\$ 7,604	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Interest Earnings	(1,471)	1,997	500	500	500	550
Total Revenue	6,069	9,601	8,000	8,000	8,000	8,050
Expense						
Miscellaneous	4,416	8,910	8,000	9,000	9,000	9,000
Total Expense	4,416	8,910	8,000	9,000	9,000	9,000
Other Sources (Uses)						
Net Change	1,653	691	-	(1,000)	(1,000)	(950)
Fund Equity, beginning	39,604	41,257	41,948	41,948	40,948	39,948
Fund Equity, ending	\$41,257	\$41,948	\$41,948	\$40,948	\$39,948	\$38,998
Years of operating coverage	5.4	5.5		5.4	5.2	5.1

Short-term Disability Self Insurance

215-47550

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

Goals and Objectives:

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

Financial Summary	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Personal services	\$ 4,416	\$ 8,910	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000
Total	\$ 4,416	\$ 8,910	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000
Percent change		101.8%	-10.2%	1.0%	12.5%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.02%	0.04%	0.03%	0.03%	0.03%	0.03%

Budget Impacts:

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

Short-term Disability Self Insurance

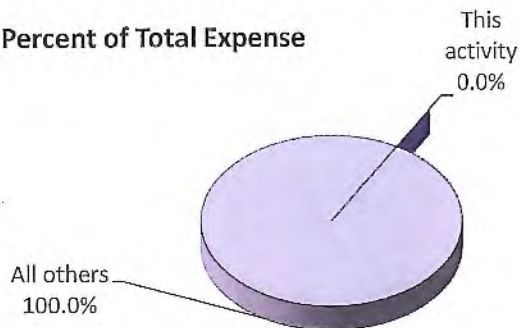
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Participants (annual average)	79.3	78.1	78.1
Average age of full-time employees	45.7	46.3	46.1

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

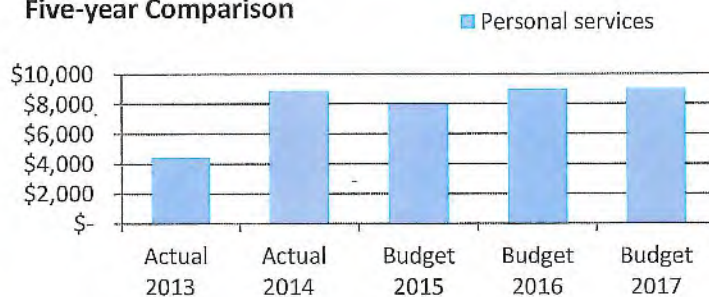
Recent Achievements:

- The 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 – 2016-2017 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 \$55,500 due to a large claim in 2014.



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Revenue						
Interest Earnings	\$ (7,582)	\$ 9,729	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,300
Other Revenues	33,053	155,602	30,000	30,000	30,000	30,000
Total Revenue	25,471	165,331	32,200	32,200	32,200	32,300
Expense						
Miscellaneous	19,874	150,694	32,000	32,000	32,000	32,000
Total Expense	19,874	150,694	32,000	32,000	32,000	32,000
Other Sources (Uses)						
Transfers Out	-	(34,631)	-	-	-	-
Net Change	5,597	(19,994)	200	200	200	300
Fund Equity, beginning	222,282	227,879	207,885	207,885	208,085	208,285
Fund Equity, ending	\$ 227,879	\$ 207,885	\$ 208,085	\$ 208,085	\$ 208,285	\$ 208,585
Years of operating coverage	4.5	4.1		4.1	4.1	4.1

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2017 Budget
Funding Uses by Type						
Contractual	\$ 19,874	\$ 150,694	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Total	\$ 19,874	\$ 150,694	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Percent change		658.2%	-78.8%	-78.8%	0.0%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.08%	0.59%	0.12%	0.12%	0.12%	0.12%

Budget Impacts:

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

Insurance Claims

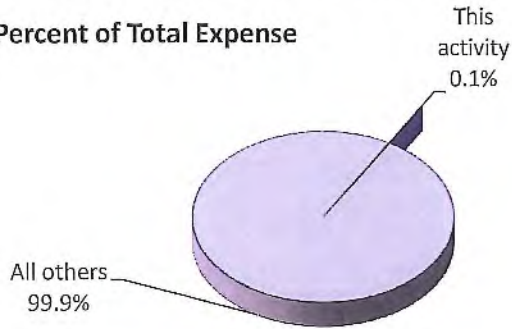
Activity Measures	2012 Actual	2013 Actual	2014 Actual
Claims filed	25	25	35

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

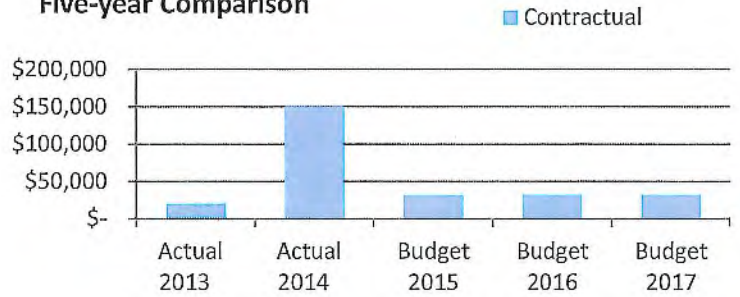
Recent Achievements:

- 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 2016 through 2021. 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:

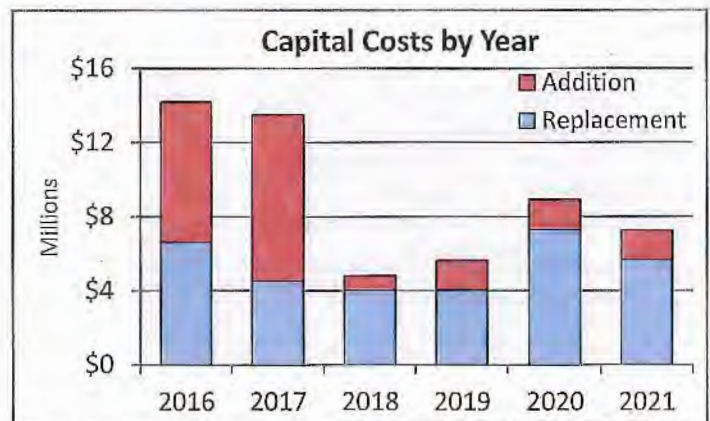
1. Contribute to the public health and welfare
2. Maintain an existing system
3. Improve efficiency of an existing system
4. Expand or add a system or service
5. Expand, renovate or add public facilities/parks

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, excluding \$6.4 million in water treatment facility costs in 2016/2017 and \$8 million of Community Center expansion costs in 2017, approximately 81 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

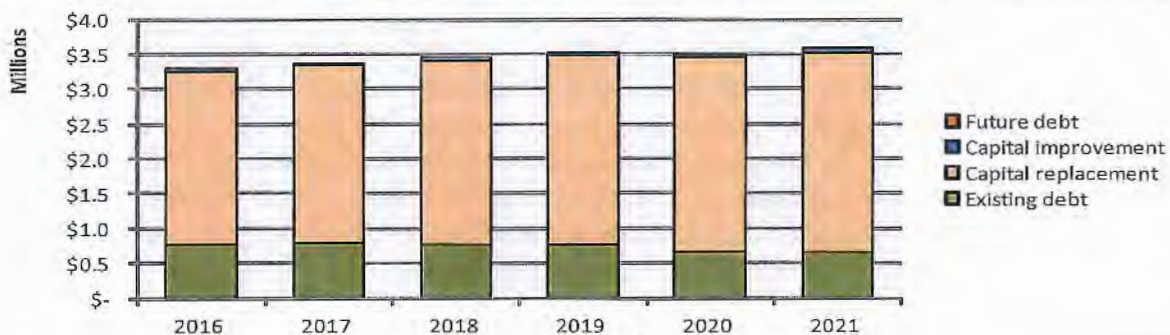
Proposed debt issuance over the next six years is \$21.9 million, in comparison to project costs of \$54.3 million (40 percent of project costs). If the water treatment plant and Community Center Expansion are excluded from the totals (because of the cost and one-time nature of the projects), approximately 29 percent of costs are supported by debt issuance. This favorable indicator is possible due to long-term financial planning efforts, described on the previous page, which require the identification of resources and funding mechanisms well in advance of capital needs. It also should be noted that the majority of debt issuance is for utility systems, and therefore does not impact tax levies.

Description	2016	2017	2019	2021
GO Improvement Bonds (assmts) \$	-	\$ 249,000	\$ 354,800	\$ 758,320
GO Improvement Bonds	-	4,000,000	-	-
GO Water Bonds	6,857,000	850,000	195,000	1,470,000
GO Sewer Bonds	224,000	250,000	1,634,000	1,475,000
GO Surface Water Bonds	375,000	345,000	767,000	1,161,280
Estimated Total Debt Issued	\$ 7,456,000	\$5,694,000	\$ 2,950,800	\$ 4,864,600
2015 debt issued for 2016 projects	970,000	-	-	-
Total debt proceeds	\$ 8,426,000	\$5,694,000	\$ 2,950,800	\$ 4,864,600

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 .6 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	2016	2017	2018	2019	2020	2021
Capital Repl-Street Renewal	\$ 1,000,000	\$ 1,060,000	\$ 1,124,000	\$ 1,191,000	\$ 1,262,000	\$ 1,338,000
Capital Repl-Gen Fixed Asset Repl.	1,475,000	1,495,000	1,505,000	1,515,000	1,525,000	1,535,000
Capital Acquisition (IT)	30,000	35,000	40,000	40,000	50,000	50,000
Existing Debt-Central Garage	184,000	184,000	184,000	184,000	184,000	184,000
Existing Debt-Debt funds	547,000	549,000	545,000	538,000	425,000	423,000
Existing Debt-General fund contrib	50,000	50,000	50,000	50,000	50,000	50,000
Total Capital and Debt Levies	\$3,286,000	\$3,373,000	\$3,448,000	\$3,518,000	\$3,496,000	\$3,580,000
Change in Debt Levy	\$ (21,000)	\$ 2,000	\$ (4,000)	\$ (7,000)	\$ (113,000)	\$ (2,000)
Change in Capital Levy	\$ 102,417	\$ 85,000	\$ 79,000	\$ 77,000	\$ 91,000	\$ 86,000



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.

- Rehabilitation of selected MSA routes is planned for 2016 (Gramsie Road and Victoria Street)
- Participation in Ramsey County's reconstruction of Lexington Avenue from County Road F to Red Fox Road is planned for 2016
- Participation in Ramsey County's Rice Street/I-694 Interchange reconstruction is planned for 2018
- Participation in Ramsey County's reconstruction of Highway 49 between Highway 96 and Gramsie Road is planned for 2019
- Reconstruction of Owasso Boulevard North is planned for 2020

Street Improvements

In 2006 the City Council changed the course of the City's street renewal program by utilizing street bonds for large-scale rehabilitation of City streets. This change enabled the City to simultaneously direct street renewal dollars toward reconstruction of substandard street segments (and reconstruct all substandard streets by 2021) while maintaining street condition ratings and preserving pavement condition through pavement strategies such as seal coating and full depth reclamation. The City sold \$2.4 million of street rehabilitation bonds in 2013; the next street bond is planned for 2022. The following street reconstruction projects are planned over the next six years.

- Grand Avenue reconstruction (2016) – Complete reconstruction of streets, installation of curb and gutter, water and sanitary sewer repairs, installation of a storm water system, installation of street lights and a street extension south to Janice Street
- Windward Heights Neighborhood (2016 and 2017) – Complete reconstruction of streets, storm drainage improvements, replacement of a cast iron water main and sanitary sewer repairs
- 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, and 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:

- Bucher Park – Rocks-N-Ropes playground in 2018 (\$65,000)
- Commons Park – Commons master plan in 2016 (\$25,000)
- McCullough Park – park renovation in 2021 (\$750,000)
- Shamrock Park – park renovation in 2019 (\$750,000)

- Wilson Park – addition of picnic shelter in 2016 (\$40,000)

General Fixed Asset Replacement Fund supported:

- Commons Park – skate park replacement in 2017 (\$250,000), playground replacement in 2018 (\$90,000)
- Wilson Park – replace/relocate playground in 2020 (\$120,000)
- Rice Creek Park – scoreboard replacement in 2017 (\$50,000), playground replacement in 2018 (\$65,000), replace fencing in 2021 (\$60,000)
- Ponds Park – playground replacement in 2018 (\$40,000)
- Bucher Park – parking lot replacement in 2017 (\$98,000), convert park building roof to metal in 2018 (\$60,000), replace fencing in 2019 (\$44,000)
- McCullough Park – playground replacement in 2017 (\$100,000)
- Shamrock Park – pavement rehabilitation in 2016 (\$85,000), playground replacement in 2019 (\$120,000)
- Sitzer Park – convert park building roof to metal in 2016 (\$50,000)
- 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. Additional trail segments include the County Road J trail extension in 2016, which will complete a missing trail segment from Grotto Street to Hodgson Road (\$110,000).

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 2016 (\$100,000)

Community Investment Fund supported:

- Annual allowance of \$50,000 per year for improvements to the Community Center facility
- Community Center expansion/Shoreview Commons improvements in 2017 (\$3,600,000)

General Fixed Asset Replacement Fund supported:

- Election equipment replacement (voting machines) in 2016 (\$60,000)
- Lighting project in 2016 (\$225,000)
- Replace running track surface in 2016 (\$60,000)
- Replace banquet room chairs and tables in 2017 (\$190,000)
- Replace three boilers in mechanical room in 2019 (\$180,000)
- Repaint pool ceiling in 2019 (\$75,000)

- Refurbish modular office furniture (city hall/park & rec.) in 2019 (\$100,000)
- Replace moveable walls in the Community Room in 2020 (\$90,000)
- Replace lockers and remodel locker rooms in 2021 (\$212,600)

Additional funding for the Community Center expansion/Shoreview Commons improvements in 2017 will be provided by the Community Center Fund (\$200,000), Recreation Programs Fund (\$200,000), and General Obligation debt issuance \$4,000,000.

Utility Improvements

There are several planned improvements to the City's utility systems in the next six years. The most significant project is a water treatment plant in 2015-2017 at an estimated cost of \$12.1 million. The water treatment plant is necessary to address growing concerns about iron and manganese in the City's water supply. Other major water system improvements include:

- A natural gas backup generator for well #6 in 2016 (\$100,000)
- Install raw waterline from well #6 to the existing raw water header piping in 2016 (\$500,000)
- North tower interior wet/dry rehabilitation and surface recoating in 2021 (\$700,000)
- Sanitary sewer rehabilitation (including pipe relining) in 2016 and 2019 (\$800,000) and (\$950,000)
- Annual sanitary sewer lift stations repairs
- Storm water pretreatment structures on the east shore of Lake Shoreview in 2016 (\$120,000)
- Allowance for rehabilitation and replacement of various storm water collection systems throughout the City in 2020 (\$320,000)
- 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:

- Fire engine and Chief's vehicle replacement in 2017 (\$486,700), Fire Marshal's vehicle in 2018 (\$36,580), utility and Chief's vehicle in 2020 (\$128,960), fire engine and Chief's vehicle in 2021 (\$618,140)
- Computer system replacements and improvements
- Central garage equipment

Ongoing Capital Project Fund Cash Flows

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

MSA Fund

The summary of MSA Fund activity provided in the table below shows that projected MSA receipts will be sufficient to cover project costs through the year 2021.

MSA Fund Capital Projections	Estimated 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Revenue							
Intergovt (MSA allocation)	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783	\$ 715,783
Investment interest	6,000	3,000	6,000	7,000	2,000	-	2,000
Total Revenues	\$ 721,783	\$ 718,783	\$ 721,783	\$ 722,783	\$ 717,783	\$ 715,783	\$ 717,783
Expense							
MSA Street Rehabilitation	-	1,550,000	-	-	-	-	-
Rice Street/I-694 Interchange	-	-	-	420,000	-	-	-
Highway 49/Hodgson (96-Gramsie)	-	-	-	-	218,000	-	-
Bridge, Lion Neighborhood	-	-	-	150,000	-	-	-
Owasso Blvd N Reconstruction	-	-	-	-	-	2,730,000	-
Total Expense	\$ -	\$ 1,550,000	\$ -	\$ 570,000	\$ 218,000	\$ 2,730,000	\$ -
Net change	721,783	(831,217)	721,783	152,783	499,783	(2,014,217)	717,783
Fund equity, beginning	843,815	1,565,598	734,381	1,456,164	1,608,947	2,108,730	94,513
Fund equity, ending	\$ 1,565,598	\$ 734,381	\$ 1,456,164	\$ 1,608,947	\$ 2,108,730	\$ 94,513	\$ 812,296
Fund equity percent of avg expense	216.2%	101.4%	201.1%	222.2%	291.3%	13.1%	112.2%
Months capital coverage (avg expense)	25.9	12.2	24.1	26.7	35.0	1.6	13.5

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 2020 while maintaining the minimum \$2 million fund balance. The 2021 Edgetown Acres project causes the Fund balance to fall \$276,027 below the required minimum \$2 million fund balance, which will likely require the project to be spread out over three years.

Street Renewal Fund Capital Projections	Estimated 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Revenue							
Property taxes	\$ 950,000	\$ 1,000,000	\$ 1,060,000	\$ 1,124,000	\$ 1,191,000	\$ 1,262,000	\$ 1,338,000
Assessments	12,931	12,696	12,696	159,496	6,880	6,880	6,880
Investment interest	23,000	28,000	33,000	34,000	42,000	47,000	41,000
Total Revenues	\$ 985,931	\$ 1,040,696	\$ 1,105,696	\$ 1,317,496	\$ 1,239,880	\$ 1,315,880	\$ 1,385,880
Expense							
Street condition survey	8,000	8,000	8,500	8,500	9,000	9,000	9,500
Sealcoat and crack fill	317,500	325,400	336,700	339,700	346,000	352,500	359,100
Street rehabilitation current projects:							
Railroad crossing quiet zones	20,000	-	-	-	-	-	-
Grand Avenue reconstruction	-	453,000	-	-	-	-	-
Turtle Lane neighborhood	747,120	-	-	-	-	-	-
Windward Heights neighborhood	-	503,000	766,500	-	-	-	-
Bridge/Lion neighborhood	-	-	-	873,000	-	-	-
Wabasso neighborhood	-	-	-	-	472,200	-	-
Edgetown Acres-Schutta/Lois/Hillview	-	-	-	-	-	1,337,800	1,457,600
Total Expense	\$ 1,092,620	\$ 1,289,400	\$ 1,111,700	\$ 1,221,200	\$ 827,200	\$ 1,699,300	\$ 1,826,200
Net change	(106,689)	(248,704)	(6,004)	96,296	412,680	(383,420)	(440,320)
Fund equity, beginning	2,400,134	2,293,445	2,044,741	2,038,737	2,135,033	2,547,713	2,164,293
Fund equity, ending	\$ 2,293,445	\$ 2,044,741	\$ 2,038,737	\$ 2,135,033	\$ 2,547,713	\$ 2,164,293	\$ 1,723,973
Years of capital coverage (avg expense)	1.8	1.6	1.6	1.6	2.0	1.7	1.3
Tax levy percent change	8.0%	5.3%	6.0%	6.0%	6.0%	6.0%	6.0%
Average annual percent change (taxes) 2015–		6.6%	6.4%	6.3%	6.2%	6.2%	6.2%

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 proposed \$4,000,000 Community Center expansion/Shoreview Commons improvement bond issue.

Community Investment Fund	Estimated	Projected	Projected	Projected	Projected	Projected	Projected
Capital Projections	2015	2016	2017	2018	2019	2020	2021
Revenue							
Franchise fees	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000
PCS Antenna rentals	352,116	368,392	384,467	401,270	418,833	437,192	456,383
Billboard fees	51,809	53,363	54,964	56,613	58,311	60,061	61,863
Investment interest	20,000	35,000	30,000	16,000	22,000	31,000	40,000
Total Revenues	\$ 1,213,925	\$ 1,246,755	\$ 1,259,431	\$ 1,263,883	\$ 1,289,144	\$ 1,318,253	\$ 1,348,246
Expense							
Community Center improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Community Center addition	-	-	3,600,000	-	-	-	-
Park facilities improvements	72,890	65,000	-	65,000	750,000	-	750,000
Trails and pathways	50,000	110,000	-	-	94,000	-	-
Total Expense	\$ 172,890	\$ 225,000	\$ 3,650,000	\$ 115,000	\$ 894,000	\$ 50,000	\$ 800,000
Other Sources (Uses)							
Transfer out/G.O. debt service	-	-	-	(355,000)	(355,000)	(350,000)	(350,000)
Transfers out/debt service (COP's)	(175,000)	(175,000)	(175,000)	(175,000)	(180,000)	(180,000)	(180,000)
Total Other Sources (Uses)	\$ (175,000)	\$ (175,000)	\$ (175,000)	\$ (530,000)	\$ (535,000)	\$ (530,000)	\$ (530,000)
Net change	866,035	846,755	(2,565,569)	618,883	(139,856)	738,253	18,246
Fund equity, beginning	1,570,408	2,436,443	3,283,198	717,629	1,336,512	1,196,656	1,934,909
Fund equity, ending	\$ 2,436,443	\$ 3,283,198	\$ 717,629	\$ 1,336,512	\$ 1,196,656	\$ 1,934,909	\$ 1,953,155
Months of capital coverage (avg exp)	34.6	46.7	10.2	19.0	17.0	27.5	27.8
Minimum fund balance	\$ 350,181	\$ 531,944	\$ 716,359	\$ 903,541	\$ 1,156,970	\$ 1,414,421	\$ 1,676,070
Fund balance in excess of minimum	\$ 2,086,262	\$ 2,751,254	\$ 1,270	\$ 432,971	\$ 39,686	\$ 520,488	\$ 277,085
Debt service over (under) policy limit	\$ (339,996)	\$ (347,508)	\$ (355,351)	\$ 23,143	\$ 20,099	\$ 6,702	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.

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 debt service issued on the proposed Community Center expansion results in a violation of the policy in the years 2018, 2019 and 2020.

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 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Revenue							
Property taxes	\$ 25,000	\$ 30,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 50,000	\$ 50,000
Investment interest	100	400	400	1,100	1,600	1,600	1,600
Total Revenues	\$ 25,100	\$ 30,400	\$ 35,400	\$ 41,100	\$ 41,600	\$ 51,600	\$ 51,600
Expense							
Computer equipment/software	193,344	592,900	138,200	156,900	185,800	171,800	235,800
Total Expense	\$ 193,344	\$ 592,900	\$ 138,200	\$ 156,900	\$ 185,800	\$ 171,800	\$ 235,800
Other Sources (Uses)							
Transfers in/Gen Fixed Asset Fund	190,659	534,500	94,000	150,000	185,000	156,000	152,000
Transfers in/Water Fund	400	-	3,400	-	400	-	-
Transfers in/Sewer Fund	400	-	3,400	-	400	400	400
Transfers in/Central Garage Fund	-	15,000	-	-	-	-	-
Total Other Sources (Uses)	\$ 191,459	\$ 549,500	\$ 100,800	\$ 150,000	\$ 185,800	\$ 156,400	\$ 152,400
Net change	23,215	(13,000)	(2,000)	34,200	41,600	36,200	(31,800)
Fund equity, beginning	36,096	59,311	46,311	44,311	78,511	120,111	156,311
Fund equity, ending	\$ 59,311	\$ 46,311	\$ 44,311	\$ 78,511	\$ 120,111	\$ 156,311	\$ 124,511
Months of capital coverage (avg exp)	3.0	2.3	2.2	3.9	6.0	7.8	6.2

General Fixed Asset Replacement Fund

The brief summary of General Fixed Asset Replacement Fund activity provided below indicates that fund balances drop in 2016, 2017 and 2021. Major costs in 2016 include replacement of the City's financial software (\$350,000), lighting replacement project (\$225,000), in 2017, skate park replacement (\$250,000), banquet room chair and table replacements (\$190,000), fire department vehicle replacements (\$486,700) and in 2021 fire department vehicle replacements (\$618,140) and locker room improvements (\$212,600).

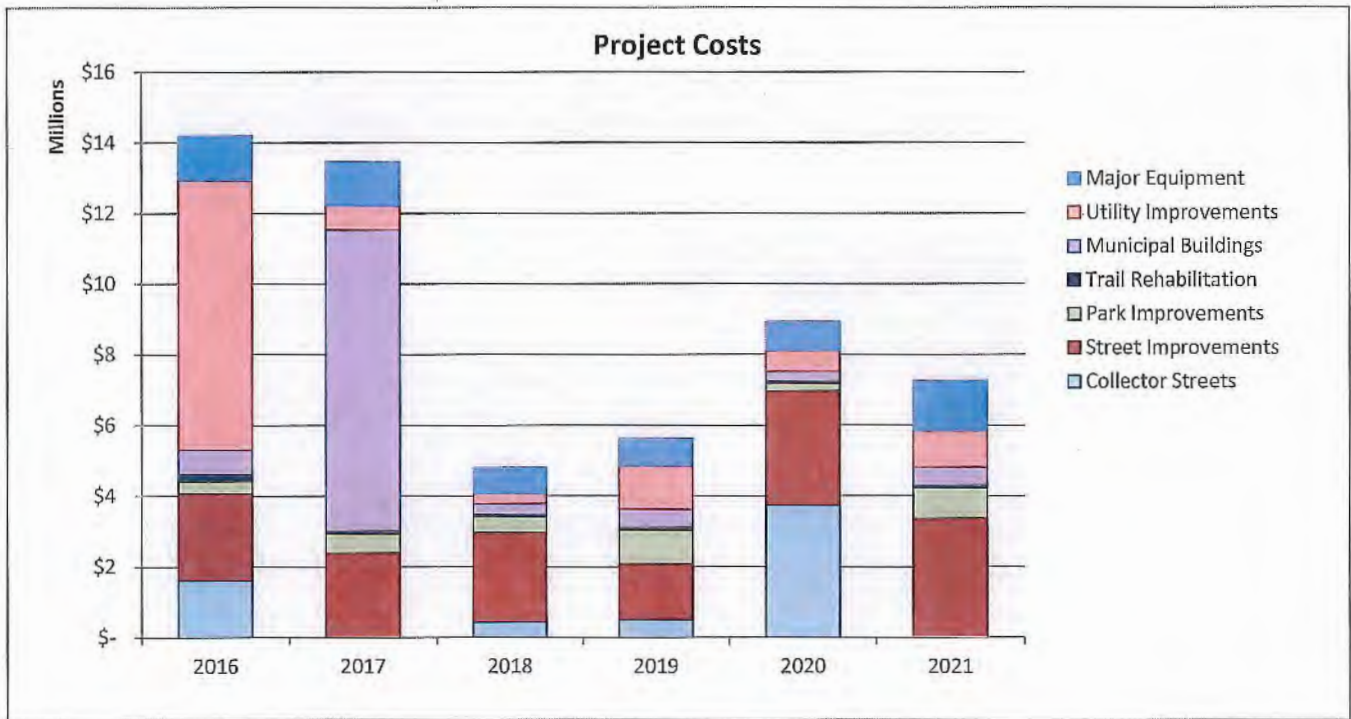
General Fixed Asset Fund Capital Projections	Estimated 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Revenue							
Property taxes	\$ 1,427,583	\$ 1,475,000	\$ 1,495,000	\$ 1,505,000	\$ 1,515,000	\$ 1,525,000	\$ 1,535,000
Investment interest	8,000	10,000	7,000	7,000	14,000	25,000	32,000
Other	-	75,000	-	-	-	-	-
Total Revenues	\$ 1,435,583	\$ 1,560,000	\$ 1,502,000	\$ 1,512,000	\$ 1,529,000	\$ 1,550,000	\$ 1,567,000
Expense							
Fire stations & equipment	134,840	114,917	571,392	89,652	26,350	128,960	646,040
Warning sirens	20,000	20,000	29,000	-	31,000	-	22,000
Municipal buildings	381,597	515,000	441,000	237,400	425,000	230,000	427,600
Park facilities	207,907	285,000	548,000	373,000	223,200	206,000	105,800
Trails	75,000	122,000	127,000	80,000	80,000	80,000	80,000
Total Expense	\$ 819,344	\$ 1,056,917	\$ 1,716,392	\$ 780,052	\$ 785,550	\$ 644,960	\$ 1,281,440
Other Sources (Uses)							
Transfers out/Capital Imprv (IT) fund	(190,659)	(534,500)	(94,000)	(150,000)	(185,000)	(156,000)	(152,000)
Transfers out/debt funds	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Total Other Sources (Uses)	\$ (370,659)	\$ (714,500)	\$ (274,000)	\$ (330,000)	\$ (365,000)	\$ (336,000)	\$ (332,000)
Net change	245,580	(211,417)	(488,392)	401,948	378,450	569,040	(46,440)
Fund equity, beginning	675,302	920,882	709,465	221,073	623,021	1,001,471	1,570,511
Fund equity, ending	\$ 920,882	\$ 709,465	\$ 221,073	\$ 623,021	\$ 1,001,471	\$ 1,570,511	\$ 1,524,071
Months of average capital coverage	7.8	6.0	1.9	5.2	8.4	13.2	12.8
Tax levy percent change	8.2%	3.3%	1.4%	0.7%	0.7%	0.7%	0.7%
Average annual percent change (taxes) 2015 –		5.7%	4.3%	3.4%	2.8%	2.5%	2.2%

Summary

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

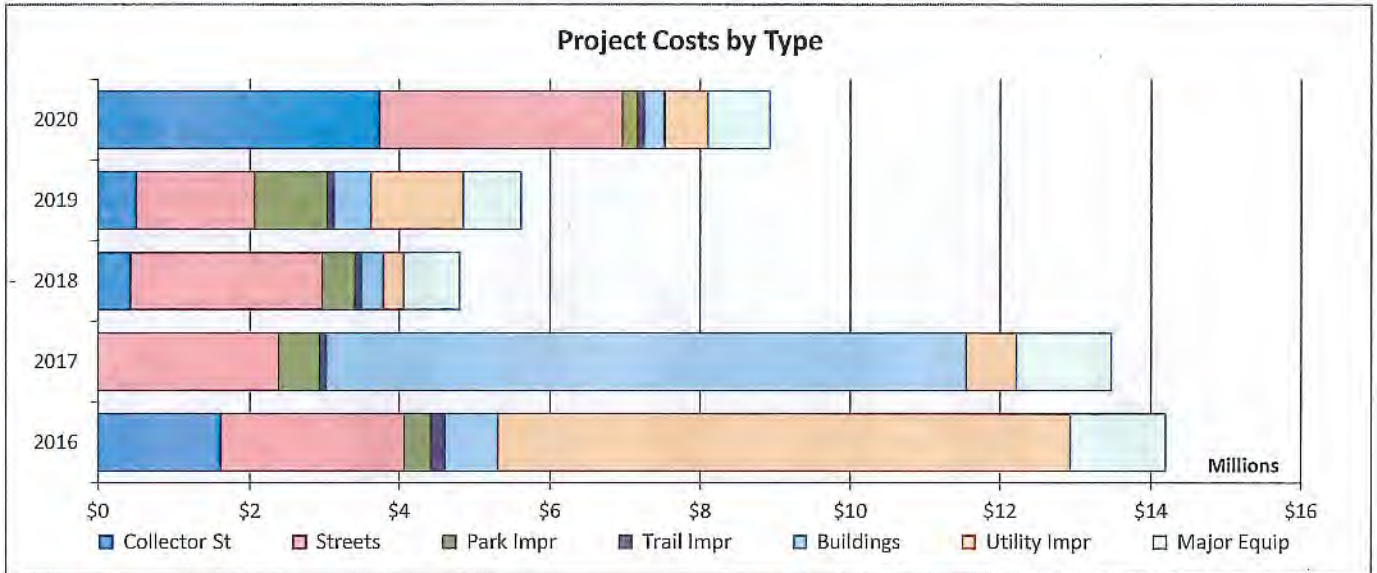
Capital Improvement Program

Description	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021
Resources							
Debt Issuance	\$ 7,862,380	\$ 8,547,000	\$ 5,573,000	\$ 1,120,000	\$ 1,830,800	\$ 2,707,200	\$ 2,157,400
Intergovernmental	500,000	1,550,000	-	570,000	218,000	2,730,000	-
Internal Funds	3,136,606	4,098,217	7,901,292	3,104,372	3,561,780	3,487,470	5,105,180
Total Resources	\$ 11,498,986	\$ 14,195,217	\$ 13,474,292	\$ 4,794,372	\$ 5,610,580	\$ 8,924,670	\$ 7,262,580
Project Costs							
Collector Streets	\$ -	\$ 1,600,000	\$ -	\$ 420,000	\$ 497,000	\$ 3,730,000	\$ -
Street Improvements	2,902,000	2,470,400	2,386,700	2,548,200	1,568,000	3,231,500	3,358,600
Park Improvements	280,797	350,000	548,000	438,000	973,200	206,000	855,800
Trail Rehabilitation	125,000	185,000	80,000	80,000	80,000	80,000	80,000
Municipal Buildings	584,813	700,960	8,529,440	296,700	498,560	280,000	505,500
Utility Improvements	6,773,000	7,627,000	665,000	271,220	1,227,230	573,410	1,034,740
Major Equipment	833,376	1,261,857	1,265,152	740,252	766,590	823,760	1,427,940
Total Project Costs	\$ 11,498,986	\$ 14,195,217	\$ 13,474,292	\$ 4,794,372	\$ 5,610,580	\$ 8,924,670	\$ 7,262,580



Project Resources

Description	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021
Debt							
General Obligation Bonds	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
Improvement Bonds (assmts)	152,880	121,000	128,000	190,000	164,800	448,240	310,080
Water Revenue Bonds	6,643,000	6,857,000	850,000	66,000	129,000	670,000	800,000
Sewer Revenue Bonds	716,000	1,024,000	250,000	410,000	1,224,000	850,000	625,000
Surface Water Revenue Bonds	350,500	545,000	345,000	454,000	313,000	738,960	422,320
Total Debt	7,862,380	8,547,000	5,573,000	1,120,000	1,830,800	2,707,200	2,157,400
Intergovernmental							
State of MN - MNDOT	500,000	-	-	-	-	-	-
MSA	-	1,550,000	-	570,000	218,000	2,730,000	-
Total Intergovernmental	500,000	1,550,000	-	570,000	218,000	2,730,000	-
Internal Funds							
Community Center Fund	-	-	200,000	-	-	-	-
Recreation Programs Fund	-	-	200,000	-	-	-	-
Cable Television Fund	55,000	100,000	-	-	-	-	-
Street Renewal Fund	1,092,620	1,142,600	1,111,700	1,221,200	827,200	1,699,300	1,826,200
Street Renewal (assmts)	-	146,800	-	-	-	-	-
General Fixed Asset Fund	1,010,003	1,591,417	1,810,392	930,052	970,550	800,960	1,433,440
Capital Acquisition Fund (IT)	1,885	43,400	37,400	6,900	-	15,400	83,400
Community Investment Fund	172,890	225,000	3,650,000	115,000	894,000	50,000	800,000
Water Fund	400	-	3,400	-	400	-	-
Sewer Fund	400	-	3,400	-	400	400	400
Street Lighting Fund	220,000	264,000	320,000	328,220	322,230	398,410	409,740
Central Garage Fund	583,408	585,000	565,000	503,000	547,000	523,000	552,000
Total Internal Funds	3,136,606	4,098,217	7,901,292	3,104,372	3,561,780	3,487,470	5,105,180
Total Resources	\$ 11,498,986	\$ 14,195,217	\$ 13,474,292	\$ 4,794,372	\$ 5,610,580	\$ 8,924,670	\$ 7,262,580



Project Costs

Description	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021
Collector Streets							
Street Rehabilitation	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Lexington Ave Reconstruction	-	50,000	-	-	-	-	-
Rice Street/I-694 Interchange	-	-	-	420,000	-	-	-
Highway 49/Hodgson (H96-Gramsie)	-	-	-	-	497,000	-	-
Owasso Boulevard N Reconstruction	-	-	-	-	-	3,730,000	-
Total Collector Streets	-	1,600,000	-	420,000	497,000	3,730,000	-
Street Improvements							
Sealcoat Streets	325,500	333,400	345,200	348,200	355,000	361,500	368,600
Railroad Crossing Quiet Zones	520,000	-	-	-	-	-	-
Turtle Lane Neighborhood	2,056,500	-	-	-	-	-	-
Grand Avenue Reconstruction	-	650,000	-	-	-	-	-
Windward Heights Neighborhood	-	1,487,000	2,041,500	-	-	-	-
Bridge, Lion Neighborhood	-	-	-	2,200,000	-	-	-
Wabasso Neighborhood	-	-	-	-	1,213,000	-	-
Edgetown Acres-Schutta/Lois/Hillview	-	-	-	-	-	2,870,000	2,990,000
Total Street Improvements	2,902,000	2,470,400	2,386,700	2,548,200	1,568,000	3,231,500	3,358,600
Park Improvements							
Park Facility Replacements	82,830	40,000	420,000	223,000	164,000	148,000	60,000
Park Facility Improvements	72,890	65,000	-	65,000	750,000	-	750,000
Parking & Driveways	9,400	195,000	98,000	50,000	4,200	5,000	5,800
Tennis & Basketball Court Pavement	87,525	-	-	40,000	40,000	40,000	40,000
Park Building Rehabilitation	28,152	50,000	30,000	60,000	15,000	13,000	-
Total Park Improvements	280,797	350,000	548,000	438,000	973,200	206,000	855,800
Trail Rehabilitation and Extensions	125,000	185,000	80,000	80,000	80,000	80,000	80,000
Municipal Buildings							
Fire Stations	98,216	35,960	38,440	9,300	23,560	-	27,900
General Government Buildings	55,000	160,000	-	-	-	-	-
Community Center Rehabilitation	255,925	360,000	133,000	52,000	180,000	90,000	95,000
Banquet Facility	13,865	15,000	190,000	55,000	20,000	90,000	20,000
Pool & Locker Room Areas	24,836	50,000	45,000	80,400	95,000	20,000	242,600
Furniture & Equipment	86,971	30,000	73,000	50,000	130,000	30,000	70,000
Community Center Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Community Center Expansion	-	-	8,000,000	-	-	-	-
Total Municipal Buildings	584,813	700,960	8,529,440	296,700	498,560	280,000	505,500
Utility Improvements							
Water Systems	480,000	600,000	-	-	-	-	700,000
Water Treatment Plant	5,743,000	5,957,000	400,000	-	-	-	-
Sanitary Sewer Rehabilitation	65,000	800,000	-	-	950,000	-	-
Sewer Lift Stations	335,000	-	30,000	30,000	30,000	-	75,000
Pretreatment Structures	-	120,000	-	-	-	320,000	-
Residential Street Lights	150,000	150,000	235,000	241,220	247,230	253,410	259,740
Total Utility Improvements	6,773,000	7,627,000	665,000	271,220	1,227,230	573,410	1,034,740
Major Equipment							
Fire Equipment	36,624	78,957	532,952	80,352	2,790	128,960	618,140
Warning Sirens	20,000	20,000	29,000	-	31,000	-	22,000
Computer Systems	193,344	592,900	138,200	156,900	185,800	171,800	235,800
Central Garage Equipment	583,408	570,000	565,000	503,000	547,000	523,000	552,000
Total Major Equipment	833,376	1,261,857	1,265,152	740,252	766,590	823,760	1,427,940
Total Capital Projects	\$ 11,498,986	\$ 14,195,217	\$ 13,474,292	\$ 4,794,372	\$ 5,610,580	\$ 8,924,670	\$ 7,262,580

Street Rehabilitation

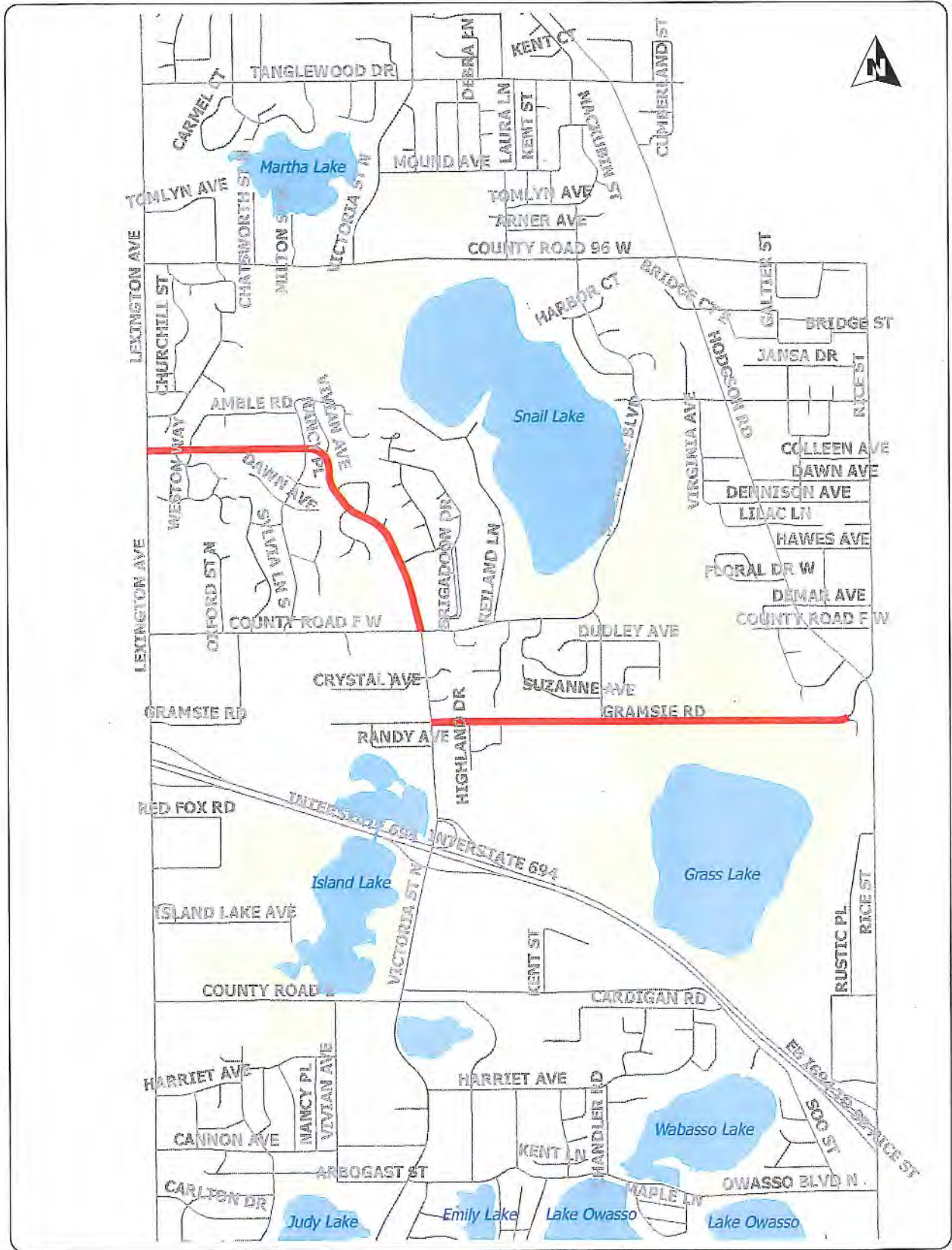
PWA 4

Rehabilitation of street segments throughout the City:

- 2016 includes rehabilitation of the Municipal Aid Street segments Victoria Street (Lexington Avenue to County Road F) and Gramsie (Victoria Street to Gramsie Court).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
MSA	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ -	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -

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



Street Rehabilitation

PWA 00004

Lexington Avenue Reconstruction

PWA 10

City participation in Ramsey County's reconstruction of Lexington Avenue from County Road F to Red Fox Road. The proposed project would consist of improvements to Lexington Avenue and associated intersections to address traffic congestion issues. The project would also include drainage improvements.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Surface Water Revenue	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Storm Sewer	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -

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.



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.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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 Street/I - 694 Interchange

PWA 00011

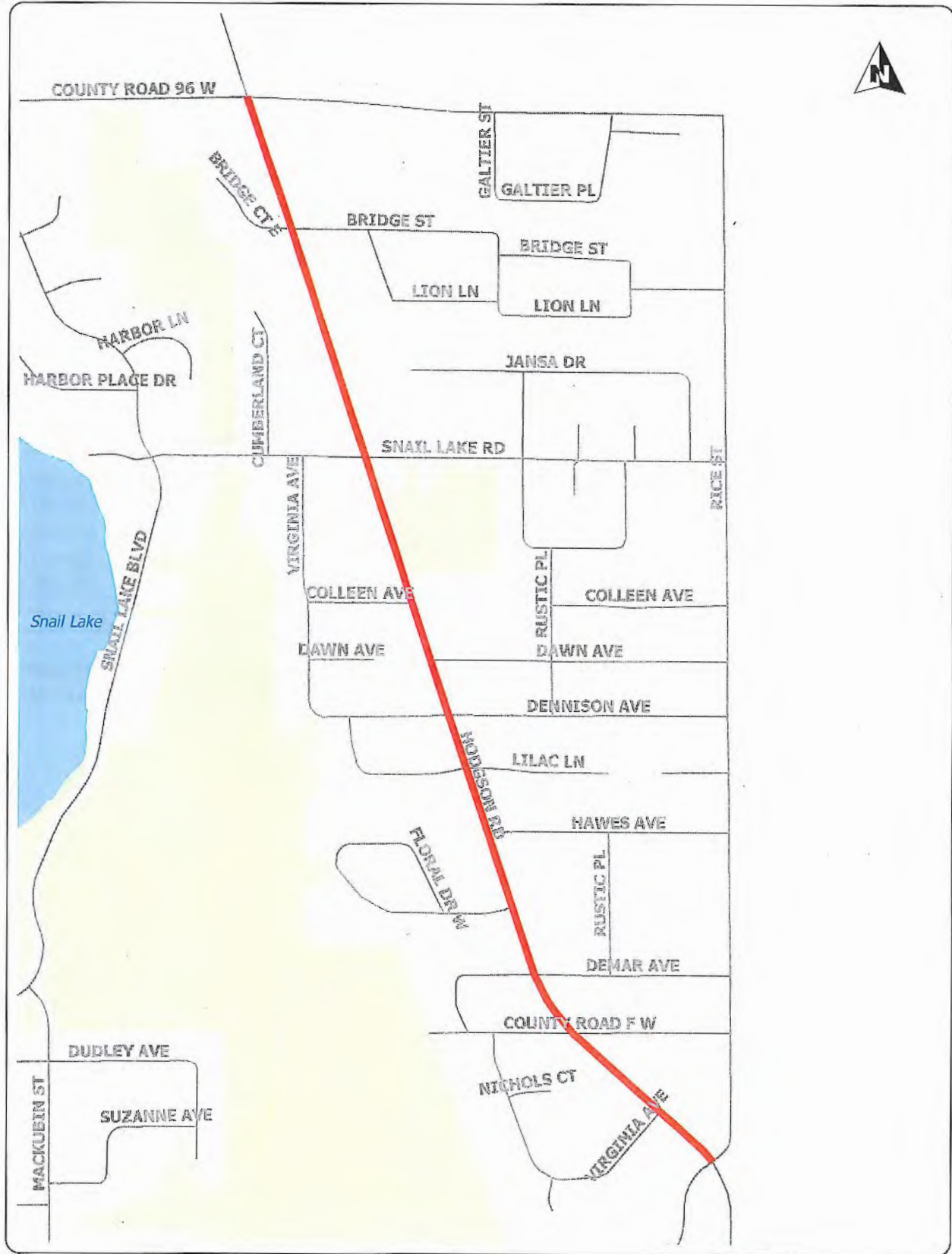
Highway 49/Hodgson (H96-Gramsie)

PWA 12

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

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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

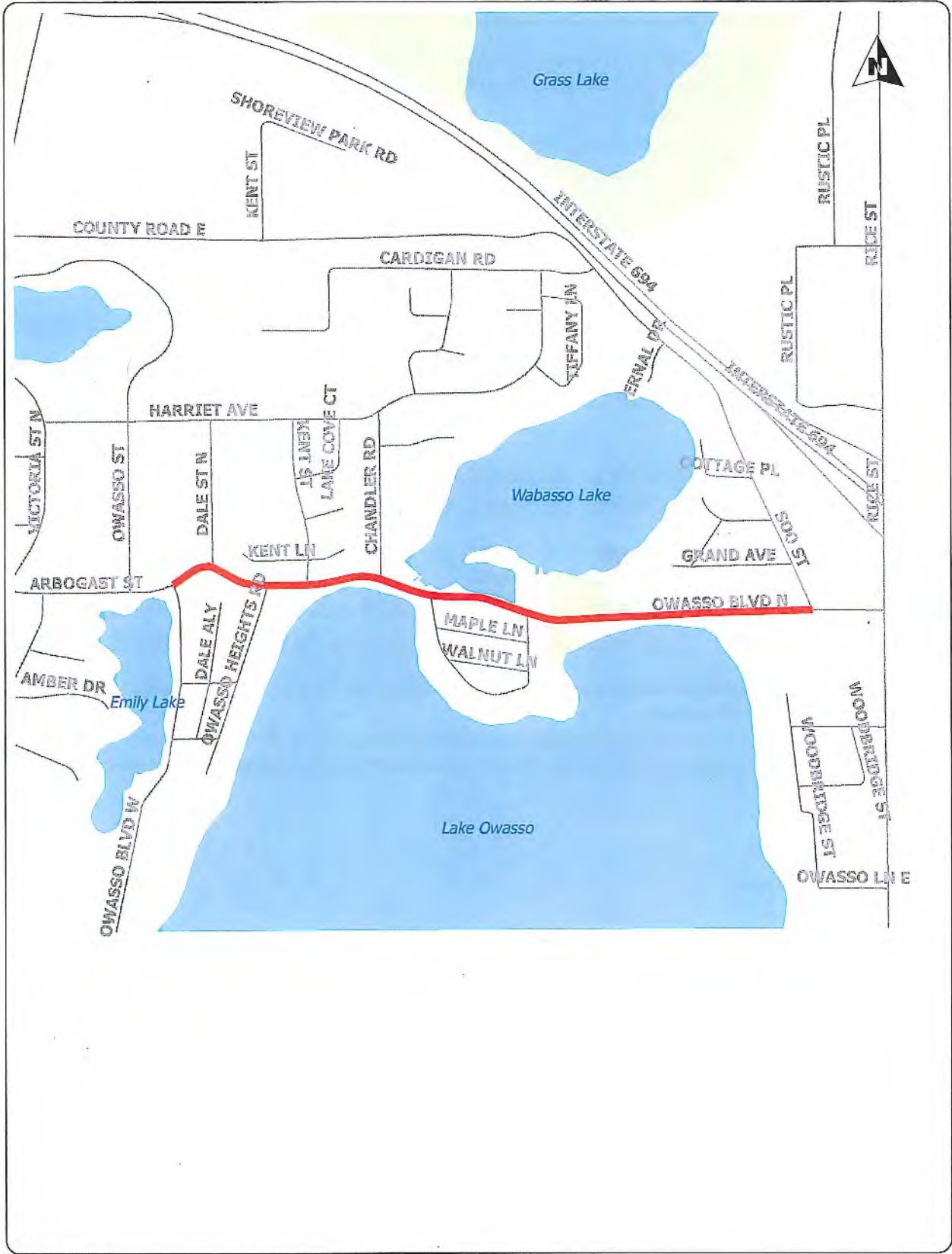
Owasso Boulevard N Reconstruction

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).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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

Sealcoat Streets

PWA 1

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

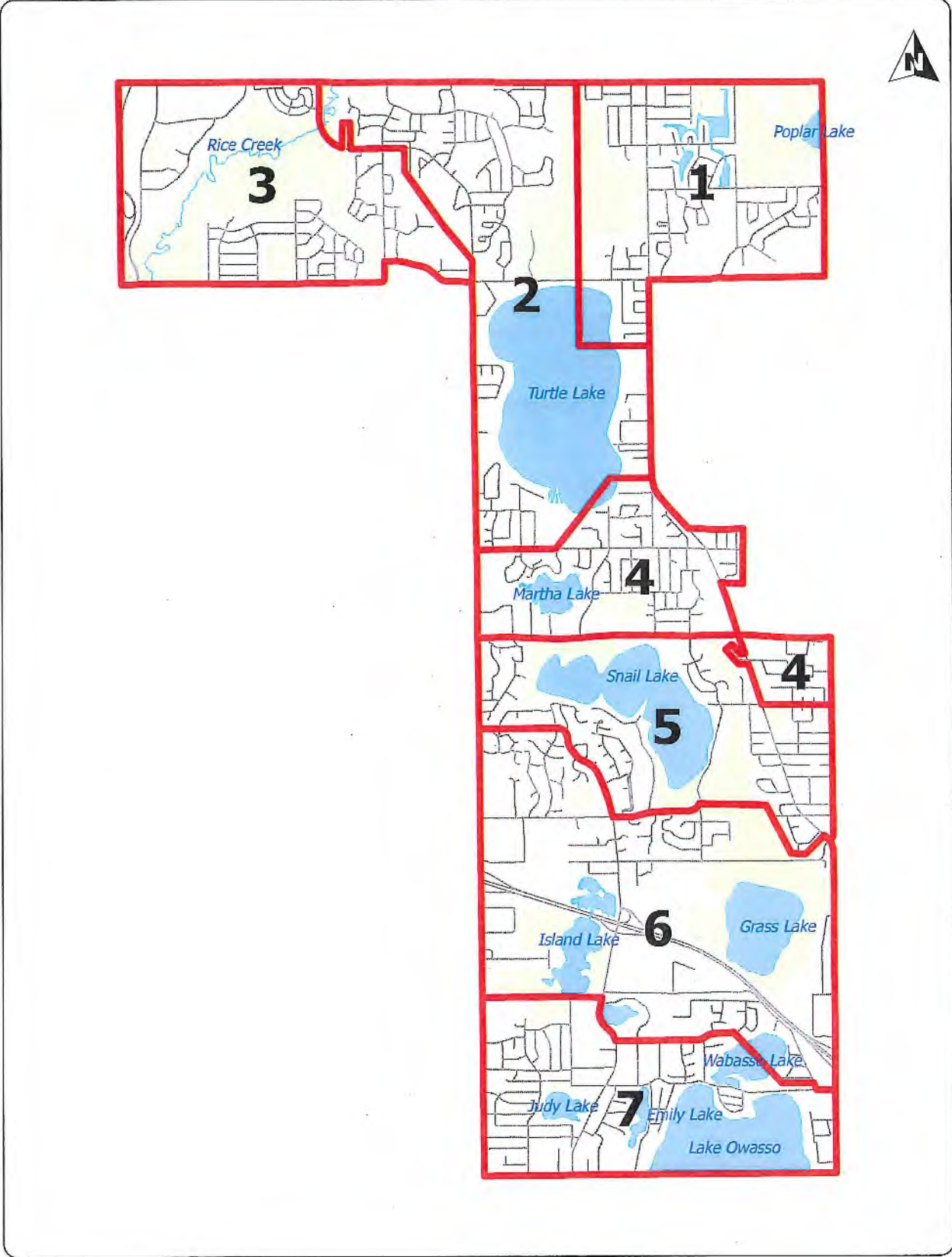
Planned street zones include:

- 2015 - zone 3 streets (211,595 SY)
- 2016 - zone 1 streets (210,299 SY)
- 2017 - zone 2 streets (210,133 SY)
- 2018 - zone 4 streets (205,519 SY)
- 2019 - zone 5 streets (205,688 SY)
- 2020 - zone 6 streets (208,273 SY)
- 2021 - zone 7 streets (210,503 SY)

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Street Renewal Fund	\$ 325,500	\$ 333,400	\$ 345,200	\$ 348,200	\$ 355,000	\$ 361,500	\$ 368,600
Total Sources of Funds	\$ 325,500	\$ 333,400	\$ 345,200	\$ 348,200	\$ 355,000	\$ 361,500	\$ 368,600
Uses							
Crack Fill Streets	\$ 21,000	\$ 21,000	\$ 21,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
Sealcoat Streets	296,500	304,400	315,700	316,700	323,000	329,500	336,100
Street Condition Survey	8,000	8,000	8,500	8,500	9,000	9,000	9,500
Total Uses of Funds	\$ 325,500	\$ 333,400	\$ 345,200	\$ 348,200	\$ 355,000	\$ 361,500	\$ 368,600

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

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



Sealcoat Streets

PWA 00001

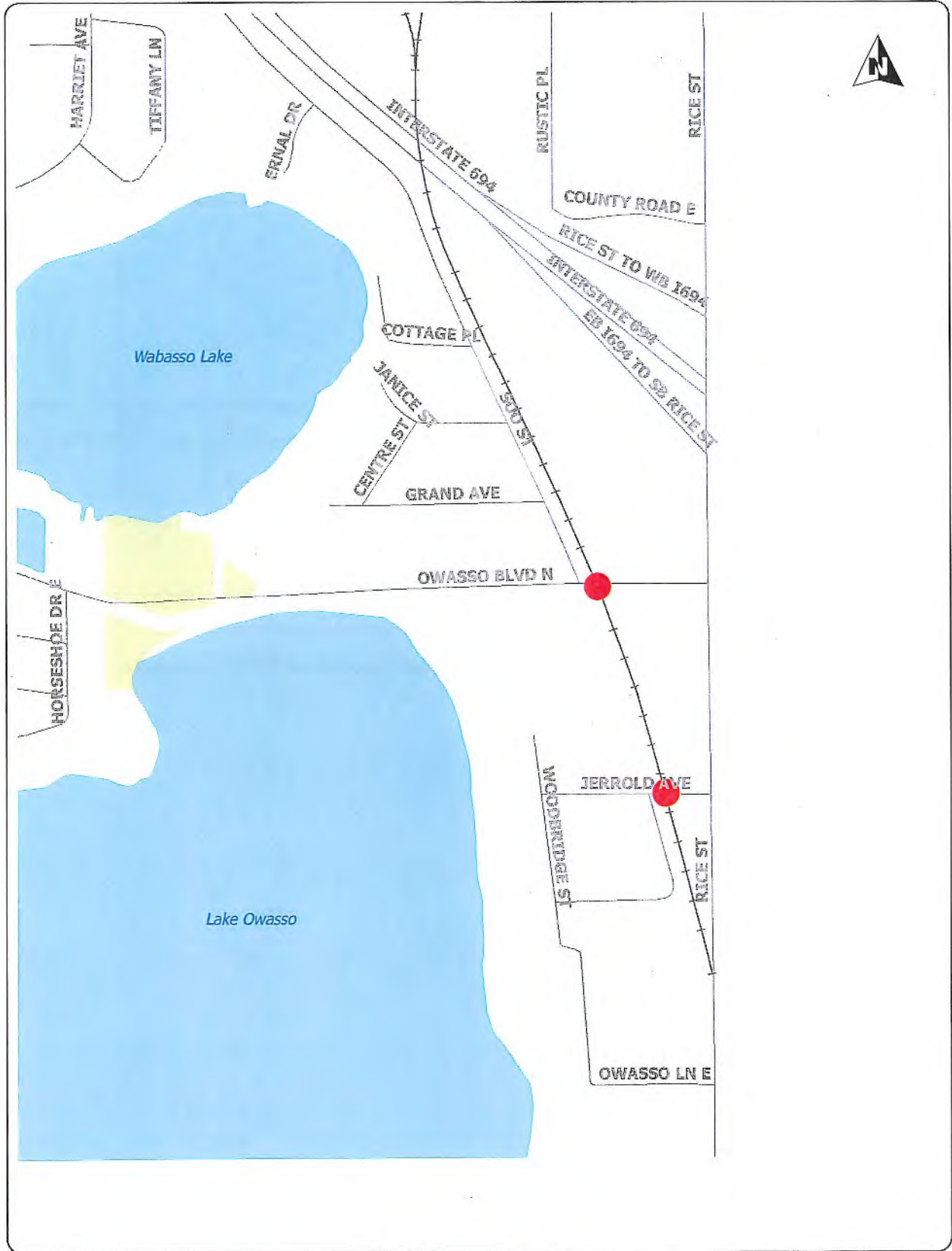
Railroad Crossing Quiet Zone Improvement

PWA 19

Upgrade railroad crossing signals at Jerrold Avenue and North Owasso Blvd.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Grant	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Renewal Fund	20,000	-	-	-	-	-	-
Total Sources of Funds	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Upgraded crossing signals will allow quiet zones to be established at crossings.



Jerrold Avenue and North Owasso Blvd. Rail Crossing Upgrade

PWA 00019

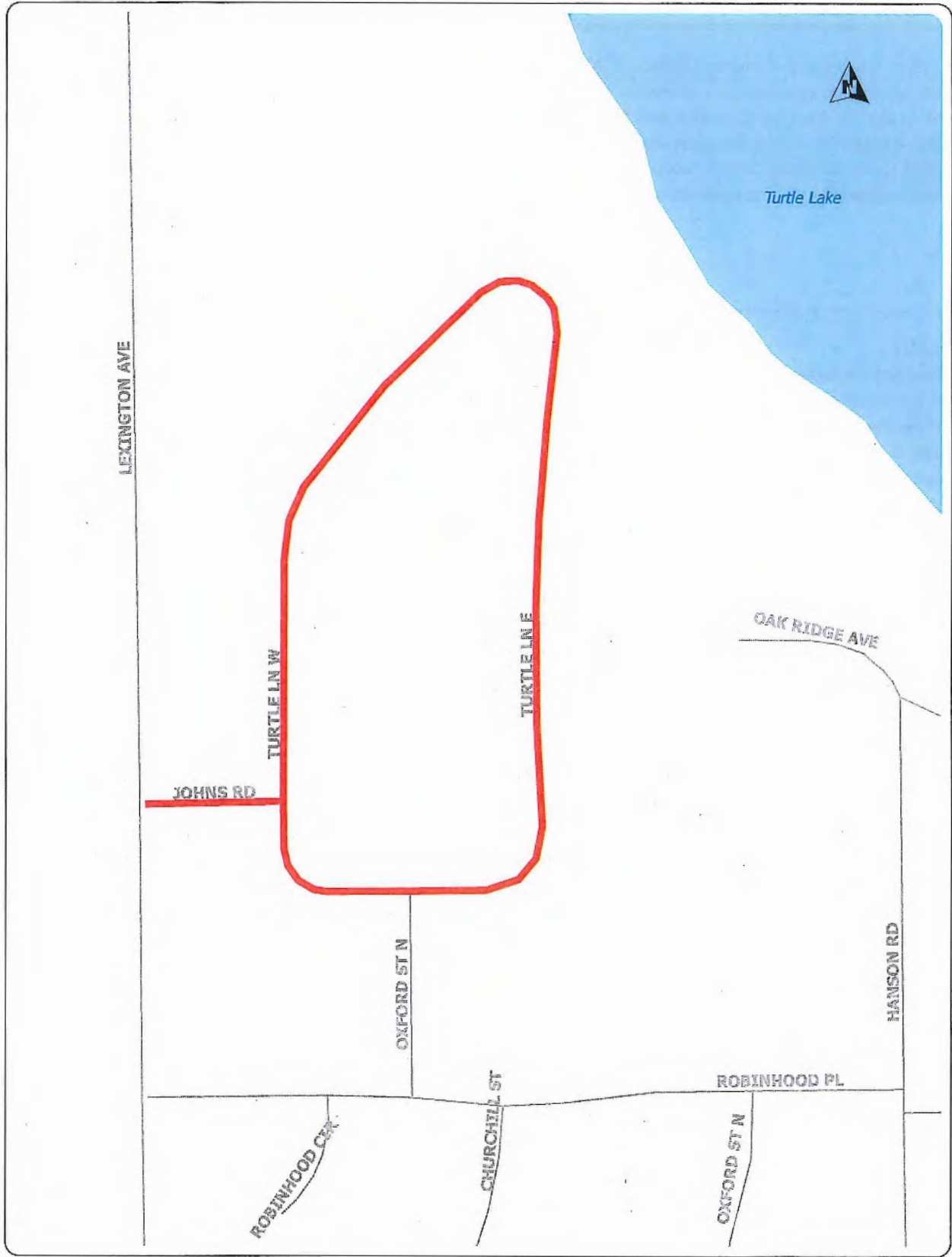
Turtle Lane Neighborhood

PWA 15

Complete reconstruction of the road surfaces and upgrade of Johns Road, Turtle Lane (East and West), Schifsky Road, and the addition of storm water improvements. Assessments for the project, totaling \$152,880, are for storm (\$49,500) and street (\$103,380).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Street Renewal Fund	\$ 747,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Lighting Fund	70,000	-	-	-	-	-	-
Debt-Special Assessments	152,880	-	-	-	-	-	-
Debt-Water Revenue	420,000	-	-	-	-	-	-
Debt-Sewer Revenue	316,000	-	-	-	-	-	-
Debt-Surface Water Revenue	350,500	-	-	-	-	-	-
Total Sources of Funds	\$ 2,056,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ 850,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Main	420,000	-	-	-	-	-	-
Sanitary Sewer	316,000	-	-	-	-	-	-
Storm Sewer	400,000	-	-	-	-	-	-
Street Lighting	70,000	-	-	-	-	-	-
Total Uses of Funds	\$ 2,056,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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



Turtle Lane Neighborhood

PWA 00015

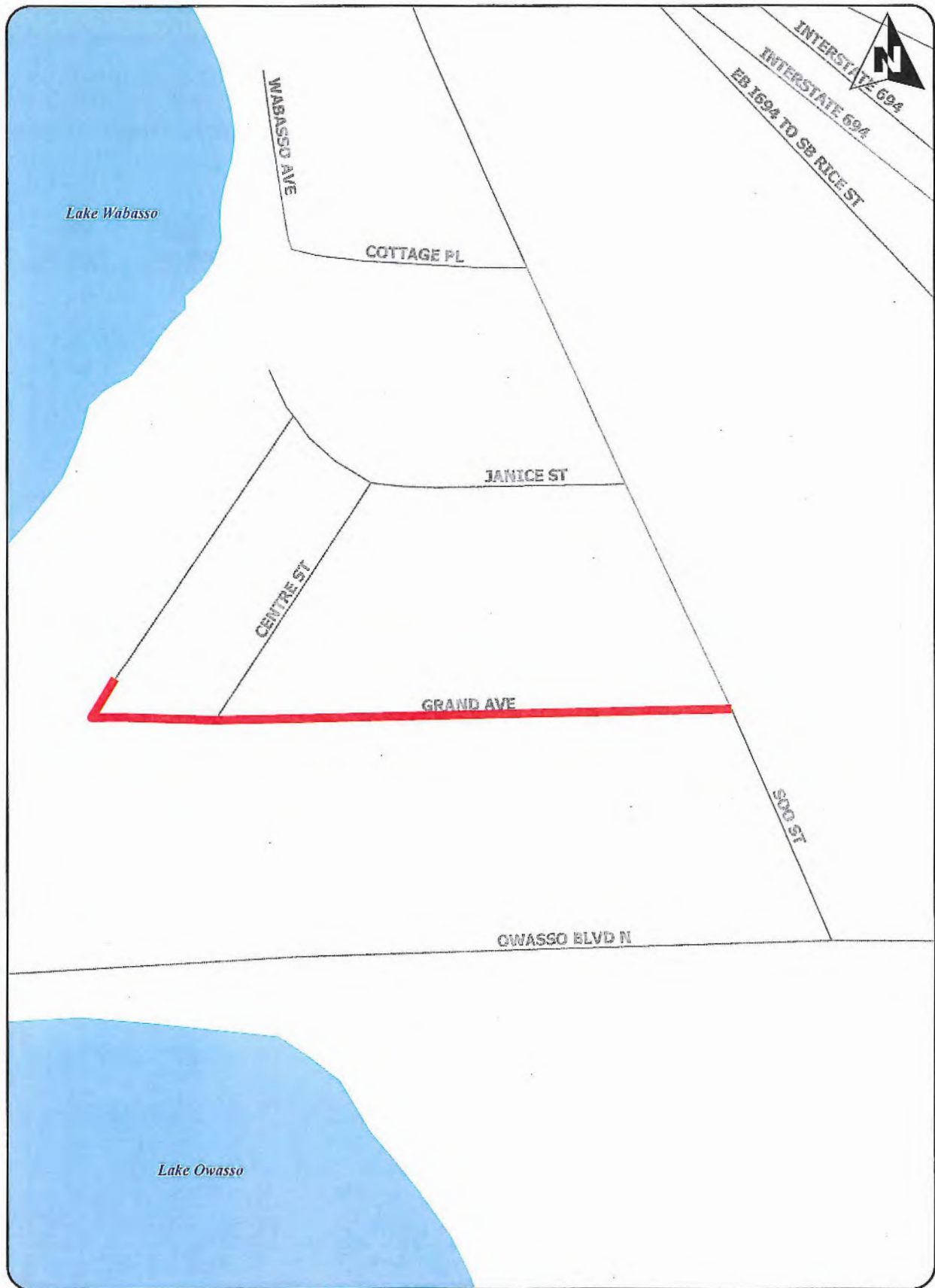
Grand Avenue Reconstruction

PWA 24

Complete reconstruction of the road surface of Grand Avenue and extension south to Janice Street. The project would include the addition of concrete curb & gutter, watermain repair, sanitary sewer repair, installation of a stormwater collection & treatment system, and installation of street lights. Assessments to the residents for the project totaling \$21,000 are for street (\$12,000) and storm (\$9,000). Assessments to the developer that is creating six lots along Grand Avenue totaling \$146,800 are for street(\$81,800), storm (\$23,000), water (\$20,000), sanitary sewer (\$16,000), and street light (\$6,000) and will be financed by the Street Renewal Fund. The developer agreement requires all developer related assessments be paid by the end of 2018.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Special Assessments	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -
Street Renewal-Special Assmts	-	146,800	-	-	-	-	-
Street Renewal Fund	-	306,200	-	-	-	-	-
Debt-Surface Water Revenue	-	118,000	-	-	-	-	-
Debt-Sewer Revenue	-	24,000	-	-	-	-	-
Street Lighting Fund	-	34,000	-	-	-	-	-
Total Sources of Funds	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Main	-	20,000	-	-	-	-	-
Sanitary Sewer	-	40,000	-	-	-	-	-
Storm Sewer	-	150,000	-	-	-	-	-
Street Lighting	-	40,000	-	-	-	-	-
Total Uses of Funds	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -

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 reconstruction of Grand Avenue was originally included as part of the Wabasso Neighborhood reconstruction that is scheduled for 2019 in the City's current CIP. The schedule of the reconstruction of Grand Avenue was moved to 2016 in anticipation of the development of six new lots located along the south side of Grand Avenue that will occur in 2015 and 2016. Grand Avenue does not currently have concrete curb & gutter.



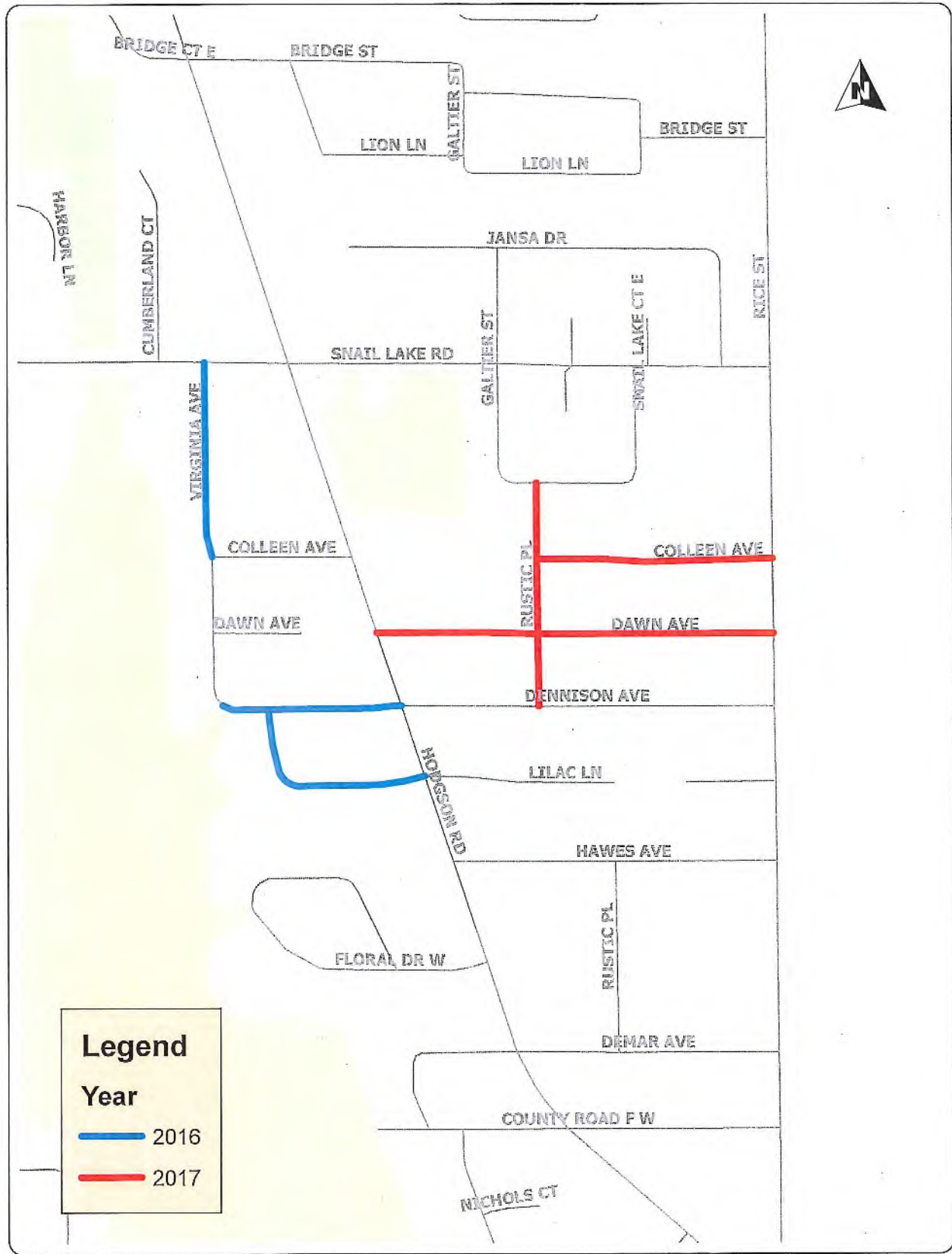
Windward Heights Neighborhood

PWA 16

Complete reconstruction and upgrade of road surfaces on Dawn Avenue, Rustic Place, and Colleen Avenue on the east side of Highway 49; and Dennison Avenue, Lilac Lane and Virginia Avenue on the west of Highway 49. The project would also include storm drainage improvements as well as replacement of cast iron water main and any necessary sanitary sewer repairs. Assessments for the project, totaling \$228,000, are for storm(\$98,000) and street (\$130,000).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ -	\$ 47,000	\$ 47,000	\$ -	\$ -	\$ -	\$ -
Street Renewal Fund	-	503,000	766,500	-	-	-	-
Street Lighting Fund	-	80,000	85,000	-	-	-	-
Debt-Special Assessments	-	100,000	128,000	-	-	-	-
Debt-Water Revenue	-	300,000	450,000	-	-	-	-
Debt-Sewer Revenue	-	200,000	220,000	-	-	-	-
Debt-Surface Water Revenue	-	257,000	345,000	-	-	-	-
Total Sources of Funds	\$ -	\$ 1,487,000	\$ 2,041,500	\$ -	\$ -	\$ -	\$ -
Uses							
Street	\$ -	\$ 560,000	\$ 839,500	\$ -	\$ -	\$ -	\$ -
Trail	-	47,000	47,000	-	-	-	-
Water Main	-	300,000	450,000	-	-	-	-
Sanitary Sewer	-	200,000	220,000	-	-	-	-
Storm Sewer	-	300,000	400,000	-	-	-	-
Street Lighting	-	80,000	85,000	-	-	-	-
Total Uses of Funds	\$ -	\$ 1,487,000	\$ 2,041,500	\$ -	\$ -	\$ -	\$ -

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.



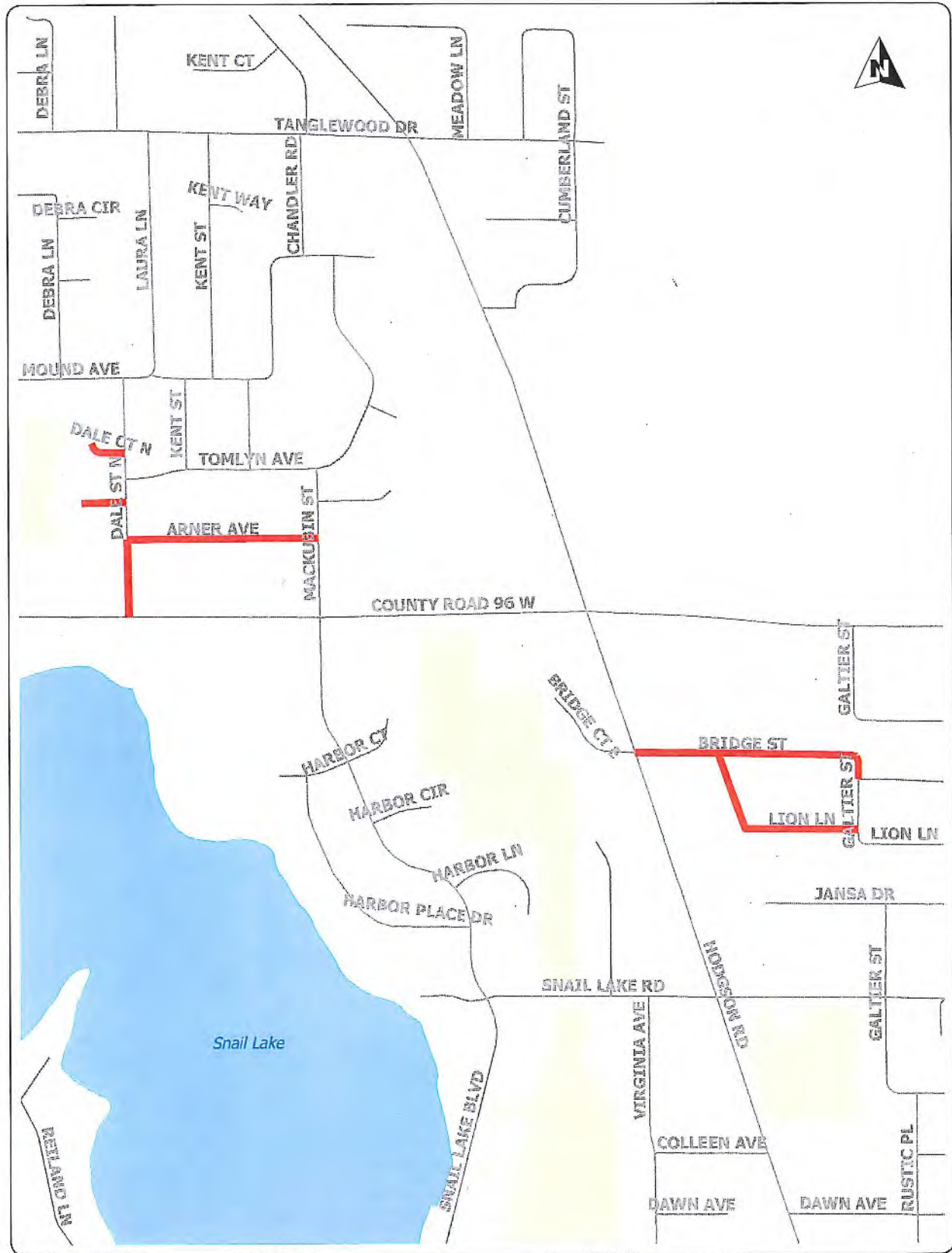
Bridge, Lion Neighborhood

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).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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).

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 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.



Park Facility Replacements

PKA 1

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

Bucher Park costs include:

- 2019 - \$ 44,000 fencing replacement

Commons Park costs include:

- 2015 - \$ 17,430 Commons area and Highway 96 landscaping
- 2016 - \$ 20,000 Commons area and Highway 96 landscaping
- 2017 - \$ 20,000 Commons area and Highway 96 landscaping
- 2017 - \$250,000 Skate park replacement
- 2018 - \$ 90,000 playground replacement

McCullough Park costs include:

- 2017 - \$100,000 playground replacement
- 2020 - \$ 28,000 replace park lighting

Ponds Park costs include:

- 2018 - \$40,000 playground replacement

Rice Creek Park costs include:

- 2017 - \$ 50,000 scoreboard replacement
- 2018 - \$ 65,000 playground replacement
- 2021 - \$ 60,000 replace fencing

Shamrock Park costs include:

- 2015 - \$ 20,400 fencing replacement
- 2019 - \$120,000 playground replacement

Theisen Park costs include:

- 2018 - \$ 28,000 building lighting replacement

Wilson Park costs include:

- 2015 - \$ 45,000 refurbish playground & install ADA surface
- 2016 - \$ 20,000 fencing replacement
- 2020 - \$120,000 replace playground/relocate

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 82,830	\$ 40,000	\$ 420,000	\$ 223,000	\$ 164,000	\$ 148,000	\$ 60,000
Total Sources of Funds	\$ 82,830	\$ 40,000	\$ 420,000	\$ 223,000	\$ 164,000	\$ 148,000	\$ 60,000
Uses							
Commons Park	\$ 17,430	\$ 20,000	\$ 270,000	\$ 90,000	\$ -	\$ -	\$ -
Wilson Park	45,000	20,000	-	-	-	120,000	-
Rice Creek Park	-	-	50,000	65,000	-	-	60,000
Ponds Park	-	-	-	40,000	-	-	-
Theisen Park	-	-	-	28,000	-	-	-
Bucher Park	-	-	-	-	44,000	-	-
McCullough Park	-	-	100,000	-	-	28,000	-
Shamrock Park	20,400	-	-	-	120,000	-	-
Total Uses of Funds	\$ 82,830	\$ 40,000	\$ 420,000	\$ 223,000	\$ 164,000	\$ 148,000	\$ 60,000

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:

Bucher Park:

- 2018 - \$ 65,000 Rocks-N-Ropes course

Commons Park:

- 2015 - \$ 30,000 expand irrigation system
- 2015 - \$ 25,000 Commons master plan
- 2016 - \$ 25,000 Commons master plan

McCullough Park:

- 2021 - \$750,000 refurbish park

Shamrock Park:

- 2019 - \$750,000 refurbish park

Wilson Park:

- 2016 - \$ 40,000 add picnic shelter

Allowances:

- 2015 - \$ 17,890 park signs City wide

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Community Investment	\$ 72,890	\$ 65,000	\$ -	\$ 65,000	\$ 750,000	\$ -	\$ 750,000
Total Sources of Funds	\$ 72,890	\$ 65,000	\$ -	\$ 65,000	\$ 750,000	\$ -	\$ 750,000
Uses							
Bucher Park	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -
Commons Park	55,000	25,000	-	-	-	-	-
McCullough Park	-	-	-	-	-	-	750,000
Shamrock Park	-	-	-	-	750,000	-	-
Wilson Park	-	40,000	-	-	-	-	-
Repair/Replacement Allowance	17,890	-	-	-	-	-	-
Total Uses of Funds	\$ 72,890	\$ 65,000	\$ -	\$ 65,000	\$ 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

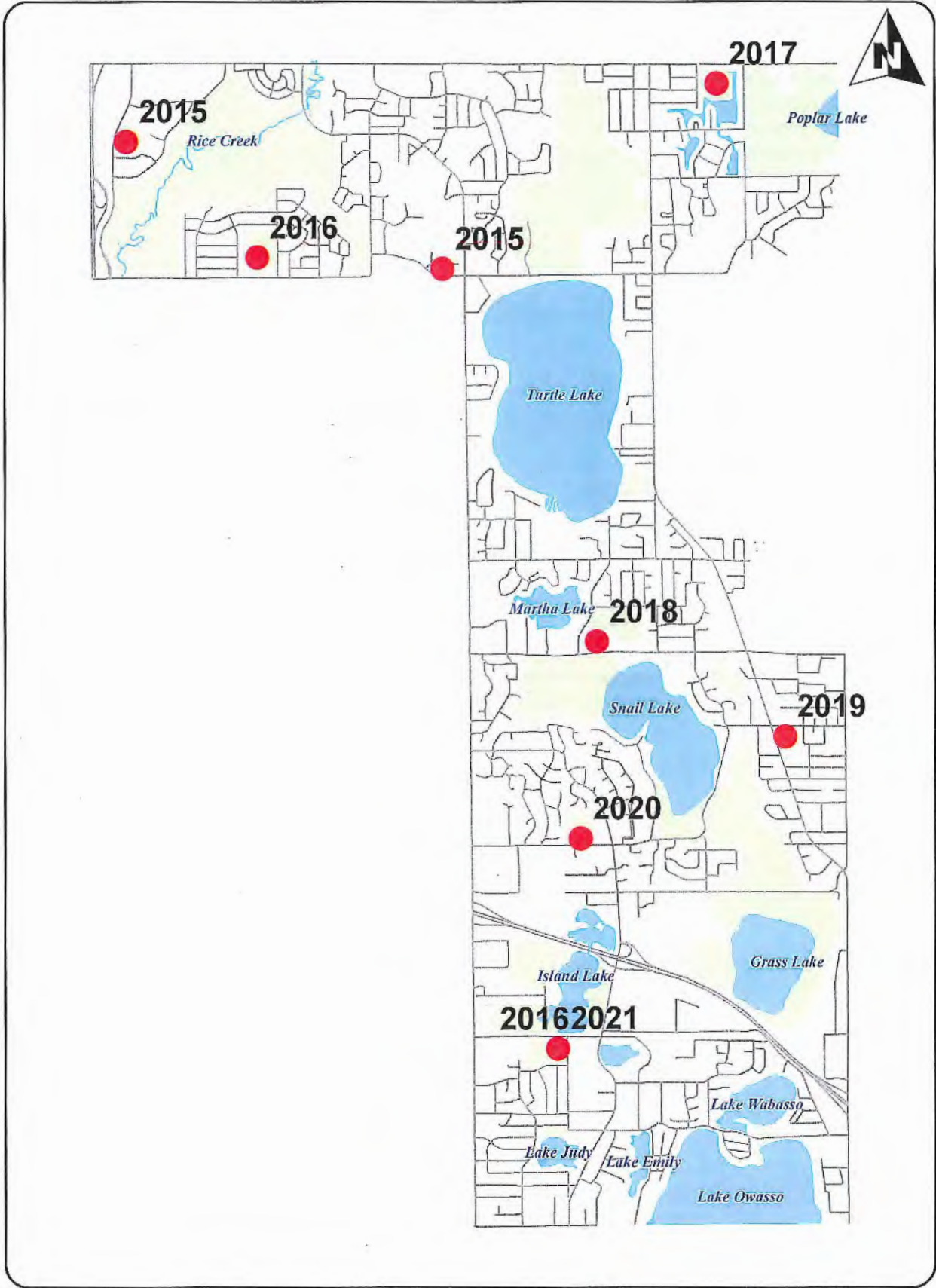
PWA 30

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

- 2015 - \$ 8,000 Rice Creek Park sealcoat parking lot
- 2015 - \$ 1,400 Larson house sealcoat parking lot
- 2016 - \$ 85,000 Shamrock Park pavement rehabilitation
- 2016 - \$110,000 Theisen Park pavement rehabilitation
- 2017 - \$ 98,000 Bucher Park parking lot replacement
- 2018 - \$ 50,000 Community Center sealcoat parking lot
- 2019 - \$ 4,200 Sitzer Park sealcoat parking lot
- 2020 - \$ 5,000 Wilson Park sealcoat parking lot
- 2021 - \$ 5,800 Theisen Park sealcoat parking lot

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 9,400	\$ 195,000	\$ 98,000	\$ 50,000	\$ 4,200	\$ 5,000	\$ 5,800
Total Sources of Funds	\$ 9,400	\$ 195,000	\$ 98,000	\$ 50,000	\$ 4,200	\$ 5,000	\$ 5,800
Uses							
Wilson Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Shamrock Park	-	85,000	-	-	-	-	-
Theisen Park	-	110,000	-	-	-	-	5,800
Rice Creek Park	8,000	-	-	-	-	-	-
Bucher Park	-	-	98,000	-	-	-	-
Larson House/Resource Center	1,400	-	-	-	-	-	-
City Hall/Community Ctr	-	-	-	50,000	-	-	-
Sitzer Park	-	-	-	-	4,200	-	-
Total Uses of Funds	\$ 9,400	\$ 195,000	\$ 98,000	\$ 50,000	\$ 4,200	\$ 5,000	\$ 5,800

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



Tennis & Basketball Court Pavement

PKA 6

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

- 2015 - \$36,200 McCullough Park court resurfacing
- 2015 - \$51,325 Shamrock Park court resurfacing
- 2018 - \$40,000 Commons Park court resurfacing
- 2019 - \$40,000 Sitzer Park court resurfacing
- 2020 - \$40,000 Wilson Park court resurfacing
- 2021 - \$40,000 Theisen Park court resurfacing

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 87,525	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Total Sources of Funds	\$ 87,525	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Uses							
Commons Park	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -
McCullough Park	36,200	-	-	-	-	-	-
Shamrock Park	51,325	-	-	-	-	-	-
Sitzer Park	-	-	-	-	40,000	-	-
Theisen Park	-	-	-	-	-	-	40,000
Wilson Park	-	-	-	-	-	40,000	-
Total Uses of Funds	\$ 87,525	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

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

Park Building Rehabilitation

PKA 7

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

Bucher Park:

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

Commons Park:

- 2017 - \$30,000 picnic shelter replacement

Shamrock Park:

- 2015 - \$6,435 reroof park building

Sitzer Park:

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

Rice Creek Park:

- 2015 - \$21,717 replace cedar trim and staining of all cedar on buildings
- 2020 - \$13,000 staining of all cedar on buildings

Replacement Allowance

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

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 28,152	\$ 50,000	\$ 30,000	\$ 60,000	\$ 15,000	\$ 13,000	\$ -
Total Sources of Funds	\$ 28,152	\$ 50,000	\$ 30,000	\$ 60,000	\$ 15,000	\$ 13,000	\$ -
Uses							
Bucher Park	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -
Commons Park	-	-	30,000	-	-	-	-
Rice Creek Park	21,717	-	-	-	-	13,000	-
Shamrock Park	6,435	-	-	-	-	-	-
Sitzer Park	-	50,000	-	-	-	-	-
Repair/Replacement Allowance	-	-	-	-	15,000	-	-
Total Uses of Funds	\$ 28,152	\$ 50,000	\$ 30,000	\$ 60,000	\$ 15,000	\$ 13,000	\$ -

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:

- 2015 - throughout the center section of the City's trail system
- 2016 - for trail segments to be determined in the future
- 2017 - for trail segments to be determined in the future
- 2018 - for trail segments to be determined in the future
- 2019 - for trail segments to be determined in the future
- 2020 - for trail segments to be determined in the future
- 2021 - for trail segments to be determined in the future

Scheduled extensions include:

- 2015 - \$50,000 Hodgson Road sidewalk extension
- 2016 - \$110,000 County Road J trail extension

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 75,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Community Investment	50,000	110,000	-	-	-	-	-
Total Sources of Funds	\$ 125,000	\$ 185,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Uses							
Trail	\$ 125,000	\$ 185,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Total Uses of Funds	\$ 125,000	\$ 185,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000

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

The Hodgson Road trail extension will complete the sidewalk from Village Center Drive to Chippewa Middle School and is being funded jointly with the City of North Oaks and Ramsey County. The County Road J trail extension will complete a missing trail segment from Grotto Street to Hodgson Road.

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:

- 2015 - \$ 8,610 paint bay ceilings/walls
- 2015 - \$ 2,460 replace recliners
- 2015 - \$ 3,075 south side sidewalk
- 2015 - \$ 431 picnic table
- 2016 - \$ 3,720 pressure washer/reel
- 2016 - \$ 12,400 replace north fence
- 2017 - \$ 7,440 replace furnace
- 2018 - \$ 9,300 paint bay ceilings/walls
- 2021 - \$ 27,900 replace south fence

Station #3 costs include:

- 2015 - \$ 9,225 replace carpet
- 2015 - \$ 50,430 replace driveway/parking lot
- 2016 - \$ 19,840 audio/visual equipment training room
- 2017 - \$ 31,000 replace roof over bays
- 2019 - \$ 23,560 resurface bay floors

Station #4 costs include:

- 2015 - \$ 21,525 emergency backup generator
- 2015 - \$ 2,460 replace recliners

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 98,216	\$ 35,960	\$ 38,440	\$ 9,300	\$ 23,560	\$ -	\$ 27,900
Total Sources of Funds	\$ 98,216	\$ 35,960	\$ 38,440	\$ 9,300	\$ 23,560	\$ -	\$ 27,900
Uses							
Fire Station #2	\$ 14,576	\$ 16,120	\$ 7,440	\$ 9,300	\$ -	\$ -	\$ 27,900
Fire Station #3	59,655	19,840	31,000	-	23,560	-	-
Fire Station #4	23,985	-	-	-	-	-	-
Total Uses of Funds	\$ 98,216	\$ 35,960	\$ 38,440	\$ 9,300	\$ 23,560	\$ -	\$ 27,900

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:

- 2015 - \$ 55,000 Shoreview Room AV control system
- 2016 - \$ 60,000 election equipment replacement (voting machines)
- 2016 - \$100,000 council chamber improvements

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Cable Television Fund	55,000	100,000	-	-	-	-	-
Total Sources of Funds	\$ 55,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
Uses							
Equipment-General	\$ 55,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 55,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

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

Community Center Rehabilitation

CC 1

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

Building costs include:

- 2015 - \$ 31,625 replace upper entrance doors
- 2015 - \$ 13,500 HVAC software upgrade
- 2015 - \$ 97,000 replace parks front counter, strip wallpaper and repaint walls in office areas
- 2015 - \$ 20,075 replace building paging system
- 2015 - \$ 75,000 lighting project
- 2016 - \$ 50,000 hot water tank and heater
- 2016 - \$ 225,000 lighting project
- 2020 - \$ 90,000 repair/replacement allowance
- 2021 - \$ 95,000 repair/replacement allowance

Carpet/flooring costs include:

- 2015 - \$ 18,725 replace rubber floor in Beachcomber Bay/Coconut Cove
- 2016 - \$ 60,000 replace running track surface
- 2017 - \$ 48,000 replace lower level carpet
- 2017 - \$ 30,000 replace rubber floor in fitness studio #3
- 2017 - \$ 55,000 pool deck rehabilitation
- 2018 - \$ 52,000 replace carpet in Council Chambers

Mechanical System costs include:

- 2019 - \$180,000 replace three main boilers in mechanical room

Gymnasium costs include:

- 2016 - \$ 25,000 paint track railings

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 255,925	\$ 360,000	\$ 133,000	\$ 52,000	\$ 180,000	\$ 90,000	\$ 95,000
Total Sources of Funds	\$ 255,925	\$ 360,000	\$ 133,000	\$ 52,000	\$ 180,000	\$ 90,000	\$ 95,000
Uses							
Municipal Buildings	\$ 237,200	\$ 275,000	\$ -	\$ -	\$ -	\$ 90,000	\$ 95,000
Carpet/flooring	18,725	60,000	133,000	52,000	-	-	-
Mechanical Systems	-	-	-	-	180,000	-	-
Gymnasium	-	25,000	-	-	-	-	-
Total Uses of Funds	\$ 255,925	\$ 360,000	\$ 133,000	\$ 52,000	\$ 180,000	\$ 90,000	\$ 95,000

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:

- 2015 - \$ 13,865 replace meeting room chairs
- 2017 - \$150,000 replace banquet room chairs
- 2017 - \$ 40,000 replace banquet room tables

Banquet room repairs include:

- 2016 - \$ 15,000 miscellaneous repairs
- 2018 - \$ 20,000 miscellaneous repairs
- 2019 - \$ 20,000 miscellaneous repairs
- 2020 - \$ 90,000 replace movable walls in Community Room
- 2021 - \$ 20,000 miscellaneous repairs

Carpet replacement includes:

- 2018 - \$ 35,000 Community Room carpet

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 13,865	\$ 15,000	\$ 190,000	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000
Total Sources of Funds	\$ 13,865	\$ 15,000	\$ 190,000	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000
Uses							
Furniture	\$ 13,865	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -
Banquet Room Repairs	-	15,000	-	20,000	20,000	90,000	20,000
Carpet/flooring	-	-	-	35,000	-	-	-
Total Uses of Funds	\$ 13,865	\$ 15,000	\$ 190,000	\$ 55,000	\$ 20,000	\$ 90,000	\$ 20,000

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

Pool & Locker Room Areas

CC 3

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

Pool/whirlpool replacement costs include:

- 2015 - \$ 15,336 replace beached boat slide
- 2016 - \$ 12,000 refurbish pool floatables
- 2016 - \$ 38,000 replace main pool UV system
- 2017 - \$ 20,000 replace pool floatable
- 2017 - \$ 25,000 regROUT main pool
- 2018 - \$ 23,400 replace main pool water treatment system
- 2019 - \$ 20,000 replace pool floatable

Locker room replacement includes:

- 2021 - \$179,000 replace lockers
- 2021 - \$ 33,600 remodel locker rooms

Water slide repair/replacements include:

- 2018 - \$ 40,000 water slide refurbish
- 2018 - \$ 17,000 replace water slide lights

Repair and replacement allowances include:

- 2015 - \$ 9,500 repairs to structural cracks on boat slide concrete
- 2019 - \$ 75,000 pool ceiling repainting
- 2020 - \$ 20,000 replace lily pads on water walk
- 2021 - \$ 30,000 replace both landing pads on water walk

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 24,836	\$ 50,000	\$ 45,000	\$ 80,400	\$ 95,000	\$ 20,000	\$ 242,600
Total Sources of Funds	\$ 24,836	\$ 50,000	\$ 45,000	\$ 80,400	\$ 95,000	\$ 20,000	\$ 242,600
Uses							
Pool/Whirlpool	\$ 15,336	\$ 50,000	\$ 45,000	\$ 23,400	\$ 20,000	\$ -	\$ -
Locker Rooms	-	-	-	-	-	-	212,600
Water Slide	-	-	-	57,000	-	-	-
Repair/Replacement Allowance	9,500	-	-	-	75,000	20,000	30,000
Total Uses of Funds	\$ 24,836	\$ 50,000	\$ 45,000	\$ 80,400	\$ 95,000	\$ 20,000	\$ 242,600

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:

- 2015 - \$50,000 including revving bikes
- 2016 - \$30,000
- 2017 - \$35,000
- 2018 - \$30,000
- 2019 - \$30,000
- 2020 - \$30,000
- 2021 - \$70,000

Furniture replacement costs include:

- 2015 - \$ 25,000 refurbish modular office furniture (parks & rec)
- 2017 - \$ 25,000 replace/recover fireside furniture
- 2018 - \$ 20,000 miscellaneous furniture repairs/replacement
- 2019 - \$100,000 refurbish modular office furniture (city hall & park & rec)

Equipment Community Center costs include:

- 2015 - \$ 11,971 replace walk behind auto scrubber
- 2017 - \$ 13,000 replace Wave freezers and refrigerators

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 86,971	\$ 30,000	\$ 73,000	\$ 50,000	\$ 130,000	\$ 30,000	\$ 70,000
Total Sources of Funds	\$ 86,971	\$ 30,000	\$ 73,000	\$ 50,000	\$ 130,000	\$ 30,000	\$ 70,000
Uses							
Equipment-Fitness	\$ 50,000	\$ 30,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 70,000
Furniture	25,000	-	25,000	20,000	100,000	-	-
Equipment-Community Center	11,971	-	13,000	-	-	-	-
Total Uses of Funds	\$ 86,971	\$ 30,000	\$ 73,000	\$ 50,000	\$ 130,000	\$ 30,000	\$ 70,000

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:

- 2015 - \$10,000 picnic tables on wading pool deck

Improvement allowances include:

- 2015 - \$40,000 for items to be determined later
- 2016 - \$50,000 for items to be determined later
- 2017 - \$50,000 for items to be determined later
- 2018 - \$50,000 for items to be determined later
- 2019 - \$50,000 for items to be determined later
- 2020 - \$50,000 for items to be determined later
- 2021 - \$50,000 for items to be determined later

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Community Investment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Total Sources of Funds	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Uses							
Equipment-Community Center	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Improvement Allowance	40,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Uses of Funds	\$ 50,000	\$ 50,000	\$ 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 Center Expansion/Commons Park Imp

CC 12

This project involves the construction of an addition onto the Community Center, as well as several other improvements to the Shoreview Commons area, including an outdoor water play area and access improvements to the new regional library.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Community Center Fund	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Recreation Programs Fund	-	-	200,000	-	-	-	-
Community Investment	-	-	3,600,000	-	-	-	-
Debt - General Obligation	-	-	4,000,000	-	-	-	-
Total Sources of Funds	\$ -	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -
Uses							
Municipal Buildings	\$ -	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -
Pool/Whirlpool	-	-	1,200,000	-	-	-	-
Other Building	-	-	2,300,000	-	-	-	-
Total Uses of Funds	\$ -	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -

The Community Center is more than 25 years old and certain areas of the center need updating and additional space is needed for recreational/fitness programs.

Water Systems

PWA 5

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

2015 costs include:

- \$ 29,000 - Update, upgrade and improve the SCADA system software for controlling the water system. An update/upgrade to the SCADA system is planned in accordance with the City's Comprehensive Infrastructure Replacement Plan, which is reviewed and updated annually.
- \$451,000 Replace cast iron watermain and associated hydrants, valves and services on Lexington Ave from Gramsie Rd to 600 feet north of Co Rd F and on Co Rd F from Lexington Ave. 600 feet east. The replacement would be completed in conjunction with Ramsey Countys project to rehabilitate Lexington Ave and Co. Rd. F and add additional turn lanes.

2016 costs include:

- \$100,000 - Install natural gas/alternate power backup generator for Well 6. Well 6 is a stand-alone well, meaning the water is treated and pumped directly into the water system. All of the other wells pump to the reservoir where the water is treated.
- \$500,000 Install raw waterline from Well #6 to the existing raw water header piping.

2021 costs include:

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

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Water Revenue	\$ 480,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
Total Sources of Funds	\$ 480,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
Uses							
Water Miscellaneous	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tower	-	-	-	-	-	-	700,000
Utility System Controls	29,000	-	-	-	-	-	-
Water Main	451,000	500,000	-	-	-	-	-
Total Uses of Funds	\$ 480,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000

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 existing cast iron pipe is relatively brittle and many breaks have occurred in the project area over the past few years. Disturbance 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.

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

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Water Revenue	\$ 5,743,000	\$ 5,957,000	\$ 400,000				
Total Sources of Funds	\$ 5,743,000	\$ 5,957,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Uses							
Buildings-Proprietary	\$ 5,743,000	\$ 5,957,000	\$ 400,000				
Total Uses of Funds	\$ 5,743,000	\$ 5,957,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -

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.

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Sanitary Sewer Rehabilitation

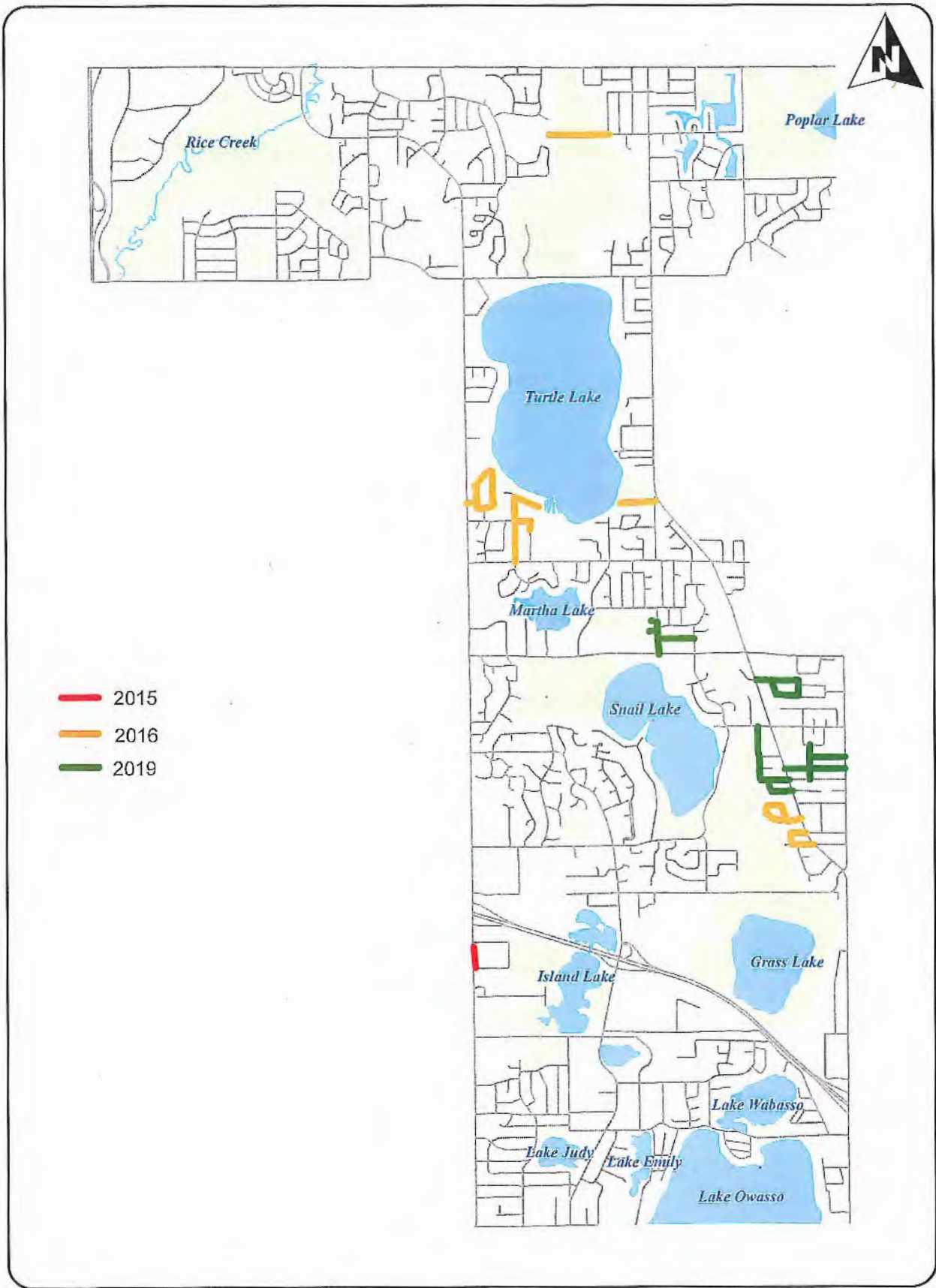
PWA 6

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

- 2015 - \$ 65,000 Lexington Avenue sanitary sewer repair
- 2016 - \$800,000 Floral Drive and Demar Avenue west of Hodgson, the Hanson Road/Oakridge Neighborhood, the Turtle Lane Neighborhood, Schifsky Road and miscellaneous areas throughout the City including 3,000 feet of Bucher easement
- 2019 - \$950,000 Windward Heights/Bridge/Lion neighborhoods and miscellaneous areas throughout the City

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Sewer Revenue	\$ 65,000	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -
Total Sources of Funds	\$ 65,000	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -
Uses							
Sanitary Sewer	\$ 65,000	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -
Total Uses of Funds	\$ 65,000	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -

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



Sewer Lift Stations

PWA 3

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

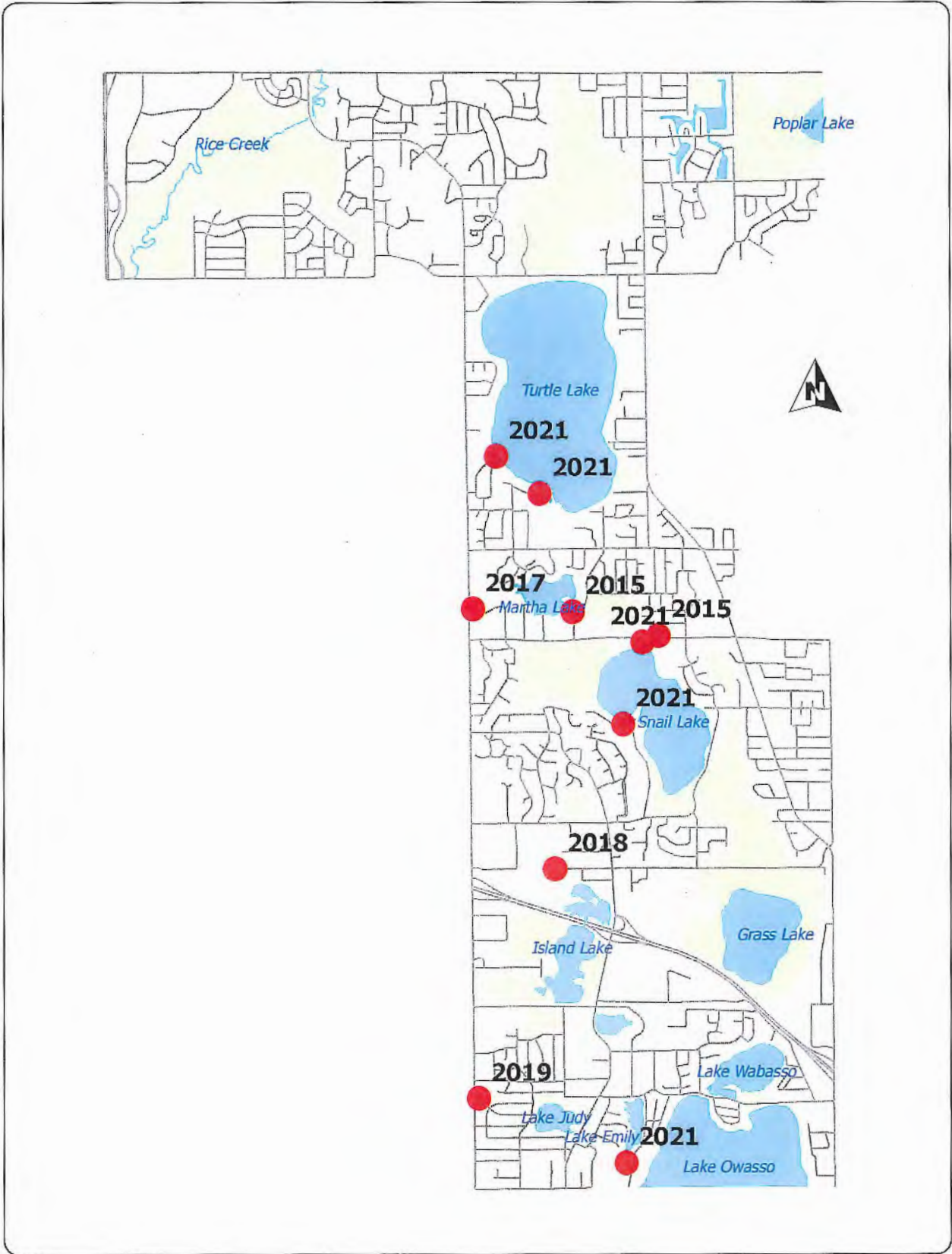
Scheduled replacements and upgrades include:

- 2015 - update, upgrade, and improve the SCADA system software for controlling and monitoring sanitary sewer lift stations (\$45,000)
- 2015 construct lift station and forcemain on Hwy 96 east of Dale Street (\$290,000)
- 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

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Sewer Revenue	\$ 335,000		\$ 30,000	\$ 30,000	\$ 30,000		\$ 75,000
Total Sources of Funds	\$ 335,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000
Uses							
Sewer Lift Station	\$ 335,000		\$ 30,000	\$ 30,000	\$ 30,000		\$ 75,000
Total Uses of Funds	\$ 335,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 75,000

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.

Existing gravity sanitary sewer main that has settled, causing sewage to back up in the pipeline, will be replaced by the Hwy 96/Dale St lift station.



Sewer Lift Stations

PWA 00003

Surface Water Collection & Treatment

PWA 2

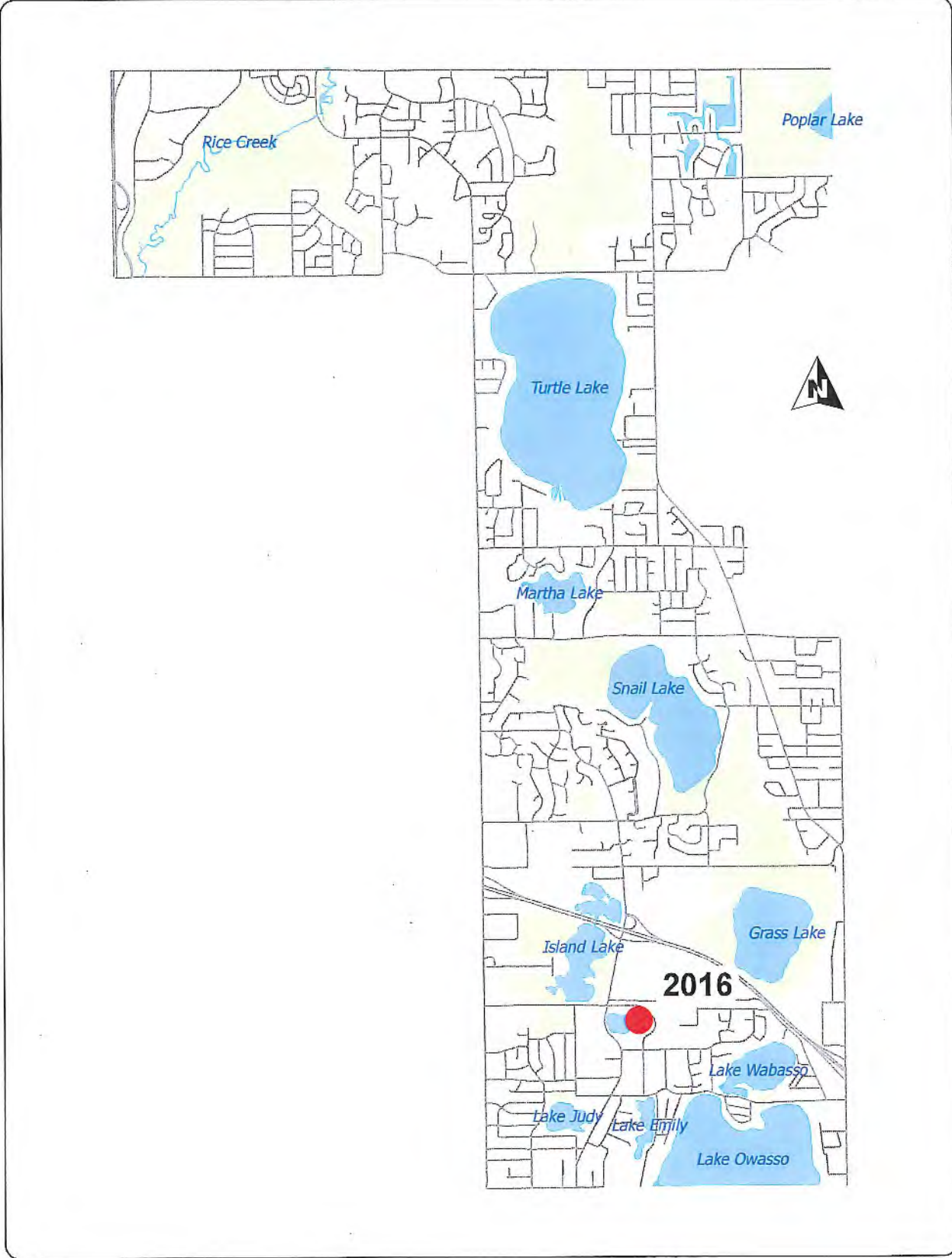
Includes improvements to the City's surface water collection and treatment system. The following improvements are planned:

- 2016 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
- 2020 rehabilitate or replace portions of the City's surface water and collection system in various locations throughout the City

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Debt-Surface Water Revenue	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 320,000	\$ -
Total Sources of Funds	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 320,000	\$ -
Uses							
Storm Sewer	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 320,000	\$ -
Total Uses of Funds	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 320,000	\$ -

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.

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

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

Allowances for street light replacements are as follows:

- 2015 - 21 lights
- 2016 - 21 lights
- 2017 - 32 lights
- 2018 - 32 lights
- 2019 - 32 lights
- 2020 - 32 lights
- 2021 - 32 lights

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Street Lighting Fund	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230	\$ 253,410	\$ 259,740
Total Sources of Funds	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230	\$ 253,410	\$ 259,740
Uses							
Street Lighting	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230	\$ 253,410	\$ 259,740
Total Uses of Funds	\$ 150,000	\$ 150,000	\$ 235,000	\$ 241,220	\$ 247,230	\$ 253,410	\$ 259,740

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

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

Fire Equipment

ADM 2

An allowance for the replacement of fire vehicles and equipment is planned for Shoreviews share (at 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 Chiefs vehicle
- 2018 - \$ 36,580 Fire Marshal vehicle
- 2020 - \$128,960 Utility and Chiefs vehicle
- 2021 - \$618,140 fire truck and Chiefs vehicle

Information systems estimates:

- 2015 - \$ 2,184 computer replacement
- 2015 - \$ 9,225 mobile computers for shift trucks
- 2016 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:

- 2015 - \$ 2,460 Rescue Randy/training aids
- 2015 - \$ 5,535 station alerting
- 2015 - \$ 3,690 cold water rescue equipment
- 2016 - \$ 9,300 technical rescue equipment
- 2016 - \$ 2,480 replace AEDs
- 2016 - \$15,345 helmets w/ integrated eye shields
- 2017 - \$ 2,480 replace AEDs

Miscellaneous equipment includes:

- 2015 - \$ 6,150 tire replacement
- 2015 - \$ 7,380 supply hose/nozzle replacement
- 2016 - 2018 - \$ 41,540 each year to replace 1/3 of portable radios
- 2016 - \$ 1,860 replace K-12 saw
- 2016 - \$ 6,200 supply hose/nozzle replacement

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 36,624	\$ 78,957	\$ 532,952	\$ 80,352	\$ 2,790	\$ 128,960	\$ 618,140
Total Sources of Funds	\$ 36,624	\$ 78,957	\$ 532,952	\$ 80,352	\$ 2,790	\$ 128,960	\$ 618,140
Uses							
Fire Vehicles/Equipment	\$ -	\$ -	\$ 486,700	\$ 36,580	\$ -	\$ 128,960	\$ 618,140
Other Information Systems	11,409	2,232	2,232	2,232	-	-	-
SCBA Equipment	-	-	-	-	2,790	-	-
Equipment-Rescue	11,685	27,125	2,480	-	-	-	-
Equipment-Miscellaneous	13,530	49,600	41,540	41,540	-	-	-
Total Uses of Funds	\$ 36,624	\$ 78,957	\$ 532,952	\$ 80,352	\$ 2,790	\$ 128,960	\$ 618,140

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

Warning Sirens

ADM 3

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

- 2015 - \$20,000 Victoria & 694 siren
- 2016 - \$20,000 Turtle Lake School siren
- 2017 - \$ 9,000 Shoreview's share of Rice & Country Drive siren
- 2017 - \$20,000 Lake Judy Park
- 2019 - \$ 9,000 Shoreview's share of Rice & Snail Lake Rd siren
- 2019 - \$22,000 Sherwood Road
- 2021 - \$22,000 Well #6

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
General Fixed Asset Fund	\$ 20,000	\$ 20,000	\$ 29,000	\$ -	\$ 31,000	\$ -	\$ 22,000
Total Sources of Funds	\$ 20,000	\$ 20,000	\$ 29,000	\$ -	\$ 31,000	\$ -	\$ 22,000
Uses							
Public Safety	\$ 20,000	\$ 20,000	\$ 29,000	\$ -	\$ 31,000	\$ -	\$ 22,000
Total Uses of Funds	\$ 20,000	\$ 20,000	\$ 29,000	\$ -	\$ 31,000	\$ -	\$ 22,000

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

Computer Systems

FINA 1

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

Replacement of the City's accounting software is planned for the year 2016 at an estimated cost of \$350,000.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Capital Acquisition (IT)	\$ 1,885	\$ 43,400	\$ 37,400	\$ 6,900	\$ -	\$ 15,400	\$ 83,400
General Fixed Asset Fund	190,659	534,500	94,000	150,000	185,000	156,000	152,000
Water Fund	400	-	3,400	-	400	-	-
Sewer Fund	400	-	3,400	-	400	400	400
Central Garage Fund	-	15,000	-	-	-	-	-
Total Sources of Funds	\$ 193,344	\$ 592,900	\$ 138,200	\$ 156,900	\$ 185,800	\$ 171,800	\$ 235,800
Uses							
Computers	\$ 16,885	\$ 11,000	\$ 10,000	\$ 13,500	\$ 10,000	\$ 10,000	\$ 10,000
Printers	2,000	16,000	10,000	6,000	18,000	2,000	6,000
Servers	32,661	12,700	30,000	-	30,000	-	30,000
Security Systems	12,650	8,000	34,000	23,000	6,000	17,000	36,000
Recovery/Backup Systems	78,000	57,000	-	-	100,000	-	50,000
Communication Systems	16,040	34,800	2,000	27,000	2,000	2,000	32,000
LAN/Network	25,308	62,000	30,000	71,000	9,000	62,000	11,000
Imaging/Records Storage	-	-	5,000	-	-	-	50,000
Specialized Applications	5,000	382,000	5,000	12,000	5,000	62,000	5,000
Other Information Systems	4,800	9,400	12,200	4,400	5,800	16,800	5,800
Total Uses of Funds	\$ 193,344	\$ 592,900	\$ 138,200	\$ 156,900	\$ 185,800	\$ 171,800	\$ 235,800

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.

	2015 Estimate	2016 Planned	2017 Planned	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Resources							
Central Garage Fund	\$ 583,408	\$ 570,000	\$ 565,000	\$ 503,000	\$ 547,000	\$ 523,000	\$ 552,000
Total Sources of Funds	\$ 583,408	\$ 570,000	\$ 565,000	\$ 503,000	\$ 547,000	\$ 523,000	\$ 552,000
Uses							
Truck/s	\$ 405,099	\$ 220,000	\$ 195,000	\$ 342,000	\$ 194,000	\$ 250,000	\$ 280,000
Staff Vehicle/s	-	-	-	27,000	-	28,000	28,000
Tractor/Mower/Loader/Cart	-	-	-	22,000	140,000	45,000	130,000
Field & Grounds Maint Equip	40,059	43,000	43,000	20,000	-	40,000	-
Chipper	-	-	-	-	60,000	-	-
Street Repair Equipment	48,250	-	15,000	-	15,000	-	-
Sweeper	-	40,000	220,000	-	-	-	-
Sewer Inspecting Equipment	-	175,000	-	-	-	18,000	-
Generator	-	-	-	-	45,000	-	-
Bobcat (annual rotation)	40,000	42,000	42,000	42,000	43,000	44,000	44,000
Equipment-Central Garage	50,000	50,000	50,000	50,000	50,000	98,000	70,000
Total Uses of Funds	\$ 583,408	\$ 570,000	\$ 565,000	\$ 503,000	\$ 547,000	\$ 523,000	\$ 552,000

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) continue to rise. The trade-in program for State and Local government agencies allows the City to trade in a piece of equipment that is 1-2 years old, and purchase a new piece of equipment using state purchasing contract pricing. The annual cost of repairs/replacements for the equipment is eliminated, and the City obtains a new bobcat skid steer for a net annual cost of approximately \$2,000. The City may elect to participate in the program each year, and is under no obligation to continue participation in the program in the future. This CIP project assumes using the annual rotation each year, and also assumes a net gain on the disposal of the equipment each year, because the trade-in value is high in the first 1-2 years.