

## City of Shoreview, Minnesota

Biennial Budget 2012 – 2013  
Capital Improvement Program 2012 – 2016

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## *City of Shoreview, Minnesota*

### **Adopted Biennial Operating Budget 2012-2013 and Capital Improvement Program 2012-2016**

#### Principal City Officials

City Council	Name	Term Expires
Mayor	Sandy Martin	December 31, 2012
Council member	Blake Huffman	December 31, 2012
Council member	Terry Quigley	December 31, 2014
Council member	Ady Wickstrom	December 31, 2012
Council member	Ben Withhart	December 31, 2014

Administrative Staff	Name	Date of Hire
City Manager	Terry Schwerm	June 16, 1993
Assistant City Manager/ Community Development Director	Thomas C. Simonson	February 19, 1985
Finance Director/Treasurer	Jeanne A. Haapala	September 26, 1988
Public Works Director	Mark J. Maloney	September 6, 1994
Parks and Recreation Director	Gerald R. Haffeman	April 10, 1972

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**Biennial Budget 2012-2013**

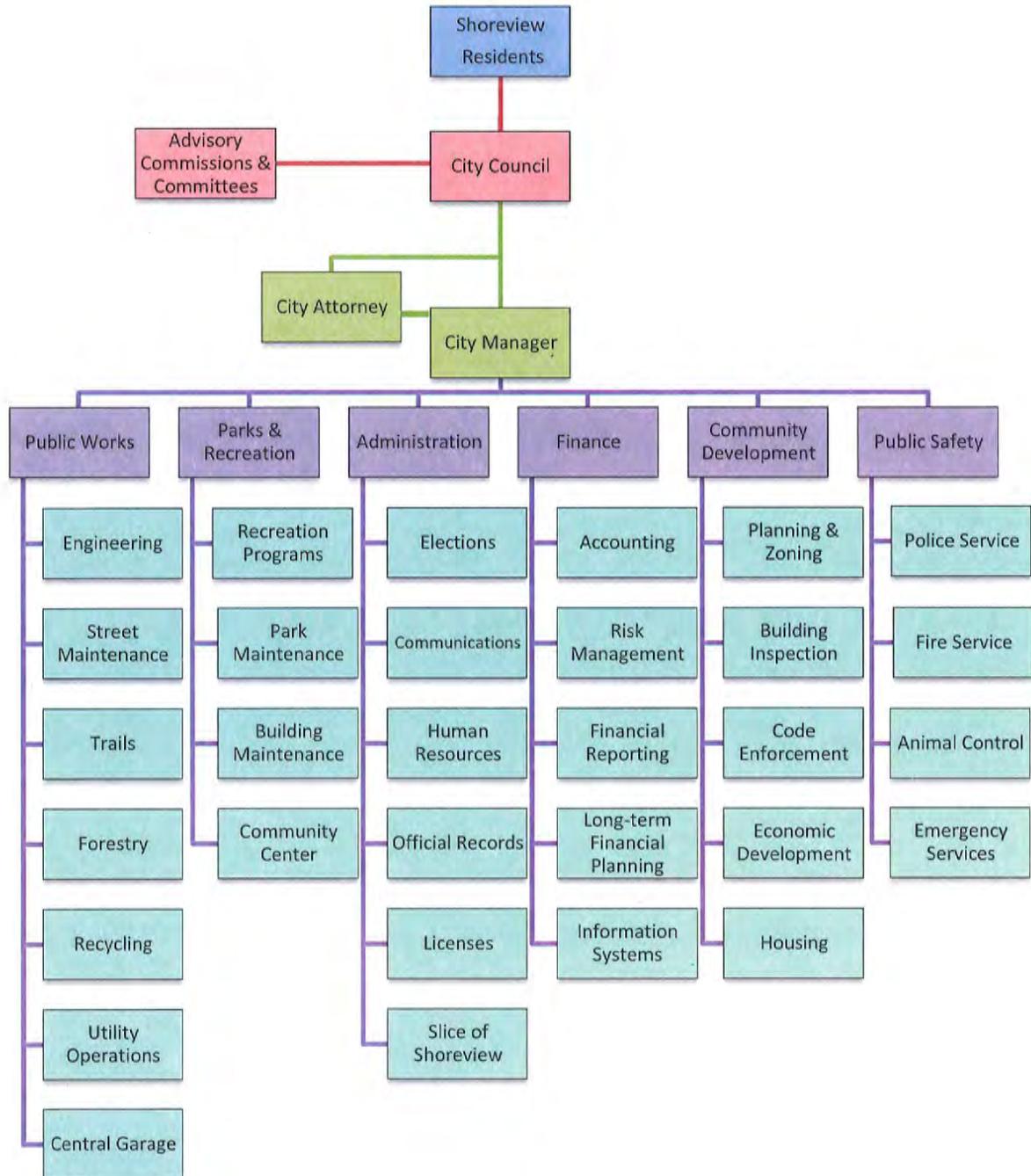
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## Organization Structure

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



Mayor and City Council and Citizens of Shoreview

### New for 2012

Shoreview's Operating Budget and Capital Improvement Program (CIP) are presented in a new format this year due to a budget system redesign that started in 2010 and will be completed in 2012. Five objectives guided the budget system redesign, including:

1. **Integration** – The new system reduces duplication of effort and re-entry of data used by multiple long-term financial planning efforts including the Budget, CIP, Five-Year Operating Plan (FYOP) and Comprehensive Infrastructure Replacement Plan (CHIRP).
2. **Simplification** – Many budget activities were combined to simplify coding complexity for payroll and accounts payable, and to establish more meaningful budget levels.
3. **Content** – A significant amount of new information has been added to each budget activity, including activity measures, community survey results, a discussion of budget impacts and recent achievements.
4. **Presentation** – The Budget and CIP have been combined into one document due to format changes that have significantly shortened the length of the budget through consolidation of activities and a multi-year presentation of projects.
5. **Efficiency** – The budget has been expanded to accommodate adoption of a two-year budget.

We hope the Citizens of Shoreview and the City Council find the new format more informative and comprehensive, that it serves to support the budget process and Council budget discussions, and that it provides a new framework for management level budget evaluation and performance discussions.

### Budget Process

Preparation of the budget begins in May and continues through adoption in December. City departments prepare and submit 6-year operating projections which form the basis for the two-year budget and the Five-Year Operating Plan (FYOP). These documents determine funding strategies for City services and provide guidance for the City's tax levy, utility rates and user fees. The Finance Department coordinates budget preparation, provides analytical support to City Administration, evaluates budget requests in relation to resource limitations, and analyzes 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 City Council review.

Council work sessions begin in late summer and continue until the budget hearing in December. State law requires the adoption and certification of a preliminary tax levy by September 15, and certification of the final tax levy and budget by December 28. Shoreview's budget hearing is routinely held at the first regular Council meeting in December.

## Budget Objectives

The primary objectives in developing the City budget 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 including declining property values.

**Service delivery results** are measured through a combination of activity measures and periodic community surveys. Activity measures include operating indicators that are relevant to each service or program. Community surveys, performed by Decision Resources, gather statistically valid information through a telephone survey of Shoreview residents (selected through random sampling). Staff and Council members use the survey results to evaluate and report resident satisfaction, and to assist in budget discussions. From a city-wide perspective, the 2010 survey reported the following results:

- 96 percent of residents rated the quality of life in Shoreview as excellent or good (the 55 percent excellent rating is one of the highest in the metropolitan area).
- 84 percent of residents indicated that the City is headed in the right direction.
- 80 percent of residents indicated that the quality of city services in relation to city property taxes is excellent or good.

**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 2009) and the most recent property tax data (for the year 2011) show that Shoreview's:

- City share of the property tax bill (on a median valued home value of \$249,350) is 5<sup>th</sup> lowest among comparison cities (\$765 in Shoreview compared to \$980 on average).
- City tax rate is 6<sup>th</sup> lowest among comparison cities (25 percent below average).
- Special assessment revenue per capita is 2<sup>nd</sup> lowest of comparison cities, due to Shoreview's capital policy which limits the use of special assessments to the cost of new improvements.
- Charges for service revenues are 4<sup>th</sup> highest per capita, due to memberships and daily admission revenue for the community center as well as recreation program fees.
- Public safety spending per capita is the lowest among comparison cities (half of the average) due to efficiencies gained through contracts with other local governments.
- Total spending per capita is 8<sup>th</sup> lowest among comparison cities (24 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.

Over the next 5 years, replacement costs are projected to have an average impact of 1.5 percent per year on the property tax levy, followed by an average annual impact of less than 1 percent after 5 years.

**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 for fund equity levels, infrastructure replacement, and debt issuance; financial planning efforts through the budget, CIP, FYOP and CHIRP; and the fund goals and targets as established in the FYOP, support one another to protect the financial health of the City and 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.

As discussed later in this document, over the last 2 years Shoreview's bond rating has been upgraded twice, due in part to the City's commitment to sustainable long-term financial practices and long-term planning. In November of 2010 Standard and Poor's assigned an AAA bond rating to Shoreview, the highest bond rating awarded.

## 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 proposed 2012 and 2013 budget for operating funds is summarized in the table below (excluding planned capital projects). Budgeted expense in 2012 is \$23,079,351, an increase of \$1,135,557 over the 2011 budget (5.2 percent). The majority of the increase (\$538,423) is due to debt payment restructuring through an advance refunding. Total expense in 2013 is \$23,661,918, a 2.5 percent increase over 2012.

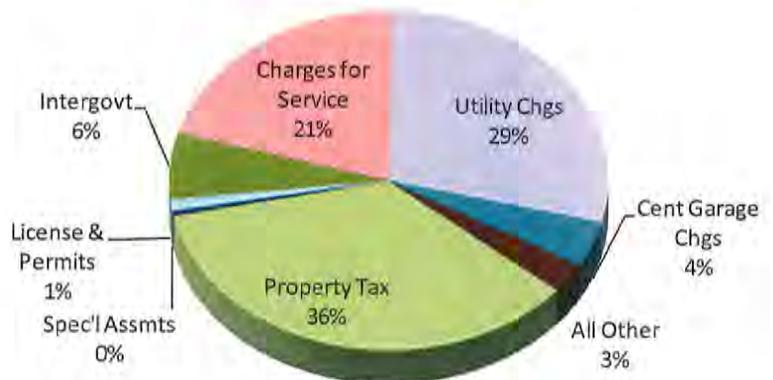
	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Proposed	2013 Proposed
<b>Revenue</b>						
Property Taxes	\$ 6,511,151	\$ 6,777,040	\$ 7,055,734	\$ 7,055,734	\$ 7,250,086	\$ 7,537,037
Special Assessments	210,597	201,614	144,311	132,222	115,865	107,971
Licenses and Permits	368,878	501,198	281,150	307,010	292,750	279,750
Intergovernmental	240,869	342,426	235,602	280,122	400,247	367,832
Charges for Services	5,137,372	5,305,833	5,271,261	5,361,635	5,473,175	5,625,135
Fines and Forfeits	55,582	32,813	42,500	61,480	62,000	62,500
Utility Charges	6,501,275	6,487,924	7,177,300	6,964,709	7,540,762	7,864,601
Central Garage Charges	939,716	1,043,775	1,109,816	1,109,080	1,137,680	1,153,020
Interest Earnings	208,450	160,710	232,550	193,500	208,550	220,350
Other Revenues	104,214	146,587	72,942	86,280	81,860	82,300
<b>Total Revenue</b>	<b>\$ 20,278,104</b>	<b>\$ 20,999,920</b>	<b>\$ 21,623,166</b>	<b>\$ 21,551,772</b>	<b>\$ 22,562,975</b>	<b>\$ 23,300,496</b>
<b>Expense</b>						
General Government	\$ 1,961,459	\$ 2,077,391	\$ 2,139,609	\$ 2,108,527	\$ 2,307,905	\$ 2,317,773
Public Safety	2,383,720	2,448,406	2,573,947	2,579,250	2,721,227	2,884,628
Public Works	1,719,828	1,714,051	1,819,210	1,779,738	1,889,483	1,965,317
Parks and Recreation	4,886,627	5,076,848	5,251,084	5,229,808	5,294,174	5,452,163
Community Development	587,167	621,455	625,265	627,813	637,832	659,859
Enterprise Operations	5,041,186	5,110,193	5,328,684	5,373,536	5,409,730	5,559,989
Central Garage	569,884	502,790	562,782	546,685	576,564	590,407
Miscellaneous	98,214	79,834	38,000	48,000	48,000	40,000
Debt Service	1,925,191	2,172,791	1,795,013	2,125,505	2,333,436	2,277,782
Depreciation	1,284,632	1,397,175	1,810,200	1,804,000	1,861,000	1,914,000
<b>Total Expense</b>	<b>\$ 20,457,908</b>	<b>\$ 21,200,934</b>	<b>\$ 21,943,794</b>	<b>\$ 22,222,862</b>	<b>\$ 23,079,351</b>	<b>\$ 23,661,918</b>
<b>Other Sources (Uses)</b>						
Sale of Asset-Gain	60,749	29,473	30,000	47,000	20,000	41,000
Debt Proceeds	2,819	-	-	4,620,000	-	20,000
Debt Refunding	-	-	-	(4,705,990)	-	-
Contributed Capital Assets	1,255,021	107,585	-	-	-	-
Transfers In	1,561,872	1,992,463	1,929,061	1,942,301	2,056,090	2,359,186
Transfers Out	(805,214)	(1,211,030)	(1,301,161)	(1,259,529)	(1,149,840)	(1,338,400)
<b>Net Change</b>	<b>\$ 1,895,443</b>	<b>\$ 717,477</b>	<b>\$ 337,272</b>	<b>\$ (27,308)</b>	<b>\$ 409,874</b>	<b>\$ 720,364</b>

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

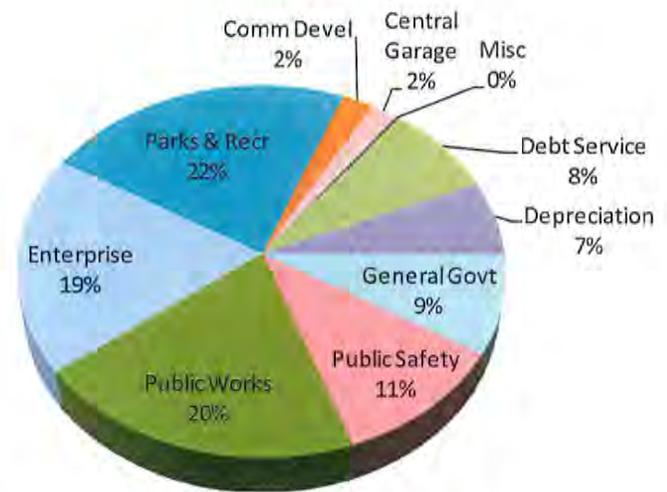
**Combined Revenue and Expense** for all funds in 2012 (including capital projects) is provided in the table below (by type of fund). Total estimated expense is \$28,519,041 for the year (\$23,079,351 in operating funds plus \$5,439,690 in capital funds). An additional \$1,581,500 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2012 CIP estimate of \$7,021,190). The planned net decrease in capital funds is primarily due to the use of existing tax increment funds (TIF) through an inter-fund loan for the realignment of Owasso Street (\$1,619,000 TIF share).

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility	Internal Service		
<b>Revenue</b>							
Property Taxes	\$ 6,467,060	\$ 125,000	\$ 442,026	\$ -	\$ 216,000	\$ 2,110,000	\$ 9,360,086
Special Assessments	-	-	115,865	-	-	13,433	129,298
Licenses and Permits	292,750	-	-	-	-	-	292,750
Intergovernmental	183,002	69,000	-	27,530	120,715	1,252,445	1,652,692
Charges for Services	1,164,450	4,301,025	-	200	7,500	-	5,473,175
Fines and Forfeits	62,000	-	-	-	-	-	62,000
Utility Charges	-	-	-	7,540,762	-	-	7,540,762
Central Garage Charges	-	-	-	-	1,137,680	-	1,137,680
Interest Earnings	45,000	14,400	17,850	106,500	24,800	49,600	258,150
Other Revenues	35,160	26,200	-	500	20,000	361,700	443,560
<b>Total Revenue</b>	<b>8,249,422</b>	<b>4,535,625</b>	<b>575,741</b>	<b>7,675,492</b>	<b>1,526,695</b>	<b>3,787,178</b>	<b>26,350,153</b>
<b>Expense</b>							
General Government	2,085,610	222,295	-	-	-	157,250	2,465,155
Public Safety	2,721,227	-	-	-	-	381,640	3,102,867
Public Works	1,400,009	489,474	-	-	-	3,842,400	5,731,883
Parks and Recreation	1,588,453	3,705,721	-	-	-	1,058,400	6,352,574
Community Development	534,323	103,509	-	-	-	-	637,832
Enterprise Operations	-	-	-	5,409,730	-	-	5,409,730
Central Garage	-	-	-	-	576,564	-	576,564
Miscellaneous	-	-	-	-	48,000	-	48,000
Debt Service	-	-	1,743,547	342,732	247,157	-	2,333,436
Depreciation	-	-	-	1,188,000	673,000	-	1,861,000
<b>Total Expense</b>	<b>8,329,622</b>	<b>4,520,999</b>	<b>1,743,547</b>	<b>6,940,462</b>	<b>1,544,721</b>	<b>5,439,690</b>	<b>28,519,041</b>
<b>Other Sources (Uses)</b>							
Sale of Asset-Gain	-	-	-	-	20,000	-	20,000
Transfers In	481,000	375,000	1,019,490	-	180,600	2,189,750	4,245,840
Transfers Out	(400,800)	(196,950)	(1,490)	(550,600)	-	(3,096,000)	(4,245,840)
<b>Net Change</b>	<b>\$ -</b>	<b>\$ 192,676</b>	<b>\$ (149,806)</b>	<b>\$ 184,430</b>	<b>\$ 182,574</b>	<b>\$ (2,558,762)</b>	<b>\$ (2,148,888)</b>

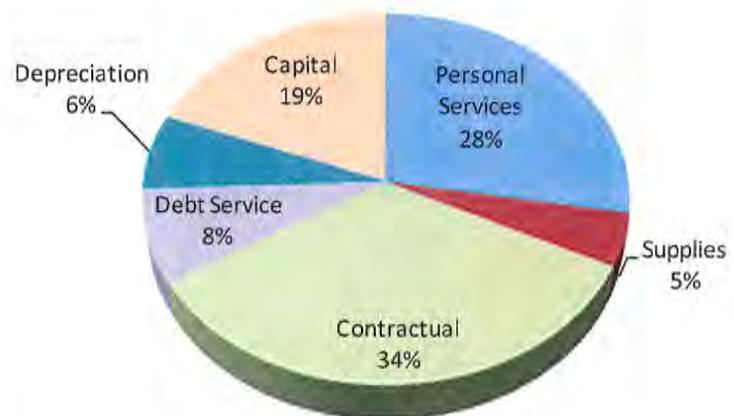
**Revenue by Source** – Revenue (for combined operating and capital funds) is derived from a combination of sources including: property tax, utility charges, charges for service, intergovernmental revenue, central garage charges, license and permit revenue and other miscellaneous sources. More information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



Total Expense by Function – Public works accounts for 39 percent, including 20 percent for engineering, street and trail maintenance, and forestry; and 19 percent for enterprise (utility) operations. Parks and recreation operations account for 22 percent. Public safety accounts for 11 percent (police, fire, animal control, and emergency services). General government accounts for 9 percent, followed by debt service at 8 percent, and depreciation at 7 percent (for utility system and central garage assets). Community development and central garage operations each account for 2 percent of total spending.



Total Expense by Class – Contractual costs account for the largest share of total spending (34 percent), and include: sewage treatment; contracted police, fire and recycling; inter-fund charges; and repair and maintenance. Personal services accounts for 28 percent, and includes: wages, health insurance, required contributions to social security, medicare and PERA, and workers compensation insurance. Capital costs account for 19 percent of total spending, followed by 8 percent for debt payments, and 6 percent for depreciation expense (for the depreciation of utility system and central garage assets). Supplies account for the smallest share of the budget at 5 percent.



In recent years the City has held the cost of health insurance premiums down through use of a high-deductible plan. Premiums are significantly lower than the Ramsey County plan (the City's former health insurance provider). For instance, family coverage in the County plan is more than double Shoreview's current rates. Over the last 5 years staff estimates that the City and employees combined have saved nearly \$1.8 million in premiums through the City's high-deductible plan.

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 2012 budget assumes spending a portion of accumulated fund balances to cover debt payments.
- Expense totals in Utility Funds do not include planned capital costs because these funds must be reported using full accrual accounting (recording depreciation of assets over their useful life). For a relatively new fund with modest cash balances, such as the Street Lighting Fund, capital costs can have a dramatic impact on cash balances and cash flow, which means that an operating surplus (where revenue is greater than expense) is necessary to support planned capital costs.

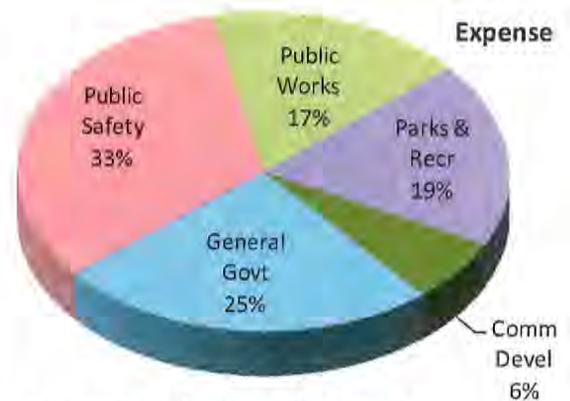
**Combined Revenue and Expense** for all funds in 2013 is provided in the table below (by type of fund). Total estimated expense is \$29,361,288 for the year (\$23,661,918 in operating funds plus \$5,699,370 in capital funds). An additional \$1,180,400 of capital project costs will be capitalized and depreciated in Utility and Central Garage funds (for a combined 2013 CIP estimate of \$6,879,770).

Presentation of a second budget year (2013 budget summary) is new this year due to the City's transition to a two-year budget cycle. Even though a budget is adopted for each year, the City will continue to hold a budget hearing during 2012 (for the 2013 budget), and will adopt both a preliminary and final tax levy for 2013 budget (as is required by State law). Any necessary modifications to 2013 revenue or expense will be handled through a budget amendment in December of 2012, after the normal budget hearing.

	Operating Funds					Capital Funds	Total All Funds
	General	Special Revenue	Debt	Utility Funds	Internal Service		
<b>Revenue</b>							
Property Taxes	\$ 6,717,037	\$ 135,000	\$ 501,000	\$ -	\$ 184,000	\$ 2,220,000	\$ 9,757,037
Special Assessments	-	-	107,971	-	-	12,821	120,792
Licenses and Permits	279,750	-	-	-	-	-	279,750
Intergovernmental	184,302	70,000	-	27,000	86,530	983,645	1,351,477
Charges for Services	1,205,680	4,411,755	-	200	7,500	-	5,625,135
Fines and Forfeits	62,500	-	-	-	-	-	62,500
Utility Charges	-	-	-	7,864,601	-	-	7,864,601
Central Garage Charges	-	-	-	-	1,153,020	-	1,153,020
Interest Earnings	45,000	15,600	19,050	115,700	25,000	47,400	267,750
Other Revenues	25,600	26,200	-	500	30,000	262,900	345,200
<b>Total Revenue</b>	<b>8,519,869</b>	<b>4,658,555</b>	<b>628,021</b>	<b>8,008,001</b>	<b>1,486,050</b>	<b>3,526,766</b>	<b>26,827,262</b>
<b>Expense</b>							
General Government	2,107,075	210,698	-	-	-	170,000	2,487,773
Public Safety	2,884,628	-	-	-	-	439,645	3,324,273
Public Works	1,461,077	504,240	-	-	-	4,496,725	6,462,042
Parks and Recreation	1,625,645	3,826,518	-	-	-	593,000	6,045,163
Community Development	547,944	111,915	-	-	-	-	659,859
Enterprise Operations	-	-	-	5,559,989	-	-	5,559,989
Central Garage	-	-	-	-	590,407	-	590,407
Miscellaneous	-	-	-	-	40,000	-	40,000
Debt Service	-	-	1,718,741	315,913	243,128	-	2,277,782
Depreciation	-	-	-	1,218,000	696,000	-	1,914,000
<b>Total Expense</b>	<b>8,626,369</b>	<b>4,653,371</b>	<b>1,718,741</b>	<b>7,093,902</b>	<b>1,569,535</b>	<b>5,699,370</b>	<b>29,361,288</b>
<b>Other Sources (Uses)</b>							
Sale of Asset-Gain	-	-	-	-	41,000	-	41,000
Debt Proceeds	-	-	20,000	-	-	2,715,000	2,735,000
Transfers In	519,000	392,000	1,247,286	-	200,900	1,223,525	3,582,711
Transfers Out	(412,500)	(195,000)	(126,000)	(604,900)	-	(2,244,311)	(3,582,711)
<b>Net Change</b>	<b>\$ -</b>	<b>\$ 202,184</b>	<b>\$ 50,566</b>	<b>\$ 309,199</b>	<b>\$ 158,415</b>	<b>\$ (478,390)</b>	<b>\$ 241,974</b>

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

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



General Government includes activities related to City Council and Commissions, elections, legal, administration, human resources, finance, information systems, and communications. Changes in general government for 2012 include an administrative staff position converting to part-time, a new Communications Specialist, the cost of a general election, a one percent wage adjustment for regular staff, and a \$50 per month increase in the City's share of health insurance. In addition, communication costs have been consolidated in the General Fund and are partially supported through a transfer from the Cable Television Fund in the amount of \$111,000. After consideration of the transfer, general government expense is expected to rise 1.8 percent in 2012 and 1 percent in 2013.

Public Safety includes contract costs associated with police, fire, and animal control as well as operation of the City's warning sirens. Shoreview achieves a significant savings in public safety costs through contracts with Ramsey County for police service, and Lake Johanna Fire Department for fire service. Changes in public safety include higher costs for dispatch, a 1.5 percent increase in policing costs, higher initial costs for transferring animal control services from a private contractor to the Sheriff's department, continued expansion of the fire duty crew program (for paid on-call firefighters working different shifts at fire stations), and a one-dollar per hour increase in duty crew pay (to bring pay closer to the market average). Overall, public safety costs are expected to increase 5.7 percent for 2012 and 6 percent for 2013.

Public Works includes administration and engineering, street and trail maintenance, and forestry. Changes in 2012 include reclassification of the Assistant City Engineer position (due to redistribution of responsibilities), higher asphalt prices, increased sign replacement costs due to new federal regulations regarding sign reflectivity, and potentially higher forestry expenses due to the Emerald Ash Borer response. Public works costs increase 1.7 percent for 2012 and 4.4 percent for 2013.

Parks and Recreation includes park administration, building operation/maintenance and park maintenance. Total parks and recreation costs are projected to drop 5.5 percent in 2012 due to the elimination of a position through retirement and restructuring of the department. Even though parks costs will increase 2.3 percent for 2013, the total expense will remain lower than 2010 or 2011 expense.

Community Development includes planning and zoning administration, and building inspection. Over the next 6 years the EDA and HRA funds will pay an increasing share of the Community Development Director position, until the total charged to the two funds reaches 40 percent of the position. Other changes include increased continuing education and certification requirements for the Building Official and higher contracted inspector costs. Overall, community development costs will increase 1.4 percent for 2012 and 2.5 percent for 2013.

**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 \$225,000 for 2012, and \$232,000 for 2013, to offset discounted room rentals (covering approximately 9 percent of operating costs). The Recreation Program Fund provides a 2012 inter-fund transfer equal to \$75,000, and a 2013 inter-fund transfer equal to \$80,000 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 \$65,000 of support in 2012 and \$70,000 in 2013.

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

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

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

Slice of Shoreview Fund – Accounts for revenue and expense associated with a three-day community festival held in July at Island Lake Park. Revenue is derived from donations, event charges, and a \$10,000 inter-fund 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. Street Improvement Bonds finance street rehabilitation throughout the community through full-depth reclamation or other street rehabilitation strategies. G.O. Water, Sewer and Surface Water Bonds finance the Enterprise Fund share of capital projects, as well as the addition of a \$9 million water treatment plant in 2015. Water rates will be adjusted starting in 2014 to cover debt service associated with the new water treatment plant.

Description	2012	2013	2014	2015	2016
GO Improvement Bonds (assmts)	\$ -	\$ 310,000	\$ -	\$ 320,000	\$ 480,000
GO Street Improvement Bonds	-	2,500,000	-	-	-
GO Water Bonds	-	790,000	-	9,780,000	480,000
GO Sewer Bonds	-	-	-	720,000	200,000
GO Surface Water Bonds	-	510,000	-	810,000	840,000
Estimated Total Debt Issued	\$ -	\$ 4,110,000	\$ -	\$ 11,630,000	\$ 2,000,000

Debt Repayment – Over the next 5 years approximately 40 percent of the City’s current outstanding debt will be retired, and 72 percent will be retired within 10 years. This is considered a very favorable indicator by bond rating agencies.

- **General Obligation Debt** is retired at a slightly faster rate with 57 percent paid over the next 5 years and 90 percent paid within 10 years.
- **Enterprise and Internal Service** debt is retired over a slightly longer period due to the long-term nature of utility systems, and debt issued in 2010 for maintenance center improvements. Approximately 45 percent of debt will be retired within 5 years and 78 percent 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, 2010 Shoreview’s legal debt limit is \$90.4 million. Shoreview’s current debt levels are approximately 14 percent of the statutory debt limit, leaving 86 percent available.

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 the City set aside \$378,064 of General Fund surplus to mitigate changes in future debt levies. As a result, the annual change in the debt levy is limited to an average of \$28,000 per year, including levies for proposed street improvement bonds in the year 2013.

Description	2012	2013	2014	2015	2016
Existing Debt-Central Garage	\$ 216,000	\$ 184,000	\$ 184,000	\$ 208,000	\$ 208,000
Existing Debt-Debt funds	442,026	375,000	375,000	375,000	375,000
Future Debt-Debt funds	0	126,000	156,000	162,000	182,000
Total Debt Levies	\$ 658,026	\$ 685,000	\$ 715,000	\$ 745,000	\$ 765,000
Change in Debt Levy	\$ 33,026	\$ 26,974	\$ 30,000	\$ 30,000	\$ 20,000

Bond Rating – Shoreview receives favorable interest rates on debt relative to the marketplace due to its AAA credit rating. The rating was awarded by Standard & Poor's in November of 2010 in recognition of the City's financial position and condition. Excerpts from Standard & Poor's rationale and outlook sections of the rating summary stated:

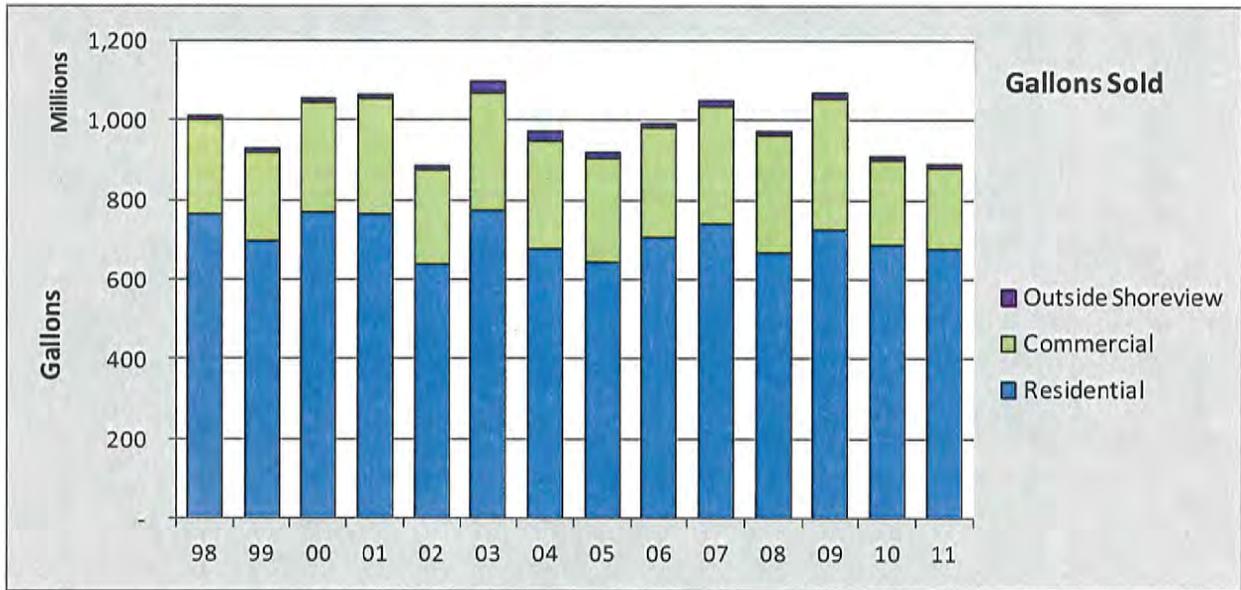
- Standard & Poor's Ratings Service raised its rating on Shoreview's general obligation debt one notch to 'AAA' from 'AA+' based on its view of the city's stable financial operations, continual positive results that have led to very strong reserves, and a "strong" Financial Management Assessment (FMA). The outlook is stable.
- Participation in, and access to, the strong Minneapolis-St. Paul (Twin Cities) metropolitan area, coupled with the city's own steadily growing and diverse employment base.
- Very strong income and wealth characteristics.
- Maintenance of very strong reserves, coupled with conservative and strong financial management policies that include long-range budget and capital plans. Standard & Poor's considers Shoreview's financial practices "strong" under its FMA methodology, indicating financial practices are strong, well imbedded, and likely sustainable.
- Low-to-moderate debt burden. The city's overall debt ratios, excluding self-supporting utility debt, are a moderate \$2,895 per capita.
- The stable outlook reflects Standard & Poor's expectation that Shoreview will likely continue to maintain its very strong financial reserves, extensive planning, and good financial practices.
- We also expect city officials to take the necessary steps to manage operations adequately given the forecast market value declines that might have an effect on budgets in the future. Any significant declines in the city's financial reserves could pressure the rating.

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

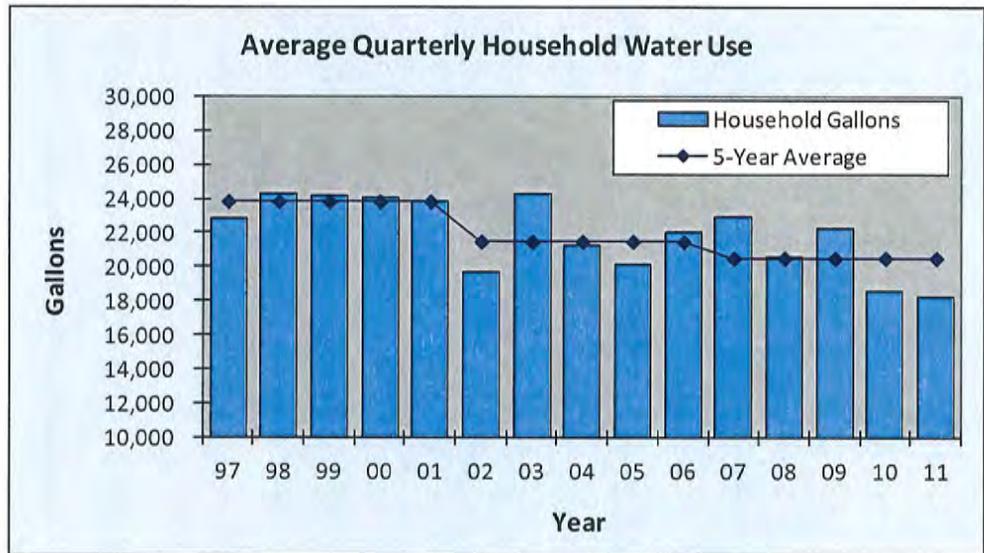
Water Fund – Accounts for the distribution of drinking water to approximately 9 thousand residences and businesses within City limits, and provides limited service at higher billing rates to neighboring communities through service agreements. Utility rates are designed to support operations and maintenance,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

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

Water use over the last 14 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 operating, maintenance, debt service and replacement costs. For 2012, water rates are proposed to increase 15 percent to close the gap between revenue and expense and the allocation of residential gallons between tiers will be adjusted to reduce the gallons billed in the first tier. This change is necessary to support operating and capital costs. Fortunately, the City is able to avoid a sewer rate increase for 2012 because both sewage treatment and sewer operating costs will decrease slightly for 2012. Holding sewer rates constant will help mitigate the impact of higher water rates on customers.



**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.

Operating and capital costs are projected to increase in the next few years due to planned street reconstruction projects and the addition of storm water facilities (primarily pretreatment ponds). As a result, residential surface water rates will increase \$1.60 per quarter for 2012, an increase of 10 percent. Even with the rate increase, cash balances are projected to drop temporarily in 2012 due to the timing of capital costs and debt issuance.

**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. Lights will be replaced on a neighborhood basis as repairs become less effective.

**Impact on Utility Bill** – The quarterly utility bill for an average home (quarterly water use of 22 thousand gallons, and winter water use of 12 thousand gallons) is expected to increase \$11.14 per quarter. The largest share of the increase is for water service. As discussed earlier in this document, the increase in water rates is designed to offset the trend of declining water use, and close the gap between revenue and expense.

Average User	2011	2012	Change
Water	\$ 36.48	\$ 44.20	\$ 7.72
Sewer	75.66	75.66	-
Surface water	15.97	17.57	1.60
Street lighting	7.29	9.11	1.82
State fee	1.59	1.59	-
<b>Total</b>	<b>\$ 136.99</b>	<b>\$ 148.13</b>	<b>\$ 11.14</b>

The table at right provides the estimated change in the utility bill at 6 different usage levels. Depending on the amount of water consumed the quarterly increase in the utility bill ranges from \$5.57 to \$44.27.

Use Level	% of Homes	Water Gallons	Sewer Gallons	Total Utility Bill		Change in Quarterly Bill
				2011	2012	
Very low	10%	5,000	4,000	\$ 91.77	\$ 97.34	\$ 5.57
Low	22%	10,000	8,000	\$ 107.73	\$ 116.70	\$ 8.97
<b>Average</b>	<b>42%</b>	<b>17,500</b>	<b>12,000</b>	<b>\$ 136.99</b>	<b>\$ 148.13</b>	<b>\$ 11.14</b>
Above avg	19%	25,000	22,000	\$ 166.72	\$ 180.04	\$ 13.32
High	5%	55,000	26,000	\$ 258.22	\$ 287.74	\$ 29.52
Very high	2%	80,000	34,000	\$ 355.71	\$ 399.98	\$ 44.27

**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 recent maintenance center renovation. Debt payments are supported by a combination of tax levies, intergovernmental revenue (for federal interest credits associated with the Build America Bond program) and inter-fund transfers from utility funds.

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

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

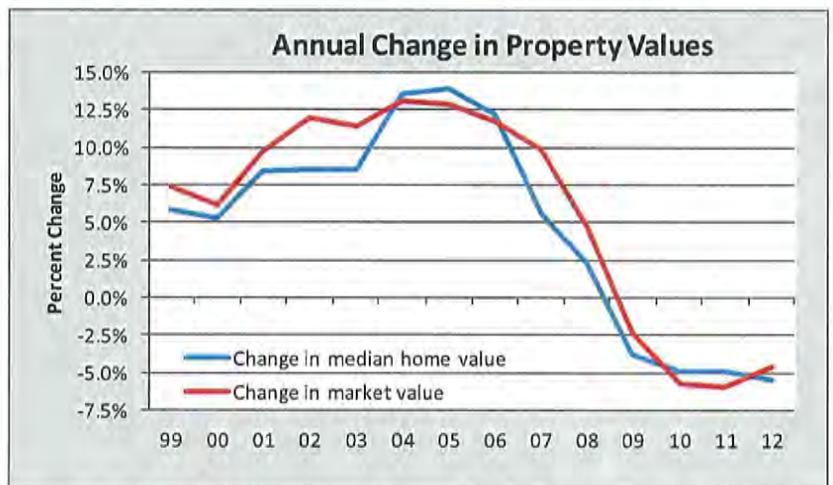
**Economy** – Although the City can influence property value growth through new development approvals and economic development efforts, the City has limited ability to offset the effects of the real estate market correction because less than 5 percent of property in Shoreview is considered undeveloped.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

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

**Market Value** – Total market value is expected to drop 4.6 percent for 2012 taxes. Shoreview’s values grew an average of 9.9 percent per year from 1999 to 2008, followed by an average decline of 4.6 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 decrease from \$249,350 in 2011 to \$235,700 in 2012, a decrease of 5.5 percent before the effect of the new Homestead Market Value Exclusion (HMVE) program. Once the HMVE is applied the median home value drops to \$219,673 (a total value decrease of 11.9 from 2011).



**Property Taxes** – The preliminary 2012 property tax levy, as shown in the table below, is .5 percent lower than the adopted 2011 levy. The reduction is possible, in part, due to the elimination of the market value homestead credit program (MVHC), which began in 2002 and ended in 2011. The program was originally designed to buy down property taxes on lower valued homes through a credit that shifted a portion of the tax levy obligation to the State. Unfortunately, state budget challenges and the resulting cuts led to the suspension of Shoreview’s MVHC payments beginning in 2003. The State briefly resumed payment of Shoreview’s credits in 2007 and half of 2008, only to cut them again in 2009. Since the program began, the City collected about one-fourth of the MVHC credits provided by the program. Current tax levy projections for the second budget year (2013). reflect a 4.2 percent increase.

Property Tax Levy	2011	2012	2013	Dollar Change		Percent Change		Percent Impact	
	Adopted **	Proposed	Proposed	2012	2013	2012	2013	2012	2013
	General Fund	\$ 6,695,734	\$ 6,467,060	\$ 6,717,037	\$(228,674)	\$ 249,977	-3.42%	3.87%	-2.43%
Debt									
Debt Funds	527,000	442,026	501,000	(84,974)	58,974	-16.12%	13.34%	-0.90%	0.63%
Central Garage Fund	98,000	216,000	184,000	118,000	(32,000)	120.41%	-14.81%	1.25%	-0.34%
Total Debt Funds	625,000	658,026	685,000	33,026	26,974	5.28%	4.10%	0.35%	0.29%
Capital Costs									
Street Renewal Fund	750,000	800,000	850,000	50,000	50,000	6.67%	6.25%	0.53%	0.53%
General Fixed Asset Fund	1,150,000	1,200,000	1,250,000	50,000	50,000	4.35%	4.17%	0.53%	0.53%
Capital Impr. Fund	100,000	110,000	120,000	10,000	10,000	10.00%	9.09%	0.11%	0.11%
Total Capital Funds	2,000,000	2,110,000	2,220,000	110,000	110,000	5.50%	5.21%	1.17%	1.18%
EDA									
EDA Fund	25,000	55,000	60,000	30,000	5,000	120.00%	9.09%	0.32%	0.05%
HRA Fund	60,000	70,000	75,000	10,000	5,000	16.67%	7.14%	0.11%	0.05%
Total EDA Funds	85,000	125,000	135,000	40,000	10,000	47.06%	8.00%	0.43%	0.11%
Total Levy	\$9,405,734	\$9,360,086	\$9,757,037	\$ (45,648)	\$396,951	-0.49%	4.24%	-0.49%	4.24%
** Without adjusting lost MVHC for 2011.									

**Market Value Homestead Credit (MVHC)** – Although the MVHC program ended in 2011, it is important to understand how the program worked in comparison to the replacement Homestead Market Value Exclusion (HMVE) program. Under MVHC, property taxes on homes were reduced by a State credit equal to .4 percent of the first \$76,000 in home value, less .9 percent of value above \$76,000. A home valued at \$76,000 received the maximum credit of \$304, and a home valued at \$413,800 received no credit.

**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 MVHC 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 homes values and the portion of value excluded from taxes is provided in the table at right).

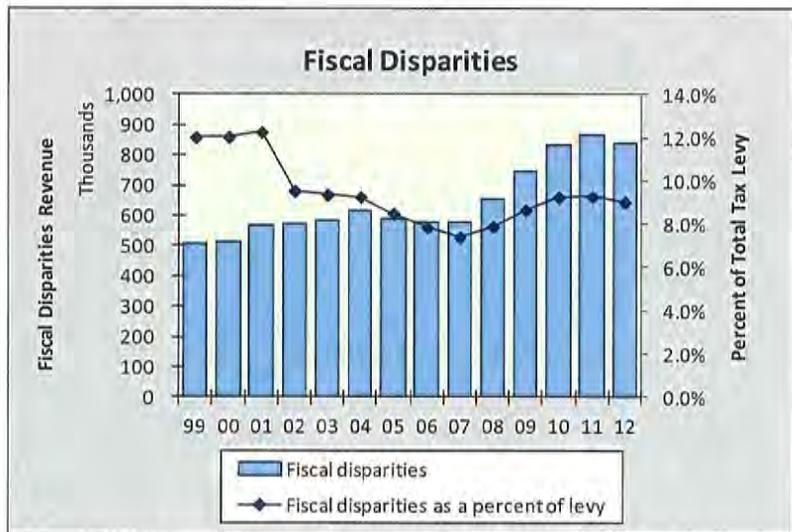
Because the new program excludes a portion of property value for tax purposes, the total taxable value used to compute tax rates declines more sharply for 2012.

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** – Even though the City’s tax levy decreases .5 percent for 2012, declining property values result in an increase in the City’s tax rate (from 30.671 in 2011 to an estimated 33.259 in 2012). Property values are declining due to a combination of falling home values and the new HMVE program, designed to replace the MVHC program. The table below provides a comparison of preliminary 2012 tax rates to three previous years. Shoreview accounts for about 22 percent of the total tax bill once market value based taxes are included (for voter approved school district levies).

	Tax Rates				Percent Change		
	Payable 2009	Payable 2010	Payable 2011	Payable 2012	Payable 2010	Payable 2011	Payable 2012
<b>Tax Rates</b>							
City of Shoreview	25.129%	27.569%	30.671%	33.259%	9.7%	11.3%	8.4%
Shoreview HRA	0.000%	0.169%	0.198%	0.254%		17.2%	28.3%
Ramsey County	46.546%	50.248%	54.678%	61.051%	8.0%	8.8%	11.7%
School district 621	22.937%	24.560%	25.573%	29.070%	7.1%	4.1%	13.7%
School district 623	10.624%	13.065%	14.566%	16.944%	23.0%	11.5%	16.3%
All other [1]	7.637%	7.953%	8.355%	9.941%	4.1%	5.1%	19.0%
<b>Total-621 Schools</b>	<b>102.249%</b>	<b>110.499%</b>	<b>119.475%</b>	<b>133.575%</b>	<b>8.1%</b>	<b>8.1%</b>	<b>11.8%</b>
<b>Total-623 Schools</b>	<b>89.936%</b>	<b>99.004%</b>	<b>108.468%</b>	<b>121.449%</b>	<b>10.1%</b>	<b>9.6%</b>	<b>12.0%</b>
[1] Regional rail, Met Council, Mosquito Control and Rice Creek Watershed combined.							
<b>Market Value Rates</b>							
School district 621	0.18685%	0.18882%	0.19536%	0.21228%	1.1%	3.5%	8.7%
School district 623	0.20390%	0.20374%	0.19715%	0.19508%	-0.1%	-3.2%	-1.0%

**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 .5 percent (\$3.81 per year), and the combined tax for all other taxing jurisdictions will increase an estimated 2.3 percent (\$60.27 per year), for a total increase of 2 percent.

	Payable 2011	Payable 2012	Dollar Change	Percent Change
Mounds View Schools				
Home value	\$ 249,350	\$ 235,700	\$ (13,650)	-5.5%
HMVE home value	\$ 249,350	\$ 219,673	\$ (29,677)	-11.9%
Taxable value	\$ 2,494	\$ 2,197	\$ (297)	-11.9%
<b>Property Tax</b>				
City	\$ 726.79	\$ 730.60	\$ 3.81	0.5%
HRA	4.69	5.58	0.89	19.0%
All other jurisdictions	2,586.79	2,698.44	111.65	4.3%
<b>Total Property Tax</b>	<b>\$ 3,318.27</b>	<b>\$ 3,434.62</b>	<b>\$ 116.35</b>	<b>3.5%</b>

Since the change in home value will vary from property to property, and the change in value impacts the change in property tax (even if preliminary levies remain the same); the estimated change in the City portion of property taxes is presented in the table below using 7 different assumptions about value changes. The City share of the tax bill for a median home value of \$235,700 under each assumption is described after the table, and ranges from a 1.3 percent decrease to a 9.6 percent increase because of how state statutes allocate property taxes based on value.

2011	Market Value				City Portion of Property Tax		Change in City Property Tax	
	2012		Value Change		2011	2012	Dollars	Percent
	Before HMVE	After HMVE	Before HMVE	After HMVE				
\$ 253,440	\$ 235,700	\$ 219,673	-7.0%	-13.3%	\$ 740.15	\$ 730.60	\$ (9.55)	-1.3%
\$ 249,350	\$ 235,700	\$ 219,673	-5.5%	-11.9%	\$ 726.79	\$ 730.60	\$ 3.81	0.5%
\$ 244,800	\$ 235,700	\$ 219,673	-3.7%	-10.3%	\$ 711.79	\$ 730.60	\$ 18.81	2.6%
\$ 242,900	\$ 235,700	\$ 219,673	-3.0%	-9.6%	\$ 705.52	\$ 730.60	\$ 25.08	3.6%
\$ 240,500	\$ 235,700	\$ 219,673	-2.0%	-8.7%	\$ 697.61	\$ 730.60	\$ 32.99	4.7%
\$ 235,700	\$ 235,700	\$ 219,673	0.0%	-6.8%	\$ 681.78	\$ 730.60	\$ 48.82	7.2%
\$ 231,100	\$ 235,700	\$ 219,673	2.0%	-4.9%	\$ 666.60	\$ 730.60	\$ 64.00	9.6%

median

- A median home with a 7% value decrease will pay \$9.55 less City tax for the year.
- A median home with a 5.5% value decrease will pay \$3.81 more City tax for the year.
- A median home with a 3.7% value decrease will pay \$18.81 more City tax for the year.
- A median home with a 3% value decrease will pay \$25.08 more City tax for the year.
- A median home with a 2% value decrease will pay \$32.99 more City tax for the year.
- A median home with no change in value will pay \$48.82 more City tax for the year.
- A median home with a 2% value increase from 2011 will pay \$64 more 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 5.5 percent decrease in value. Even if everything else remains the same, the change in Shoreview's share of the property tax bill varies dramatically from a 5.8 percent decrease for a home valued at \$100,000 for 2012, to a 1.8 percent increase for a home valued at \$900,000 for 2012.

2011	Market Value				City Portion of Property Tax		Change in City Property Tax	
	2012		Value Change		2011	2012	Dollars	Percent
	Before HMVE	After HMVE	Before HMVE	After HMVE				
\$ 105,820	\$ 100,000	\$ 71,760	-5.5%	-32.2%	\$ 253.41	\$ 238.66	\$ (14.75)	-5.8%
\$ 158,730	\$ 150,000	\$ 126,260	-5.5%	-20.5%	\$ 427.91	\$ 419.92	\$ (7.99)	-1.9%
\$ 211,640	\$ 200,000	\$ 180,760	-5.5%	-14.6%	\$ 602.42	\$ 601.18	\$ (1.24)	-0.2%
\$ 249,350	\$ 235,700	\$ 219,673	-5.5%	-11.9%	\$ 726.79	\$ 730.60	\$ 3.81	0.5%
\$ 264,550	\$ 250,000	\$ 235,260	-5.5%	-11.1%	\$ 776.92	\$ 782.44	\$ 5.52	0.7%
\$ 317,460	\$ 300,000	\$ 289,760	-5.5%	-8.7%	\$ 951.43	\$ 963.70	\$ 12.27	1.3%
\$ 370,370	\$ 350,000	\$ 344,260	-5.5%	-7.0%	\$ 1,125.93	\$ 1,144.96	\$ 19.03	1.7%
\$ 529,101	\$ 500,000	\$ 500,000	-5.5%	-5.5%	\$ 1,645.12	\$ 1,662.94	\$ 17.82	1.1%
\$ 740,741	\$ 700,000	\$ 700,000	-5.5%	-5.5%	\$ 2,456.52	\$ 2,494.40	\$ 37.88	1.5%
\$ 952,381	\$ 900,000	\$ 900,000	-5.5%	-5.5%	\$ 3,267.92	\$ 3,325.87	\$ 57.95	1.8%

median

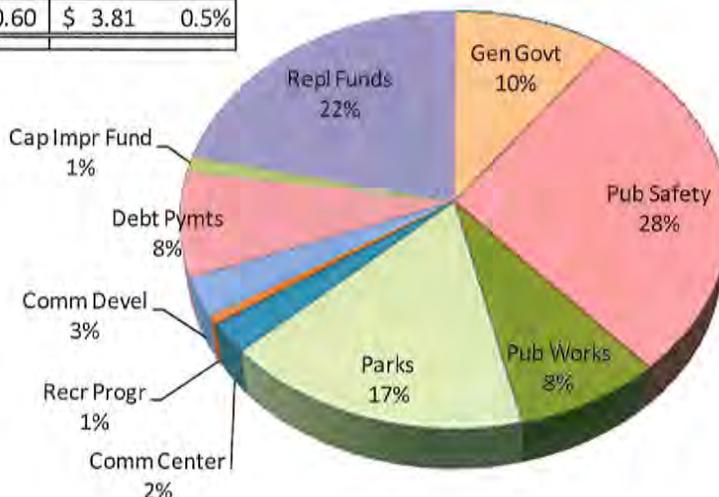
The table below provides the estimated change in the City share of the tax bill for home values ranging from \$100,000 to \$900,000, assuming a 2 percent decrease in value. Even if everything else remains the same, the change in Shoreview's share of the property tax bill varies from a 1 percent decrease for a home valued at \$100,000 in 2012, to a 6 percent increase for a home valued at \$900,000 in 2012.

2011	Market Value				City Portion of Property Tax		Change in City Property Tax	
	2012		Value Change		2011	2012	Dollars	Percent
	Before HMVE	After HMVE	Before HMVE	After HMVE				
\$ 102,041	\$ 100,000	\$ 71,760	-2.0%	-29.7%	\$ 240.95	\$ 238.66	\$ (2.29)	-1.0%
\$ 153,061	\$ 150,000	\$ 126,260	-2.0%	-17.5%	\$ 409.21	\$ 419.92	\$ 10.71	2.6%
\$ 204,082	\$ 200,000	\$ 180,760	-2.0%	-11.4%	\$ 577.49	\$ 601.18	\$ 23.69	4.1%
\$ 240,500	\$ 235,700	\$ 219,673	-2.0%	-8.7%	\$ 697.61	\$ 730.60	\$ 32.99	4.7%
\$ 255,102	\$ 250,000	\$ 235,260	-2.0%	-7.8%	\$ 745.76	\$ 782.44	\$ 36.68	4.9%
\$ 306,122	\$ 300,000	\$ 289,760	-2.0%	-5.3%	\$ 914.04	\$ 963.70	\$ 49.66	5.4%
\$ 357,143	\$ 350,000	\$ 344,260	-2.0%	-3.6%	\$ 1,082.31	\$ 1,144.96	\$ 62.65	5.8%
\$ 510,204	\$ 500,000	\$ 500,000	-2.0%	-2.0%	\$ 1,572.67	\$ 1,662.94	\$ 90.27	5.7%
\$ 714,286	\$ 700,000	\$ 700,000	-2.0%	-2.0%	\$ 2,355.09	\$ 2,494.40	\$ 139.31	5.9%
\$ 918,367	\$ 900,000	\$ 900,000	-2.0%	-2.0%	\$ 3,137.52	\$ 3,325.87	\$ 188.35	6.0%

median

Program	2011	2012	Change	
	City Tax \$249,350 Home	City Tax \$219,673 Home	\$	%
General Government	\$ 66.50	\$ 73.72	\$ 7.22	
Public Safety	201.97	206.69	4.72	
Public Works	58.22	58.01	(0.21)	
Parks and Recreation:				
Park Admin and Maint	132.78	122.01	(10.77)	
Community Center Operation	18.32	17.68	(0.64)	
Recreation Programs	5.23	5.11	(0.12)	
Community Development	23.62	21.84	(1.78)	
Debt Service	58.58	59.62	1.04	
Capital Improvement Fund	8.07	8.62	0.55	
Replacement Funds	153.50	157.30	3.80	
<b>Total City Taxes</b>	<b>\$ 726.79</b>	<b>\$ 730.60</b>	<b>\$ 3.81</b>	<b>0.5%</b>

Property Taxes per Function – As discussed previously in this document, Shoreview's annual share of the property tax bill on a median home (after HMVE) is \$730.60. 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 the year 2012 are shown in the table below.

- General Fund transfers to the Community Center Fund offset the room rental subsidy for community-oriented use of the building; to the Recreation Programs Fund cover a portion of playground and general program costs; to the Slice of Shoreview Fund support event costs; to the Refunding COP debt fund assist in paying community center debt payments; to the Capital Acquisition Fund cover a portion of computer acquisition costs
- Recreation Program transfers to the Community Center Fund pay for use of the building
- Cable TV transfers to the General Fund support a portion of communication costs; to the Capital Acquisition Fund cover computer acquisition costs
- Closed Bond Fund transfers to debt funds provide funding for debt payments in an effort to reduce the portion of the tax levy dedicated to debt payment
- TIF #2 transfers to debt funds cover tax increment debt payments
- TIF #1 transfer to TIF #7 covers costs associated with the realignment of Owasso Street
- TIF #4 transfer to TIF #2 provides a reimbursement for the TIF #4 share of Bridge Street costs
- 2001 G.O. Improvement Bond transfers return the estimated remaining balance in the fund to the Closed Debt Fund after final debt payments occur
- MSA transfers cover planned capital costs for collector street improvements
- Street Renewal transfers cover planned street rehabilitation costs

From Fund	To Fund	2012 Transfers	2013 Transfers
General Fund	Community Center	\$ 225,000	\$ 232,000
General Fund	Recreation Programs	65,000	70,000
General Fund	Slice of Shoreview	10,000	10,000
General Fund	Refunding COPs (debt)	100,000	100,000
General Fund	Capital Acquisition	800	500
Recreation Programs	Community Center	75,000	80,000
Cable TV	General Fund	111,000	115,000
Cable TV	Capital Acquisition	10,950	-
Closed Bond	2013 G.O. Street Bonds	-	116,000
Closed Bond	1995 G.O. Impr. Bonds	316	-
Closed Bond	2006 G.O. Impr. Bonds	-	10,000
TIF #2	2004 G.O. TIF Bonds	389,000	378,286
TIF #2	2007 G.O. TIF Bonds	184,000	298,000
TIF #1	TIF #7	1,399,000	-
TIF #4	TIF #2	50,000	-
2001 G.O. Impr. Bonds	Closed Bond	1,174	-
MSA Fund	2013 Street Rehab.	-	500,000
MSA Fund	C Rd D & Cottage Pl	-	612,000
Street Renewal	C Rd F, Demar, Floral	707,000	-
Street Renewal	C Rd D & Cottage Pl	-	111,025
GFA Replacement	C Rd F, Demar, Floral	22,000	-
GFA Replacement	Refunding COPs (debt)	180,000	180,000
Capital Improvement	Refunding COPs (debt)	165,000	165,000
Water	General Fund	175,000	190,000
Water	Central Garage	65,000	72,500
Sewer	General Fund	123,000	124,000
Sewer	Central Garage	65,000	72,500
Surface Water	General Fund	60,000	75,000
Surface Water	Central Garage	47,000	51,900
Street Lighting	General Fund	12,000	15,000
Street Lighting	Central Garage	3,600	4,000
Total Transfers		\$4,245,840	\$3,582,711
From Operating Funds		\$1,149,840	\$1,338,400
From Capital Funds		3,096,000	2,244,311
Total Transfers		4,245,840	3,582,711
To Operating Funds		\$2,056,090	\$2,359,186
To Capital Funds		2,189,750	1,223,525
Total Transfers		\$4,245,840	\$3,582,711

- GFA Replacement transfers cover planned capital costs and support for community center debt payments
- Capital Improvement transfers cover planned capital costs and support for community center debt payments.
- Utility Fund transfers (from Water, Sewer, Surface Water and Street Lighting Funds) to the General Fund are for payments in lieu of taxes (and represent no more than one percent of asset value); and to the Central Garage fund represent a prorated share of debt payments (maintenance center renovation).

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

Description	2009 Budget	2010 Budget	2011 Budget	2011 Estimate	2012 Proposed	2013 Projected
<b>Full-time</b>						
General Fund						
General Government	10.70	11.15	12.30	11.30	12.30	12.30
Public Works	10.53	10.01	10.01	9.54	9.98	9.98
Parks and Recreation	14.20	14.20	13.20	13.20	12.20	12.20
Community Development	5.60	5.46	5.30	5.00	5.29	5.27
Recycling	0.35	0.35	0.35	0.12	0.35	0.35
Community Center Operations	12.05	13.05	13.05	12.59	14.05	14.05
Recreation Programs	3.75	3.75	3.75	3.64	3.75	3.75
Cable Television	1.25	1.25	0.25	0.25	0.25	0.25
Economic Development Authority	-	-	0.16	0.16	0.15	0.15
HRA Programs of EDA	-	0.14	0.14	0.14	0.16	0.18
Water Enterprise Fund	7.81	7.70	7.75	7.75	7.75	7.75
Sewer Enterprise Fund	6.60	6.70	6.75	6.76	6.76	6.76
Surface Water Mgmt Utility	3.24	3.39	3.39	3.41	3.41	3.41
Street Light Utility	0.20	0.20	0.20	0.20	0.20	0.20
Central Garage	2.40	2.40	2.40	2.40	2.40	2.40
<b>Total Full-time</b>	<b>78.68</b>	<b>79.75</b>	<b>79.00</b>	<b>76.46</b>	<b>79.00</b>	<b>79.00</b>
<b>Part-time</b>						
General Fund						
General Government	-	-	-	0.85	0.80	0.80
Recreation Programs	0.75	0.75	0.75	0.52	0.75	0.75
<b>Total Part-time</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>1.37</b>	<b>1.55</b>	<b>1.55</b>
<b>Associate</b>						
General Fund						
General Government	-	1.35	0.01	0.01	1.24	0.01
Public Safety	0.16	0.08	0.08	0.08	0.07	0.08
Public Works	0.52	0.52	0.52	0.49	0.54	0.54
Parks and Recreation	1.60	1.51	1.51	1.52	1.75	1.75
Community Development	0.17	0.22	0.22	0.62	0.24	0.24
Community Center Operations	25.24	22.98	23.63	23.53	22.39	22.56
Recreation Programs	21.91	21.58	24.04	24.41	24.63	24.63
Cable Television	0.10	0.10	0.10	0.10	0.10	0.10
HRA Programs of EDA	-	-	-	0.40	-	-
Water Enterprise Fund	0.62	0.63	0.60	0.67	0.65	0.64
Sewer Enterprise Fund	0.62	0.64	0.60	0.67	0.65	0.64
Surface Water Mgmt Utility	0.13	0.13	0.13	0.20	0.14	0.14
<b>Total Associate</b>	<b>51.07</b>	<b>49.74</b>	<b>51.44</b>	<b>52.70</b>	<b>52.40</b>	<b>51.33</b>
<b>Total FTEs</b>	<b>130.50</b>	<b>130.24</b>	<b>131.19</b>	<b>130.53</b>	<b>132.95</b>	<b>131.88</b>

Even though total FTEs for full-time staff remain the same for 2012 and 2013, several changes are incorporated for 2012. Within the parks and recreation department in the General Fund a position is eliminated through a retirement, the Assistant to the City Manager position is reclassified from full-time to part-time (at a .80 FTE), a Communications Specialist is added in administration, and a Manager on Duty position is added for the Community Center Fund.

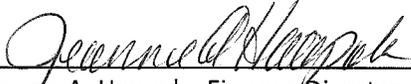
## Summary

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

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

Respectfully submitted,

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

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

## City of Shoreview, Minnesota – 2012-2013 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:

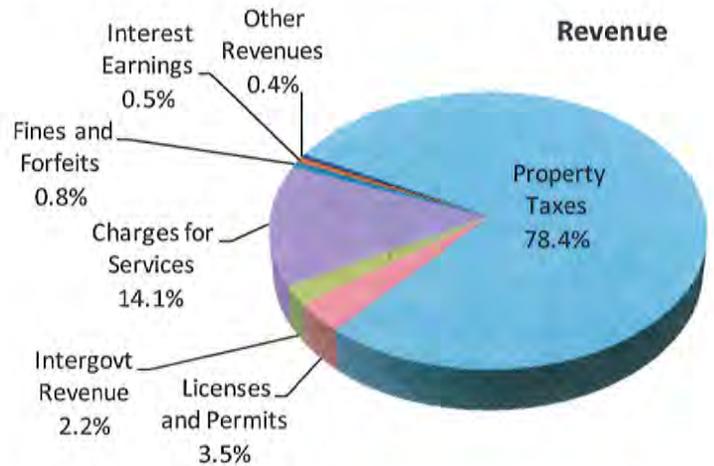
- General Government
- Public Safety
- Public Works
- Parks and Recreation
- Community Development

**General Fund Summary**

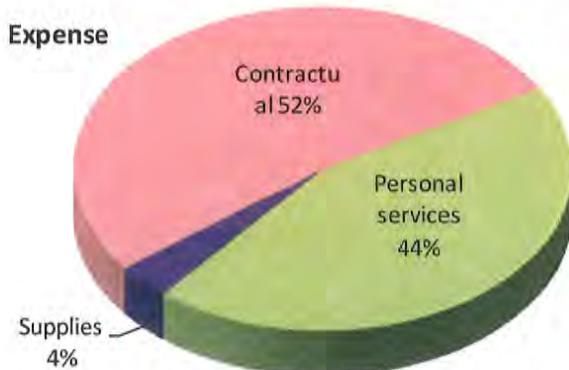
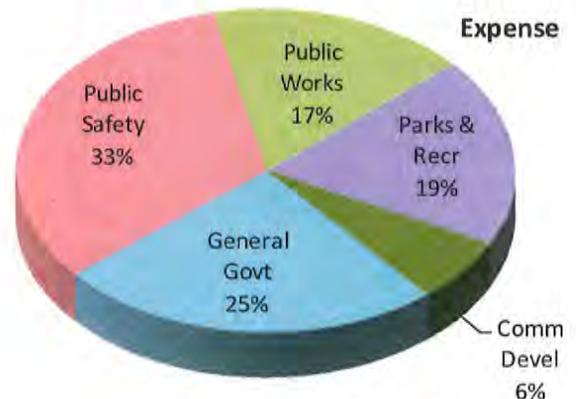
**Fund Description** – The General Fund is the primary operating fund of the City, and accounts for revenue and expense associated with providing basic government services. Principal revenue sources include property taxes, charges for services and licenses and permits. Expenses are accounted for by function 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 (78.4%) because the services provided are typically not associated with user fees or charges. Charges for services provide 14.1% 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 3.5 percent of revenue. Intergovernmental revenue provides 2.2% of General Fund revenue and is primarily Municipal State Aid for street maintenance.



**Expense** – General Fund costs are accounted for within five functional classifications (general government, public safety, public works, parks and recreation, and community development), as well as by expense type. Contractual costs account for 52% of total expense, for contracted police and fire service, central garage equipment, building charges and other contractual costs. Personal services accounts for 44% of the General Fund budget, leaving 4% for supplies.



**Transfers** in reflect payments in lieu of property taxes from utility funds. Transfers out provide support for debt service (\$100,000), the Slice of Shoreview event (\$10,000), Recreation Programs (\$65,000), Community Center operations (\$225,000) and a small share of capital replacement costs (\$800) for mobile devices.

City of Shoreview, Minnesota – 2012-2013 Biennial Budget

General Fund Summary

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget	2012 Percent of Total
<b>Revenue</b>							
Property Taxes	\$5,963,199	\$6,170,162	\$6,345,734	\$6,345,734	\$6,467,060	\$6,717,037	78.4%
Licenses and Permits	368,878	501,198	281,150	307,010	292,750	279,750	3.5%
Intergovernmental	181,321	187,717	175,602	181,502	183,002	184,302	2.2%
Charges for Services	1,257,045	1,226,101	1,132,240	1,152,240	1,164,450	1,205,680	14.1%
Fines and Forfeits	55,582	32,813	42,500	61,480	62,000	62,500	0.8%
Interest Earnings	47,381	38,330	50,000	40,000	45,000	45,000	0.5%
Other Revenues	27,289	33,400	26,442	39,580	35,160	25,600	0.4%
<b>Total Revenue</b>	<b>7,900,695</b>	<b>8,189,721</b>	<b>8,053,668</b>	<b>8,127,546</b>	<b>8,249,422</b>	<b>8,519,869</b>	<b>100.0%</b>
<b>Expense</b>							
<b>General Government</b>							
Council and Commissions	\$ 135,857	\$ 131,936	\$ 144,144	\$ 135,256	\$ 140,231	\$ 146,343	1.7%
Administration	446,392	464,171	484,347	488,475	537,154	549,989	6.4%
Human Resources	199,232	209,866	237,953	240,006	248,382	252,234	3.0%
Elections	2,874	28,200	3,100	3,021	34,453	3,300	0.4%
Communications	16,224	12,924	146,405	147,901	171,288	177,204	2.1%
Finance and Accounting	526,721	513,519	537,718	531,373	541,508	562,541	6.5%
Information Systems	231,322	243,919	279,182	268,511	312,594	320,464	3.8%
Legal	87,965	92,300	107,000	90,500	100,000	95,000	1.2%
<b>General Government</b>	<b>1,646,587</b>	<b>1,696,835</b>	<b>1,939,849</b>	<b>1,905,043</b>	<b>2,085,610</b>	<b>2,107,075</b>	<b>25.0%</b>
<b>Public Safety</b>							
Police	1,677,429	1,705,238	1,776,522	1,778,438	1,858,994	1,948,520	22.3%
Fire	701,700	737,814	790,290	789,915	854,900	928,490	10.3%
Emergency Services	4,591	5,354	7,135	10,897	7,333	7,618	0.1%
<b>Public Safety</b>	<b>2,383,720</b>	<b>2,448,406</b>	<b>2,573,947</b>	<b>2,579,250</b>	<b>2,721,227</b>	<b>2,884,628</b>	<b>32.7%</b>
<b>Public Works</b>							
Public Works Adm and Engin.	402,139	397,490	418,097	421,697	433,056	447,274	5.2%
Streets	719,754	711,612	757,376	747,602	769,973	807,853	9.2%
Trail Management	97,512	95,656	113,852	93,332	121,384	119,301	1.5%
Forestry and Nursery	76,880	80,033	86,712	55,560	75,596	86,649	0.9%
<b>Public Works</b>	<b>1,296,285</b>	<b>1,284,791</b>	<b>1,376,037</b>	<b>1,318,191</b>	<b>1,400,009</b>	<b>1,461,077</b>	<b>16.8%</b>
<b>Parks and Recreation</b>							
Municipal Buildings	113,936	118,710	123,777	122,280	126,119	130,035	1.5%
Park/Recreation Admin.	497,569	490,589	459,495	472,431	345,201	351,774	4.1%
Park Maintenance	1,001,579	1,055,746	1,098,200	1,092,384	1,117,133	1,143,836	13.4%
<b>Parks and Recreation</b>	<b>1,613,084</b>	<b>1,665,045</b>	<b>1,681,472</b>	<b>1,687,095</b>	<b>1,588,453</b>	<b>1,625,645</b>	<b>19.1%</b>
<b>Community Development</b>							
Planning and Zoning Admin.	367,561	379,019	377,994	368,207	382,837	392,070	4.6%
Building Inspection	147,191	151,186	148,810	149,776	151,486	155,874	1.8%
Economic Development	43,877	24,534	-	-	-	-	0.0%
<b>Community Development</b>	<b>558,629</b>	<b>554,739</b>	<b>526,804</b>	<b>517,983</b>	<b>534,323</b>	<b>547,944</b>	<b>6.4%</b>
<b>Total Expense</b>	<b>7,498,305</b>	<b>7,649,816</b>	<b>8,098,109</b>	<b>8,007,562</b>	<b>8,329,622</b>	<b>8,626,369</b>	<b>100.0%</b>
<b>Other Sources (Uses)</b>							
Transfers In	273,000	312,000	476,451	476,451	481,000	519,000	
Transfers Out	(415,344)	(793,418)	(432,010)	(442,400)	(400,800)	(412,500)	
<b>Net Increase (Decrease)</b>	<b>260,046</b>	<b>58,487</b>	<b>-</b>	<b>154,035</b>	<b>-</b>	<b>-</b>	
Fund Equity, beginning	3,602,602	3,862,648	3,921,135	3,921,135	4,075,170	4,075,170	
<b>Fund Equity, ending</b>	<b>\$3,862,648</b>	<b>\$3,921,135</b>	<b>\$3,921,135</b>	<b>\$4,075,170</b>	<b>\$4,075,170</b>	<b>\$4,075,170</b>	
Months of operating coverage	5.5	5.6		5.6	5.4	5.2	

**Council & Commissions**

101-40100

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

**Goals and Objectives:**

- Preserve and expand financial stability through long-term capital and operational planning, adequate resources for capital replacement, appropriate fund reserves, new funding mechanisms, and a community investment fund.
- Encourage excellence through staff development and customer service training, creativity, smart risks and prioritization of services and programs.
- Develop new initiatives and expand services through partnerships, including: modify zoning for green buildings, promote environmental stewardship, develop storm-water pond maintenance plan, seek partnerships with other governmental entities (legislature, schools and transportation) and pursue library expansion with Ramsey County.
- Initiate new marketing strategies through neighborhood branding and communicate key messages to residents (challenges, successes, goals and how we compare).
- Modernize housing stock through managing rental properties, housing improvement grants, new housing opportunities, housing reinvestment and neighborhood preservation/upkeep.
- Leverage park and recreation resources to match users with program offerings, improve community center opportunities and improve the park system.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Personal services	\$ 47,224	\$ 47,222	\$ 48,054	\$ 48,085	\$ 48,085	\$ 48,893
Supplies	\$ 22	\$ 145	\$ 450	\$ 200	\$ 250	\$ 300
Contractual	\$ 88,611	\$ 84,569	\$ 95,640	\$ 86,971	\$ 91,896	\$ 97,150
Total	\$ 135,857	\$ 131,936	\$ 144,144	\$ 135,256	\$ 140,231	\$ 146,343
Percent change		-2.9%	9.3%	2.5%	-2.7%	4.4%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.81%	1.72%	1.78%	1.69%	1.68%	1.70%

**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 2013 due to the economy.
- Training and professional development allowances provide approximately \$800 per Councilmember for training as well as \$3,000 every other year for goal setting.
- The annual Volunteer Recognition Dinner is funded from this activity, providing an opportunity to express appreciation for the many volunteers active in the City on commissions and committees and in other areas.

**Council & Commissions**

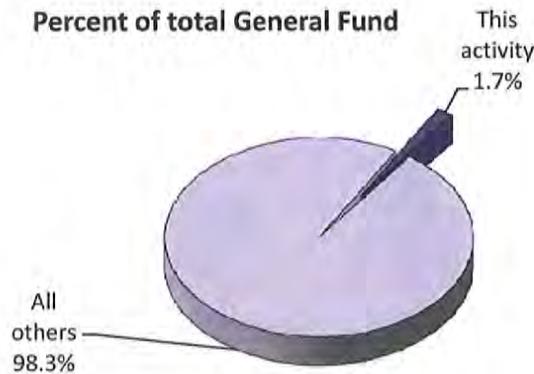
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Council & Commissions annual cost per capita	\$ 5.17	\$ 5.25	\$ 5.27
% change from prior year		1.6%	0.4%
Council & Commissions annual cost per household	\$ 12.97	\$ 13.07	\$ 12.68
% change from prior year		0.8%	-3.0%
Median home value	\$ 286,600	\$ 275,600	\$ 262,200
% change from prior year		-3.8%	-4.9%
Total market value (thousands)	\$ 3,276,232	\$ 3,198,277	\$ 3,015,578
% change from prior year		-2.4%	-5.7%

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

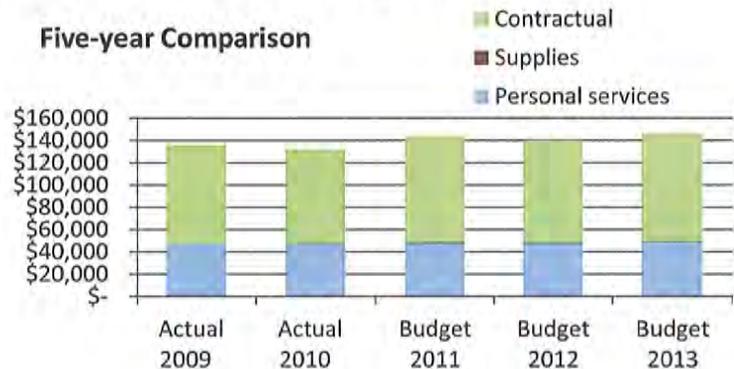
**Recent Achievements:**

- Percent of residents rating the quality of life as excellent (55%) is one of the highest in the metro area.
- Upgrade in City's bond rating to AAA in 2010.
- Mayor received 2011 CC Ludwig Award.
- Completion of the Maintenance Center Renovation/Expansion and receipt of LEED gold certification.

**Percent of total General Fund**



**Five-year Comparison**



**Administration**

101-40200

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

**Goals and Objectives:**

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

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 297,676	\$ 298,175	\$ 322,629	\$ 320,075	\$ 364,024	\$ 372,949
Supplies	\$ 19,693	\$ 16,324	\$ 20,850	\$ 18,850	\$ 19,000	\$ 20,000
Contractual	\$ 129,023	\$ 149,672	\$ 140,868	\$ 149,550	\$ 154,130	\$ 157,040
Total	\$ 446,392	\$ 464,171	\$ 484,347	\$ 488,475	\$ 537,154	\$ 549,989
Percent change		4.0%	4.3%	5.2%	10.9%	2.4%
<b>Full-time equivalents</b>						
Full-time	2.40	2.40	2.65	2.40	2.40	2.40
Part-time				0.21	0.60	0.60
Total	2.40	2.40	2.65	2.61	3.00	3.00
Percent of total General Fund	5.95%	6.07%	5.98%	6.10%	6.45%	6.38%

**Budget Impacts:**

- The personal services budget reflects reallocation of part of the Assistant to the City Managers time from communications to administration to provide more administrative support for ongoing operations and new initiatives (EDA, HRA, Citizens Academy, and others).
- Contractual fees fluctuate in odd-numbered years to allow for every other year community surveys.
- A portion of office equipment rental costs are offset by revenue from a lease buyout through 2012.
- Other costs are projected to decrease because the cost of the Employee Recognition event will be accounted for in the Human Resources activity beginning in 2012.

**Administration**

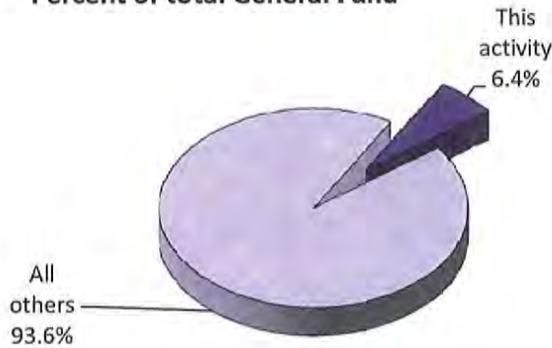
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Administration annual cost per capita	\$ 17.54	\$ 17.25	\$ 18.54
% change from prior year		-1.7%	7.5%
Administration annual cost per household	\$ 43.99	\$ 42.95	\$ 44.62
% change from prior year		-2.4%	3.9%

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

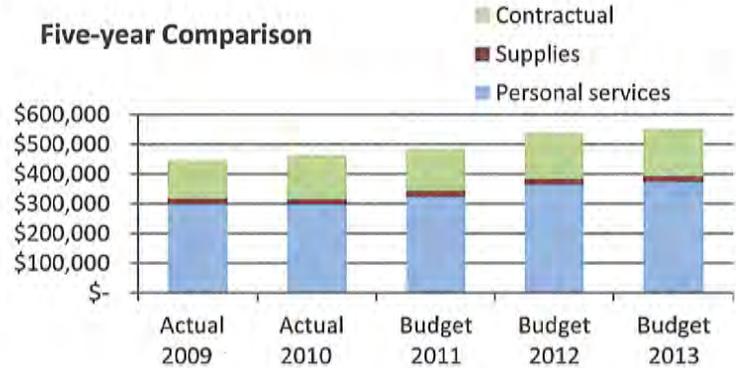
**Recent Achievements:**

- Community survey completed in the fall of 2010

**Percent of total General Fund**



**Five-year Comparison**



**Human Resources**

101-40210

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

**Goals and Objectives:**

- Draw on a variety of methods to ensure a deep group of qualified applicants in the recruiting process. The quality of our staff is dependent upon the quality of the candidate pool in the hiring process. This HR function has the greatest impact on organizational effectiveness.
- Use hiring processes that select the right candidate for the job, for the organization and for our mission.
- Ensure the City is prepared for all mandates included in the Health Care Reform Act effective in 2010 through 2014, as well as other state and federal mandates and law revisions.
- Implement technology improvements in HR process, such as: set up an online application system to reduce staff processing time and costs, and greater use of electronic media for promoting job openings.
- Prepare a Retiree Reference Guide to assist employees in planning for retirement.
- Research retirement projections over the next 10 years for recruitment and succession planning.
- Draft a Code of Ethics update for City Manager and City Council consideration.
- 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 171,826	\$ 179,576	\$ 185,253	\$ 187,045	\$ 190,982	\$ 195,819
Supplies	\$ 2,267	\$ 550	\$ 2,650	\$ 5,876	\$ 5,300	\$ 5,355
Contractual	\$ 25,139	\$ 29,740	\$ 50,050	\$ 47,085	\$ 52,100	\$ 51,060
<b>Total</b>	<b>\$ 199,232</b>	<b>\$ 209,866</b>	<b>\$ 237,953</b>	<b>\$ 240,006</b>	<b>\$ 248,382</b>	<b>\$ 252,234</b>
Percent change		5.3%	13.4%	14.4%	4.4%	1.6%
<b>Full-time equivalents</b>						
Full-time	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Percent of total General Fund	2.66%	2.74%	2.94%	3.00%	2.98%	2.92%

**Budget Impacts:**

- Health insurance premiums are expected to increase between 5% and 10% for 2012.
- The annual cost for the employee recognition event was budgeted in Administration through the year 2011, and is budgeted in Human Resources starting in 2012.
- Participation in Century College Learning Partners program (\$2,000 for 2012), offering over 50 half-day sessions on supervisory and computer skill topics. Up to two employees may attend each session.
- Funding for the Human Resources Manager to attend a national seminar has been included in the 2012 budget.

**Human Resources**

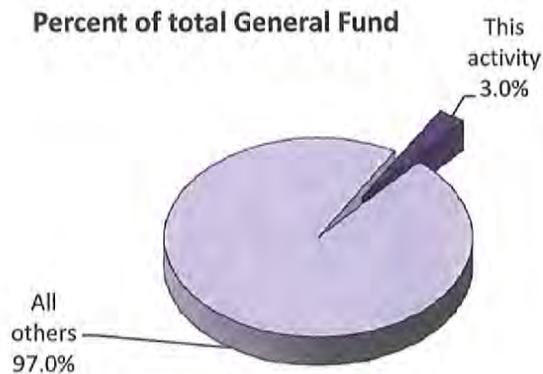
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Human Resources annual cost per household	\$ 7.77	\$ 7.70	\$ 8.38
% change from prior year		-0.9%	8.8%
Total number of regular and associate staff served	459	413	412
Hiring: full-time/associate (new hires and rehires)	8 / 294	3 / 283	3 / 270
Number of applications processed: regular/associate positions	556 / 889	379 / 1040	790 / 1,038
Unexpected Leaves: Impacting HR administrative workload			
- FMLA (number of employees/total hours)	14 / 1,577	14 / 1,052	11 / 1,526
- Short-term Disability (number of employees/total hours)	5 / 528	2 / 288	2 / 520
- Workers' Compensation (number of recordable injuries/lost work days)	9 / 4	6 / 3	3 / 14

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

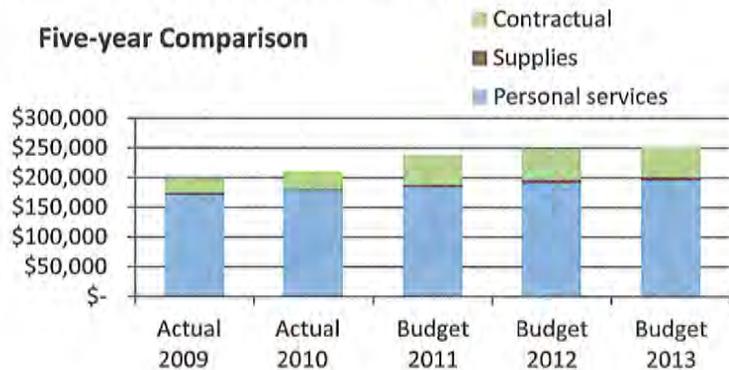
**Recent Achievements:**

- First major rewrite of the Employee Handbook since 1995 was completed and was rolled out to staff in 4 employee presentations.
- Revised the Short-term Disability Policy to allow greater flexibility in benefit payments.
- Serves on the League of Minnesota Cities (LMC) Human Resources and Data Practices Policy Committee which influences LMC policy direction on HR matters.
- Developed a HIPAA Policy relating to privacy of medical data and trained appropriate staff members.
- Added a new charitable contribution option for employees (Minnesota Environmental Fund).

**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 and recounts as required.
- The Deputy City Clerk will serve as a member of the Ramsey County Task Force for selection and purchase of new voting equipment for implementation in 2013.
- Coordinate precinct/voting boundary changes that result from redistricting.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 2	\$ 23,791			\$ 29,253	
Supplies		\$ 1,388			\$ 2,000	
Contractual	\$ 2,872	\$ 3,021	\$ 3,100	\$ 3,021	\$ 3,200	\$ 3,300
<b>Total</b>	<b>\$ 2,874</b>	<b>\$ 28,200</b>	<b>\$ 3,100</b>	<b>\$ 3,021</b>	<b>\$ 34,453</b>	<b>\$ 3,300</b>
Percent change		881.2%	-89.0%	-89.3%	1011.4%	-90.4%
<b>Full-time equivalents</b>						
Associate		1.24			1.23	
<b>Total</b>	<b>-</b>	<b>1.24</b>	<b>-</b>	<b>-</b>	<b>1.23</b>	<b>-</b>
Percent of total General Fund	0.04%	0.37%	0.04%	0.04%	0.41%	0.04%

**Budget Impacts:**

- Elections are held in even-numbered years, therefore the budget has significant fluctuations between election years.

**Elections**

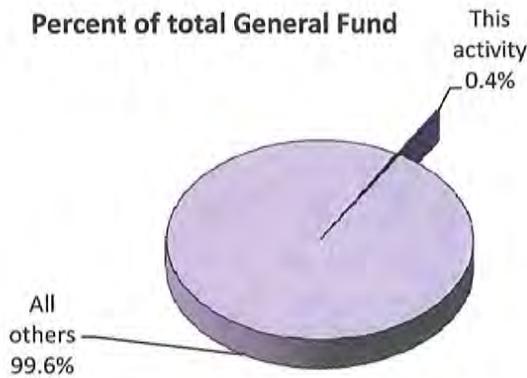
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Elections annual cost per household	\$ 3.05	\$ 0.28	\$ 2.71
Number of registered voters	18,101		17,301
Elections annual cost per registered voter	\$ 1.76		\$ 1.63
Election judges trained	183		129
Number of ballots cast	16,591		13,036
Elections annual cost per ballot cast	\$ 1.90		\$ 2.17
Number of absentee ballots processed	2,381		937

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

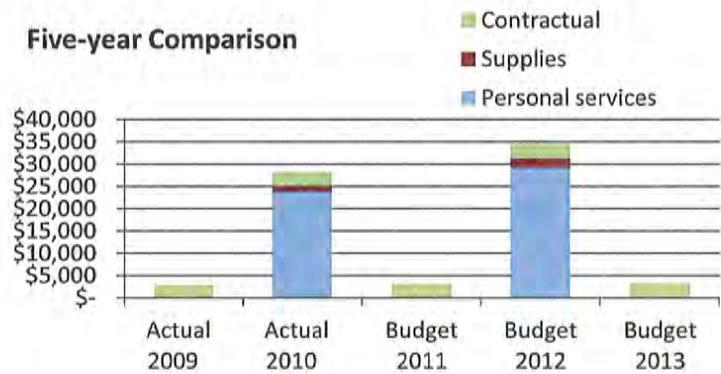
**Recent Achievements:**

- Assisted with the 2010 Ramsey County recount effort.
- Facilitated improvements to the absentee voting process, including counting absentee ballots at City Hall, rather than at the precinct level.

**Percent of total General Fund**



**Five-year Comparison**



**Communications**

101-40400

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

**Goals and Objectives:**

Improve communication with citizens through the following efforts:

- Enhance the City website on a continuing basis to improve the overall appearance and ease of navigation, through improved illustrations (photographs), streamlined appearance, drop-down menus with relevant links.
- Launch a City Facebook page that updates citizens on current events and activities and provides links to the City's website.
- Explore uses of other social media (such as Twitter) for communicating recreation program changes, rainouts, cancellations or schedule updates, as well as to announce new information available on the website.
- Develop a formal policy and guidelines governing the use of the electronic sign located at the corner of Victoria Street and Highway 96.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services			\$ 66,405	\$ 58,101	\$ 82,588	\$ 86,004
Contractual	\$ 16,224	\$ 12,924	\$ 80,000	\$ 89,800	\$ 88,700	\$ 91,200
<b>Total</b>	<b>\$ 16,224</b>	<b>\$ 12,924</b>	<b>\$ 146,405</b>	<b>\$ 147,901</b>	<b>\$ 171,288</b>	<b>\$ 177,204</b>
Percent change		-20.3%	1032.8%	1044.4%	17.0%	3.5%
<b>Full-time equivalents</b>						
Full-time			0.75		1.00	1.00
Part-time				0.64	0.20	0.20
<b>Total</b>	<b>-</b>	<b>-</b>	<b>0.75</b>	<b>0.64</b>	<b>1.20</b>	<b>1.20</b>
Percent of total General Fund	0.22%	0.17%	1.81%	1.85%	2.06%	2.05%

**Budget Impacts:**

- Beginning in 2011, all communication costs are accounted for in this activity. Previously, wages and printing costs had been shared with Recreation Programs and Cable Television. Support from Cable Television occurs through an inter-fund transfer of \$111,000 in 2012.
- Addition of a new position in 2012 that will focus on all City communication activities including: ShoreViews newsletter, website development and social media, press releases, as well as other new communication efforts. More citizens and customers are looking to the web for timely information and current staff resources make it difficult to keep up with website updates, demands for new web content and other city-wide communication initiatives.
- Advertising costs for a full year of Access Shoreview publication in local newspapers accounts for 3% of the increase in the Communications budget. This approach to reaching citizens is critical because 54% of survey respondents indicate they get local news from community newspapers.

**Communications**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Issues of ShoreViews newsletter	4	4	4
Number of Unique annual visitors to City website	161,321	169,239	736,211
Communications annual cost per website visit	\$ 0.29	\$ 0.10	\$ 0.02
% change from prior year		-65.5%	-80.0%
Number of Electronic e-mail blasts	no data	no data	6
Number of e-mail subscribers	no data	no data	1,530
Number of local meetings/events provided via cable cast including:			
Shoreview Today	3	2	-
Council meetings	24	24	24
Planning	11	11	11
Community Events (Parade, Band, Speaker Series, etc.)	3	7	8

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

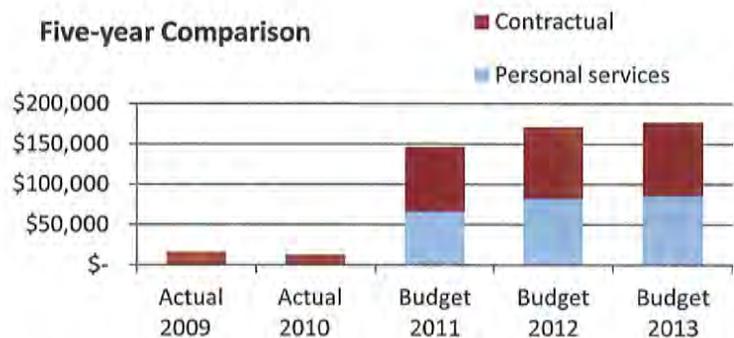
**Recent Achievements:**

- Unveiled a complete redesign of the City website at the end of 2009, which contributed to a significant increase in visits to the website.
- Received the Northern Lights Communications Award, sponsored by the Minnesota Association of Government Communicators, for overall website design.
- Expanded the ShoreViews publication from four issues to six issues in 2011 to improve the timeliness of communication with citizens, reduce the cost of other mailings, and consolidate general City news into the six issues.
- Published the first Access Shoreview article in October of 2009. Each article published since then is also available on 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, 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 development of budget software, and redesign the budget document to include 2-year budgeting, activity measures and community survey responses.
- Expand budget software functionality, in support of 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 418,713	\$ 428,444	\$ 439,198	\$ 438,453	\$ 449,928	\$ 464,861
Supplies	\$ 3,327	\$ 1,660	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Contractual	\$ 104,681	\$ 83,415	\$ 94,520	\$ 88,920	\$ 87,580	\$ 93,680
<b>Total</b>	<b>\$ 526,721</b>	<b>\$ 513,519</b>	<b>\$ 537,718</b>	<b>\$ 531,373</b>	<b>\$ 541,508</b>	<b>\$ 562,541</b>
Percent change		-2.5%	4.7%	3.5%	0.7%	3.9%
<b>Full-time equivalents</b>						
Full-time	4.95	4.95	4.95	4.95	4.95	4.95
Associate		0.01	0.01	0.01	0.01	0.01
<b>Total</b>	<b>4.95</b>	<b>4.96</b>	<b>4.96</b>	<b>4.96</b>	<b>4.96</b>	<b>4.96</b>
Percent of total General Fund	7.02%	6.71%	6.64%	6.64%	6.50%	6.52%

### Budget Impacts:

- Full-time staff members in the step program (length of service is less than 4 years employment in the position) are currently paid less than the regular rate of pay. Therefore, estimated wage costs are lower through 2011 and part of 2012. All staff members will reach regular pay by the end of 2012.
- Audit costs are projected to rise 2% per year. The 3-year audit contract is up for renewal in 2011.
- General liability insurance is expected to increase 5.7% for 2012.
- Tuition reimbursement for one staff member is budgeted for 2012 and 2013 (for college education in an advanced degree program).

**Finance & Accounting**

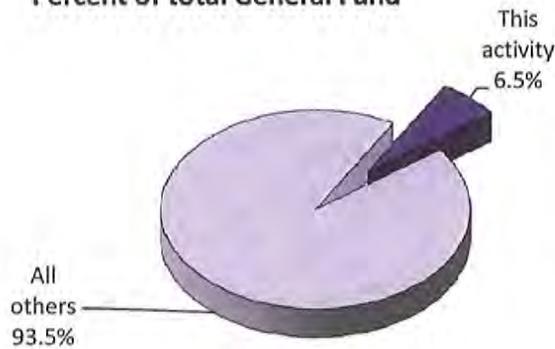
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Finance & Accounting annual cost per household	\$ 46.44	\$ 50.68	\$ 49.37
% change from prior year		9.1%	-2.6%
Bond rating from Standard & Poor's (from Moody's in 2008)	Aa2	Aa+	AAA
Outstanding debt (in millions)	\$ 21.7	\$ 21.6	\$ 28.1
Investment portfolio at year-end (in millions)	\$ 22.4	\$ 20.2	\$ 25.0
Average investment yield	4.1%	1.7%	1.6%
Investment Benchmark (2-year Treasury Bill)	2.0%	0.9%	0.7%
Unqualified Audit Opinion	Yes	Yes	Yes
Years the GFOA Certificate of Achievement has been received	23	24	25
Paychecks issued	6,063	6,072	6,101
Accounts payable checks issued	10,034	9,872	10,524
Workers Compensation injuries processed	19	13	12

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

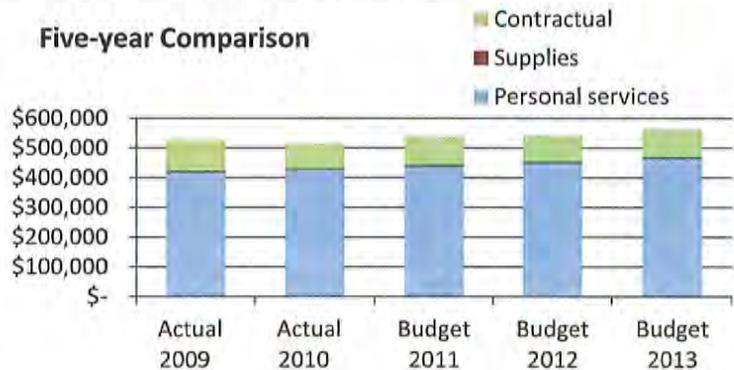
**Recent Achievements:**

- City bond rating upgraded to AAA by Standard and Poor's in November of 2010 (14 months after an upgrade to Aa+). The AAA rating is the highest bond rating awarded.
- Completed the first Five-year Operating Plan in 2009, and implemented improvements in 2010.
- Third lowest 2008 per capita total spending among comparison cities (35% below average).
- Eighth lowest 2009 per capita total spending among comparison cities (24.1% below average). After deducting two major capital projects in 2009 (\$2.2 million for the meter replacement program, and \$1.2 million for surface water systems), the City's per capita total spending rank would have been 5th lowest.
- Fifth lowest 2010 City property tax on a median home value among comparison cities.
- City tax levy ranking dropped 6 rank positions from 2000 to 2010 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), website and intranet design/support, telephone services, network and building security/access, wireless coverage, water systems monitoring and control (SCADA), fuel & salt system, digital signage, virtual infrastructure, and audio/visual systems as well as routine office functions.

**Goals and Objectives:**

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

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 103,674	\$ 106,848	\$ 162,682	\$ 164,151	\$ 170,814	\$ 176,504
Supplies	\$ 11,735	\$ 10,712	\$ 14,400	\$ 12,800	\$ 12,800	\$ 12,800
Contractual	\$ 115,913	\$ 79,913	\$ 102,100	\$ 91,560	\$ 128,980	\$ 131,160
Capital outlay		\$ 46,446				
<b>Total</b>	<b>\$ 231,322</b>	<b>\$ 243,919</b>	<b>\$ 279,182</b>	<b>\$ 268,511</b>	<b>\$ 312,594</b>	<b>\$ 320,464</b>
Percent change		5.4%	14.5%	10.1%	12.0%	2.5%
<b>Full-time equivalents</b>						
Full-time	1.35	1.80	1.95	1.95	1.95	1.95
Associate		0.10				
<b>Total</b>	<b>1.35</b>	<b>1.90</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>
Percent of total General Fund	3.08%	3.19%	3.45%	3.35%	3.75%	3.71%

**Budget Impacts:**

- Software maintenance and license fees account for 78% of the budget increase (for new or expanded systems, virtual servers, virtual desktops, utility systems/meters, phone system, etc).
- Two full-time staff members in the step program, due to the length of service in the position, are paid below the regular rate of pay for the position.

**Information Systems**

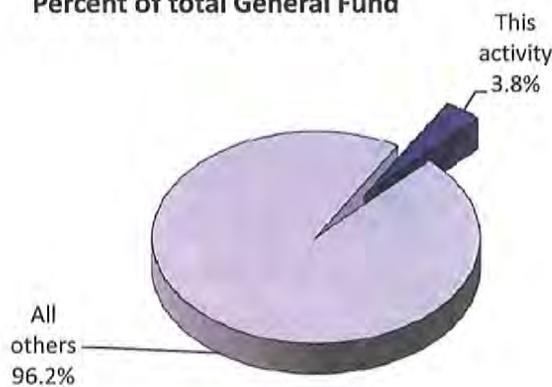
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Information Systems annual cost per household	\$ 21.17	\$ 22.26	\$ 23.45
% change from prior year		5.2%	5.4%
Data switches	15	13	20
Desktop VOIP phones	85	85	88
Multi-function copiers	10	10	11
Servers, virtual	-	2	19
Servers, physical	14	12	10
Wireless access points	-	5	9
Workstations, physical	72	72	75

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

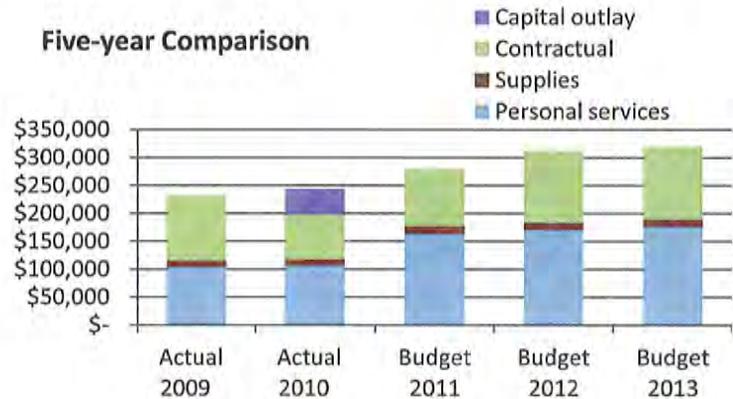
**Recent Achievements:**

- Received the Northern Lights Communications Award for overall website design, from the Minnesota Association of Government Communicators in 2010.
- Added full wireless internet coverage to the City Hall, council chambers, fitness center and gymnasium.
- Updated security card access and video surveillance systems at the newly renovated maintenance center facility.
- Updated all staff to Office 2007, improving functionality, increasing effectiveness and allowing for information sharing with outside entities.
- Updated network switch infrastructure to provide a robust environment of reliability, business continuity and system redundancy, including increasing network storage and expanded disaster recovery.
- Completed conversion of accounting software to windows, providing more efficient and user-friendly reporting, expanded functionality and updating of financial information.

**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 Peterson, Fram & Bergman. Jerome P. Filla 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. The 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.
- Provide assistance to City staff with review, discussion, and potential renegotiations of tall tower agreements.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Contractual	\$ 87,965	\$ 92,300	\$ 107,000	\$ 90,500	\$ 100,000	\$ 95,000
Total	\$ 87,965	\$ 92,300	\$ 107,000	\$ 90,500	\$ 100,000	\$ 95,000
Percent change		4.9%	15.9%	-2.0%	-6.5%	-5.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	1.17%	1.21%	1.32%	1.13%	1.20%	1.10%

**Budget Impacts:**

- 2011 estimates are lower than budget due to lower general legal, prosecution and civil litigation fees incurred.
- Because this trend is expected to continue, the proposed 2012 budget is 6.5% lower than 2011 budget.

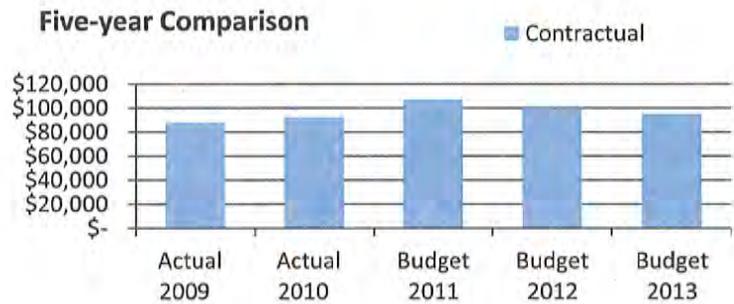
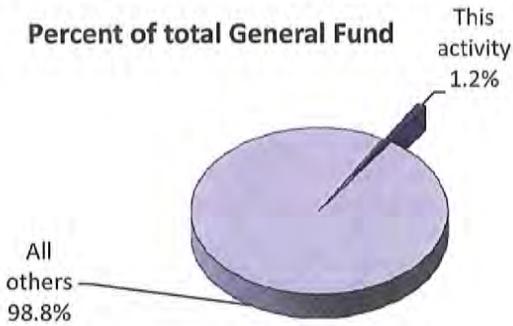
**Legal**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Legal annual cost per household	\$ 9.21	\$ 8.46	\$ 8.87
% change from prior year		-8.1%	4.9%

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

**Recent Achievements:**

- Updated gas and electric franchise fees with Xcel Energy in 2011.



**Police**

101-41100

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

**Goals and Objectives:**

- Continue active traffic enforcement on City streets by dedicated traffic deputies using district citations, administrative citations, and use of speed carts.
- Expand neighborhood watch programs through better outreach and advertising in ShoreViews newsletters and Night to Unite participation.
- Ensure smooth transition of animal control services from current contract provider to the Ramsey County Sheriffs Department.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Contractual	\$ 1,677,429	\$ 1,705,238	\$ 1,776,522	\$ 1,778,438	\$ 1,858,994	\$ 1,948,520
Total	\$ 1,677,429	\$ 1,705,238	\$ 1,776,522	\$ 1,778,438	\$ 1,858,994	\$ 1,948,520
Percent change		1.7%	4.2%	4.3%	4.6%	4.8%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	22.37%	22.29%	21.94%	22.21%	22.32%	22.59%

**Budget Impacts:**

- Police budget reflects a 1.5% increase after deducting revenue for administrative citations.
- Dispatch costs are increasing in accordance with cost allocations negotiated at time of dispatch consolidation.
- Animal control costs are higher in 2012 due to transition to Sheriffs Department, in addition to higher initial costs for capital equipment.

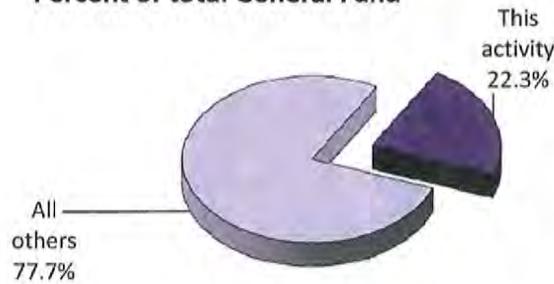
Police			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Police annual cost per household	\$ 154.45	\$ 161.40	\$ 163.93
% change from prior year		4.5%	1.6%
Number of Police calls for service	6,677	6,441	6,298
Police annual cost per call for service	\$ 240.17	\$ 260.43	\$ 270.76
% change from prior year		8.4%	4.0%
Part I crime rate (per 100,000 inhabitants)		1,104	
Part II crime rate (per 100,000 inhabitants)		972	
Response time for top priority calls (average in min:sec)			5:05

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

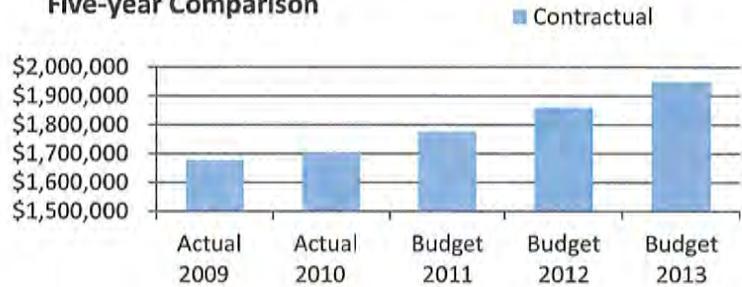
**Recent Achievements:**

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

**Percent of total General Fund**



**Five-year Comparison**



**Fire**

101-41200

Shoreview, in conjunction with the cities of Arden Hills and North Oaks, contract for fire services with the Lake Johanna Fire Department. The Department provides fire suppression and investigation, as well as fire prevention, public education services, and emergency medical response when stations are staffed. The Department is considered a paid on-call department, but is in the process of a 6 year implementation plan that will provide 24 hour station staffing with paid on-call firefighters. The Department is managed through a Board of Directors; Shoreview has two representatives that serve on the Board.

**Goals and Objectives:**

- Provide additional weekday evening hours and Saturday daytime hours coverage to continue implementation of duty crew plan in 2012.
- Seek grants for upcoming capital items such as the self-contained breathing apparatus and station upgrades necessary to accommodate overnight response.
- Investigate auto aid agreements and equipment sharing with neighboring departments.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Contractual	\$ 701,700	\$ 737,814	\$ 790,290	\$ 789,915	\$ 854,900	\$ 928,490
Total	\$ 701,700	\$ 737,814	\$ 790,290	\$ 789,915	\$ 854,900	\$ 928,490
Percent change		5.1%	7.1%	7.1%	8.2%	8.6%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of total General Fund	9.36%	9.64%	9.76%	9.86%	10.26%	10.76%

**Budget Impacts:**

- Duty Crew implementation accounts for a significant portion of cost increases due to additional staffing hours, as well as pay increases to better reflect current market rates.
- Future budget increase is expected to be 6-10%, leveling off once Duty Crew is fully implemented.

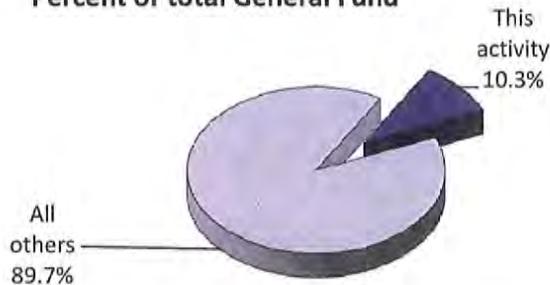
Fire			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Fire annual cost per household	\$ 62.25	\$ 67.52	\$ 70.93
% change from prior year		8.5%	5.1%
Number of fire and medical calls (*including medical calls starting in 2010)	307	306	806*
Average response time (average for all cities, calls in min:sec)	6:02	6:38	5:36
Average response time during shift crew hours	no data yet	no data yet	no data yet
ISO Fire Rating	3	3	3

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

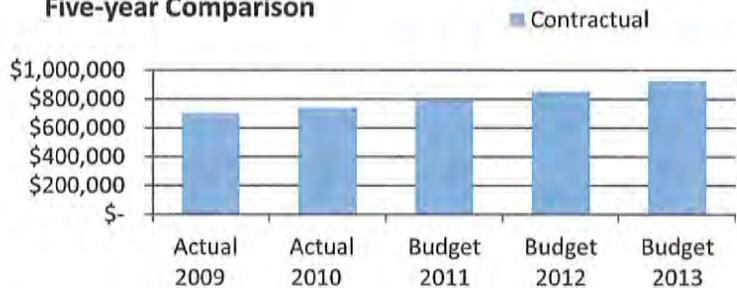
**Recent Achievements:**

- Implementation of Duty Crew.
- Began responding to medical calls in 2010.

**Percent of total General Fund**



**Five-year Comparison**



**Emergency Services**

101-41500

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

**Goals and Objectives:**

- Coordinate replacement of radio control systems for warning sirens with Ramsey County; and improvements to Victoria Street warning siren.
- Begin discussions regarding transition options for emergency services coordination.
- Work with Public Safety Committee to recommend more crime prevention/emergency preparedness articles in ShoreViews.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 1,848	\$ 2,344	\$ 2,705	\$ 2,707	\$ 2,713	\$ 2,888
Supplies			\$ 100	\$ 100	\$ 100	\$ 100
Contractual	\$ 2,743	\$ 3,010	\$ 4,330	\$ 8,090	\$ 4,520	\$ 4,630
<b>Total</b>	<b>\$ 4,591</b>	<b>\$ 5,354</b>	<b>\$ 7,135</b>	<b>\$ 10,897</b>	<b>\$ 7,333</b>	<b>\$ 7,618</b>
Percent change		16.6%	33.3%	103.5%	2.8%	3.9%
<b>Full-time equivalents</b>						
Associate	0.16	0.08	0.08	0.08	0.07	0.08
<b>Total</b>	<b>0.16</b>	<b>0.08</b>	<b>0.08</b>	<b>0.08</b>	<b>0.07</b>	<b>0.08</b>
Percent of total General Fund	0.06%	0.07%	0.09%	0.14%	0.09%	0.09%

**Budget Impacts:**

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

**Emergency Services**

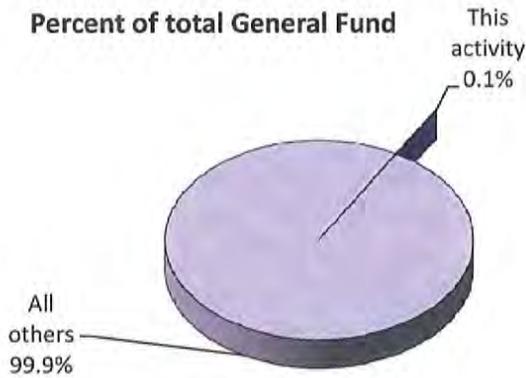
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Emergency Services annual cost per household	\$ 0.64	\$ 0.44	\$ 0.51
% change from prior year		-31.3%	15.9%
Number of warning sirens	10	10	10
Emergency Services annual cost per warning siren	\$ 659.70	\$ 459.10	\$ 535.40
% change from prior year		-30.4%	16.6%
Number of times sirens sounded due to weather conditions			

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

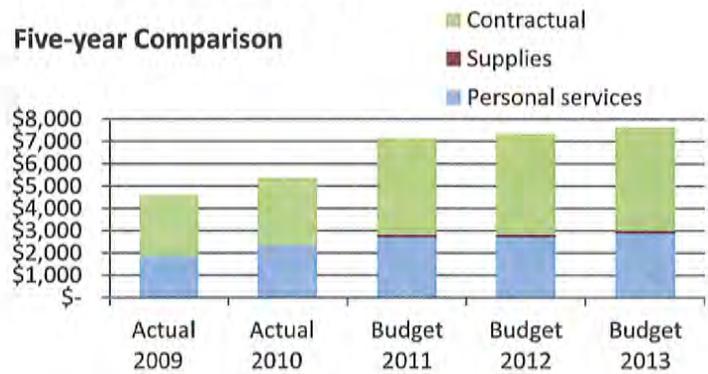
**Recent Achievements:**

- Last major siren rehabilitation occurred in 2008 (for siren located at Shamrock Park).

**Percent of total General Fund**



**Five-year Comparison**



## Public Works Admin. &amp; Engineering

101-42050

Public Works Administration & Engineering provides for 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; management of community traffic issues, complaints, and processing of traffic control requests; administrative support and technical assistance to the Bikeway/Trailway and Environmental Quality Committees; and technical support to the Grass Lake Water Management Organization.

**Goals and Objectives:**

- Coordinate long-range infrastructure replacement and 5 year capital Improvement plans to balance system needs, customer feedback and available resources, specifically with regard to pavement management and street renewal to achieve improvement in the pavement condition index (PCI).
- Coordinate assessment of City's sustainability and environmental practices and develop plan for implementing improvements.
- Establish long-term, sustainable fund source for GLWMO.
- 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 Co. Rd. F/Demar/Floral 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 \$3.0M Street Rehabilitation Bonding Project. This effort, modeled on the City's prior Street Rehabilitation Project, addresses asphalt pavement deterioration and improves PCI.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 363,987	\$ 372,240	\$ 384,345	\$ 384,647	\$ 396,376	\$ 411,154
Supplies	\$ 1,073	\$ 1,545	\$ 1,800	\$ 7,000	\$ 7,000	\$ 7,000
Contractual	\$ 37,079	\$ 23,705	\$ 31,952	\$ 30,050	\$ 29,680	\$ 29,120
Total	\$ 402,139	\$ 397,490	\$ 418,097	\$ 421,697	\$ 433,056	\$ 447,274
Percent change		-1.2%	5.2%	6.1%	3.6%	3.3%
<b>Full-time equivalents</b>						
Full-time	4.05	4.05	4.05	4.03	4.03	4.03
Total	4.05	4.05	4.05	4.03	4.03	4.03
Percent of total General Fund	5.36%	5.20%	5.16%	5.27%	5.20%	5.18%

**Budget Impacts:**

- Reclassification of Assistant City Engineer position due to redistribution of responsibilities will result in higher personal services costs in the future.

**Public Works Admin. & Engineering**

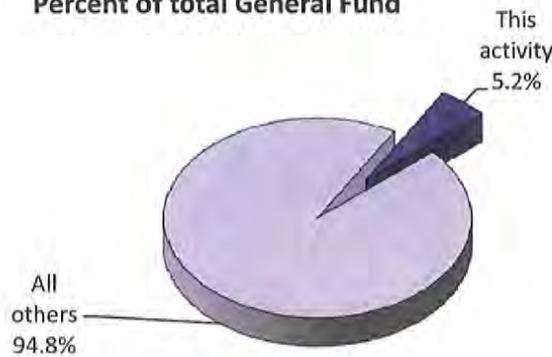
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Public Works Admin/Engineering annual cost per household	\$ 36.88	\$ 38.69	\$ 38.21
% change from prior year		4.9%	-1.2%
Capital project expenditures (department total, in millions)	\$ 3.8	\$ 6.2	\$ 9.4
Erosion control inspections	no data	46	48
Average City street pavement condition rating	no data	75	72
On-street parking waivers processed	no data	no data	365
Neighborhood traffic studies/reports	12	8	11

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

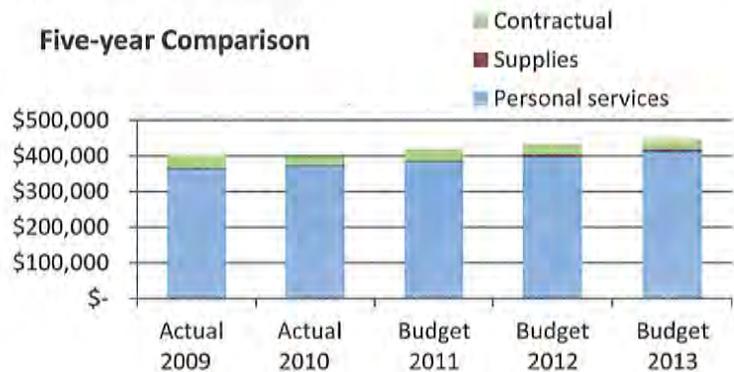
**Recent Achievements:**

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

**Percent of total General Fund**



**Five-year Comparison**



**Streets**

101-42200

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

**Goals and Objectives:**

- Perform crack filling and asphalt repair work to prepare streets and parking lots for the contracted 2012 Sealcoating Project.
- Maintain or improve Pavement Condition Index (PCI) for both residential and collector streets. The PCI is the main indicator of pavement condition, and is based on the data kept by the City's Pavement Management Program.
- Maintain positive trend in customer satisfaction ratings for snow removal and ice control.
- Deploy speed trailers and traffic counter to be more responsive to neighborhood traffic concerns.
- Develop sign inventory and/or database to assist in mandated retro reflectivity assessment and response.
- Reduce the number of citizen concerns about the sight distance at street intersections and manage right of way by removing/trimming trees, limbs and brush which obstruct movement and sight lines.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 413,779	\$ 413,349	\$ 407,816	\$ 402,192	\$ 416,003	\$ 432,733
Supplies	\$ 99,792	\$ 85,932	\$ 113,200	\$ 113,200	\$ 110,800	\$ 113,800
Contractual	\$ 206,183	\$ 212,331	\$ 236,360	\$ 232,210	\$ 243,170	\$ 261,320
<b>Total</b>	<b>\$ 719,754</b>	<b>\$ 711,612</b>	<b>\$ 757,376</b>	<b>\$ 747,602</b>	<b>\$ 769,973</b>	<b>\$ 807,853</b>
Percent change		-1.1%	6.4%	5.1%	1.7%	4.9%
<b>Full-time equivalents</b>						
Full-time	5.55	5.06	5.06	5.05	5.05	5.05
Associate	0.32	0.32	0.32	0.33	0.32	0.32
<b>Total</b>	<b>5.87</b>	<b>5.38</b>	<b>5.38</b>	<b>5.38</b>	<b>5.37</b>	<b>5.37</b>
Percent of total General Fund	9.60%	9.30%	9.35%	9.34%	9.24%	9.36%

**Budget Impacts:**

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

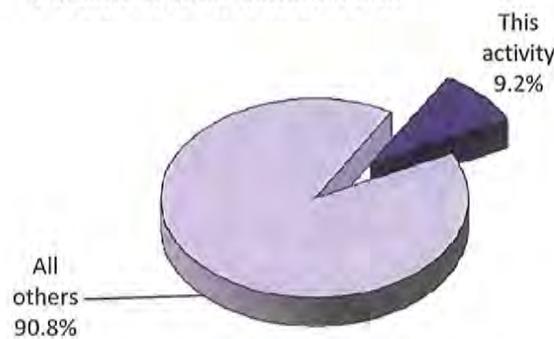
Streets			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Street maintenance annual cost per street mile	\$ 8,049	\$ 8,216	\$ 8,068
% change from prior year		2.1%	-1.8%
Street maint, ice and snow removal, crack fill, & sealcoat annual cost per mile	\$ 9,360	\$ 12,255	\$ 9,371
Average City street pavement condition rating	no data	75	72
Tons of road salt used	938	350	525
Number of snow plowing events	11	8	14
Number of de-icing and/or anti-icing events	32	20	22
Number of regular (overtime) hours spent plowing and de-icing	700(428)	399(711)	581(1,016)
Pounds of crack sealer used (miles of street crack sealed)	10,000(15.5)	11,250(15.3)	9,000(10.4)
Tons of asphalt used for repairing streets	795	578	579
Hours mowing boulevards (annual total)	80	80	80

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

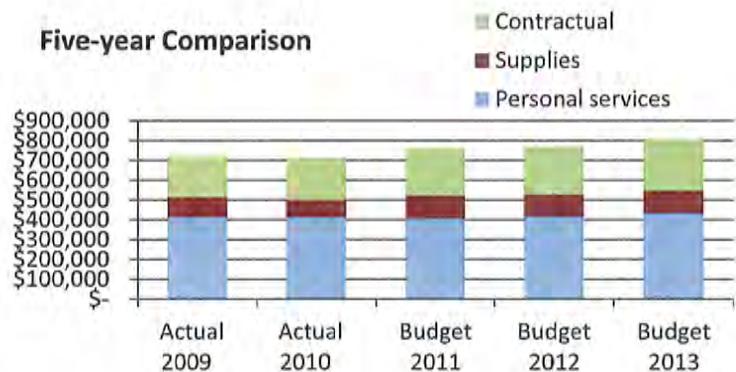
**Recent Achievements:**

- Fresh Water Society recognized Shoreview with its 2010 Environmental Leadership Award for the reduction of salt use and innovations in decreasing harmful impacts of road salt on our waters. This effort has the benefit of both lowering material costs for road salt and improving water quality in the City's lakes.
- All street division employees are certified in salt calibration and application techniques, and actively participate in ice control classes. This helps manage the costs of deicing materials without compromising public safety.
- The City has received local and national recognition for its previous concrete pavement maintenance strategies and protocols, and which have been adopted nationally, based on the City's experience with the Dale Street Alley and Woodbridge Neighborhood projects.

**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 2011 inspections, consistent with the Risk Management practices recommended by the League of Minnesota Cities Insurance Trust.
- Complete 2012 Trail Slurry Seal Project in northwestern portion of City as part of the overall long-range asset management strategy of the City.
- Maintain safe sidewalk and trail pavement surfaces by snow removal efforts as a secondary priority after streets.
- Trim trees, bushes and shrubs and mow maintenance strips along trails to provide a safe and obstruction free walkway area.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 54,478	\$ 55,275	\$ 55,611	\$ 36,802	\$ 51,174	\$ 53,701
Supplies	\$ 9,171	\$ 6,184	\$ 9,250	\$ 9,000	\$ 10,000	\$ 10,000
Contractual	\$ 33,863	\$ 34,197	\$ 48,991	\$ 47,530	\$ 60,210	\$ 55,600
Total	\$ 97,512	\$ 95,656	\$ 113,852	\$ 93,332	\$ 121,384	\$ 119,301
Percent change		-1.9%	19.0%	-2.4%	6.6%	-1.7%
<b>Full-time equivalents</b>						
Full-time	0.68	0.65	0.65	0.38	0.65	0.65
Associate	0.10	0.10	0.10	0.08	0.11	0.11
Total	0.78	0.75	0.75	0.46	0.76	0.76
Percent of total General Fund	1.30%	1.25%	1.41%	1.17%	1.46%	1.38%

**Budget Impacts:**

- Contractual costs include \$8,500 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 like asphalt.
- The budget for maintenance materials reflects increases for the purchase of decking materials estimated at \$2,000.
- The budget reflects a more aggressive approach to repairs and replacement of trail segments given recent changes in School District transportation policies and the needs for safe walking alternatives for school age children.

**Trail Management**

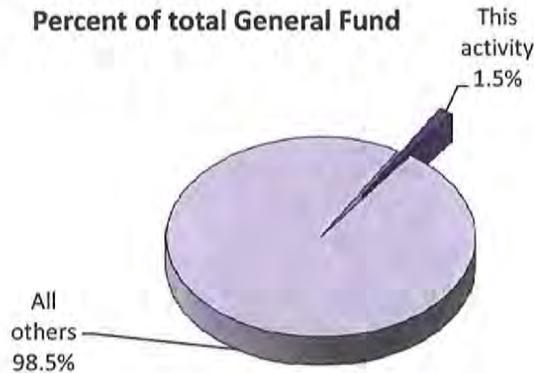
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Trail management annual cost per household	\$ 8.57	\$ 9.38	\$ 9.20
% change from prior year		9.5%	-1.9%
Miles of trails resurfaced	5.0	5.5	4.5
Tons of asphalt used for trail repairs	42	118	264
Hours of mowing maintenance areas along trails	435	351	730
Hours of snow removal from trails	209	139	423

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

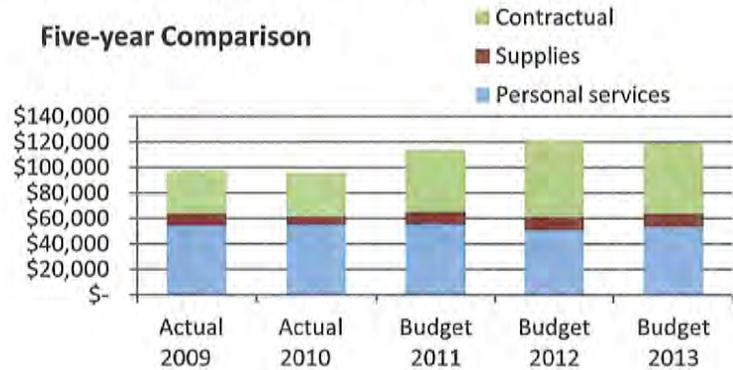
**Recent Achievements:**

- The City evaluated and tested the best maintenance strategy to maintain the smoothness of trails while also extending the life. Positive feedback has been received regarding these improvements to trail maintenance, and over the last 5 years 95% of the City's asphalt trails have been slurry seal coated.
- The addition of 360 feet of asphalt trail, through in-house staff efforts, along Hodgson Connection in response to changes in School District transportation policies and safety concern for Chippewa Middle School students.

**Percent of total General Fund**



**Five-year Comparison**



## Forestry & Nursery

101-43900

The Forestry activity accounts for the Public Works Departments active role in the preservation of the community's forest and in the prevention and control of tree pests and diseases that threaten urban trees in Shoreview. Forestry services provided by the Public Works Department include administration of the Diseased Tree Inspection and Removal Program including Emerald Ash Borer (EAB) response, reforestation of public rights of ways and parklands and providing technical assistance to Shoreview property owners 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 and City Code to address pesticide applicators. It is expected that the EAB announcements will generate increased interest in chemical treatments for Ash trees.
- Pursuit of grant opportunities for tree inventories and/or forestry programs. The City may qualify for grants or other outside funding to help with EAB costs.
- Coordinate civic volunteers for Arbor Day and other public property planting or clean-up activities.
- Incorporate EAB response into existing Diseased Shade Tree Program. Customized information and Ash tree removal for resident and contractors is required to meet the requirements of the Minnesota Department of Agriculture.
- Development of a tree inventory that helps assess the potential costs for public property ash tree replacement. This effort will aid in the development of policies for future Ash tree treatments and/or removals.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 23,619	\$ 23,343	\$ 24,907	\$ 13,072	\$ 21,596	\$ 22,699
Supplies	\$ 8,572	\$ 13,621	\$ 11,000	\$ 9,628	\$ 7,000	\$ 7,250
Contractual	\$ 44,689	\$ 43,069	\$ 50,805	\$ 32,860	\$ 47,000	\$ 56,700
Total	\$ 76,880	\$ 80,033	\$ 86,712	\$ 55,560	\$ 75,596	\$ 86,649
Percent change		4.1%	8.3%	-30.6%	-12.8%	14.6%
<b>Full-time equivalents</b>						
Full-time	0.25	0.25	0.25	0.08	0.25	0.25
Associate	0.10	0.10	0.10	0.08	0.11	0.11
Total	0.35	0.35	0.35	0.16	0.36	0.36
Percent of total General Fund	1.03%	1.05%	1.07%	0.69%	0.91%	1.00%

### 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.
- Reclassification of Environmental Officer position and recruitment for the position.
- Contractual costs include \$8,500 allowance for Department of Corrections contract cost.

**Forestry & Nursery**

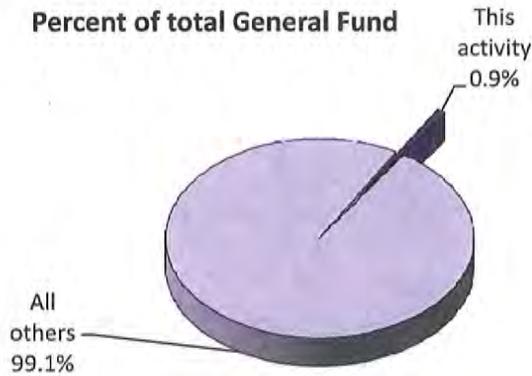
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Forestry annual cost per household	\$ 9.58	\$ 7.40	\$ 7.69
% change from prior year		-22.8%	3.9%
Tree removal cost (public and private property)	no data	\$ 35,989	\$ 34,037
Number of licensed tree contractors	no data	20	17

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

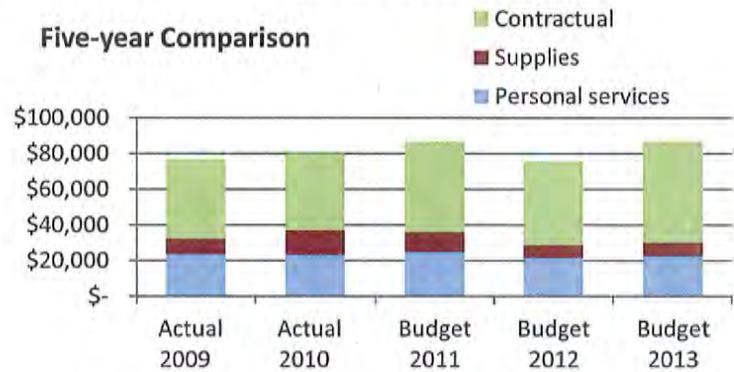
**Recent Achievements:**

- Started an early Emerald Ash Borer education program for communicating with the public.

**Percent of total General Fund**



**Five-year Comparison**



**Municipal Buildings**

101-40800

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

**Goals and Objectives:**

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

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 13,890	\$ 14,058	\$ 14,489	\$ 14,480	\$ 14,809	\$ 15,215
Supplies	\$ 5,481	\$ 5,047	\$ 4,250	\$ 4,250	\$ 4,500	\$ 4,750
Contractual	\$ 94,565	\$ 99,605	\$ 105,038	\$ 103,550	\$ 106,810	\$ 110,070
<b>Total</b>	<b>\$ 113,936</b>	<b>\$ 118,710</b>	<b>\$ 123,777</b>	<b>\$ 122,280</b>	<b>\$ 126,119</b>	<b>\$ 130,035</b>
Percent change		4.2%	4.3%	3.0%	1.9%	3.1%
<b>Full-time equivalents</b>						
Full-time	0.20	0.20	0.20	0.20	0.20	0.20
<b>Total</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
Percent of total General Fund	1.52%	1.55%	1.53%	1.53%	1.51%	1.51%

**Budget Impacts:**

- An inter-fund charge covering the City hall share of utility, cleaning and repair costs accounts for the majority of the annual increase in the building costs.
- Planned wage adjustments, and higher health insurance costs result in a 3% increase in personal services for 2012, and a 2.7% increase for 2013.
- Repair costs are higher for the Lepak/Larson house due to the age of the building and its classification as a historic building. This classification requires specifically qualified period pieces, which are often more expensive, to be used in repairs.
- Cleaning of the City hall building is provided by the Community Center custodial crew.
- Building maintenance is provided by Community Center staff for the City hall, and Parks Maintenance crew for the Lepak/Larson house.

**Municipal Buildings**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Municipal Buildings annual cost per household	\$ 11.38	\$ 10.96	\$ 11.41
% change from prior year		-3.7%	4.1%
Municipal Buildings annual cost per square foot	\$ 8.89	\$ 8.57	\$ 8.93
% change from prior year		-3.6%	4.2%
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	248
Percentage of total work orders related to City hall	9%	13%	12%

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

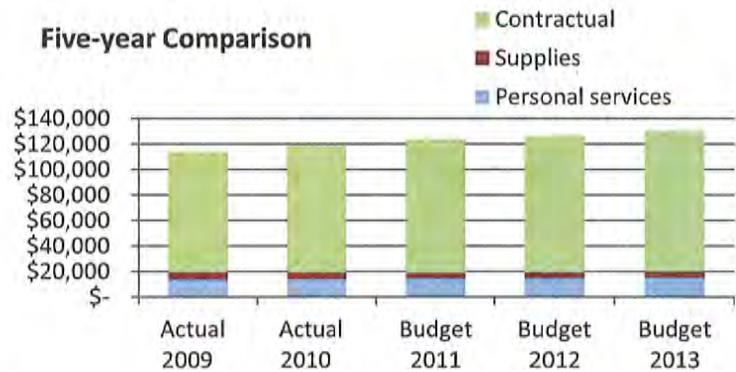
**Recent Achievements:**

- Window replacement and porch rehabilitation at the Lepak/Larson house was approved by the Historical Society and completed in 2010.
- Upgraded heating, ventilation and air conditioning (HVAC) controls for City hall air handling unit (AHU) #5, covering the City hall and Council chambers.

**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:**

- Expand opportunities for customers to process payments, reservations and registrations online through the City's website to make it more convenient for customers and potentially increase participants. Another benefit of improved online access is the ability to improve access to services and information, get feedback about registrations quickly, and look up previous activity. An increase in online registration has the potential to decrease traffic at the park and recreation front counter during busy registration times, making it easier for other customers to receive
- Increase the use of digital signage for marketing both the community center and recreation programs as a supplement, and eventually a replacement for traditional poster boards and flyers.
- Implement the Silver Sneakers program for seniors age 65 and older, to encourage healthy-living and wellness among seniors. Under this program, insurance providers remit a monthly fee to the City for each participant (subject to a minimum number of visits per month), and the program is provided at no cost to seniors. In exchange, the City provides certified program instructors and classes on fitness, wellness, yoga, dance and other certified classes appropriate for seniors.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 478,100	\$ 468,078	\$ 439,365	\$ 450,091	\$ 322,821	\$ 331,324
Supplies	\$ 6,343	\$ 4,258	\$ 5,000	\$ 7,000	\$ 7,000	\$ 5,100
Contractual	\$ 13,126	\$ 18,253	\$ 15,130	\$ 15,340	\$ 15,380	\$ 15,350
<b>Total</b>	<b>\$ 497,569</b>	<b>\$ 490,589</b>	<b>\$ 459,495</b>	<b>\$ 472,431</b>	<b>\$ 345,201</b>	<b>\$ 351,774</b>
Percent change		-1.4%	-6.3%	-3.7%	-24.9%	1.9%
<b>Full-time equivalents</b>						
Full-time	6.00	6.00	5.00	5.00	4.00	4.00
Associate	0.15					
<b>Total</b>	<b>6.15</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
Percent of total General Fund	6.64%	6.41%	5.67%	5.90%	4.14%	4.08%

**Budget Impacts:**

- Personal services costs decrease due to an anticipated retirement and restructuring of the department.

**Park/Recreation Administration**

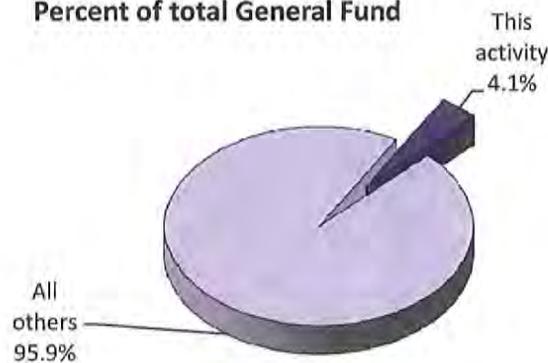
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Park/Recreation Administration annual cost per household	\$ 47.26	\$ 47.88	\$ 47.16
% change from prior year		1.3%	-1.5%
Online payments processed for park-related activities	\$ 67,673	\$ 242,185	\$ 380,185

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

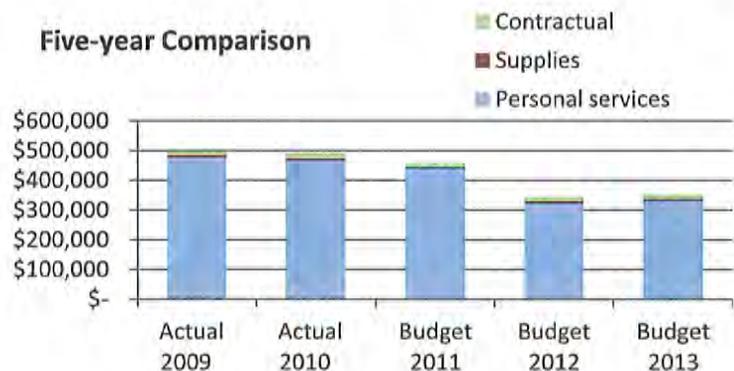
**Recent Achievements:**

- Coordinated redesign of Sitzer Park to address customer needs and the changing boundaries of the park (due to acquisition of a neighboring parcel). Joint effort by a consultant and the Parks and Recreation Commission led to relocation of park amenities (playground, picnic shelter) improvements to two ball fields, the addition of an electronic scoreboard, as well as a new concession area in the park building. The park redesign is consistent with the Parks Master Plan, and redevelopment was completed in 2009.
- Acquired and implemented new parks software in 2008, greatly expanding online services to customers, including: registrations, recreation program payment, membership renewals, and monthly payments of community center memberships.
- Developed partnerships with six major insurance companies for health club reimbursement subsidies on behalf of members. This program provides a cost reimbursement to members for healthy-living practices supported by health plans.

**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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 604,066	\$ 630,216	\$ 629,373	\$ 631,294	\$ 655,413	\$ 674,091
Supplies	\$ 71,646	\$ 76,701	\$ 101,250	\$ 97,550	\$ 103,150	\$ 103,875
Contractual	\$ 325,867	\$ 348,829	\$ 367,577	\$ 363,540	\$ 358,570	\$ 365,870
Total	\$ 1,001,579	\$ 1,055,746	\$ 1,098,200	\$ 1,092,384	\$ 1,117,133	\$ 1,143,836
Percent change		5.4%	4.0%	3.5%	1.7%	2.4%
<b>Full-time equivalents</b>						
Full-time	8.00	8.00	8.00	8.00	8.00	8.00
Associate	1.45	1.51	1.51	1.52	1.75	1.75
Total	9.45	9.51	9.51	9.52	9.75	9.75
Percent of total General Fund	13.36%	13.80%	13.56%	13.64%	13.41%	13.26%

**Budget Impacts:**

- Staff members in the step program (paid less than regular pay for their position) and increasing health insurance costs and wage adjustments result in a 4.6% increase in personal service costs for 2012, and a 2.8% increase for
- The addition of an overlook at Commons Park, as well as new planting beds will result in an increase in the size of the maintenance crew to maintain the new planting areas.
- Redevelopment of Bucher Park is planned for 2012.
- Planned improvements to parks in 2012 includes the addition of concrete slabs for tables, benches and bleachers at Commons park, and the addition of a picnic shelter at Wilson park.

**Park Maintenance**

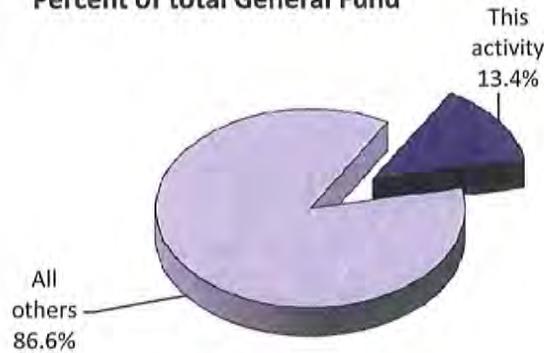
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Park Maintenance cost per household	\$ 93.52	\$ 96.37	\$ 101.49
% change from prior year		3.1%	5.3%
Park acreage	268	268	268
Park Maintenance annual cost per acre	\$ 3,623	\$ 3,737	\$ 3,939
% change from prior year		3.2%	5.4%
Number of ballfields maintained	16	16	16
Number of soccer/lacrosse fields maintained	9	9	12
Number of hockey/pleasure skating rinks maintained	14	14	14
Number of irrigation systems/zones maintained	17/263	17/284	17/284
Number of park buildings and picnic shelters maintained	12	13	13

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

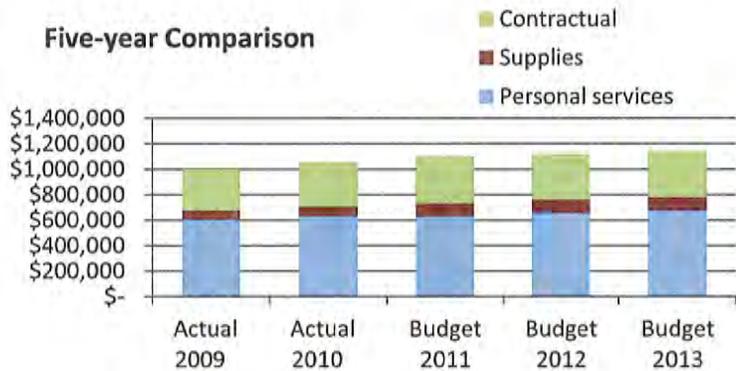
**Recent Achievements:**

- Redevelopment of Sitzer Park was completed in 2009.
- Remodel of Sitzer concession room was completed in 2010.
- Changed maintenance strategies for court surfaces to an approach that more effectively fills cracks, while maintaining the proper movement necessary for the freeze-thaw cycle, preventing cracks from reappearing and extending the life of the pavement.

**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:

- Select consultant for a Highway Corridor Transition Area study, to evaluate negative impacts on single-family properties along major arterial roads and develop strategies to protect residential property condition and values.
- Coordinate contractor selection, bidding, restoration and site location work of the Guerin Gas Station building, a historic structure from early 1900s, in partnership with the Shoreview Historical Society.
- Implement new off-premise advertising sign regulations and execute agreement(s) with billboard companies to locate, regulate, and provide new revenues and public message opportunities.
- Develop zoning regulations for in-fill development on residential properties in established neighborhoods.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 348,801	\$ 360,266	\$ 366,611	\$ 354,857	\$ 369,797	\$ 378,560
Supplies	\$ 920	\$ 1,324	\$ 1,050	\$ 1,000	\$ 1,200	\$ 1,200
Contractual	\$ 17,840	\$ 17,429	\$ 10,333	\$ 12,350	\$ 11,840	\$ 12,310
Total	\$ 367,561	\$ 379,019	\$ 377,994	\$ 368,207	\$ 382,837	\$ 392,070
Percent change		3.1%	-0.3%	-2.9%	1.3%	2.4%
<b>Full-time equivalents</b>						
Full-time	4.30	4.30	4.30	4.00	4.29	4.27
Associate	0.04	0.06	0.11	0.51	0.12	0.12
Total	4.34	4.36	4.41	4.51	4.41	4.39
Percent of total General Fund	4.90%	4.95%	4.67%	4.60%	4.60%	4.55%

### Budget Impacts:

- Lower 2011 estimates reflect a position vacancy through the 1st quarter. The position was revised and filled during the year as Housing and Code Enforcement Officer.
- Increases in Personal Services over next 2 years reflect step increases for Housing and Code Enforcement Officer position.
- Revised 2011 estimates include the cost of part-time associate position to assist Community Development Department during the vacancy of the code enforcement position.

**Planning & Zoning Administration**

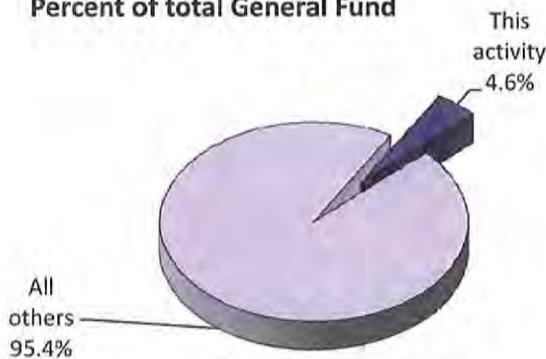
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Planning & Zoning Administration annual cost per household	\$ 36.15	\$ 35.37	\$ 36.44
% change from prior year		-2.2%	3.0%
Number of code enforcement complaints received and investigated	98	96	151
Number of weed abatements initiated/Council ordered	30/10	25/4	44/6
Number of rental licenses issued/properties inspected	274/133	271/132	361/177
Number of planning case files	39	40	25
Properties inspected through the SHINE Neighborhood program (bi-annual)	513	570	289

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

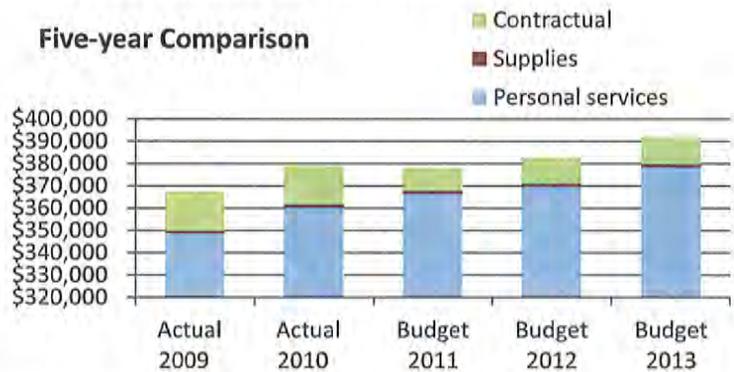
**Recent Achievements:**

- Adoption of the Housing Action Plan, a requirement for access to Metropolitan Council Livable Communities grants and programs (to assist in achieving local housing goals).
- Obtained CDBG grant from Ramsey County for acquisition and redevelopment of blighted residential property.
- Facilitated joint purchase (between the City, County and Rice Creek Watershed) of a 4.5 acre parcel along Lexington Avenue north of County Road E, to preserve wetlands and expand park land (former Lange property).
- Submitted LCDA grant application for the Midland Terrace Redevelopment, seeking funding for realignment of Owasso Street to facilitate construction of new apartments (new housing choices and tax base).
- Implementation of the Shoreview Home Energy Improvement Loan Program providing fix-up loans to eligible Shoreview residents for energy related improvements in qualifying neighborhoods.
- Developed neighborhood profiles of townhome associations for possible building maintenance loan programs.
- Held a community workshop with Rondo Land Trust on foreclosure prevention for residents.

**Percent of total General Fund**



**Five-year Comparison**



## Building Inspection

101-44300

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

### 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.
- Implement on-line permitting and payment by 2012 to improve customer convenience, lessen need for customer visits to City offices for processing.
- Improve information availability and records to the general public through the City website, by providing public building plan/permit documents, property records and other property information allowing for greater and more convenient access to the general public, contractors and builders.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 101,433	\$ 100,207	\$ 101,004	\$ 101,426	\$ 103,866	\$ 106,414
Supplies	\$ 947	\$ 1,172	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Contractual	\$ 44,811	\$ 49,807	\$ 46,606	\$ 47,150	\$ 46,420	\$ 48,260
Total	\$ 147,191	\$ 151,186	\$ 148,810	\$ 149,776	\$ 151,486	\$ 155,874
Percent change		2.7%	-1.6%	-0.9%	1.8%	2.9%
<b>Full-time equivalents</b>						
Full-time	1.00	1.00	1.00	1.00	1.00	1.00
Associate	0.13	0.16	0.11	0.11	0.12	0.12
Total	1.13	1.16	1.11	1.11	1.12	1.12
Percent of total General Fund	1.96%	1.98%	1.84%	1.87%	1.82%	1.81%

### Budget Impacts:

- Contractual fees are expected to rise by 25% from 2012 to 2013 due to increase cost/need for services for contract licensed inspector to cover for Building Official (from \$8,000 to \$10,000).
- Costs for professional training and development, as part of continuing education and certification requirements for Building Official, are anticipated to increase by 20% from 2012 to 2013 (\$2,500 to \$3,000).

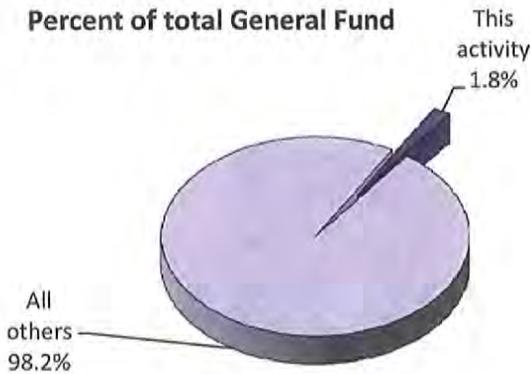
Building Inspection			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Building Inspection annual cost per household	\$ 14.81	\$ 14.16	\$ 14.53
% change from prior year		-4.4%	2.6%
Number of building permits issued	2,350	1,350	1,044
Building permit valuation (in millions)	\$ 26.6	\$ 18.3	\$ 42.1
Total number of inspections	3,694	2,084	1,918

Community Survey Results	2005 Survey	2010 Survey
Residents rating building inspection services as excellent or good	72%	78%

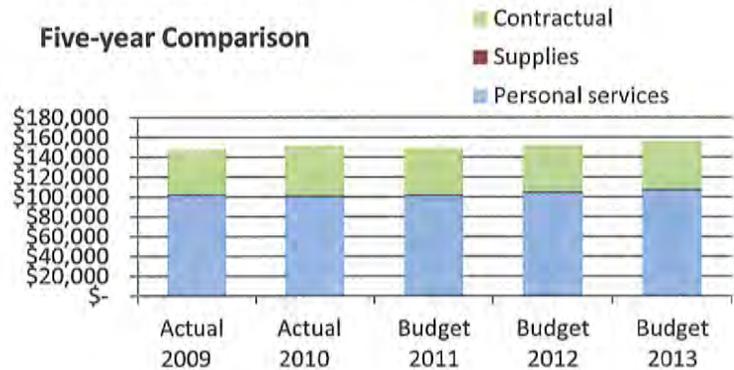
**Recent Achievements:**

- According to Decision Resources, the 78% positive rating of building inspection services is the highest satisfaction percentage of metropolitan communities that they have recorded.
- On-line access to permit applications, information brochures, fee calculators and inspection requests have been implemented on the City's website with the following positive results: 1) Customers know what their building permit fees will be in advance to help them budget for project and submit proper amount for payment (checks by mail), 2) A reduction in the number of phone calls and customer inquiries for applications and information on fees and requirements, and 3) Streamlined inspection scheduling and improved communication for meeting customer expectations.

**Percent of total General Fund**



**Five-year Comparison**



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## City of Shoreview, Minnesota – 2012-2013 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 2012 and 2013 are shown in the table below.

	Recycling	Community Center	Recreation Programs	Cable Television	EDA	HRA	Slice of Shoreview	Total
<b>2012 Budget</b>								
<b>Revenue</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 70,000	\$ -	\$ 125,000
Intergovernmental	69,000	-	-	-	-	-	-	69,000
Charges for Services	451,300	2,269,985	1,277,740	280,000	-	-	22,000	4,301,025
Interest Earnings	-	8,000	4,600	1,800	-	-	-	14,400
Other Revenues	-	-	-	1,200	-	-	25,000	26,200
<b>Total Revenue</b>	<b>520,300</b>	<b>2,277,985</b>	<b>1,282,340</b>	<b>283,000</b>	<b>55,000</b>	<b>70,000</b>	<b>47,000</b>	<b>4,535,625</b>
<b>Expense</b>								
General Government	-	-	-	165,095	-	-	57,200	222,295
Public Works	489,474	-	-	-	-	-	-	489,474
Parks and Recreation	-	2,458,919	1,246,802	-	-	-	-	3,705,721
Community Development	-	-	-	-	49,783	53,726	-	103,509
<b>Total Expense</b>	<b>489,474</b>	<b>2,458,919</b>	<b>1,246,802</b>	<b>165,095</b>	<b>49,783</b>	<b>53,726</b>	<b>57,200</b>	<b>4,520,999</b>
<b>Other Sources (Uses)</b>								
Transfers In	-	300,000	65,000	-	-	-	10,000	375,000
Transfers Out	-	-	(75,000)	(121,950)	-	-	-	(196,950)
<b>Net Change</b>	<b>30,826</b>	<b>119,066</b>	<b>25,538</b>	<b>(4,045)</b>	<b>5,217</b>	<b>16,274</b>	<b>(200)</b>	<b>192,676</b>
Fund Equity, beginning	93,134	734,728	476,134	181,114	181,715	22,472	35,147	1,724,444
<b>Fund Equity, ending</b>	<b>\$123,960</b>	<b>\$ 853,794</b>	<b>\$ 501,672</b>	<b>\$177,069</b>	<b>\$186,932</b>	<b>\$ 38,746</b>	<b>\$ 34,947</b>	<b>\$1,917,120</b>
<b>2013 Budget</b>								
<b>Revenue</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 75,000	\$ -	\$ 135,000
Intergovernmental	70,000	-	-	-	-	-	-	70,000
Charges for Services	473,300	2,323,755	1,303,300	288,400	-	-	23,000	4,411,755
Interest Earnings	-	9,000	4,800	1,800	-	-	-	15,600
Other Revenues	-	-	-	1,200	-	-	25,000	26,200
<b>Total Revenue</b>	<b>543,300</b>	<b>2,332,755</b>	<b>1,308,100</b>	<b>291,400</b>	<b>60,000</b>	<b>75,000</b>	<b>48,000</b>	<b>4,658,555</b>
<b>Expense</b>								
General Government	-	-	-	152,498	-	-	58,200	210,698
Public Works	504,240	-	-	-	-	-	-	504,240
Parks and Recreation	-	2,555,899	1,270,619	-	-	-	-	3,826,518
Community Development	-	-	-	-	52,547	59,368	-	111,915
<b>Total Expense</b>	<b>504,240</b>	<b>2,555,899</b>	<b>1,270,619</b>	<b>152,498</b>	<b>52,547</b>	<b>59,368</b>	<b>58,200</b>	<b>4,653,371</b>
<b>Other Sources (Uses)</b>								
Transfers In	-	312,000	70,000	-	-	-	10,000	392,000
Transfers Out	-	-	(80,000)	(115,000)	-	-	-	(195,000)
<b>Net Change</b>	<b>39,060</b>	<b>88,856</b>	<b>27,481</b>	<b>23,902</b>	<b>7,453</b>	<b>15,632</b>	<b>(200)</b>	<b>202,184</b>
Fund Equity, beginning	123,960	853,794	501,672	177,069	186,932	38,746	34,947	1,917,120
<b>Fund Equity, ending</b>	<b>\$163,020</b>	<b>\$ 942,650</b>	<b>\$ 529,153</b>	<b>\$200,971</b>	<b>\$194,385</b>	<b>\$ 54,378</b>	<b>\$ 34,747</b>	<b>\$2,119,304</b>

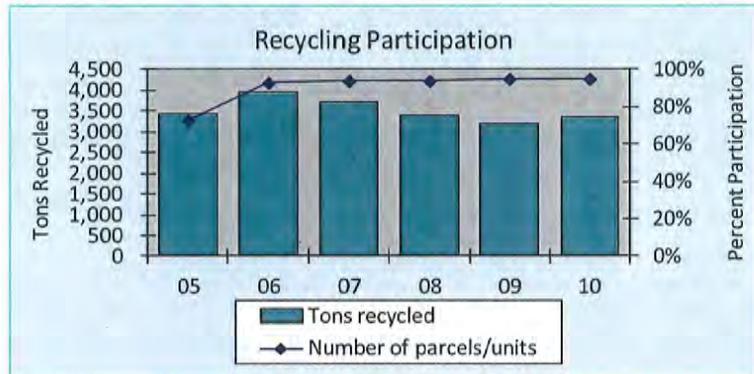
Recycling Fund Summary

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

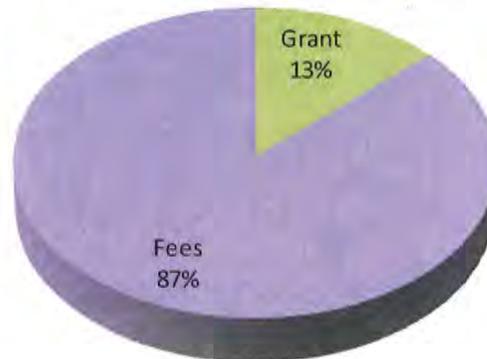
**Background** – The short-term strategy for establishing recycling charges in the next few years is driven by a combination of rising costs and the cash flow needs of the fund. Because revenue is collected via the annual property tax statement, revenue collection follows the same timing as the property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



Participation in the recycling program continues at strong levels, and has grown from 78 percent of households in 2005 to 95 percent in 2010. Materials recycled in 2010 amounted to 3,342 tons, which reflects a downward trend caused by reduced paper recycling as more households move toward electronic sources of information.



**Revenue** – User fees provide 87 percent of total revenue, and SCORE grant funding from Ramsey County provides the remaining 12 percent of total revenue.

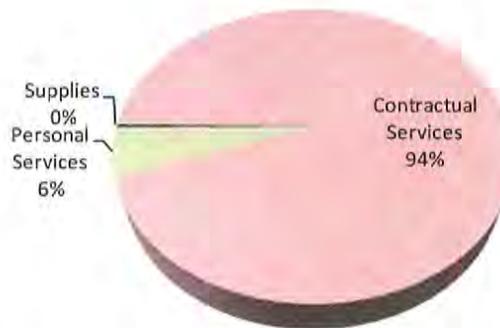


The annual residential fee for bi-weekly curbside recycling is \$37.50 in 2011, resulting in a cost of \$1.44 per collection per household. For 2012, the projected annual fee is \$40.00, resulting in a 9-cent increase in the cost per collection (to \$1.53).

City of Shoreview, Minnesota – 2012-2013 Biennial Budget

Recycling Fund Summary

Expense – Shoreview contracts with a private refuse hauler for the curbside collection of all recyclable materials. Contractual costs for the private hauler account for 77 percent of total expense, and other contractual costs account for 17 percent (for clean-up days, and an administrative charge paid to the General Fund). Personal services costs necessary to operate the program account for 6 percent of costs.



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Intergovernmental	\$ 59,548	\$ 59,141	\$ 60,000	\$ 70,740	\$ 69,000	\$ 70,000
Charges for Services	373,097	386,548	403,500	424,270	451,300	473,300
Interest Earnings	269	62	-	-	-	-
<b>Total Revenue</b>	<b>432,914</b>	<b>445,751</b>	<b>463,500</b>	<b>495,010</b>	<b>520,300</b>	<b>543,300</b>
<b>Expense</b>						
Public Works	423,543	429,260	443,173	461,547	489,474	504,240
Net Change	9,371	16,491	20,327	33,463	30,826	39,060
Fund Equity, beginning	33,809	43,180	59,671	59,671	93,134	123,960
<b>Fund Equity, ending</b>	<b>\$ 43,180</b>	<b>\$ 59,671</b>	<b>\$ 79,998</b>	<b>\$ 93,134</b>	<b>\$ 123,960</b>	<b>\$ 163,020</b>
Months of operating coverage	1.2	1.6		2.3	3.0	3.7

**Recycling**

210-42750

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

**Goals and Objectives:**

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

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 29,828	\$ 30,207	\$ 32,133	\$ 15,737	\$ 27,004	\$ 28,610
Supplies	\$ 3,530			\$ 1,200	\$ 1,200	\$ 1,200
Contractual	\$ 390,185	\$ 399,053	\$ 411,040	\$ 444,610	\$ 461,270	\$ 474,430
<b>Total</b>	<b>\$ 423,543</b>	<b>\$ 429,260</b>	<b>\$ 443,173</b>	<b>\$ 461,547</b>	<b>\$ 489,474</b>	<b>\$ 504,240</b>
Percent change		1.3%	3.2%	7.5%	10.4%	3.0%
<b>Full-time equivalents</b>						
Full-time	0.35	0.35	0.35	0.12	0.35	0.35
<b>Total</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.12</b>	<b>0.35</b>	<b>0.35</b>
Percent of Total Expense	2.07%	2.02%	2.02%	1.71%	2.12%	2.13%

**Budget Impacts:**

- The City's contract cost for recycling collection services will increase each year by the Annual Consumer Price Index for the Midwest Region or 3%, whichever is lower.
- Postage and printing costs drop from 2010 to 2011 due to the elimination of a separate mailing to each household advertising the annual clean-up day events. Starting in 2011, the advertisement for the clean-up day events will be included in the ShoreViews City newsletter, which is delivered to all household within Shoreview.

**Recycling**

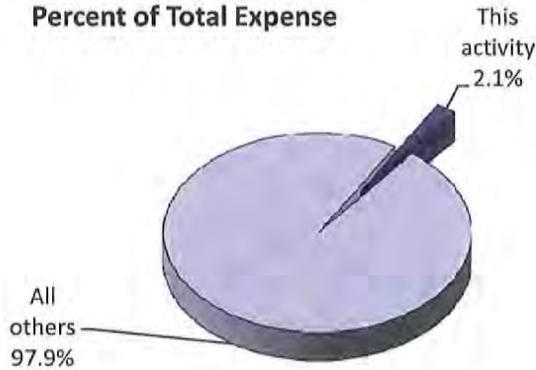
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Recycling annual cost per household	\$ 38.85	\$ 40.75	\$ 41.27
% change from prior year		4.9%	1.3%
Tons of materials recycled annually	3,385	3,204	3,342
% change from prior year		-5.4%	4.3%
Number of vehicles at clean-up day events (Spring and Fall combined)	1,672	1,622	1,812
% change from prior year		-3.0%	11.7%

Community Survey Results	2005 Survey	2010 Survey
Residents supporting a curbside collection program for compostable waste	no data	45%
Residents indicating that reducing waste is very or somewhat important	no data	97%

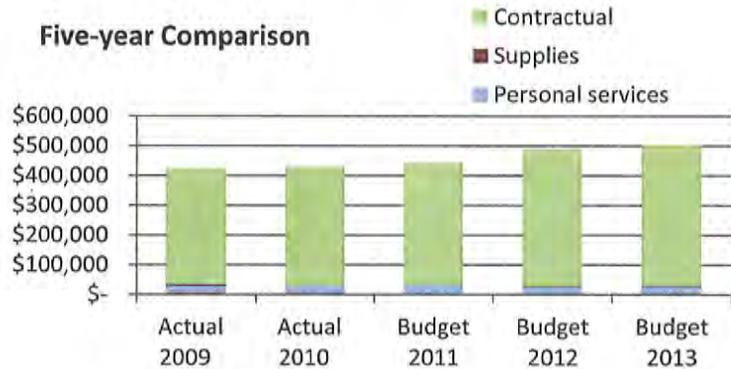
**Recent Achievements:**

- A new vendor was selected in 2011 for residential recycling collection, because the previous contract expired. The new contract covers the next 5 years (from 2011 to 2015).
- Transition of the old recycling vendor to the new recycling vendor was completed in late 2010/early 2011. This included the collection of approximately 10,000 old recycling bins and delivery of approximately 10,000 new recycling bins over the months of November and December in 2010.

**Percent of Total Expense**



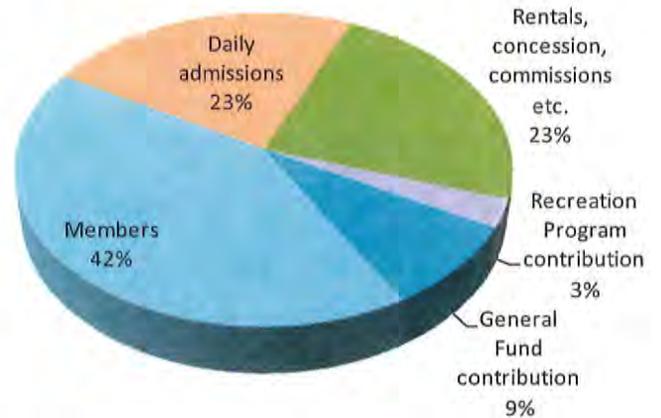
**Five-year Comparison**



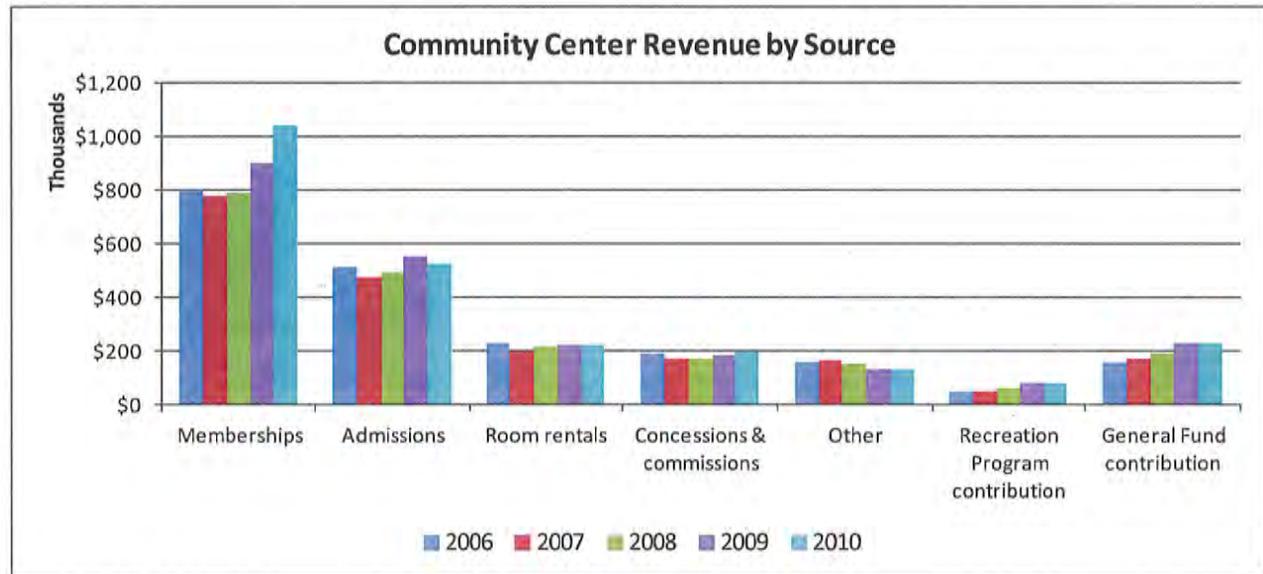
**Community Center Fund Summary**

**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 (approximately 9 percent).



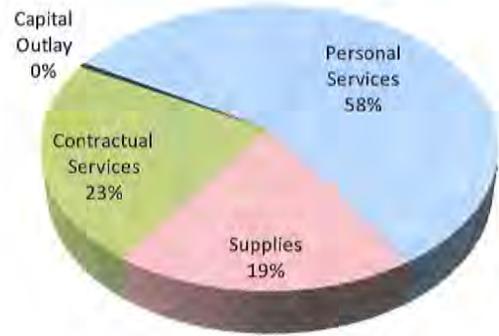
**Revenue** – Daily admissions and memberships provide about 65 percent of community center revenue. Another 23 percent comes from room rentals, concessions, banquet commissions, building charges, and locker/vending fees. The Recreation Programs Fund provides about 3 percent of total revenue, through an inter-fund transfer, to offset program use of the facility.



**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Community Center Fund Summary**

Expense – Operating costs are projected to increase an average of 3 to 4 percent annually due to repair and maintenance costs and personal services. Personal services accounts for the largest share of expense at 58%, followed by contractual costs at 23% 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 (\$225,000 for 2012 and \$232,000 for 2013), and from the Recreation Programs Fund for program use of the facility (\$75,000 for 2012 and \$80,000 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services	\$ 1,972,389	\$ 2,106,742	\$ 2,209,820	\$ 2,214,065	\$ 2,269,985	\$ 2,323,755
Interest Earnings	8,171	8,017	12,900	8,000	8,000	9,000
Other Revenues	-	715	-	-	-	-
<b>Total Revenue</b>	<b>1,980,560</b>	<b>2,115,474</b>	<b>2,222,720</b>	<b>2,222,065</b>	<b>2,277,985</b>	<b>2,332,755</b>
<b>Expense</b>						
Parks and Recreation	2,186,995	2,269,673	2,373,809	2,349,989	2,458,919	2,555,899
<b>Total Expense</b>	<b>2,186,995</b>	<b>2,269,673</b>	<b>2,373,809</b>	<b>2,349,989</b>	<b>2,458,919</b>	<b>2,555,899</b>
<b>Other Sources (Uses)</b>						
Transfers In	310,000	310,000	297,000	297,000	300,000	312,000
Transfers Out	-	-	(100,000)	(35,000)	-	-
<b>Net Change</b>	<b>103,565</b>	<b>155,801</b>	<b>45,911</b>	<b>134,076</b>	<b>119,066</b>	<b>88,856</b>
Fund Equity, beginning	341,286	444,851	600,652	600,652	734,728	853,794
<b>Fund Equity, ending</b>	<b>\$ 444,851</b>	<b>\$ 600,652</b>	<b>\$ 646,563</b>	<b>\$ 734,728</b>	<b>\$ 853,794</b>	<b>\$ 942,650</b>
Months of operating coverage	2.4	3.0		3.6	4.0	3.8

## Community Center

220-43800

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

**Goals and Objectives:**

- Provide quality facility, operate efficiently, support community needs, and generate operating revenue.
- Expand member services through additional insurance reimbursement programs, such as Silver Sneakers, for individuals 65 years and older.
- 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.
- Develop new marketing materials (print and online) to increase rentals, memberships, and daily visits.
- Decrease chemical costs and promote green solutions by expanding the sphagnum moss filtering system into other parts of the building.
- Increase direct contact with potential rental customers (for banquet, meeting, and pool party rentals) through streamlined processes, and reductions in the calls routed to voice mail.
- Add online registration capability within 2 years.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 1,274,624	\$ 1,309,770	\$ 1,378,296	\$ 1,358,209	\$ 1,415,659	\$ 1,456,934
Supplies	\$ 392,043	\$ 405,540	\$ 439,400	\$ 443,500	\$ 461,760	\$ 481,115
Contractual	\$ 507,042	\$ 544,863	\$ 556,113	\$ 548,280	\$ 568,570	\$ 604,850
Capital outlay					\$ 12,930	\$ 13,000
Total	\$ 2,173,709	\$ 2,260,173	\$ 2,373,809	\$ 2,349,989	\$ 2,458,919	\$ 2,555,899
Percent change		4.0%	5.0%	4.0%	3.6%	3.9%
<b>Full-time equivalents</b>						
Full-time	12.05	13.05	13.05	12.59	14.05	14.05
Associate	25.24	22.98	23.63	23.53	22.39	22.56
Total	37.29	36.03	36.68	36.12	36.44	36.61
Percent of Total Expense	10.63%	10.66%	10.82%	8.73%	10.65%	10.80%

**Budget Impacts:**

- Add full-time Building Manager in 2012 to promote continuity during all hours of building operation. The cost for the position will be partially offset by reductions in associate staff hours.
- The chiller replacement in 2011 will help maintain electric costs through efficient mechanical systems.
- Nominal annual increases in membership, rental and daily pass fees have continued to support operating costs.
- The new pool circulation system will reduce the amount of chemicals and staff time needed for pool maintenance.

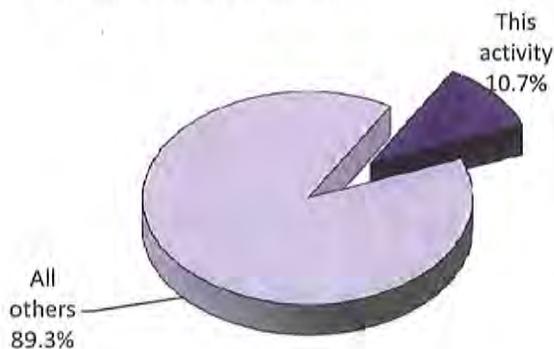
Community Center			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Number of Community Center memberships (annual/seasonal)	2,145	2,084	2,473
% change from prior year		-2.8%	18.7%
Number of Community Center members (all combined)	5,349	5,758	6,464
% change from prior year		7.7%	12.3%
Total member visits	251,898	284,384	308,404
% change from prior year		12.9%	8.5%
Total Community Center visits (members and nonmembers)	465,811	523,951	627,822
% change from prior year		12.5%	19.8%
Number of installment billing transactions (monthly billing)	3,348	6,483	8,811
Members enrolled in health insurance reimbursement programs	282	334	1,085
General Fund support as a percent of Community Center expense	8.7%	10.5%	10.1%

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

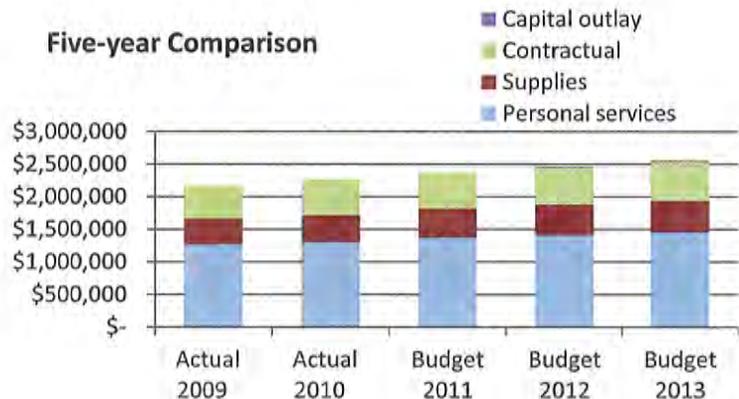
**Recent Achievements:**

- Received the Readers Choice Award for the Best Community Center in 2009 and 2010.
- Membership revenue exceeded \$1 million in 2010.
- Received the 2010 Ellis Silver International Aquatics Safety Award.
- Redesigned call routing for birthday rentals, to decrease the calls routed to voice mail and promote direct contact with staff. As a result, (from March to May of 2011) the number of birthday party rentals increased 41.6% over the same period in 2010 (from 173 to 245 parties), and revenue increased 46.6% (from \$15,333 to \$22,473).
- Added indoor playground amenity in 2009 (for children ages 2 to 10) to increase daily visits, expand building capacity for groups, and to promote family memberships.

**Percent of Total Expense**



**Five-year Comparison**



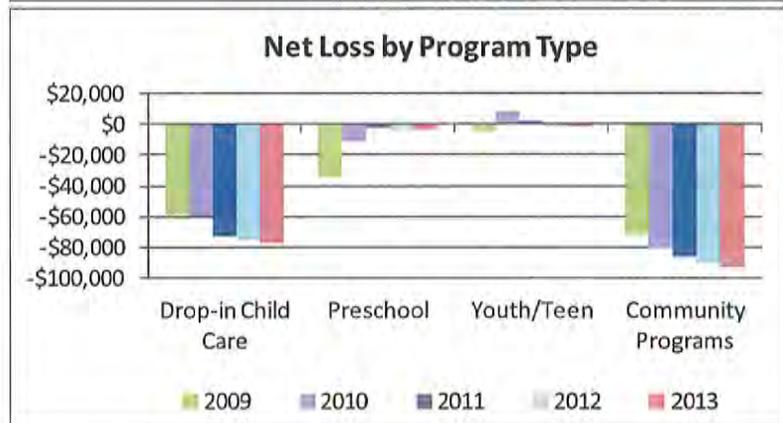
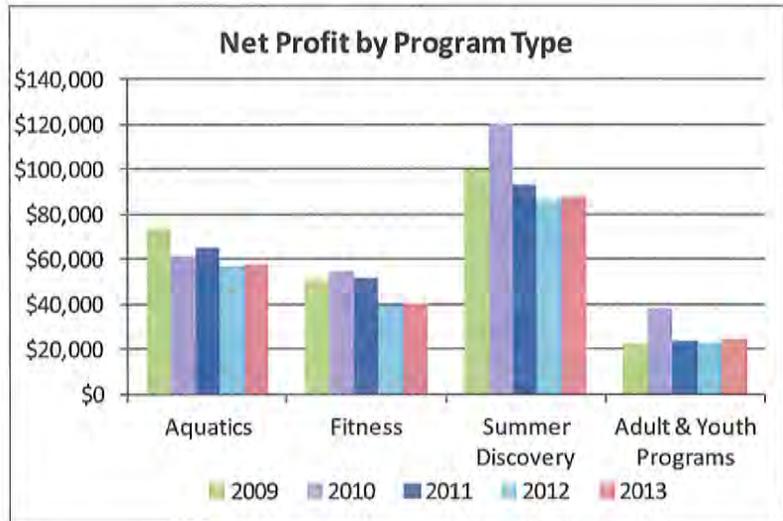
Recreation Programs Fund Summary

**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.

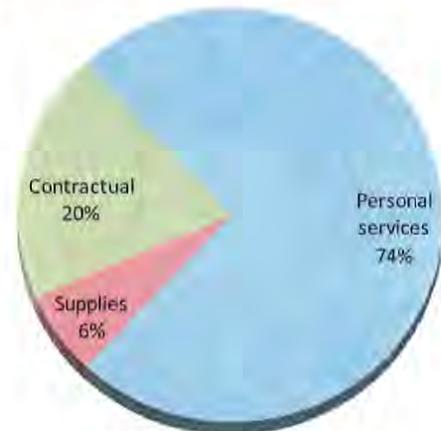
**Revenue** – Program fees provide 95 percent of revenue. The Recreation Programs Fund also receives an inter-fund transfer from the General Fund to help pay for community-oriented programs (providing 5 percent of total revenue).



**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Recreation Programs Fund Summary**

Expense – Personal services account for staff time for recreation instructors, supervisors and coordinators (74 percent of recreation program expense). Contractual costs cover transportation, building fees, insurance and other miscellaneous contracted expense (20 percent of expense). Program supplies account for the remaining 6 percent of expense.



Transfers in reflect a contribution from the General Fund to offset a portion of community-oriented program costs (\$65,000 for 2012 and \$70,000 for 2013). Transfers out provide support to the Community Center Fund for recreation program use of the Community Center facility (\$75,000 for 2012 and \$80,000 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services						
Adult and Youth Sports	\$ 162,798	\$ 169,751	\$ 167,656	\$ 166,440	\$ 171,380	\$ 174,800
Aquatics Programs	210,670	228,737	224,643	228,870	232,690	237,340
Fitness Programs	268,541	306,005	290,815	306,480	309,310	315,500
Summer Discovery	306,246	323,495	300,395	313,000	313,120	319,380
Preschool Programs	42,510	83,463	90,271	95,430	96,850	98,790
Drop-in Child Care	13,269	15,705	15,644	15,970	15,970	16,300
Youth/teen Programs	84,758	92,058	82,944	91,500	95,000	96,900
Community Programs	70,351	47,715	55,633	43,670	43,420	44,290
Interest Earnings	4,925	4,623	5,000	4,600	4,600	4,800
Other Revenues	559	489	-	-	-	-
<b>Total Revenue</b>	<b>1,164,627</b>	<b>1,272,041</b>	<b>1,233,001</b>	<b>1,265,960</b>	<b>1,282,340</b>	<b>1,308,100</b>
<b>Expense</b>						
Public Works						
Park/Recreation Administration	294,157	305,513	305,147	298,569	331,258	345,238
Adult and Youth Sports	102,968	96,908	108,397	107,529	109,238	109,874
Aquatics Programs	100,314	123,057	128,340	123,005	129,694	131,212
Fitness Programs	159,596	185,167	182,950	191,666	198,987	201,306
Summer Discovery	151,175	149,799	165,382	165,402	167,245	169,145
Preschool Programs	56,100	70,117	75,247	73,975	73,656	74,516
Drop-in Child Care	52,471	55,931	51,872	67,251	67,409	68,196
Youth/teen Programs	65,619	61,094	69,290	67,243	70,213	70,949
Community Programs	104,148	94,544	109,178	98,084	99,102	100,183
<b>Total Expense</b>	<b>1,086,548</b>	<b>1,142,130</b>	<b>1,195,803</b>	<b>1,192,724</b>	<b>1,246,802</b>	<b>1,270,619</b>
<b>Other Sources (Uses)</b>						
Transfers In	62,000	60,000	65,000	65,000	65,000	70,000
Transfers Out	(80,000)	(80,000)	(70,000)	(70,000)	(75,000)	(80,000)
<b>Net Change</b>	<b>60,079</b>	<b>109,911</b>	<b>32,198</b>	<b>68,236</b>	<b>25,538</b>	<b>27,481</b>
Fund Equity, beginning	237,908	297,987	407,898	407,898	476,134	501,672
<b>Fund Equity, ending</b>	<b>\$ 297,987</b>	<b>\$ 407,898</b>	<b>\$ 440,096</b>	<b>\$ 476,134</b>	<b>\$ 501,672</b>	<b>\$ 529,153</b>
Months of operating coverage	2.9	3.9		4.3	4.5	3.8

**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:**

- Expand use of e-marketing techniques to include social media; 88% of Shoreview residents have internet access.
- Develop a mobile version of the website making registration and program information available from a cell phone or other mobile device.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 257,660	\$ 256,622	\$ 270,602	\$ 257,934	\$ 288,028	\$ 301,258
Supplies	\$ 938	\$ 352	\$ 800	\$ 800	\$ 800	\$ 800
Contractual	\$ 35,559	\$ 42,486	\$ 33,745	\$ 39,835	\$ 42,430	\$ 43,180
<b>Total</b>	<b>\$ 294,157</b>	<b>\$ 299,460</b>	<b>\$ 305,147</b>	<b>\$ 298,569</b>	<b>\$ 331,258</b>	<b>\$ 345,238</b>
Percent change		1.8%	1.9%	-0.3%	8.6%	4.2%
<b>Full-time equivalents</b>						
Full-time	3.75	3.75	3.75	3.64	3.75	3.75
Part-time	0.75	0.75	0.75	0.52	0.75	0.75
Associate	0.04					
<b>Total</b>	<b>4.54</b>	<b>4.50</b>	<b>4.50</b>	<b>4.16</b>	<b>4.50</b>	<b>4.50</b>
Percent of Total Expense	1.44%	1.41%	1.39%	1.11%	1.44%	1.46%

**Budget Impacts:**

- Reduction in staff FTEs due to unpaid leave of absences in 2011. We anticipate being fully staffed in 2012.
- ShoreViews publication cost of \$10,000 shifted to General Fund Communications Activity and corresponding reduction in transfer from the General Fund.
- Outsourcing the printing of five program brochures per year (to be sent through the schools) caused an increase in printing costs. This results in a reduction of staff time spent preparing the brochures as well as reduced wear and tear on copiers.
- Five Full-time staff members in the step program (length of service is less than 4 years employment in the position) are currently paid less than the regular rate of pay, estimated future wage costs account for scheduled step increases until each reaches the regular rate of pay.
- Credit card processing fees are on the increase due to the higher number of registrations being processed on-line. Costs increased 28% from 2009 to 2010 and are expected to level off in 2012.

**Park/Recreation Administration**

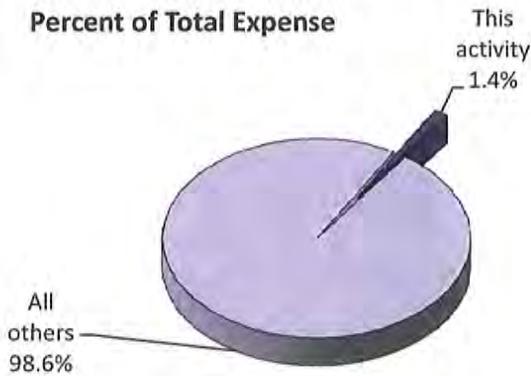
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Administration annual cost per program participant	\$ 16.79	\$ 16.35	\$ 14.77
% change from prior year		-2.6%	-9.7%
Total rec program participants (all programs, includes unregistered)	16,369	17,994	20,679
% change from prior year		9.9%	14.9%
In person registrations	no data	10,013	8,347
Online registrations	no data	3,323	4,961
Online registrations, as a percent of total registrations	no data	24.9%	37.3%
Percent supported by general fund	6%	5%	5%

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

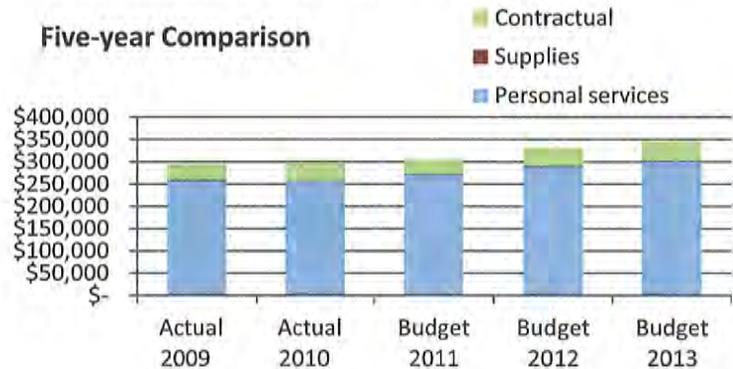
**Recent Achievements:**

- Improvements have been made to the on-line registration process making it more user-friendly. Users can register for an account on-line; they were previously required to submit a paper form. A splash page was added making the registration home page more attractive and easier to navigate. Users may now create their own user name and password where previously they were assigned by our computer system.
- Implemented email marketing through the use of Constant Contact to send professional marketing email updates about upcoming recreation programs and events. Results indicate an average of 2,300 opens per email blast.

**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.
- Offer opportunities for the community to participate in non-traditional sports such as lacrosse, ultimate Frisbee, and roller hockey.
- Explore methods of using school district facilities in a more efficient and cost-effective manner.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 13,368	\$ 11,716	\$ 13,414	\$ 13,931	\$ 13,897	\$ 14,057
Supplies	\$ 12,304	\$ 12,027	\$ 14,211	\$ 16,205	\$ 14,683	\$ 14,756
Contractual	\$ 77,296	\$ 73,165	\$ 80,772	\$ 77,393	\$ 80,658	\$ 81,061
<b>Total</b>	<b>\$ 102,968</b>	<b>\$ 96,908</b>	<b>\$ 108,397</b>	<b>\$ 107,529</b>	<b>\$ 109,238</b>	<b>\$ 109,874</b>
Percent change		-5.9%	11.9%	11.0%	0.8%	0.6%
<b>Full-time equivalents</b>						
Associate	0.49	0.54	0.49	0.51	0.51	0.51
<b>Total</b>	<b>0.49</b>	<b>0.54</b>	<b>0.49</b>	<b>0.51</b>	<b>0.51</b>	<b>0.51</b>
Percent of Total Expense	0.50%	0.46%	0.49%	0.40%	0.47%	0.46%

**Budget Impacts:**

- As a method of recruiting volunteers, coaches are reimbursed for their child's registration fee at the end of the season at a cost of \$7000 per year.

**Adult & Youth Sports**

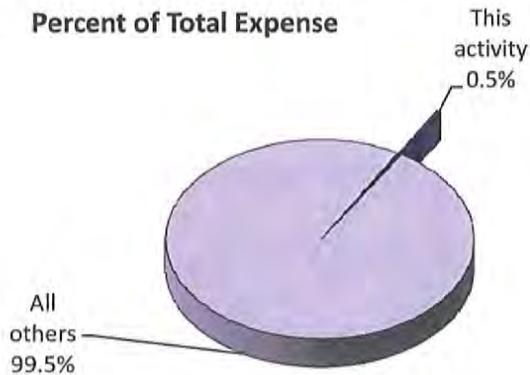
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Youth league participants	724	852	884
Youth sports volunteers	117	150	130
Adult sports teams	139	175	153
Other sports participants (individual and after-school)	no data	1,149	1,148
Mounds View School District facility use fees	\$ 12,090	\$ 6,060	\$ 6,283

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

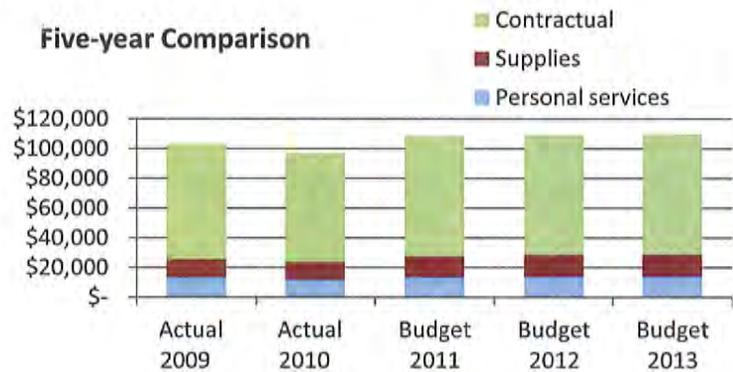
**Recent Achievements:**

- The girls volleyball program is entering its third year. The program doubled participation from 42 in 2010 to 89 in 2011.
- Reduced facility use fees by nearly 50% since 2008.

**Percent of Total Expense**



**Five-year Comparison**



**Aquatics**

225-43520

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

**Goals and Objectives:**

- Increase offering of private and custom private swim lessons by 10%.
- Determine the feasibility of expanding the swim lesson program by using Chippewa Middle School Pool.
- Offer aquatic programs for adults including swim lessons, stroke technique clinics and triathlon clinic.
- Implement boat safety courses and canoe/kayak classes.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 94,360	\$ 116,375	\$ 120,990	\$ 114,965	\$ 119,814	\$ 121,233
Supplies	\$ 4,384	\$ 5,946	\$ 6,318	\$ 6,635	\$ 8,180	\$ 8,262
Contractual	\$ 1,570	\$ 736	\$ 1,032	\$ 1,405	\$ 1,700	\$ 1,717
<b>Total</b>	<b>\$ 100,314</b>	<b>\$ 123,057</b>	<b>\$ 128,340</b>	<b>\$ 123,005</b>	<b>\$ 129,694</b>	<b>\$ 131,212</b>
Percent change		22.7%	4.3%	0.0%	1.1%	1.2%
<b>Full-time equivalents</b>						
Associate	3.74	3.93	5.92	5.31	5.43	5.43
<b>Total</b>	<b>3.74</b>	<b>3.93</b>	<b>5.92</b>	<b>5.31</b>	<b>5.43</b>	<b>5.43</b>
Percent of Total Expense	0.49%	0.58%	0.58%	0.46%	0.56%	0.55%

**Budget Impacts:**

- Implemented 750 hours of swim lesson instructor in-services in 2010, resulting in an 8% increase in personnel costs.
- Red Cross CPR/AED and First Aid card fees have increased from \$9 to \$19 per card. Red Cross Life Guard card fees have increased from \$12 to \$35 per card. Participant fees will be adjusted to cover this cost; however, the Aquatics budget absorbs the cost for internal staff training.
- The Safety Camp program was shifted into the Aquatic Budget, resulting in a \$3000 transfer in expenses.

**Aquatics**

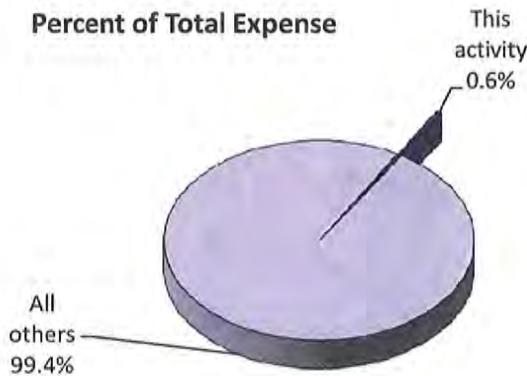
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Group lesson participants	no data	2,678	2,723
Private lesson participants	no data	298	388
Specialty/safety related participants	no data	232	221

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

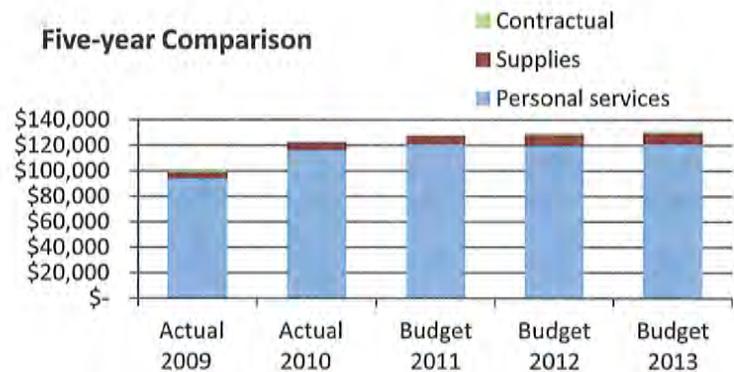
**Recent Achievements:**

- Private lessons increased 30% from 2009 to 2010. Participants prefer one on one instruction with a flexible
- Platforms were purchased in 2010 which allows for conducting additional lessons for younger students in lap lanes.
- Swim instructor uniforms were instituted in 2009 making the instructor recognizable to parents and participants.
- Pool staff was awarded a Silver International Aquatic Safety Award by Jeff Ellis and Associates early in 2011, based on the results of multiple random and unannounced aquatic facility operational safety audits throughout the year. Receiving this award demonstrates that Shoreview consistently exceeds industry standards in risk management and aquatic safety.

**Percent of Total Expense**



**Five-year Comparison**



**Fitness Programs**

225-43530

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

**Goals and Objectives:**

- Increase participation numbers by offering SilverSneakers classes.
- Investigate increasing the length of fitness class sessions by 1 week each quarter, allowing for 47 weeks per year of group fitness classes and 5 weeks of free classes.
- Explore expanding the fitness program to include sport-specific training to appeal to athletes.
- Expand group fitness class offerings by using gym activity room as a third studio.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 139,697	\$ 163,029	\$ 161,596	\$ 170,320	\$ 177,641	\$ 179,747
Supplies	\$ 8,030	\$ 7,934	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,080
Contractual	\$ 11,869	\$ 14,204	\$ 13,354	\$ 13,346	\$ 13,346	\$ 13,479
Total	\$ 159,596	\$ 185,167	\$ 182,950	\$ 191,666	\$ 198,987	\$ 201,306
Percent change		16.0%	-1.2%	3.5%	8.8%	1.2%
<b>Full-time equivalents</b>						
Associate	2.95	3.01	3.70	3.89	4.01	4.01
Total	2.95	3.01	3.70	3.89	4.01	4.01
Percent of Total Expense	0.78%	0.87%	0.83%	0.71%	0.86%	0.85%

**Budget Impacts:**

- \$8,550 has been budgeted in 2012 for SilverSneakers group fitness classes with no revenue expected.
- Residents receive a \$5 discount and Annual Community Center Members receive a 30% discount off standard group fitness classes.
- Free classes cost approximately \$12,000 per year.

Fitness Programs			
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Fitness class participants	no data	3,171	3,522
Personal training sessions sold	no data	1,137	1,313
Punch cards sold (for 5 fitness class attendances)	no data	647	888
Drop-in passes sold (for 1 fitness class attendance)	no data	990	820
Speciality fitness participants	no data	331	369
Community Survey Results		2005 Survey	2010 Survey
Community survey data not available for this activity		no data	no data

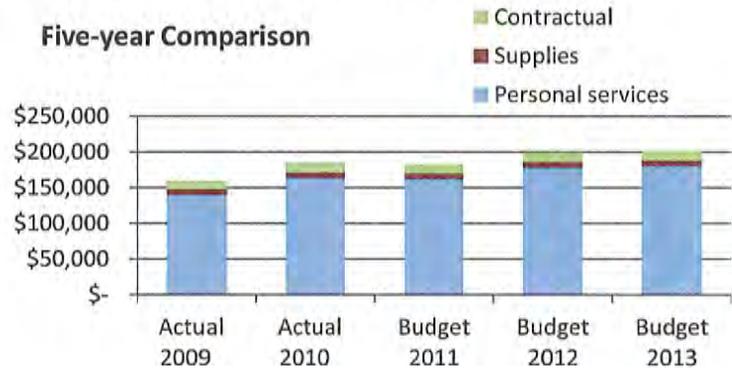
**Recent Achievements:**

- Zumba was first offered in the winter of 2010 and has gone from 2 classes in 2010 to 8 classes in fall of 2011.
- The addition of SilverSneakers reaches an audience previously underserved through the group fitness program.
- Fitness class staff have expanded their certifications and allowed us to offer specialty fitness classes such as Arthritis Foundation classes, perinatal classes, and SilverSneakers classes.
- Upgraded studio stereos equipment in studios.
- New flooring and portable stereo for the gym activity room allows options to expand fitness classes.

**Percent of Total Expense**



**Five-year Comparison**



## Summer Discovery

225-43535

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

**Goals and Objectives:**

- Increase percentage of families enrolled in auto-billing.
- Examine feasibility of combining lunches and child care costs into one fee structure.
- Offer new enrichment activities to keep children engaged.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 106,439	\$ 103,425	\$ 119,952	\$ 116,030	\$ 117,873	\$ 119,279
Supplies	\$ 17,036	\$ 13,987	\$ 18,080	\$ 17,872	\$ 17,872	\$ 18,051
Contractual	\$ 22,877	\$ 31,412	\$ 27,350	\$ 31,500	\$ 31,500	\$ 31,815
Total	\$ 146,352	\$ 148,824	\$ 165,382	\$ 165,402	\$ 167,245	\$ 169,145
Percent change		1.7%	11.1%	11.1%	1.1%	1.1%
<b>Full-time equivalents</b>						
Associate	5.57	5.67	5.53	5.68	5.68	5.68
Total	5.57	5.67	5.53	5.68	5.68	5.68
Percent of Total Expense	0.72%	0.70%	0.75%	0.61%	0.72%	0.71%

**Budget Impacts:**

- This program has reached participation capacity and no major increases or decreases are expected.
- Weekly child care rate was increase by \$5 per week in 2011.
- Transportation and field trips account for \$21,500 of expenses.
- Lunches and snacks account for \$19,000 of expenses.

**Summer Discovery**

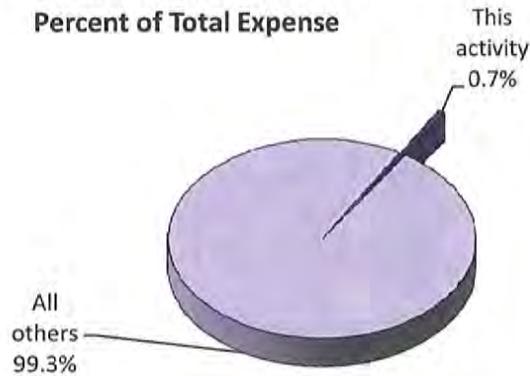
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Number of Summer Discovery participants	188	186	199
Summer Discovery annual cost per participant	\$ 806.57	\$ 812.77	\$ 752.76
% change from prior year		0.8%	-7.4%

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

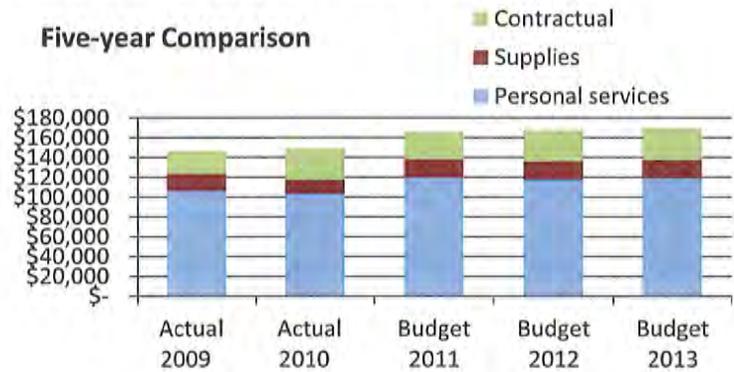
**Recent Achievements:**

- Automated the billing process using existing registration software. 80% of families have enrolled in this option.
- A 3 tier rate policy was established in 2009 making the 5 day option the least expensive daily rate and the 3 day option more expensive daily rate.
- 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.

**Percent of Total Expense**



**Five-year Comparison**



**Preschool Programs**

225-43555

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

**Goals and Objectives:**

- Offer new preschool classes during non-traditional days and times (evenings and weekends).
- Paint preschool room and replace carpet, activity table, and educational supplies.
- Increase number of families enrolled in auto-pay.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 49,698	\$ 60,526	\$ 65,197	\$ 65,225	\$ 64,606	\$ 65,375
Supplies	\$ 6,052	\$ 9,241	\$ 9,700	\$ 8,450	\$ 8,700	\$ 8,787
Contractual	\$ 350	\$ 350	\$ 350	\$ 300	\$ 350	\$ 354
<b>Total</b>	<b>\$ 56,100</b>	<b>\$ 70,117</b>	<b>\$ 75,247</b>	<b>\$ 73,975</b>	<b>\$ 73,656</b>	<b>\$ 74,516</b>
Percent change		25.0%	7.3%	5.5%	-2.1%	1.2%
<b>Full-time equivalents</b>						
Associate	2.03	1.59	2.10	2.12	2.06	2.06
<b>Total</b>	<b>2.03</b>	<b>1.59</b>	<b>2.10</b>	<b>2.12</b>	<b>2.06</b>	<b>2.06</b>
Percent of Total Expense	0.27%	0.33%	0.34%	0.27%	0.32%	0.31%

**Budget Impacts:**

- This program is operating at a stable level and no major increases or decreases are expected.

**Preschool Programs**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Preschool program participants	78	82	120
% change from prior year		5.1%	46.3%
Average program cost per participant	\$ 742	\$ 684	\$ 584
% change from prior year		-7.8%	-14.6%

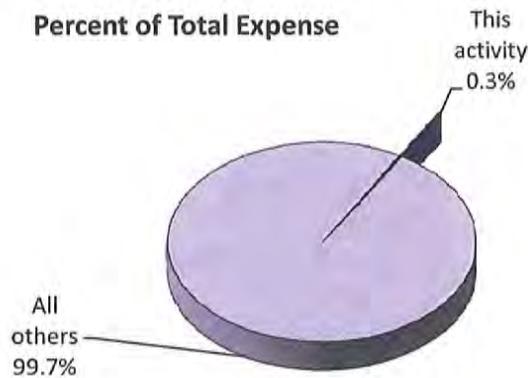
  

Community Survey Results	2005 Survey	2010 Survey
Community survey data not available for this activity	no data	no data

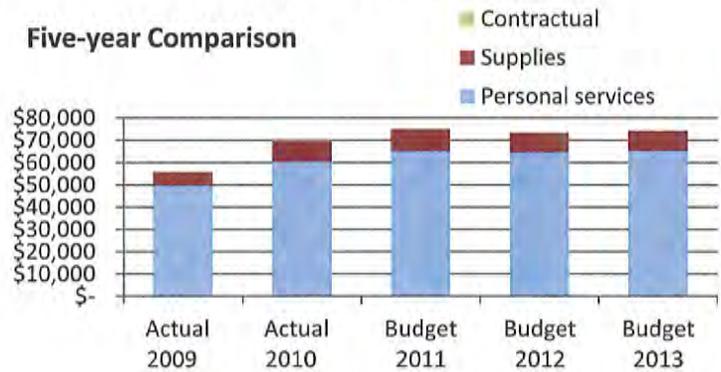
**Recent Achievements:**

- The program has changed from a seasonal program to a school-year program, allowing participants to register once for the entire year.
- Families pay on a monthly basis and can enroll in an auto-billing option.
- Attendance has increased 54% over the past three years: from 78 participants in 2008 to 120 in 2010.

**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 12 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. A low fee is charged if the parent/guardian remains in the building. A higher fee is charged if the parent/guardian leaves the building. The revenue from group fitness and memberships will ideally offset the financial loss this activity encumbers.

**Goals and Objectives:**

- Research methods of administering this program in 2012 in order to reduce expenditures, yet maintain the current level of service.
- Ensure that we are operating during peak community center and group fitness hours by monitoring Kids Care and group fitness attendance.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 50,588	\$ 53,808	\$ 48,672	\$ 64,401	\$ 64,559	\$ 65,317
Supplies	\$ 1,883	\$ 2,123	\$ 3,200	\$ 2,850	\$ 2,850	\$ 2,879
<b>Total</b>	<b>\$ 52,471</b>	<b>\$ 55,931</b>	<b>\$ 51,872</b>	<b>\$ 67,251</b>	<b>\$ 67,409</b>	<b>\$ 68,196</b>
Percent change		6.6%	-7.3%	20.2%	30.0%	1.2%
<b>Full-time equivalents</b>						
Associate	2.58	2.57	2.57	3.36	3.35	3.35
<b>Total</b>	<b>2.58</b>	<b>2.57</b>	<b>2.57</b>	<b>3.36</b>	<b>3.35</b>	<b>3.35</b>
Percent of Total Expense	0.26%	0.26%	0.24%	0.25%	0.29%	0.29%

**Budget Impacts:**

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

**Drop-in Child Care**

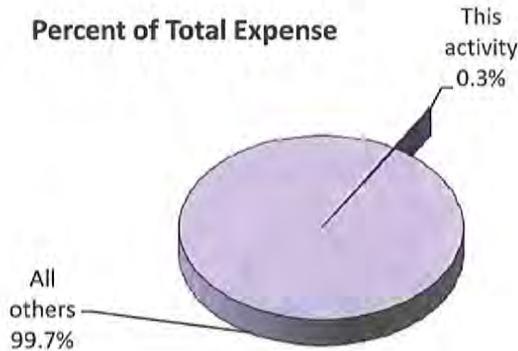
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Drop-in child care participants	4,480	6,687	5,961
Drop-in child care average cost per participant	\$ 10.58	\$ 7.85	\$ 9.38
Drop-in child care hours used by participants	5,603	8,402	7,111
Drop-in child care average cost per hour of child care provided	\$ 8.46	\$ 6.25	\$ 7.87
% change from prior year		-26.1%	25.9%

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

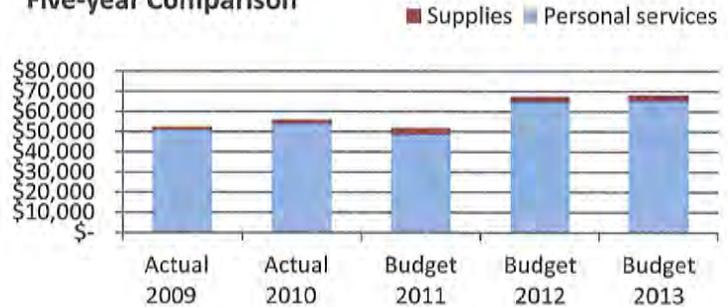
**Recent Achievements:**

- \$1 per hour fee was implemented in 2009 to encourage greater usage of the fitness center and group fitness classes by those who were previously deterred by child care costs. Hours used by participants increased 50% from the previous year.
- Kids Care has increased the number of hours that it is open to better accommodate fitness class participants and fitness center users.
- The payment system was adjusted to be more convenient for the customers; customers now pay for child care services directly at the Kids Care counter, previously they were required to pay for child care services at the service desk across the hall.

**Percent of Total Expense**



**Five-year Comparison**



**Youth/teen Programs**

225-43580

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

**Goals and Objectives:**

- Utilize volunteers at family oriented special events, as a way to promote community involvement and decrease program costs.
- Offer new preschool activities or parent/child classes during the weekday.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 18,835	\$ 16,566	\$ 19,116	\$ 20,264	\$ 19,873	\$ 20,106
Supplies	\$ 7,684	\$ 7,511	\$ 8,875	\$ 8,353	\$ 7,305	\$ 7,378
Contractual	\$ 39,100	\$ 37,017	\$ 41,299	\$ 38,626	\$ 43,035	\$ 43,465
<b>Total</b>	<b>\$ 65,619</b>	<b>\$ 61,094</b>	<b>\$ 69,290</b>	<b>\$ 67,243</b>	<b>\$ 70,213</b>	<b>\$ 70,949</b>
Percent change		-6.9%	13.4%	10.1%	1.3%	1.0%
<b>Full-time equivalents</b>						
Associate	0.77	0.87	0.75	0.83	0.81	0.81
<b>Total</b>	<b>0.77</b>	<b>0.87</b>	<b>0.75</b>	<b>0.83</b>	<b>0.81</b>	<b>0.81</b>
Percent of Total Expense	0.32%	0.29%	0.32%	0.25%	0.30%	0.30%

**Budget Impacts:**

- Enrichment camps are contracted services with either an 80%-20% split or a 20% surcharge added to the cost of the camp.
- Beginning in 2010, tumbling was not offered during the summer months due to space limitations.

**Youth/teen Programs**

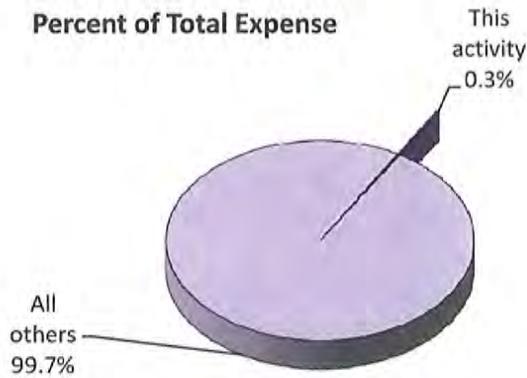
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Ice skating participants	no data	202	231
Enrichment Camp participants	no data	84	219
Tumbling participants	no data	157	135
Family event participants	no data	1,078	921
General youth participants	no data	619	478

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

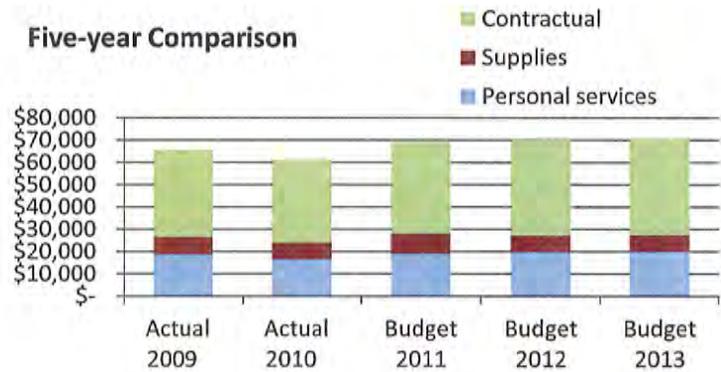
**Recent Achievements:**

- The Family New Years Eve Party continues to be the most popular family event of the year. Attendance was over 600 in 2009 and over 500 in 2010.
- Enrichment camp participation has nearly tripled from 2009 to 2010.

**Percent of Total Expense**



**Five-year Comparison**



## Community Programs

225-43590

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

### Goals and Objectives:

- Increase the number of senior programs to engage young and active seniors by marketing to SilverSneakers participants.
- Conduct a thorough analysis of the summer playground program and research options for improving, changing, or terminating the program.
- Purchase movie and sound equipment to operate the Dive-in Movies and Friday Night Flix with existing staff.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 59,909	\$ 52,223	\$ 59,699	\$ 53,161	\$ 55,034	\$ 55,674
Supplies	\$ 15,134	\$ 14,793	\$ 17,480	\$ 12,051	\$ 12,751	\$ 12,879
Contractual	\$ 28,985	\$ 27,301	\$ 31,999	\$ 32,872	\$ 31,317	\$ 31,630
<b>Total</b>	<b>\$ 104,028</b>	<b>\$ 94,317</b>	<b>\$ 109,178</b>	<b>\$ 98,084</b>	<b>\$ 99,102</b>	<b>\$ 100,183</b>
Percent change		-9.3%	15.8%	4.0%	-9.2%	1.1%
<b>Full-time equivalents</b>						
Associate	3.74	3.40	2.98	2.71	2.78	2.78
<b>Total</b>	<b>3.74</b>	<b>3.40</b>	<b>2.98</b>	<b>2.71</b>	<b>2.78</b>	<b>2.78</b>
Percent of Total Expense	0.51%	0.44%	0.50%	0.36%	0.43%	0.42%

### Budget Impacts:

- A transfer from the general fund of approximately \$65,000 per year supports these programs.
- Warming house supervision accounts for \$24,000 of the Community Programs budget.
- Summer playground personal services account for \$25,000 of the Community Programs budget.
- Senior and adult programs decreased by 29% from 2009 to 2010 due to the reduction in Defensive Driving Classes and the elimination of Foot Care due to space constraints. Senior and adult programs are projected to increase due to the aging population and the addition of SilverSneakers. \$18,000 of the Community Program Budget is dedicated to Senior programs.

**Community Programs**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Skating rink attendance	12,121	12,802	12,294
Concert and movie attendance (program began in 2010)	no data	3,300	3,790
Senior program participants	no data	1,057	757
Summer playground and field trip participants	no data	363	221

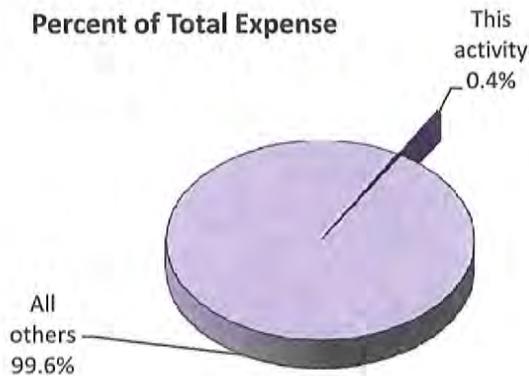
  

Community Survey Results	2005 Survey	2010 Survey
Community survey data not available for this activity	no data	no data

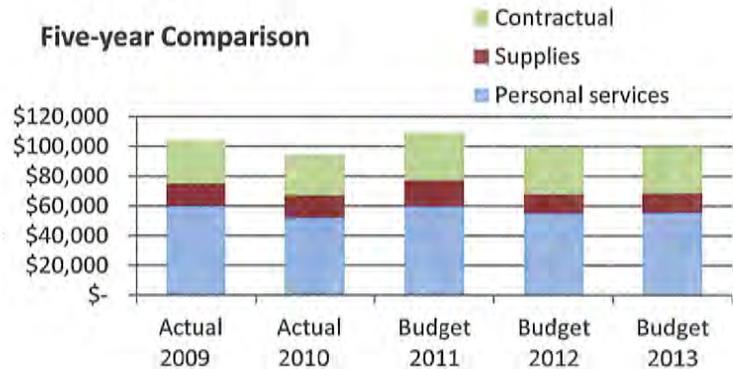
**Recent Achievements:**

- The Farmers Market, Concert Series, and Friday Night Flix continue to be extremely popular for Shoreview residents. Youth activities have been added prior to Friday Night Flix to create a family friendly environment.
- Dive-in movies were re-instituted in 2010. Admission to the Dive-in Movies is included with the Community Center Membership.
- Traffic control through the Ramsey County Sheriffs Department has been hired to help direct traffic during the Farmers Market and ensure the safety of our customers and community center members.

**Percent of Total Expense**



**Five-year Comparison**



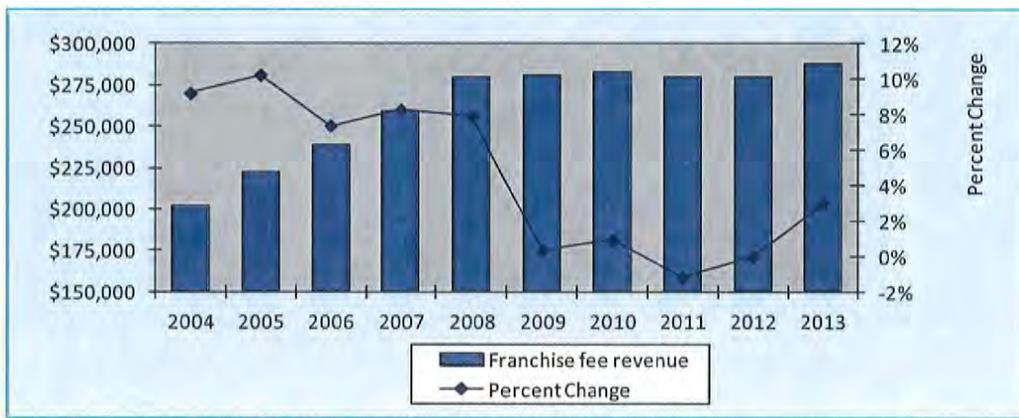
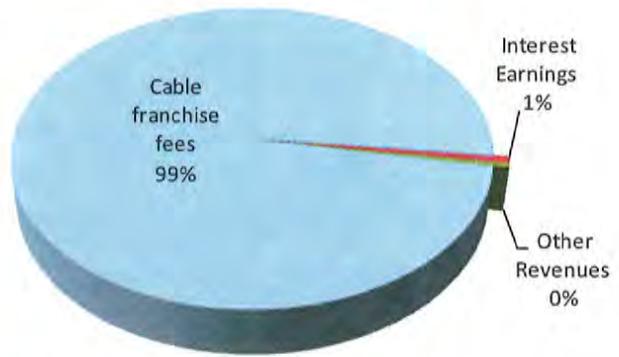
**Cable Television Fund Summary**

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

**Background** – Through the year 2010, a portion of communication costs for personal services, publishing and postage were paid directly out of the Cable Television Fund. Beginning in 2011, all communication costs are consolidated in one communications activity within the General Fund. Cable Television Fund support for communication-related costs occurs through an annual transfer to the General Fund.

**Revenue** – Cable franchise fees provide more than 98 percent of revenue for the fund. Future use of this revenue source could be impacted by changes in State law which could limit the franchising authority of cities as well as franchise fee revenue.

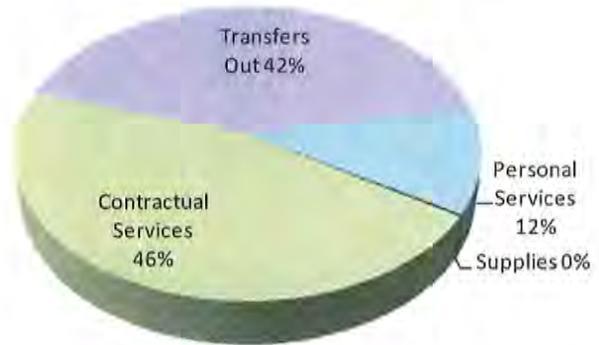
Franchise revenue has grown an average of 5 percent per year since 2004, and is 38% higher in 2011 than it was in 2004.



City of Shoreview, Minnesota – 2012-2013 Biennial Budget

Cable Television Fund Summary

Expense – Contractual costs account for Shoreview’s share of North Suburban Communications Commission costs, administrative costs, and maintenance of production equipment (46 percent of expense). The transfer to the General Fund accounts for 43 percent of Cable Television Fund expense (in support of communication costs). Personal services (television production and information systems support) accounts for 11 percent of expense.



Transfers out provide support to the General Fund for communications activities (\$111,000 in 2012 and \$115,000 in 2013,) and to the Capital Acquisition Fund for information systems replacements and upgrades associated with broadcasting public meetings (\$10,950 in 2012).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services	\$ 280,737	\$ 283,394	\$ 270,000	\$ 280,000	\$ 280,000	\$ 288,400
Interest Earnings	3,411	1,822	3,000	1,800	1,800	1,800
Other Revenues	1,200	1,100	2,000	1,200	1,200	1,200
<b>Total Revenue</b>	<b>285,348</b>	<b>286,316</b>	<b>275,000</b>	<b>283,000</b>	<b>283,000</b>	<b>291,400</b>
<b>Expense</b>						
General Government	270,335	326,677	149,760	146,284	165,095	152,498
<b>Total Expense</b>	<b>270,335</b>	<b>326,677</b>	<b>149,760</b>	<b>146,284</b>	<b>165,095</b>	<b>152,498</b>
<b>Other Sources (Uses)</b>						
Transfers Out	(33,998)	(13,250)	(155,451)	(174,679)	(121,950)	(115,000)
<b>Net Change</b>	<b>(18,985)</b>	<b>(53,611)</b>	<b>(30,211)</b>	<b>(37,963)</b>	<b>(4,045)</b>	<b>23,902</b>
Fund Equity, beginning	291,673	272,688	219,077	219,077	181,114	177,069
<b>Fund Equity, ending</b>	<b>\$ 272,688</b>	<b>\$ 219,077</b>	<b>\$ 188,866</b>	<b>\$ 181,114</b>	<b>\$ 177,069</b>	<b>\$ 200,971</b>
Months of operating coverage	9.6	8.2		7.6	7.9	7.8

## Cable Television

230-40900

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

**Goals and Objectives:**

- Actively participate with other member cities in needs assessment and other studies that are part of the franchise renewal process with Comcast.
- Research and install new lighting system in Council Chambers.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 105,963	\$ 109,354	\$ 32,123	\$ 32,404	\$ 32,985	\$ 33,688
Supplies	\$ 10,075	\$ 58,894	\$ 500	\$ 500	\$ 500	\$ 500
Contractual	\$ 154,297	\$ 158,429	\$ 117,137	\$ 113,380	\$ 131,610	\$ 118,310
<b>Total</b>	<b>\$ 270,335</b>	<b>\$ 326,677</b>	<b>\$ 149,760</b>	<b>\$ 146,284</b>	<b>\$ 165,095</b>	<b>\$ 152,498</b>
Percent change		20.8%	-54.2%	-55.2%	10.2%	-7.6%
<b>Full-time equivalents</b>						
Full-time	1.25	1.25	0.25	0.25	0.25	0.25
Associate	0.10	0.10	0.10	0.10	0.10	0.10
<b>Total</b>	<b>1.35</b>	<b>1.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>
Percent of Total Expense	1.32%	1.54%	0.68%	0.54%	0.72%	0.64%

**Budget Impacts:**

- Personnel costs are significantly reduced since all communications related salaries have been accounted for in transfer to general fund.
- Operating fund transfers have increased approximately \$130,000 to cover personnel costs and printing costs for the ShoreViews.

**Cable Television**

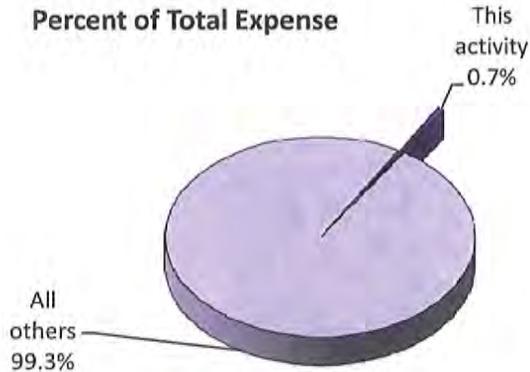
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Council and Planning Commission meetings cablecast	35	35	35

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

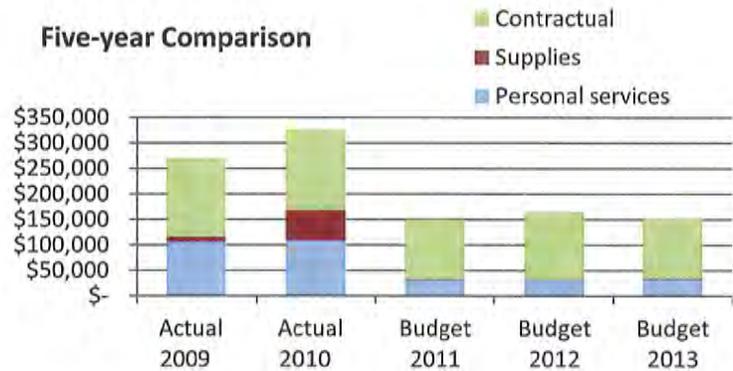
**Recent Achievements:**

- Updated cameras in Council Chambers in 2010.

**Percent of Total Expense**



**Five-year Comparison**



**City of Shoreview, Minnesota – 2012-2013 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 2009 and 2010, and the fund began levying a property tax in 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 51 percent of total expense and provide support to the City’s economic development commission (\$6,600) and the EDA (\$18,940). Personal service costs account for 44 percent of the EDA budget, and cover approximately 15 percent of the City’s Assistant City Manager/Community Development Director position. Supplies make up the remaining 4 percent of the EDA budget.



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Property Taxes	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 55,000	\$ 60,000
Interest Earnings	672	436	-	-	-	-
<b>Total Revenue</b>	<b>672</b>	<b>436</b>	<b>25,000</b>	<b>25,000</b>	<b>55,000</b>	<b>60,000</b>
<b>Expense</b>						
Community Development	28,538	33,449	48,250	47,945	49,783	52,547
<b>Total Expense</b>	<b>28,538</b>	<b>33,449</b>	<b>48,250</b>	<b>47,945</b>	<b>49,783</b>	<b>52,547</b>
<b>Other Sources (Uses)</b>						
Transfers In	-	8,354	30,010	30,010	-	-
Net Change	(27,866)	(24,659)	6,760	7,065	5,217	7,453
Fund Equity, beginning	227,175	199,309	174,650	174,650	181,715	186,932
<b>Fund Equity, ending</b>	<b>\$ 199,309</b>	<b>\$ 174,650</b>	<b>\$ 181,410</b>	<b>\$ 181,715</b>	<b>\$ 186,932</b>	<b>\$ 194,385</b>
Restricted fund equity	\$ 175,000	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777	\$ 165,777
Operating fund equity	\$ 24,309	\$ 8,873	\$ 15,633	\$ 15,938	\$ 21,155	\$ 28,608
Months of operating coverage	8.7	2.2		3.8	4.8	6.4

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**Economic Development Authority Fund Summary**

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Development Project Initiatives currently in process include:

**Stonehenge Retail Development**

- Summary – Economic development assistance for the construction of new retail services and restaurants on Red Fox Road near Lexington Avenue and I-694. The retail center is expected to include a mix of restaurants and retail services that are well recognized both regionally and nationally. Stonehenge will begin construction of the first phase in the fall of 2011, with an opening expected by June, 2012. The City Council and EDA determined that the development is consistent with the City's goals of providing additional community services, increasing tax base and jobs, while leveraging the use of existing TIF to support economic development.
- Financing – To facilitate the inclusion of high-end retail and restaurant, the City offered tax increment financing (TIF) assistance through the City's existing TIF District No. 5. Total assistance includes up to \$845,000 for Phase 1 site and infrastructure improvements (to support construction of the retail center), and up to an additional \$500,000 in for Phase 2 if the City approves the anchor tenant for the project. Phase 2 construction is scheduled to begin by June 30, 2012.

**Advantage Shoreview – Business Partnership Loan Program**

- Summary – In 2010, the City Council and EDA established a new business loan program to assist with retaining and expanding local business. The EDA may loan up to 30% of a building construction, expansion or renovation project, subject to a maximum loan limit of \$500,000. The maximum term for building loans is 15 years and the maximum term for machinery, equipment, and building fixture loans is 10 years. In addition, businesses must demonstrate the need for assistance to retain or create jobs.
- Financing – The program is funding through the City's existing TIF District No. 5, and is subject to time limits set through legislative special authority (requiring projects to be start by July 1, 2012). The City has the option to retain the loan program long-term if other funding sources become available and there is continued interest in the loans from the business community.

**Economic Development (EDA)**

240-44400

The Economic Development activity manages, coordinates, promotes and facilitates economic development, redevelopment, business retention and expansion in order to create a strong and stable economic tax base, employment opportunity and desired services as a foundation for sustaining and enhancing the quality of life in the community by providing employment and services. Overall policy direction and decision-making is through the City Council with both the Economic Development Authority (EDA) and Economic Development Commission (EDC) serving in a policy advisory capacity. The EDA facilitates economic growth by supporting existing businesses, fosters reinvestment in residential neighborhoods and commercial areas, and promotes the creation of new business, employment and housing opportunities to enhance the economic vitality and quality of life. The EDC is the primary networking link between the City and the local business community, bringing the business perspective, recognizing that business retention and economic development are essential elements of the broader goal of quality community development, and maintaining a healthy and vibrant business environment.

**Goals and Objectives:**

- EDA Goals include financial and development support for new and redevelopment opportunities throughout the City, examples include: added retail development and restaurant choices at Red Fox Road (near Lexington and SuperTarget); redevelopment of a vacant shopping center and the addition of an apartment building at Owasso Victoria Streets (Midland Terrace Apartments); retention and expansion of PaR Nuclear/Westinghouse to accommodate company growth; and analysis of vacant commercial properties and redevelopment areas to develop priorities and strategies for promoting new economic development opportunities.
- EDC Goals include continued implementation of the Business Retention and Expansion Program (BRE) including: targeted business visits of landmark and emerging businesses with teams consisting of City Council, EDC and staff to build relationships and respond to business needs in an effort to retain and expand key business; improved business communication through the addition of economic development and business resources pages to the City's website; and continue events such as the Shoreview Business Exchange to provide networking and relationship building with the local business community and respond to business needs.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 3,655	\$ 6,920	\$ 23,410	\$ 23,555	\$ 22,243	\$ 22,807
Supplies			\$ 2,200	\$ 1,700	\$ 2,000	\$ 2,000
Contractual	\$ 24,883	\$ 26,529	\$ 22,640	\$ 22,690	\$ 25,540	\$ 27,740
<b>Total</b>	<b>\$ 28,538</b>	<b>\$ 33,449</b>	<b>\$ 48,250</b>	<b>\$ 47,945</b>	<b>\$ 49,783</b>	<b>\$ 52,547</b>
Percent change		17.2%	44.2%	43.3%	3.2%	5.6%
<b>Full-time equivalents</b>						
Full-time			0.16	0.16	0.15	0.15
<b>Total</b>	<b>-</b>	<b>-</b>	<b>0.16</b>	<b>0.16</b>	<b>0.15</b>	<b>0.15</b>
<b>Percent of Total Expense</b>	<b>0.14%</b>	<b>0.16%</b>	<b>0.22%</b>	<b>0.18%</b>	<b>0.22%</b>	<b>0.22%</b>

**Budget Impacts:**

- Contractual expenditures include use of economic development consultant and legal services related to EDA/HRA programs and projects.
- City adopts an annual EDA levy to support economic development related programs and projects.

**Economic Development (EDA)**

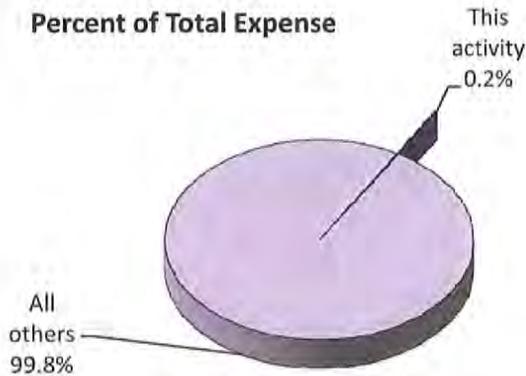
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Economic Development Authority annual cost per household		\$ 2.75	\$ 3.22
Number of Business Retention and Expansion (BRE) visits	4	3	10
Number of Tax Increment Districts	6	6	6

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

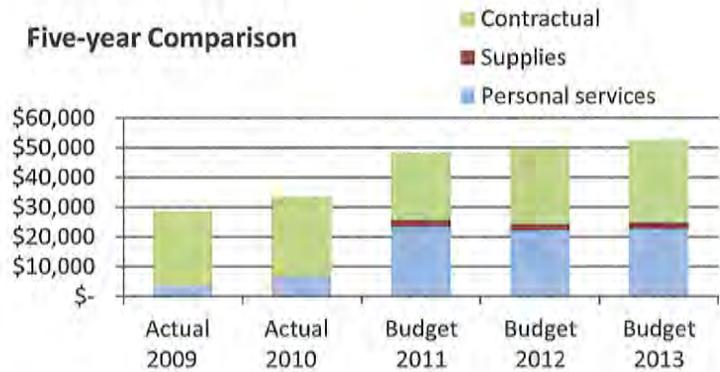
**Recent Achievements:**

- Established Advantage Shoreview Business Partnership Loan Program utilizing special tax increment revenues to assist with capital loans to qualifying businesses for expansion purposes and job creation.
- Completed study of Tax Increment Financing Districts and developed strategic plan and options for utilizing and maximizing available and projected financial resources to accomplish City and EDC development goals.
- Completed assessment of commercial properties for development and redevelopment potential to assist with resource allocation and priorities to expand commercial tax base and redevelop older industrial areas.
- Conducted a special After Hours Shoreview Business Exchange event to build relationships with local business community members which attracted a larger turnout of 20 businesses and 35-40 business people.
- Undertook a business survey of local businesses to obtain feedback on the format and content desired for business exchange events and other functions.
- Actively lobbied for legislation ultimately approved by the Legislature that extended special tax increment authority for one year to 2012 that will enable the City to use existing tax increment funds to benefit potential economic development projects for job growth, tax base and new services.
- Worked with Cummins Power Generation on their purchase of the vacant Medtronic building and the relocation of their headquarters facility to Shoreview, bringing approximately 800 jobs to the community.

**Percent of Total Expense**



**Five-year Comparison**



**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

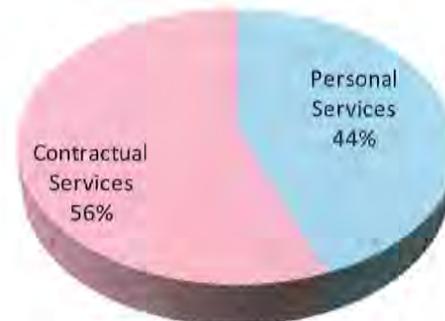
**Housing Redevelopment Authority Fund Summary**

**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** – Contractual services account for 56 percent of total expense, for consultant costs. Personal service costs account for 44 percent of the HRA budget, and cover approximately 16 percent of the City’s Assistant City Manager/Community Development Director position. In the future, the HRA share of the position will increase to 25 percent of the cost.



**Transfers** – The General Fund transfer to the HRA fund (\$10,390) in 2011 covers the cost of an intern working on housing-related programs.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Property Taxes	\$ -	\$ 47,248	\$ 60,000	\$ 60,000	\$ 70,000	\$ 75,000
Total Revenue	-	47,248	60,000	60,000	70,000	75,000
<b>Expense</b>						
Community Development	-	33,267	50,211	61,885	53,726	59,368
Debt Service	-	14	-	-	-	-
Total Expense	-	33,281	50,211	61,885	53,726	59,368
<b>Other Sources (Uses)</b>						
Transfers In	-	-	-	10,390	-	-
Net Change	-	13,967	9,789	8,505	16,274	15,632
Fund Equity, beginning	-	-	13,967	13,967	22,472	38,746
Fund Equity, ending	\$ -	\$ 13,967	\$ 23,756	\$ 22,472	\$ 38,746	\$ 54,378
Months of operating coverage	-	2.7		5.0	7.8	10.3

**Housing Redevelopment Authority Fund Summary**

Housing Project Initiatives currently in process include:

**Midland Plaza Redevelopment**

- Summary – Construction of a new apartment building near the intersection of Owasso and Victoria Street, near County Road E. The redevelopment project includes tearing down the old Midland Plaza retail center and realignment of Owasso Street serving the complex, to create space for a new building along the lakeshore. The new building provides additional market rate rental apartments in the existing 420-unit Midland Terrace Apartments through the addition of 108 high end apartment units with underground parking.
- Financing – A new TIF District would be created to fund the City share of road realignment costs and other public improvements necessary to facilitate the development. An inter-fund loan from TIF District No. 1 will finance the improvement costs until TIF receipts from the newly created district are available to repay the loan and reimburse the developer for eligible costs. The City is also seeking an LCDA grant from Metropolitan Council in the amount of \$650,000 for road costs. Receipt of the grant would allow some of the TIF resources to be directed towards other project amenities and enhancements.

**Shoreview Senior Living – Cascades**

- Summary – The proposed construction of 104 senior housing apartment units (55 market rate units for independent and catered living, 33 assisted living units and 16 memory care units). This project received development approval in 2008 but has been delayed due to housing financing market conditions.
- Financing – A new TIF District would be created with a maximum term of 8 years, provided that construction begins on the project by January 1, 2012. The developer has requested \$750,000 in TIF assistance for land acquisition, financing costs, and to upgrade site amenities.

**Shoreview Home Energy Improvement Loan Program**

- Summary – The City Council and EDA created a home energy improvement loan program to encourage home renovation and increase the home values within the community. The City earmarked \$300,000 of available unobligated funds from existing Tax Increment District No. 5 to finance the program. Home energy loans are provided to qualifying projects and eligible property owners up to \$20,000. The program is administered for the City by the Greater Metropolitan Housing Corporation through the Housing Resource Center serving Shoreview.

**Highway Corridor Transitions Study**

- Summary – The EDA has expressed interest in undertaking a study of some targeted residential neighborhoods located along arterial highways such as Highway 96 and Hodgson Road. There is increasing concern that these single-family residential land uses are not longer viable due to the noise, traffic volumes and speeds on these arterial highways. The study would enable the EDA to identify these transitional corridors by defining “at-risk” neighborhoods, then evaluating the redevelopment and developing land use policies that support redevelopment while protecting the remaining adjacent land uses. In addition, a strategic action plan would then be developed that establishes policies, actions, financial information, tools and resources needed to manage the redevelopment of these areas. Estimated cost of the study ranges from \$40,000 to \$60,000, and is proposed to be funded through existing tax increment funds. If authorized, the study could begin in 2012.

**Housing Programs (HRA)**

241-44500

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

**Goals and Objectives:**

- Assist redevelopment of a vacant retail center adjacent to the Midland Terrace Apartments, to accommodate construction of new apartment building, and to create new lifecycle/workforce housing. Pursue grant funding through the Metropolitan Council/LCDA Program to assist with development costs.
- Expand senior housing choices for through facilitation of the Southview Senior Living development, including added rental apartments, assisted living and memory care units(along Hodgson Road north of Highway 96).
- Undertake a Highway Corridor Transitions Study, and seek possible LCDA grant funding to evaluate negative impacts of major arterial roads on single-family properties, and to develop strategies to protect property values and adjacent residential neighborhoods.
- Provide and expand services through the HousingResource Center, Ramsey County and Neighborhood Energy Connection, offering a variety financial assistance programs that promote home ownership and reinvestment (includes Shoreview Home Energy Improvement Loan Program).

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services		\$ 28,415	\$ 20,211	\$ 31,885	\$ 23,726	\$ 27,368
Contractual		\$ 4,852	\$ 30,000	\$ 30,000	\$ 30,000	\$ 32,000
Total	\$ -	\$ 33,267	\$ 50,211	\$ 61,885	\$ 53,726	\$ 59,368
Percent change		0.0%	50.9%	86.0%	7.0%	10.5%
<b>Full-time equivalents</b>						
Full-time		0.14	0.14	0.14	0.16	0.18
Associate				0.40		
Total	-	0.14	0.14	0.54	0.16	0.18
Percent of Total Expense	0.00%	0.16%	0.23%	0.23%	0.23%	0.25%

**Budget Impacts:**

- Contractual costs reflect consultant and legal services related to EDA/HRA housing programs and projects, and the annual HousingResource Center fee (\$12,000 that was previously funded through the General Fund).
- Revised 2011 estimates include .4 FTE for associate staff costs associated with support to the EDA.

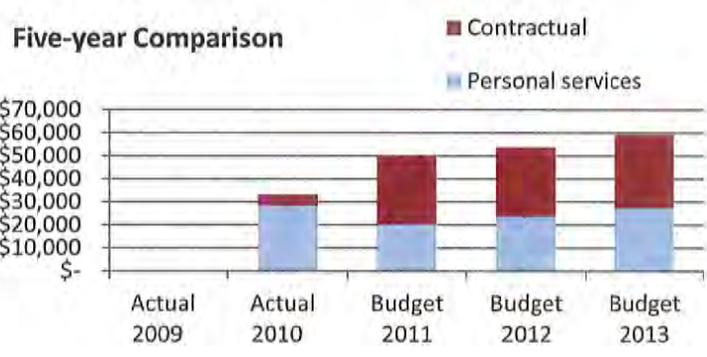
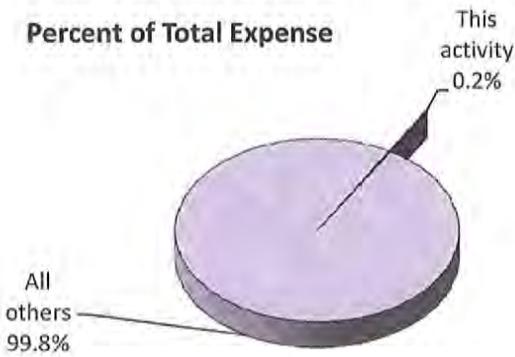
**Housing Programs (HRA)**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Housing Redevelopment Authority annual cost per household			\$ 3.20
Services provided/clients served by the HousingResource Center	357/165	253/126	488/261
Shoreview Home Energy Improvement Loan Program applications/closed loans	n/a	n/a	6/5

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

**Recent Achievements:**

- Adopted a Housing Action Plan establishing housing actions and steps the City is taking to meet the goals with the Metropolitan Council as part of the Livable Communities Act (also allows for participation in the Livable Communities Program to access funding grants and programs that benefit community).
- Obtained \$139,042 CDBG grant from Ramsey County for acquisition of blighted property that negatively impacts surrounding residential neighborhood and may provide an opportunity for building affordable housing.
- Expanded the new Shoreview Home Energy Improvement Loan Program to include townhomes and certain condominiums to encourage reinvestment and energy efficient home improvements in the community; 8 loans have been closed since program began last year.
- Held an informational workshop on Housing Improvement Areas for selected townhome and condominium associations to promote interest in special financing program may assist these residential communities that lack sufficient reserves to maintain and upgrade properties.
- Completed a comprehensive profile study of the City's 33 townhome and condominium communities to develop programs and strategies for the EDA to assist with reinvestment and property maintenance issues.
- Developed procedures and GIS functions to track vacant and foreclosed properties to manage and maintain database for monitoring properties so that the City can better respond to problem properties.
- Hosted a community workshop by the Rondo Community Land Trust (CLT) as partnership to provide long term affordable housing and homeownership options.



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**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Slice of Shoreview Fund Summary**

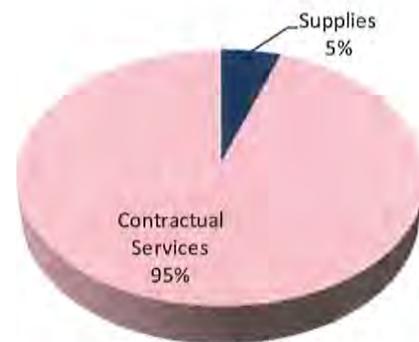
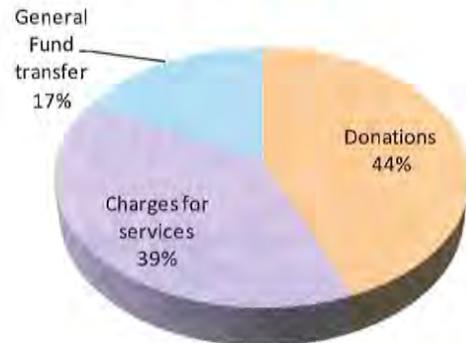
**Fund Description** – The Slice of Shoreview Fund accounts for the revenue and expense associated with a three day community festival held in July at Island Lake Park.

**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 44 percent of revenue. Entrance fees paid by vendors provide 39 percent of revenue.

**Expense** – Contractual costs account for the majority of expense (95 percent of total cost) followed by 5 percent for supplies.

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



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services	\$ 17,137	\$ 26,142	\$ 20,000	\$ 22,000	\$ 22,000	\$ 23,000
Interest Earnings	222	388	-	-	-	-
Other Revenues	23,874	32,866	24,000	25,000	25,000	25,000
<b>Total Revenue</b>	<b>41,233</b>	<b>59,396</b>	<b>44,000</b>	<b>47,000</b>	<b>47,000</b>	<b>48,000</b>
<b>Expense</b>						
General Government	44,537	53,879	50,000	57,200	57,200	58,200
<b>Total Expense</b>	<b>44,537</b>	<b>53,879</b>	<b>50,000</b>	<b>57,200</b>	<b>57,200</b>	<b>58,200</b>
<b>Other Sources (Uses)</b>						
Transfers In	15,000	15,000	10,000	10,000	10,000	10,000
<b>Net Change</b>	<b>11,696</b>	<b>20,517</b>	<b>4,000</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>
Fund Equity, beginning	3,134	14,830	35,347	35,347	35,147	34,947
<b>Fund Equity, ending</b>	<b>\$ 14,830</b>	<b>\$ 35,347</b>	<b>\$ 39,347</b>	<b>\$ 35,147</b>	<b>\$ 34,947</b>	<b>\$ 34,747</b>
Months of operating coverage	3.3	7.4		7.4	7.2	6.8

**Slice of Shoreview**

270-40250

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

**Goals and Objectives:**

- Expand the Slice website to promote the event and provide up-to-date Slice information.
- Promote a visit from the Einhausen Community Band at a future Slice event, by working with the Shoreview-Einhausen Sister City Association.
- Develop a policy to address weather-related interruptions during the parade.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Supplies	\$ 2,482	\$ 3,264	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Contractual	\$ 42,055	\$ 50,615	\$ 47,000	\$ 54,200	\$ 54,200	\$ 55,200
Total	\$ 44,537	\$ 53,879	\$ 50,000	\$ 57,200	\$ 57,200	\$ 58,200
Percent change		21.0%	-7.2%	6.2%	14.4%	1.7%
<b>Full-time equivalents</b>						
Total	-	-	-	-	-	-
Percent of Total Expense	0.22%	0.25%	0.23%	0.21%	0.25%	0.25%

**Budget Impacts:**

- The Slice Fund will receives a \$10,000 annual contribution from the General Fund in the future, which will support approximately 17.5% of total costs.

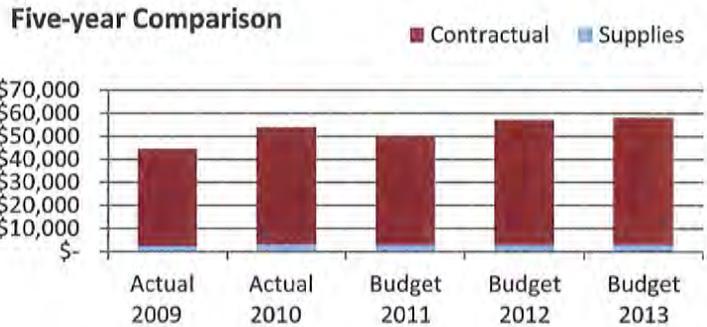
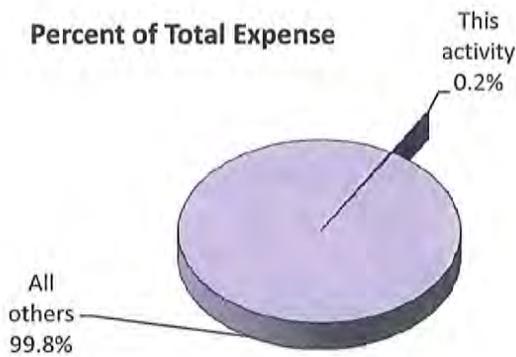
**Slice of Shoreview**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Annual event cost per household (including costs covered by fees & donations)	\$ 5.49	\$ 4.29	\$ 5.18
% change from prior year		-21.9%	20.8%
General fund support for the Slice of Shoreview event	\$ 24,000	\$ 15,000	\$ 15,000
% change from prior year		-37.5%	
General fund support as an annual cost per household (city support)	\$ 2.31	\$ 1.44	\$ 1.44
% change from prior year		-37.7%	
General fund support as a percent of the total event cost	42.1%	22.5%	27.8%

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

**Recent Achievements:**

- The Slice Fund has been able to build a solid fund balance in the past few years due primarily to increased contributions from a few major donors.



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## City of Shoreview, Minnesota – 2012-2013 Biennial Budget

### Debt Service Funds

Debt Service Funds account for the accumulation of revenue that is legally restricted to the payment of long-term debt (principal, interest and related fees). Debt associated with Enterprise and Internal Service funds are reported within the corresponding fund 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 Funds payments are 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. Debt Service Fund budgets for 2012 and 2013 are shown in the table below.

	Improvement Bonds	Fire Stations	Tax Increment	Street Improvement	Capital Lease	Closed Debt	Total
<b>2012 Budget</b>							
<b>Revenue</b>							
Property Taxes	\$ 67,026	\$ 143,000	\$ -	\$ 232,000	\$ -	\$ -	\$ 442,026
Special Assessments	115,865	-	-	-	-	-	115,865
Interest Earnings	5,350	500	-	1,000	10,000	1,000	17,850
<b>Total Revenue</b>	<b>188,241</b>	<b>143,500</b>	<b>-</b>	<b>233,000</b>	<b>10,000</b>	<b>1,000</b>	<b>575,741</b>
<b>Expense</b>							
Debt Service	332,539	139,298	575,747	229,310	466,653	-	1,743,547
<b>Total Expense</b>	<b>332,539</b>	<b>139,298</b>	<b>575,747</b>	<b>229,310</b>	<b>466,653</b>	<b>-</b>	<b>1,743,547</b>
<b>Other Sources (Uses)</b>							
Debt Proceeds	-	-	-	-	-	-	-
Transfers In	316	-	573,000	-	445,000	1,174	1,019,490
Transfers Out	(1,174)	-	-	-	-	(316)	(1,490)
<b>Net Change</b>	<b>(145,156)</b>	<b>4,202</b>	<b>(2,747)</b>	<b>3,690</b>	<b>(11,653)</b>	<b>1,858</b>	<b>(149,806)</b>
Fund Equity, beginning	555,695	136,214	5,914	214,743	529,528	406,837	1,848,931
<b>Fund Equity, ending</b>	<b>\$ 410,539</b>	<b>\$ 140,416</b>	<b>\$ 3,167</b>	<b>\$ 218,433</b>	<b>\$ 517,875</b>	<b>\$ 408,695</b>	<b>\$ 1,699,125</b>
<b>2013 Budget</b>							
<b>Revenue</b>							
Property Taxes	\$ -	\$ 143,000	\$ -	\$ 358,000	\$ -	\$ -	\$ 501,000
Special Assessments	93,002	-	-	-	-	14,969	107,971
Interest Earnings	4,550	500	-	3,000	10,000	1,000	19,050
<b>Total Revenue</b>	<b>97,552</b>	<b>143,500</b>	<b>-</b>	<b>361,000</b>	<b>10,000</b>	<b>15,969</b>	<b>628,021</b>
<b>Expense</b>							
Debt Service	196,460	140,711	677,845	231,210	472,515	-	1,718,741
<b>Total Expense</b>	<b>196,460</b>	<b>140,711</b>	<b>677,845</b>	<b>231,210</b>	<b>472,515</b>	<b>-</b>	<b>1,718,741</b>
<b>Other Sources (Uses)</b>							
Debt Proceeds	10,000	-	-	10,000	-	-	20,000
Transfers In	10,000	-	676,286	116,000	445,000	-	1,247,286
Transfers Out	-	-	-	-	-	(126,000)	(126,000)
<b>Net Change</b>	<b>(78,908)</b>	<b>2,789</b>	<b>(1,559)</b>	<b>255,790</b>	<b>(17,515)</b>	<b>(110,031)</b>	<b>50,566</b>
Fund Equity, beginning	410,539	140,416	3,167	218,433	517,875	408,695	1,699,125
<b>Fund Equity, ending</b>	<b>\$ 331,631</b>	<b>\$ 143,205</b>	<b>\$ 1,608</b>	<b>\$ 474,223</b>	<b>\$ 500,360</b>	<b>\$ 298,664</b>	<b>\$ 1,749,691</b>

**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**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 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 the City set aside General Fund operating surpluses equal to \$378,064 to be used to mitigate the impact of future street improvement and maintenance center debt. Despite new debt levies for street bonds and the maintenance center, the City has successfully used the General Fund surplus to restrict growth in the levy and reduce the impact on the property tax bill. The table below provides a summary of all planned debt levies in all funds (covering the years 2009 through 2013).

Debt Levies	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Tax Levies-Debt Funds					
Street bonds	\$ 210,000	\$ 232,000	\$ 232,000	\$ 232,000	\$ 358,000
Improvement bonds	198,000	188,000	150,000	67,026	-
Fire Station bonds	145,000	145,000	145,000	143,000	143,000
Sub-total Debt Fund Levies	553,000	565,000	527,000	442,026	501,000
Tax Levies-Internal Service Funds					
Maintenance Center bonds	-	-	98,000	216,000	184,000
Total Debt Levy	\$ 553,000	\$ 565,000	\$ 625,000	\$ 658,026	\$ 685,000

Revenue – Transfers in account for 64 percent of revenue needed to cover debt payments (from tax increment funds, the Capital Improvement Fund and the General Fixed Asset Replacement Fund). Property taxes provide 28 percent of total revenue, followed by special assessments at 7 percent.



Transfers in reflect support for debt payments from the Closed Bond Fund (\$316 for 2012 and \$126,000 for 2013), from TIF District #2 (\$573,000 for 2012 and \$676,286), from the General Fixed Asset Replacement Fund (\$180,000 for 2012 and 2013), from the Capital Improvement Fund (\$165,000 for 2012 and 2013), from the General Fund \$100,000 for 2012 and 2013) as well as closing the 2001 G.O. Improvement Bond Fund after the final debt payment (\$1,174 for 2012). Transfers out provide for closing the 2001 G.O. Improvement Bond Fund and transferring remaining balances to the Closed Bond Fund (\$1,174 for 2012), and providing support for debt payments from the Closed Bond Fund (\$316 for 2012 and \$126,000 for 2013).

**City of Shoreview, Minnesota – 2012-2013 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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Property Taxes	\$ 547,952	\$ 559,630	\$ 527,000	\$ 527,000	\$ 442,026	\$ 501,000
Special Assessments	206,003	198,783	144,311	132,222	115,865	107,971
Interest Earnings	18,869	6,503	16,750	17,800	17,850	19,050
<b>Total Revenue</b>	<b>772,824</b>	<b>764,916</b>	<b>688,061</b>	<b>677,022</b>	<b>575,741</b>	<b>628,021</b>
<b>Expense</b>						
<b>Debt Service</b>						
2011 Ref Capital Lease (comm cntr)	478,313	486,827	79,372	5,086,299	466,653	472,515
2004 Capital Plan Bonds (fire)	140,613	140,723	142,673	142,672	139,298	140,711
2006 Street Improvement Bonds	231,411	230,912	232,961	232,960	229,310	228,210
2013 Street Improvement Bonds	-	-	-	-	-	3,000
2004 Ref Tax Increment Bonds	385,124	370,486	380,286	380,285	389,022	379,470
2007 Ref Tax Increment Bonds	43,975	43,975	43,975	43,975	186,725	298,375
1995 Improvement Bonds	67,142	69,122	73,526	73,529	68,538	-
1997 Improvement Bonds	32,035	-	-	-	-	-
1997 Improvement Bonds	59,924	64,295	-	-	-	-
2001 Improvement Bonds	80,808	83,052	85,030	86,360	81,830	-
2002 Improvement Bonds	48,718	52,408	50,969	50,974	50,474	52,860
2004 Improvement Bonds	50,945	49,845	49,331	49,337	52,316	50,798
2006 Improvement Bonds	21,781	21,271	21,182	21,187	20,233	19,700
2008 Improvement Bonds	9,613	13,503	28,240	28,240	27,696	32,300
2009 Improvement Bonds	125	5,662	7,933	7,932	27,633	27,033
2010 Improvement Bonds	-	-	2,850	2,414	3,819	13,769
<b>Total Expense</b>	<b>1,650,527</b>	<b>1,632,081</b>	<b>1,198,328</b>	<b>6,206,164</b>	<b>1,743,547</b>	<b>1,718,741</b>
<b>Other Sources (Uses)</b>						
Debt Proceeds	2,819	-	-	4,620,000	-	20,000
Transfers In	901,872	1,287,109	870,000	872,850	1,019,490	1,247,286
Transfers Out	(2,872)	(288)	-	(2,850)	(1,490)	(126,000)
<b>Net Change</b>	<b>24,116</b>	<b>419,656</b>	<b>359,733</b>	<b>(39,142)</b>	<b>(149,806)</b>	<b>50,566</b>
Fund Equity, beginning	1,444,301	1,468,417	1,888,073	1,888,073	1,848,931	1,699,125
<b>Fund Equity, ending</b>	<b>\$1,468,417</b>	<b>\$1,888,073</b>	<b>\$2,247,806</b>	<b>\$1,848,931</b>	<b>\$1,699,125</b>	<b>\$1,749,691</b>
Months of operating coverage	10.8	12.6		12.7	11.9	12.8

Debt Limit – Minnesota statutes limit the amount of debt a City may issue for general obligation purposes. Currently, the City has used about 15 percent of the available debt limit, leaving 85 percent available.

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## City of Shoreview, Minnesota – 2012-2013 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 2012 and 2013 are shown in the table below.

	Water	Sewer	Surface Water	Street Lighting	Total
<b>2012 Budget</b>					
<b>Revenue</b>					
Intergovernmental	\$ 13,200	\$ 10,515	\$ 3,815	\$ -	\$ 27,530
Charges for Services	-	200	-	-	200
Utility Charges	2,468,800	3,506,500	1,109,462	456,000	7,540,762
Interest Earnings	55,000	25,000	24,000	2,500	106,500
Other Revenues	-	-	-	500	500
<b>Total Revenue</b>	<b>2,537,000</b>	<b>3,542,215</b>	<b>1,137,277</b>	<b>459,000</b>	<b>7,675,492</b>
<b>Expense</b>					
Enterprise Operations	1,455,461	2,942,296	760,233	251,740	5,409,730
Debt Service	184,287	72,843	85,602	-	342,732
Depreciation	630,000	300,000	218,000	40,000	1,188,000
<b>Total Expense</b>	<b>2,269,748</b>	<b>3,315,139</b>	<b>1,063,835</b>	<b>291,740</b>	<b>6,940,462</b>
<b>Other Sources (Uses)</b>					
Transfers Out	(240,000)	(188,000)	(107,000)	(15,600)	(550,600)
<b>Net Change</b>	<b>27,252</b>	<b>39,076</b>	<b>(33,558)</b>	<b>151,660</b>	<b>184,430</b>
Fund Equity, beginning	12,351,967	7,158,302	7,338,891	784,502	27,633,662
<b>Fund Equity, ending</b>	<b>\$12,379,219</b>	<b>\$ 7,197,378</b>	<b>\$ 7,305,333</b>	<b>\$ 936,162</b>	<b>\$27,818,092</b>
<b>2013 Budget</b>					
<b>Revenue</b>					
Intergovernmental	\$ 12,940	\$ 10,310	\$ 3,750	\$ -	\$ 27,000
Charges for Services	-	200	-	-	200
Utility Charges	2,564,000	3,611,500	1,215,101	474,000	7,864,601
Interest Earnings	55,000	30,000	28,000	2,700	115,700
Other Revenues	-	-	-	500	500
<b>Total Revenue</b>	<b>2,631,940</b>	<b>3,652,010</b>	<b>1,246,851</b>	<b>477,200</b>	<b>8,008,001</b>
<b>Expense</b>					
Enterprise Operations	1,488,456	3,055,226	756,856	259,451	5,559,989
Debt Service	171,435	68,884	75,594	-	315,913
Depreciation	637,000	310,000	223,000	48,000	1,218,000
<b>Total Expense</b>	<b>2,296,891</b>	<b>3,434,110</b>	<b>1,055,450</b>	<b>307,451</b>	<b>7,093,902</b>
<b>Other Sources (Uses)</b>					
Transfers Out	(262,500)	(196,500)	(126,900)	(19,000)	(604,900)
<b>Net Change</b>	<b>72,549</b>	<b>21,400</b>	<b>64,501</b>	<b>150,749</b>	<b>309,199</b>
Fund Equity, beginning	12,379,219	7,197,378	7,305,333	936,162	27,818,092
<b>Fund Equity, ending</b>	<b>\$12,451,768</b>	<b>\$ 7,218,778</b>	<b>\$ 7,369,834</b>	<b>\$ 1,086,911</b>	<b>\$28,127,291</b>

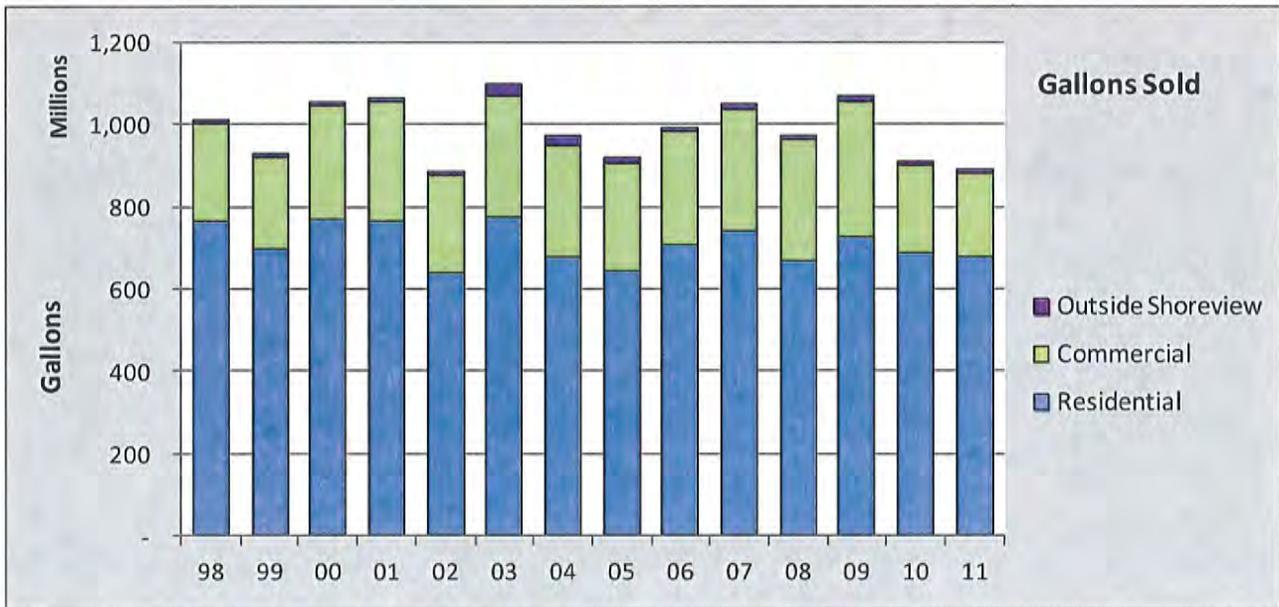
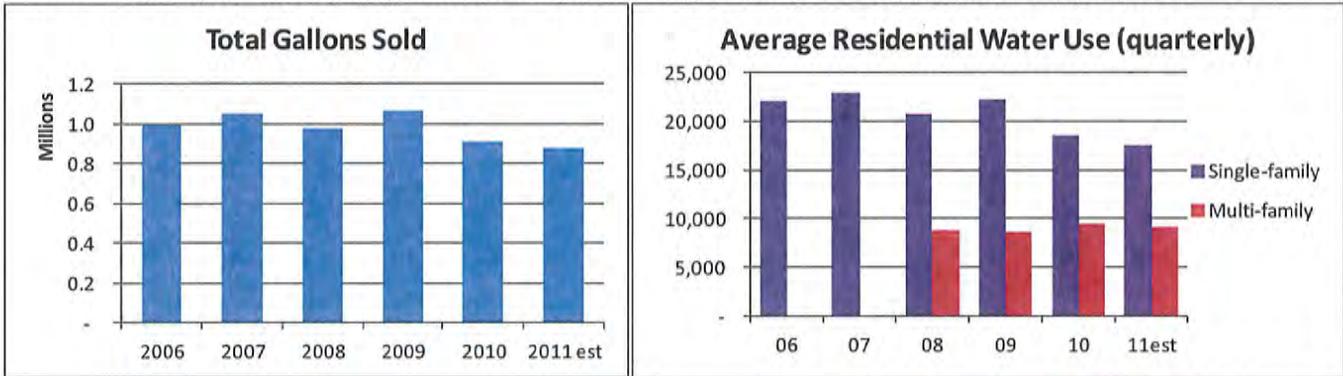
**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Water Fund Summary**

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

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

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



**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Water Fund Summary**

Expense – Personal services accounts for 30 percent of water expense for operation, billing and maintenance staff costs. Contractual costs account for 30 percent of water expense for repairs, equipment and building charges, insurance, electric costs and administrative charges. Depreciation expense accounts for 28 percent of expense, followed by 8 percent for principal and interest payments on debt service, and 4 percent for supplies.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$175,000 for 2012 and \$190,000 for 2013) and to the Central Garage Fund for the Water Fund share of debt service payments on the maintenance center (\$65,000 for 2012 and \$72,500 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Special Assessments	\$ 1,650	\$ 1,113	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	557	-	13,370	13,200	12,940
Utility Charges	2,209,772	1,963,342	2,265,500	2,078,500	2,468,800	2,564,000
Interest Earnings	56,635	32,722	62,100	50,000	55,000	55,000
Other Revenues	14,408	44,846	-	-	-	-
<b>Total Revenue</b>	<b>2,282,465</b>	<b>2,042,580</b>	<b>2,327,600</b>	<b>2,141,870</b>	<b>2,537,000</b>	<b>2,631,940</b>
<b>Expense</b>						
Enterprise Operations	1,245,066	1,339,306	1,410,212	1,432,867	1,455,461	1,488,456
Debt Service	197,535	192,894	191,700	205,944	184,287	171,435
Depreciation	476,849	543,688	605,200	605,000	630,000	637,000
<b>Total Expense</b>	<b>1,919,450</b>	<b>2,075,888</b>	<b>2,207,112</b>	<b>2,243,811</b>	<b>2,269,748</b>	<b>2,296,891</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	396,278	7,246	-	-	-	-
Transfers Out	(130,000)	(151,037)	(228,800)	(225,000)	(240,000)	(262,500)
<b>Net Change</b>	<b>629,293</b>	<b>(177,099)</b>	<b>(108,312)</b>	<b>(326,941)</b>	<b>27,252</b>	<b>72,549</b>
Cash balance (year end)	\$ 3,103,590	\$ 3,977,866		\$ 2,862,641	\$ 2,546,198	\$ 3,310,546
Months of oper/capital coverage	14.7	14.0		11.7	10.4	13.4

**Water Operations**

601-45050

The Water Operations activity provides for overall administration, operation, maintenance, replacement and infrastructure security for Shoreviews drinking water system. The system depends on two elevated water towers, an underground water storage reservoir, six wells and over 110 miles of water mains 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 Citys underground infrastructure; repairs broken hydrants and water mains; and enforces water use restrictions.

**Goals and Objectives:**

- Rehabilitate Well No. 3 to ensure reliability and reduce future maintenance costs.
- Recalibrate water treatment equipment to comply with pending revisions in the Safe Drinking Water Act for fluoride. Recent research indicates that the range for added fluoride should be adjusted downward slightly.
- Implement the second phase of the Wellhead Protection Plan as required by the Minnesota Department of Health, including additional research, public education and outreach.
- Reduce unaccounted for water by 5% through a variety of activities (meter upgrades, lead detection, and hydrant and valve replacement).
- Prepare and deliver 2012 Annual Drinking Water Report explaining the results of water testing, and as required by the Minnesota Department of Health.
- Construct Pressure Booster in Westin Woods Area to improve water delivery and ensure adequate fire flow, and address customer concerns about low water pressure and potential safety issues regarding firefighting needs.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Personal services	\$ 591,657	\$ 618,891	\$ 650,917	\$ 653,307	\$ 672,401	\$ 693,456
Supplies	\$ 82,894	\$ 77,561	\$ 102,500	\$ 99,500	\$ 108,500	\$ 109,200
Contractual	\$ 570,515	\$ 642,854	\$ 656,795	\$ 680,060	\$ 674,560	\$ 685,800
Total	\$ 1,245,066	\$ 1,339,306	\$ 1,410,212	\$ 1,432,867	\$ 1,455,461	\$ 1,488,456
Percent change		7.6%	5.3%	7.0%	3.2%	2.3%
Full-time equivalents						
Full-time	7.81	7.70	7.75	7.75	7.75	7.75
Associate	0.62	0.63	0.60	0.67	0.65	0.64
Total	8.43	8.33	8.35	8.42	8.40	8.39
Percent of Total Expense	6.09%	6.32%	6.43%	5.32%	6.31%	6.29%

**Budget Impacts:**

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

**Water Operations**

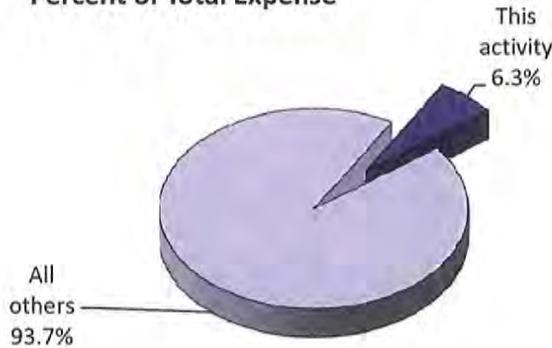
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Daily average of gallons pumped (million gallons)	3.05	3.30	2.91
Maximum daily gallons pumped (million gallons)	8.33	8.17	9.46
Water main break repairs	21	9	14
Hydrants repaired	192	39	42
Unaccounted for water as a percent of total water	8.3%	9.4%	8.2%
Operating cost per million gallons of water pumped/produced	\$ 1,519	\$ 1,440	\$ 1,773
% change from prior year		-5.2%	23.1%

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

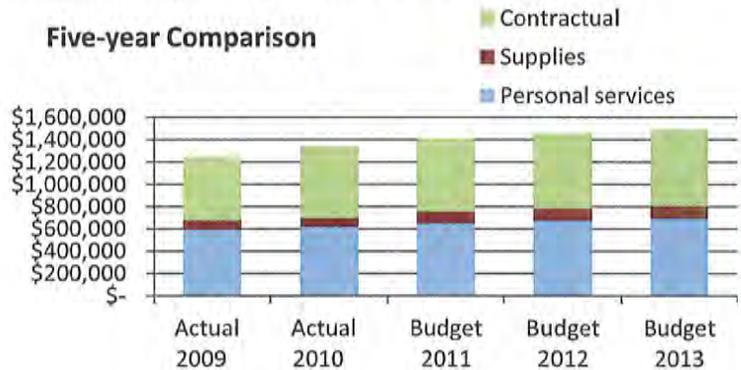
**Recent Achievements:**

- The Minnesota Department of Health requires that utility maintenance employees hold a Class D water operators certificate. Five of our eight personnel hold a higher certificate than is actually required.
- With public cooperation, we have implemented a successful odd/even water use restriction program which ensures adequate water supply, even during major water infrastructure projects.
- Recoating of the South water tower was completed in 2011 with incorporation of the City's new logo.

**Percent of Total Expense**



**Five-year Comparison**

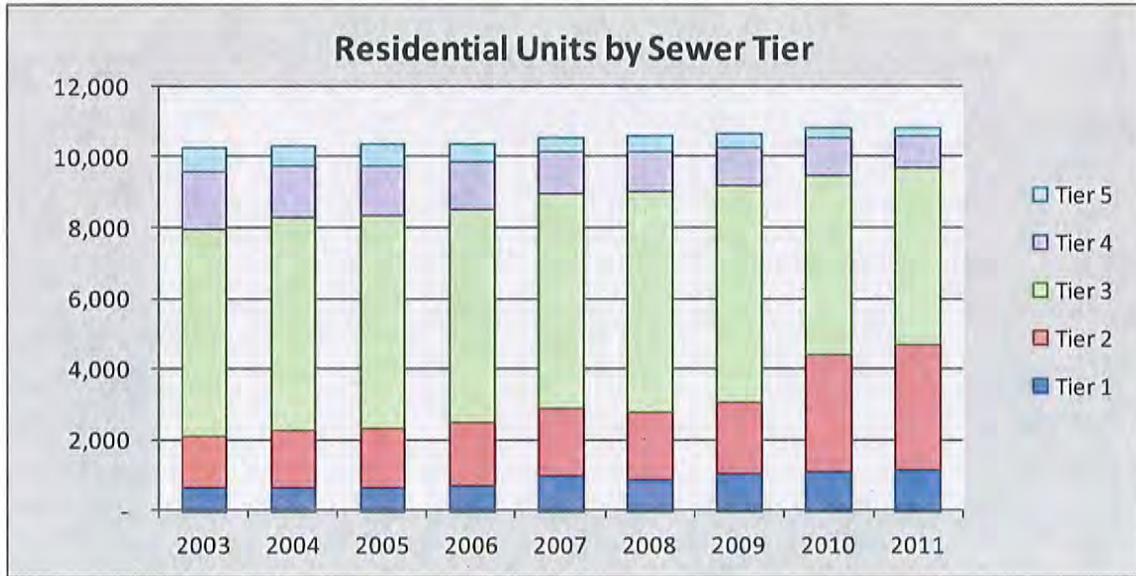


Sewer Fund Summary

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

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

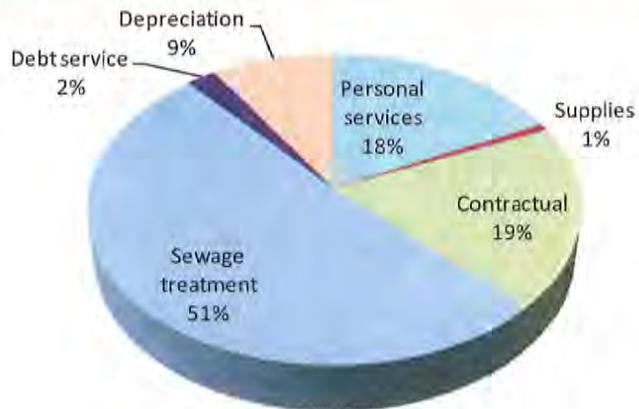


**Revenue** – The primary source of revenue for the Sewer Fund is sewer use charges paid by residents and business owners.

**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Sewer Fund Summary**

Expense – Sewage treatment costs account for 51 percent of sewer expense. Remaining contractual costs (for repairs, equipment and building charges, insurance, electric costs and administrative charges) account for 19 percent of sewer expense. Personal services accounts for 18 percent of expense for operation, billing and maintenance staff costs. Depreciation expense accounts for 9 percent of expense, followed by 2 percent for principal and interest payments on debt service, and 1 percent for supplies.



Transfers – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$123,000 for 2012 and \$124,000 for 2013) and to the Central Garage Fund for the Sewer Fund share of debt service payments on the maintenance center (\$65,000 for 2012 and \$72,500 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Special Assessments	\$ 1,863	\$ 1,092	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	444	-	10,650	10,515	10,310
Charges for Services	180	2,365	200	200	200	200
Utility Charges	3,149,424	3,250,742	3,535,500	3,509,500	3,506,500	3,611,500
Interest Earnings	35,907	19,357	36,000	25,000	25,000	30,000
Other Revenues	138	-	-	-	-	-
<b>Total Revenue</b>	<b>3,187,512</b>	<b>3,274,000</b>	<b>3,571,700</b>	<b>3,545,350</b>	<b>3,542,215</b>	<b>3,652,010</b>
<b>Expense</b>						
Enterprise Operations	3,013,765	2,869,607	3,001,558	2,996,432	2,942,296	3,055,226
Debt Service	50,950	57,495	64,950	77,228	72,843	68,884
Depreciation	265,557	279,711	305,000	305,000	300,000	310,000
<b>Total Expense</b>	<b>3,330,272</b>	<b>3,206,813</b>	<b>3,371,508</b>	<b>3,378,660</b>	<b>3,315,139</b>	<b>3,434,110</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	318,200	-	-	-	-	-
Transfers Out	(120,000)	(127,037)	(190,800)	(187,000)	(188,000)	(196,500)
<b>Net Change</b>	<b>55,440</b>	<b>(59,850)</b>	<b>9,392</b>	<b>(20,310)</b>	<b>39,076</b>	<b>21,400</b>
Cash balance (year end)	\$ 1,784,149	\$ 2,664,496		\$ 1,963,697	\$ 2,082,738	\$ 2,141,965
Months of oper/capital coverage	6.2	7.2		6.6	6.7	6.6

## Sewer Operations

602-45550

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

### Goals and Objectives:

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

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 516,922	\$ 534,091	\$ 569,146	\$ 569,622	\$ 587,226	\$ 608,936
Supplies	\$ 34,998	\$ 20,442	\$ 26,750	\$ 26,750	\$ 24,750	\$ 26,000
Contractual	\$ 2,461,845	\$ 2,315,074	\$ 2,405,662	\$ 2,400,060	\$ 2,330,320	\$ 2,420,290
<b>Total</b>	<b>\$ 3,013,765</b>	<b>\$ 2,869,607</b>	<b>\$ 3,001,558</b>	<b>\$ 2,996,432</b>	<b>\$ 2,942,296</b>	<b>\$ 3,055,226</b>
Percent change		-4.8%	4.6%	4.4%	-2.0%	3.8%
<b>Full-time equivalents</b>						
Full-time	6.60	6.70	6.75	6.76	6.76	6.76
Associate	0.62	0.64	0.60	0.67	0.65	0.64
<b>Total</b>	<b>7.22</b>	<b>7.34</b>	<b>7.35</b>	<b>7.43</b>	<b>7.41</b>	<b>7.40</b>
<b>Percent of Total Expense</b>	<b>14.73%</b>	<b>13.54%</b>	<b>13.68%</b>	<b>11.13%</b>	<b>12.75%</b>	<b>12.91%</b>

### Budget Impacts:

- Out-sourced sewage treatment and disposal costs paid to the Met Council (MCES) account for 60% of the 2012 sewer budget. Sewage flows are monitored and metered by Met Council and are subject to their pricing, which can consider infiltration and inflow impacts attributable to the maintenance of the City's sewer system.
- Contractual fees are based on recent experience for sewer backups and lift station failures. In practice, costs can vary dramatically from year to year, because they are heavily dependent on the number of emergencies requiring specialized equipment or contractors.

**Sewer Operations**

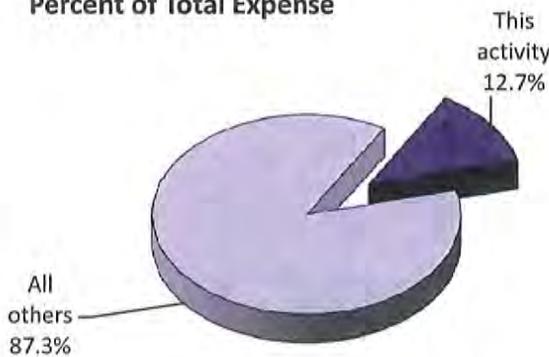
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Annual sewage treatment costs (paid to MCES)	\$ 1,496,964	\$ 1,657,474	\$ 1,757,550
Miles of sewer lines inspected	49	48	40
Miles of sewer lines jetted/rodded/cleaned	96	90	110
Number of time lift station pumps were serviced	47	50	44
Number of responses to homeowner responsible sewer backups	42	31	25
Number of sanitary sewer backups with City responsibility	13	9	7
Number of sanitary sewer blockages per thousand connections	1.4	1.0	0.8

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

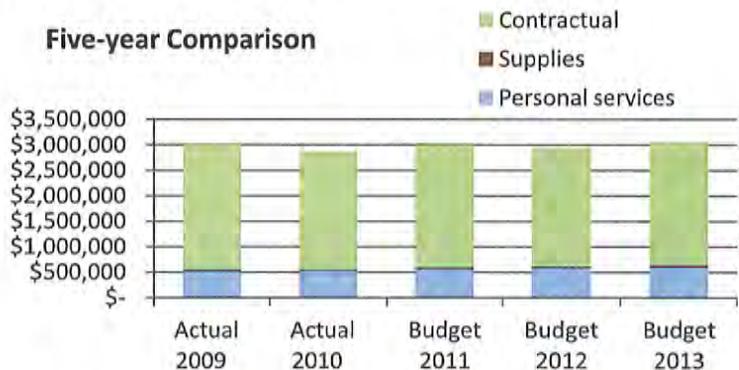
**Recent Achievements:**

- Completed city-wide Inflow and Infiltration inspection program and correction of illegal sump pump discharges which eliminates an \$86,000 surcharge on the City's sewage treatment bill from Met Council and in turn mitigates future increases in user fees.
- During 2011 the final five sanitary sewer lift station improvements will be rehabilitated. This is a significant step in reducing the incidence of sewer backups and claims because over the last 12 years all 17 of the City's sanitary sewer lift stations have been rehabilitated.
- Integrating 75% of all sanitary sewer lift stations into the Supervisory Controls and Data Acquisition (SCADA) system allowing for monitoring by remote devices, and reducing staff costs and overtime charges.

**Percent of Total Expense**



**Five-year Comparison**

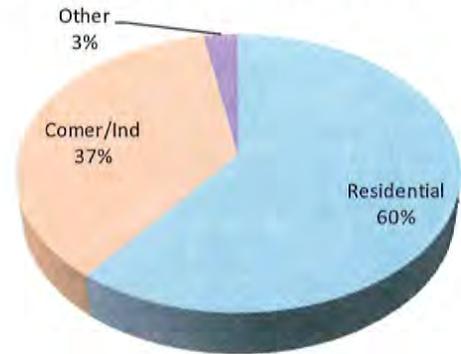


Surface Water Fund Summary

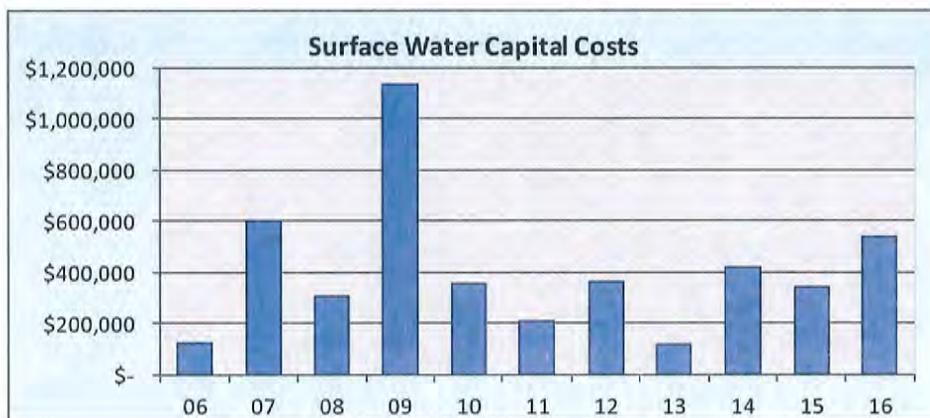
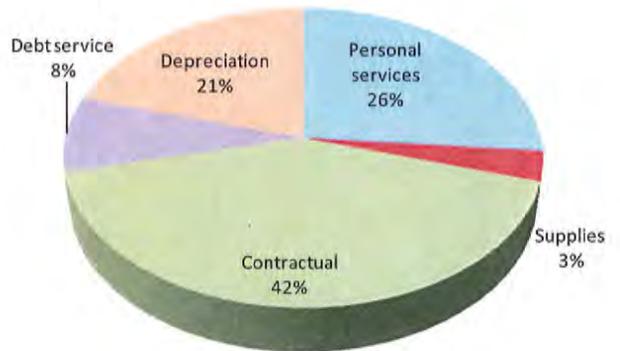
**Fund Description** – The Surface Water Fund accounts for revenue and expense associated with the administration, maintenance, replacement and improvement of the City’s storm sewers and surface water ponds, as well as operation of the Snail Lake Improvement District (SLID).

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

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



**Expense** – Contractual costs account for 42 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 21 percent of expense, followed by 8 percent for debt service (principal and interest payments), and 3 percent for supplies.



**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Surface Water Fund Summary**

Transfers – Planned transfers provide support to the General Fund for payments in lieu of property taxes (\$60,000 for 2012 and \$75,000 for 2013) and to the Central Garage Fund for the Surface Water Fund share of debt service payments for the maintenance center (\$47,000 for 2012 and \$51,900 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Special Assessments	\$ 937	\$ 534	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	161	-	3,860	3,815	3,750
Utility Charges	808,176	925,620	1,013,300	1,011,709	1,109,462	1,215,101
Interest Earnings	17,425	11,235	24,000	16,000	24,000	28,000
Total Revenue	826,538	937,550	1,037,300	1,031,569	1,137,277	1,246,851
<b>Expense</b>						
Enterprise Operations	565,252	656,073	674,991	702,138	760,233	756,856
Debt Service	26,179	90,408	91,700	92,047	85,602	75,594
Depreciation	169,816	192,558	208,000	208,000	218,000	223,000
Total Expense	761,247	939,039	974,691	1,002,185	1,063,835	1,055,450
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	430,543	79,589	-	-	-	-
Transfers Out	(20,000)	(40,000)	(97,000)	(97,000)	(107,000)	(126,900)
Net Change	475,834	38,100	(34,391)	(67,616)	(33,558)	64,501
Cash balance (year end)	\$ 1,095,093	\$ 1,023,689		\$ 728,612	\$ 285,988	\$ 698,691
Months of oper/capital coverage	9.8	9.4		5.7	2.6	5.1

**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 and Grass Lake Management organizations and the protection of surface and ground water resources.

**Goals and Objectives:**

- Administer National Pollutant Discharge Elimination System (NPDES) guidelines, and prepare the 2011 Annual Report to demonstrate compliance with Federal and State storm water management laws.
- Collect debris and fine particulates from City streets by regular sweeping of City pavements, and as an effective storm water Best Management Practice that helps protect the City's lakes and water resources.
- Inspect pond and storm sewer systems to ensure reliability of the storm drainage infrastructure at minimizing street flooding, and support compliance with NPDES Permit requirements.
- Participate in qualifying invasive species removal efforts on City lakes in conjunction with lake associations for Eurasian Milfoil and Curley Leaf Pondweed plans approved by the Minnesota Department of Natural Resources.
- Update Surface Water Management Plan.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 239,611	\$ 248,630	\$ 266,361	\$ 263,547	\$ 272,916	\$ 282,790
Supplies	\$ 17,127	\$ 11,561	\$ 15,500	\$ 15,500	\$ 32,500	\$ 18,800
Contractual	\$ 300,563	\$ 361,033	\$ 361,077	\$ 391,130	\$ 421,450	\$ 421,430
<b>Total</b>	<b>\$ 557,301</b>	<b>\$ 621,224</b>	<b>\$ 642,938</b>	<b>\$ 670,177</b>	<b>\$ 726,866</b>	<b>\$ 723,020</b>
Percent change		11.5%	3.5%	7.9%	13.1%	-0.5%
<b>Full-time equivalents</b>						
Full-time	3.15	3.30	3.30	3.32	3.32	3.32
Associate	0.13	0.13	0.13	0.20	0.14	0.14
<b>Total</b>	<b>3.28</b>	<b>3.43</b>	<b>3.43</b>	<b>3.52</b>	<b>3.46</b>	<b>3.46</b>
Percent of Total Expense	2.72%	2.93%	2.93%	2.49%	3.15%	3.06%

**Budget Impacts:**

- Test new strategies for internal catch basin sealing, evaluate results and consider changes in maintenance strategies.
- Contractor costs for wild life management/control, pond surveys/soil inspections, storm sewer infrastructure repairs/replacement increase in the budget.
- Contractual costs reflect 25% of the Department of Corrections contract costs.

**Surface Water Operations**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Surface Water Operation annual cost per household	\$ 50.46	\$ 53.62	\$ 59.72
% change from prior year		6.3%	11.4%
Miles of streets swept annually	360	270	405
Surface Water Operation annual cost per mile of street swept	\$ 1,455	\$ 2,064	\$ 1,534
Tons of street sweepings collected	300	200	250
Yards of materials dredged from ponds	500	432	795
Public comments processed for the Annual Report	no data	1	2

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

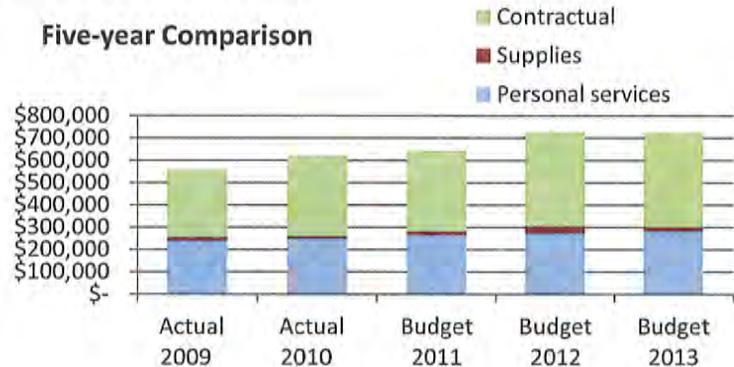
**Recent Achievements:**

- The Fresh Water Society Environmental Leadership Award for the reduction of salt use and innovations in decreasing harmful impacts of road salt on our waters.
- Actively participated in erosion control courses and currently have four staff members that are certified in erosion control inspections and installations.
- 100% of storm pond inlets and outlets inspected each year.
- 100% of sediment structures inspected and cleaned each year.

**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 2011 operating and maintenance costs for collection in 2012.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 3,620	\$ 3,369	\$ 7,803	\$ 7,701	\$ 8,017	\$ 8,396
Supplies			\$ 2,000	\$ 1,000	\$ 2,000	\$ 2,000
Contractual	\$ 4,331	\$ 31,480	\$ 22,250	\$ 23,260	\$ 23,350	\$ 23,440
Total	\$ 7,951	\$ 34,849	\$ 32,053	\$ 31,961	\$ 33,367	\$ 33,836
Percent change		338.3%	-8.0%	-8.3%	4.1%	1.4%
<b>Full-time equivalents</b>						
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	0.04%	0.16%	0.15%	0.12%	0.14%	0.14%

**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**

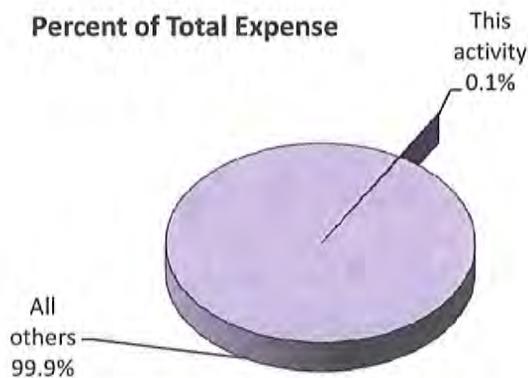
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Snail Lake augmentation annual cost per property owner	\$ 302.74	\$ 110.43	\$ 484.01
% change from prior year		-63.5%	338.3%
Gallons pumped per year (millions)	-	32.5	221.2
Days within targeted lake elevation (May 1 to Oct 31, 184 days maximum)	-	-	96

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

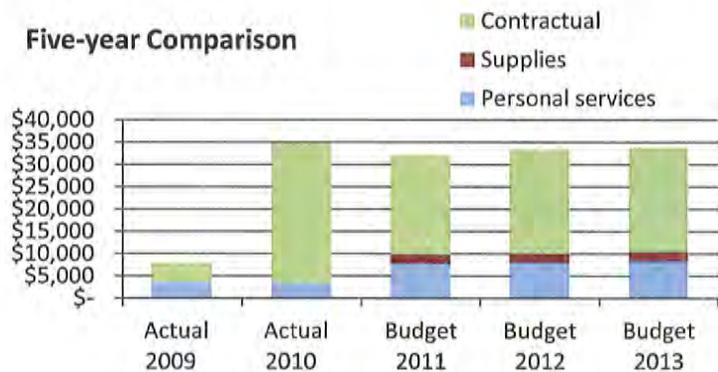
**Recent Achievements:**

- Due to the discovery of zebra mussels in the source water lake augmentation pumping was suspended in the fall of 2007. A zebra mussel screening facility was constructed in 2009, which allowed the augmentation pumping to resume in the spring of 2010. The screening facility was the first of its kind in the State of Minnesota.

**Percent of Total Expense**



**Five-year Comparison**



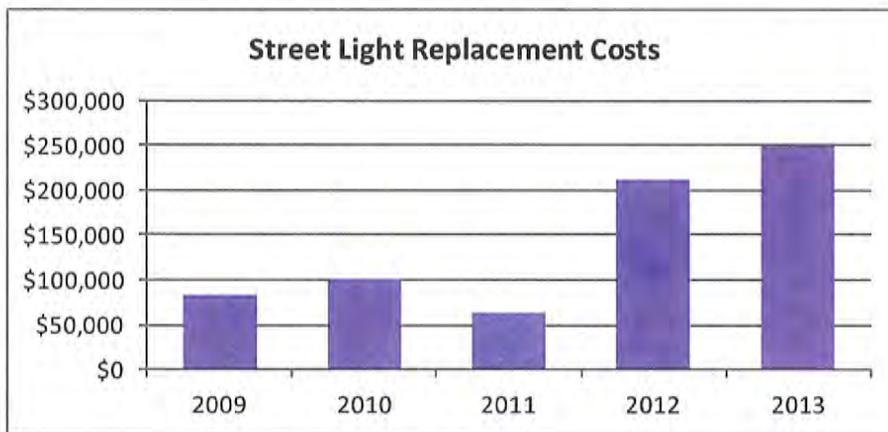
**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Street Lighting Fund Summary**

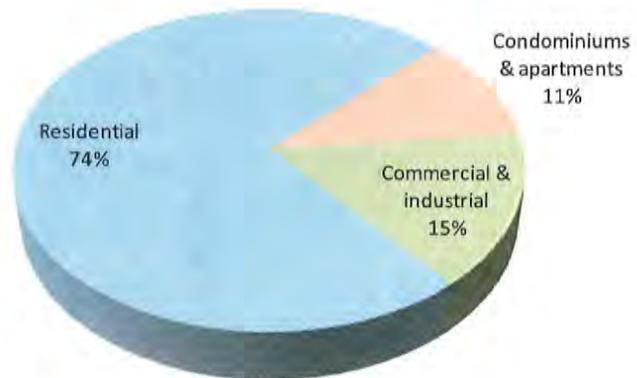
Fund Description – The Street Lighting Fund accounts for revenue and expense associated with the administration, operation, maintenance, replacement and improvement of the City’s street light system throughout the community.

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

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



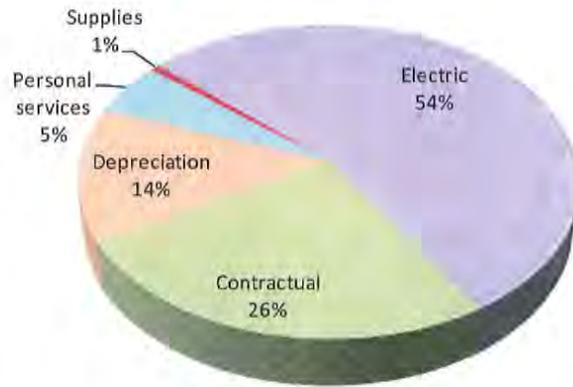
Revenue – User charges from all property in the City provide the primary source of revenue for the fund. Residential property accounts for 74 percent of total revenue, followed by 11 percent from condominiums and apartments, and 15 percent from commercial/industrial property.



City of Shoreview, Minnesota – 2012-2013 Biennial Budget

Street Lighting Fund Summary

**Expense** – Electric costs account for 55 percent of expense. Contractual costs account for 26 percent of street light expense, for repairs, equipment and building charges, insurance, electric costs and administrative charges. Personal services accounts for 5 percent, for operation, maintenance and billing. Depreciation expense accounts for 14 percent of expense.



**Transfers** – Planned transfers out provide support to the General Fund for a payment in lieu of property taxes (\$12,000 for 2012 and \$15,000 for 2013) and to the Central Garage Fund for the Surface Water Fund share of debt service payments on the maintenance center (\$3,600 for 2013 and \$4,000 for 2013).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Special Assessments	\$ 144	\$ 92	\$ -	\$ -	\$ -	\$ -
Utility Charges	333,903	348,220	363,000	365,000	456,000	474,000
Interest Earnings	2,445	2,221	3,000	2,500	2,500	2,700
Other Revenues	-	466	500	500	500	500
<b>Total Revenue</b>	<b>336,492</b>	<b>350,999</b>	<b>366,500</b>	<b>368,000</b>	<b>459,000</b>	<b>477,200</b>
<b>Expense</b>						
Enterprise Operations	217,103	245,207	241,923	242,099	251,740	259,451
Miscellaneous	-	26	-	-	-	-
Depreciation	38,353	37,911	46,000	40,000	40,000	48,000
<b>Total Expense</b>	<b>255,456</b>	<b>283,144</b>	<b>287,923</b>	<b>282,099</b>	<b>291,740</b>	<b>307,451</b>
<b>Other Sources (Uses)</b>						
Contributed Capital Assets	110,000	-	-	-	-	-
Transfers Out	(3,000)	(6,000)	(12,600)	(12,600)	(15,600)	(19,000)
<b>Net Change</b>	<b>188,036</b>	<b>61,855</b>	<b>65,977</b>	<b>73,301</b>	<b>151,660</b>	<b>150,749</b>
Cash balance (year end)	\$ 155,535	\$ 150,597		\$ 200,484	\$ 181,144	\$ 219,893
Months of oper/capital coverage	4.8	5.0		4.6	4.5	4.8

**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 County Road F and Floral Drive area, in response to a public infrastructure review.
- Replace 23 of the 175-watt mercury vapor (MV) fixtures with 100-watt high pressure sodium (HPS) fixtures to reduce energy and maintenance costs. The City has been systematically replacing these outdated and inefficient fixtures over the last few years.
- Replace 7,000 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.
- Determine the feasibility of pilot projects for solar powered and/or LED lighting, to reduce long-term energy and maintenance costs by leveraging new technologies.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 14,034	\$ 14,805	\$ 15,308	\$ 15,449	\$ 15,790	\$ 16,201
Supplies	\$ 91	\$ 408	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual	\$ 202,978	\$ 229,994	\$ 224,615	\$ 224,650	\$ 233,950	\$ 241,250
<b>Total</b>	<b>\$ 217,103</b>	<b>\$ 245,207</b>	<b>\$ 241,923</b>	<b>\$ 242,099</b>	<b>\$ 251,740</b>	<b>\$ 259,451</b>
Percent change		12.9%	-1.3%	-1.3%	4.1%	3.1%
<b>Full-time equivalents</b>						
Full-time	0.20	0.20	0.20	0.20	0.20	0.20
<b>Total</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
<b>Percent of Total Expense</b>	<b>1.06%</b>	<b>1.16%</b>	<b>1.10%</b>	<b>0.90%</b>	<b>1.09%</b>	<b>1.10%</b>

**Budget Impacts:**

- A significant share of the street lighting system is 20-30 years old and requires more costly maintenance. The budget reflects a more aggressive approach to streetlight replacement throughout the City.
- The \$150,000 annual increase will replace/upgrade approximately 22 street lights each year. This will eliminate all remaining Mercury Vapor Street Lights over the course of the next 4 years.

**Street Lighting Operations**

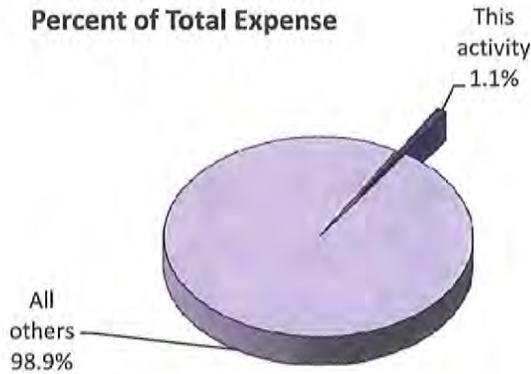
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Street Lighting annual cost per household	\$ 21.02	\$ 20.89	\$ 23.57
% change from prior year		-0.6%	12.8%
Street light system energy cost	\$ 152,600	\$ 162,000	\$ 161,100
% change from prior year		6.2%	-0.6%
Number of mercury vapor fixtures upgraded to high pressure sodium fixtures	-	18	11
Number of LED street lights (pilot test study)	-	5	-

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

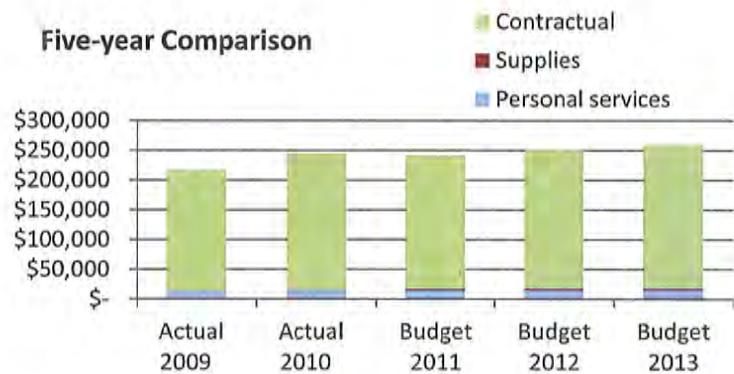
**Recent Achievements:**

- The City installed LED fixtures in a pilot test section (Park Overlook Drive), and is currently monitoring energy usage and maintenance cost comparison for possible further development. The early findings indicate that, while LED fixtures are significantly more expensive than conventional bulb-type fixtures, the wattages of the lighting elements can be reduced and the corresponding energy use is dramatically lower.

**Percent of Total Expense**



**Five-year Comparison**



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## City of Shoreview, Minnesota – 2012-2013 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 2012 and 2013 are shown in the table below.

	Central Garage	Short-term Disability	Liability Claims	Total
<b>2012 Budget</b>				
<b>Revenue</b>				
Property Taxes	\$ 216,000	\$ -	\$ -	\$ 216,000
Intergovernmental	120,715	-	-	120,715
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,137,680	-	-	1,137,680
Interest Earnings	22,000	600	2,200	24,800
Other Revenues	-	-	20,000	20,000
<b>Total Revenue</b>	<b>1,496,395</b>	<b>8,100</b>	<b>22,200</b>	<b>1,526,695</b>
<b>Expense</b>				
Central Garage	576,564	-	-	576,564
Miscellaneous	8,000	8,000	32,000	48,000
Debt Service	247,157	-	-	247,157
Depreciation	673,000	-	-	673,000
<b>Total Expense</b>	<b>1,504,721</b>	<b>8,000</b>	<b>32,000</b>	<b>1,544,721</b>
<b>Other Sources (Uses)</b>				
Sale of Asset-Gain	20,000	-	-	20,000
Transfers In	180,600	-	-	180,600
<b>Net Change</b>	<b>192,274</b>	<b>100</b>	<b>(9,800)</b>	<b>182,574</b>
Fund Equity, beginning	3,469,713	45,289	167,240	3,682,242
<b>Fund Equity, ending</b>	<b>\$ 3,661,987</b>	<b>\$ 45,389</b>	<b>\$ 157,440</b>	<b>\$ 3,864,816</b>
<b>2013 Budget</b>				
<b>Revenue</b>				
Property Taxes	\$ 184,000	\$ -	\$ -	\$ 184,000
Intergovernmental	86,530	-	-	86,530
Charges for Services	-	7,500	-	7,500
Central Garage Charges	1,153,020	-	-	1,153,020
Interest Earnings	22,000	600	2,400	25,000
Other Revenues	-	-	30,000	30,000
<b>Total Revenue</b>	<b>1,445,550</b>	<b>8,100</b>	<b>32,400</b>	<b>1,486,050</b>
<b>Expense</b>				
Central Garage	590,407	-	-	590,407
Miscellaneous	-	8,000	32,000	40,000
Debt Service	243,128	-	-	243,128
Depreciation	696,000	-	-	696,000
<b>Total Expense</b>	<b>1,529,535</b>	<b>8,000</b>	<b>32,000</b>	<b>1,569,535</b>
<b>Other Sources (Uses)</b>				
Sale of Asset-Gain	41,000	-	-	41,000
Transfers In	200,900	-	-	200,900
<b>Net Change</b>	<b>157,915</b>	<b>100</b>	<b>400</b>	<b>158,415</b>
Fund Equity, beginning	3,661,987	45,389	157,440	3,864,816
<b>Fund Equity, ending</b>	<b>\$ 3,819,902</b>	<b>\$ 45,489</b>	<b>\$ 157,840</b>	<b>\$ 4,023,231</b>

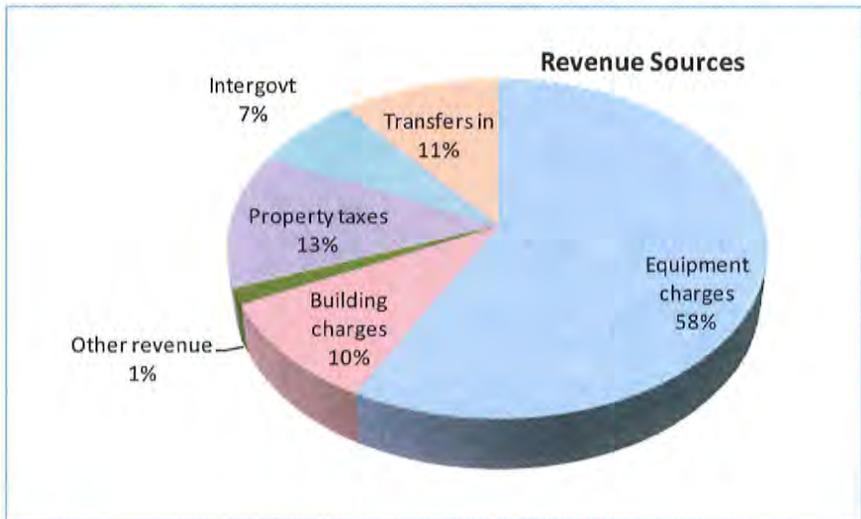
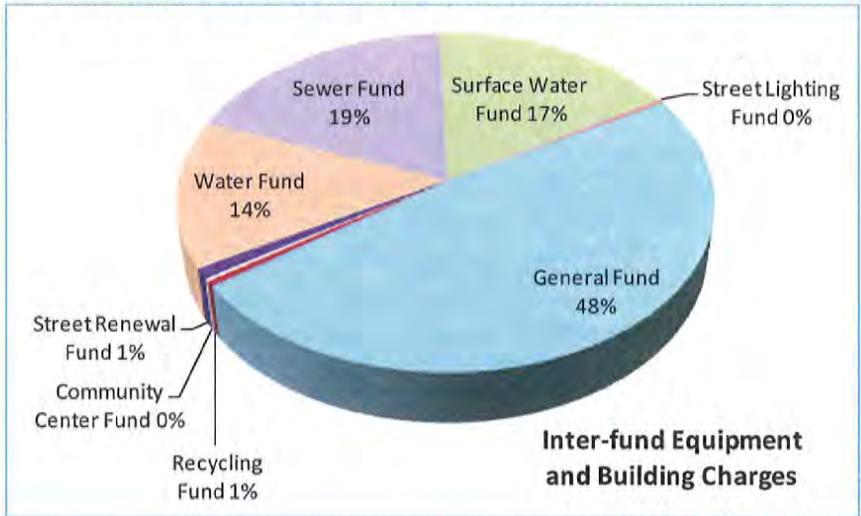
**Central Garage Fund Summary**

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

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

The General Fund pays 48 percent of inter-fund charges, followed by the Sewer Fund at 19 percent, the Surface Water Fund at 17 percent, and the Water Fund at 14 percent. The remaining 2 percent is paid by the Street Renewal, Community Center, Recycling and Street Lighting funds combined.

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

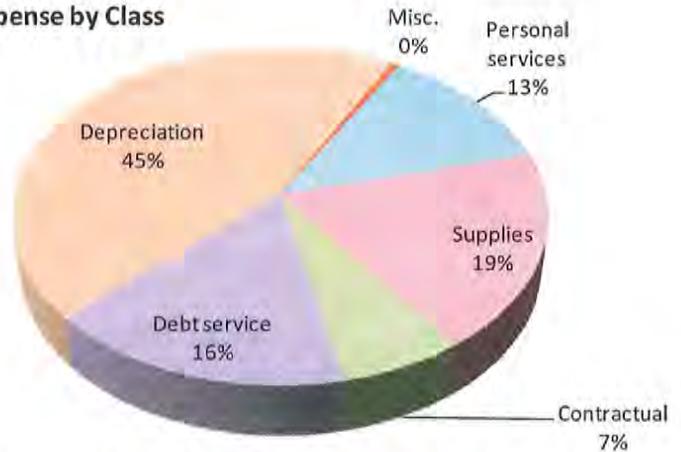


**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

**Central Garage Fund Summary**

Expense – Depreciation accounts for 45 percent of expense. Supplies account for 19 percent of expense for motor fuels, lubricants and additives, natural gas, equipment parts, tires, and small tools/equipment. Debt service for principal and interest payments on debt accounts for 16 percent of expense. Personal services accounts for 13 percent of expense for staff costs associated with maintaining the equipment and facility. Contractual costs account for the remaining 7 percent of expense for contracted repairs, insurance, electric costs and refuse disposal.

**Expense by Class**



Transfers – Planned transfers for the year 2012 include transfers from Utility Funds for principal and interest payments on debt (\$65,000 from the Water Fund, \$65,000 from the Sewer Fund, \$47,000 from the Surface Water Fund and \$3,600 from the Street Lighting Fund).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Property Taxes	\$ -	\$ -	\$ 98,000	\$ 98,000	\$ 216,000	\$ 184,000
Intergovernmental	-	94,406	-	-	120,715	86,530
Central Garage Charges	939,716	1,043,775	1,109,816	1,109,080	1,137,680	1,153,020
Interest Earnings	8,532	32,238	16,000	25,000	22,000	22,000
Other Revenues	2,881	945	-	-	-	-
<b>Total Revenue</b>	<b>951,129</b>	<b>1,171,364</b>	<b>1,223,816</b>	<b>1,232,080</b>	<b>1,496,395</b>	<b>1,445,550</b>
<b>Expense</b>						
Central Garage	569,884	502,790	562,782	546,685	576,564	590,407
Miscellaneous	1,063	28,559	-	10,000	8,000	-
Debt Service	-	199,899	248,335	250,112	247,157	243,128
Depreciation	334,057	343,307	646,000	646,000	673,000	696,000
<b>Total Expense</b>	<b>905,004</b>	<b>1,074,555</b>	<b>1,457,117</b>	<b>1,452,797</b>	<b>1,504,721</b>	<b>1,529,535</b>
<b>Other Sources (Uses)</b>						
Sale of Asset-Gain	60,749	29,473	30,000	47,000	20,000	41,000
Contributed Capital Assets	-	20,750	-	-	-	-
Transfers In	-	-	180,600	180,600	180,600	200,900
Transfers Out	-	-	(14,500)	(13,000)	-	-
<b>Net Change</b>	<b>106,874</b>	<b>147,032</b>	<b>(37,201)</b>	<b>(6,117)</b>	<b>192,274</b>	<b>157,915</b>
Cash balance (year end)	\$ 505,373	\$ 1,049,876		\$ 1,212,962	\$ 1,540,885	\$ 1,666,564
Months of oper/capital coverage	0.9	6.6		7.2	9.0	9.7

**Central Garage Operations**

701-46500

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

**Goals and Objectives:**

- Improve maintenance and repair turn-around by leveraging the new vehicle service bay configuration and capabilities of the renovated maintenance center. The new safe and user friendly vehicle service areas should contribute to reductions in equipment down time.
- Utilize the Department of Corrections labor crew for building cleaning and custodial functions to reduce 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.
- Optimize recently installed heating, electrical and security systems by adjustments to mechanical systems over the next year, in an effort to improve energy efficiency and reduce operating costs.

Financial Summary	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 174,730	\$ 184,519	\$ 186,052	\$ 185,785	\$ 190,164	\$ 195,407
Supplies	\$ 284,656	\$ 254,282	\$ 283,500	\$ 267,500	\$ 288,000	\$ 293,500
Contractual	\$ 110,498	\$ 63,989	\$ 93,230	\$ 93,400	\$ 98,400	\$ 101,500
Total	\$ 569,884	\$ 502,790	\$ 562,782	\$ 546,685	\$ 576,564	\$ 590,407
Percent change		-11.8%	11.9%	8.7%	2.4%	2.4%
<b>Full-time equivalents</b>						
Full-time	2.40	2.40	2.40	2.40	2.40	2.40
Total	2.40	2.40	2.40	2.40	2.40	2.40
Percent of Total Expense	2.79%	2.37%	2.56%	2.03%	2.50%	2.50%

**Budget Impacts:**

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

**Central Garage Operations**

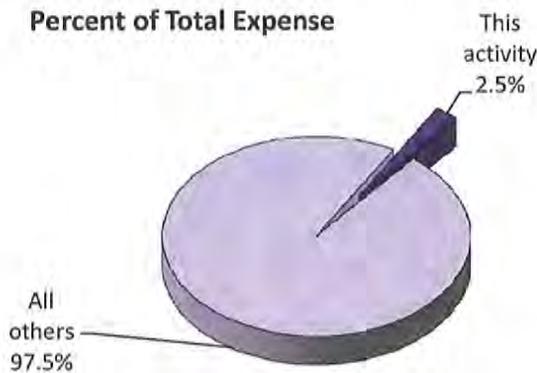
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Gallons of fuel used	37,413	37,674	37,500
Vehicle oil changes	108	97	164
Tires replaced	51	29	42
Facility energy costs (natural gas and electricity combined)	\$ 46,486	\$ 38,372	\$ 32,965
Average cost per gallon of diesel fuel	\$ 3.17	\$ 3.35	\$ 2.49
Average cost per gallon of unleaded fuel	\$ 2.93	\$ 3.04	\$ 2.50

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

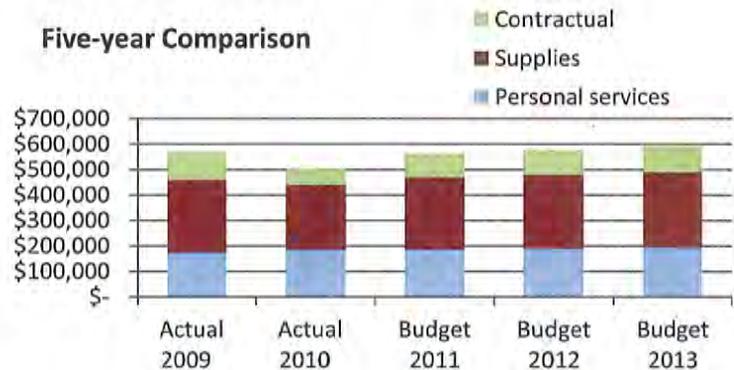
**Recent Achievements:**

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

**Percent of Total Expense**



**Five-year Comparison**



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**City of Shoreview, Minnesota – 2012-2013 Biennial Budget**

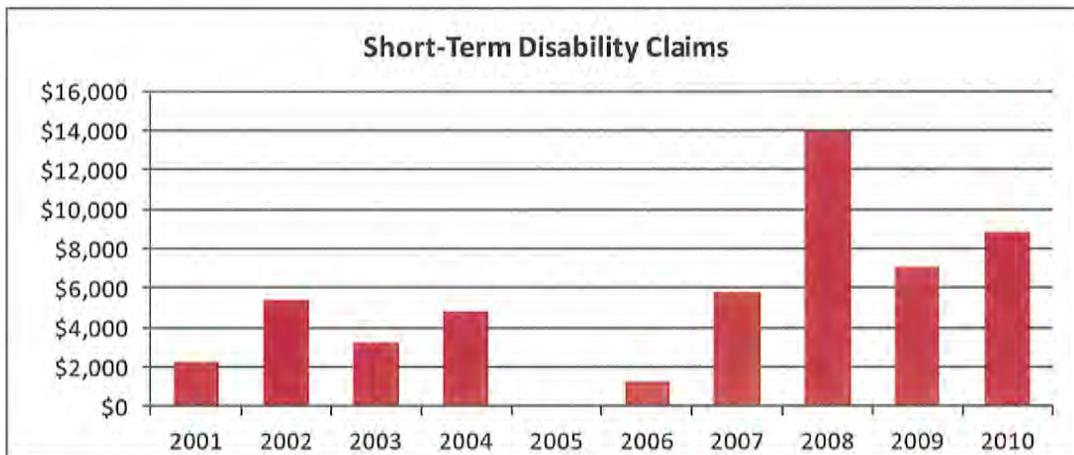
**Short-term Disability Fund Summary**

**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 between 5 and 7 years of loss coverage. As such, the City has no plans to raise the premium rate.

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

**Expense** – Average disability claims paid over the past five years is approximately \$4,700 per year, as compared to average premium revenue of about \$7,400 per year.



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services	\$ 7,530	\$ 7,612	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Interest Earnings	733	545	1,000	600	600	600
<b>Total Revenue</b>	<b>8,263</b>	<b>8,157</b>	<b>8,500</b>	<b>8,100</b>	<b>8,100</b>	<b>8,100</b>
<b>Expense</b>						
Miscellaneous	7,039	8,857	8,000	8,000	8,000	8,000
<b>Total Expense</b>	<b>7,039</b>	<b>8,857</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Net Change</b>	<b>1,224</b>	<b>(700)</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>
Fund Equity, beginning	44,665	45,889	45,189	45,189	45,289	45,389
<b>Fund Equity, ending</b>	<b>\$45,889</b>	<b>\$45,189</b>	<b>\$45,689</b>	<b>\$45,289</b>	<b>\$ 45,389</b>	<b>\$ 45,489</b>
Years of operating coverage	6.6	6.5		6.5	6.5	6.5

**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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Funding Uses by Type</b>						
Personal services	\$ 7,039	\$ 8,857	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Total	\$ 7,039	\$ 8,857	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Percent change		25.8%	-9.7%	-9.7%	0.0%	0.0%
<b>Full-time equivalents</b>						
Total	-	-	-	-	-	-
Percent of Total Expense	0.03%	0.04%	0.04%	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.

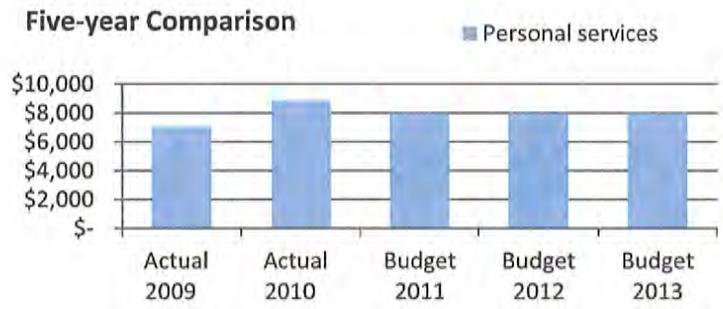
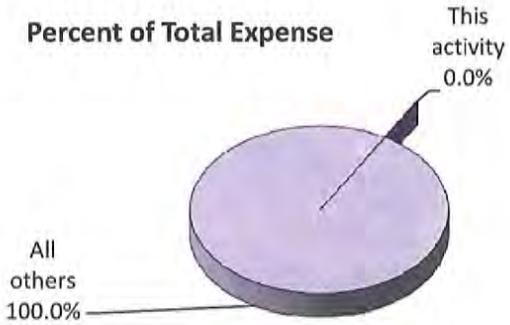
**Short-term Disability Self Insurance**

Activity Measures	2008 Actual	2009 Actual	2010 Actual
Participants (annual average)	76.6	78.4	79.3
Average age of full-time employees	43.5	44.0	44.2
Fund balance, stated in years of average loss coverage	6.6	6.8	6.5

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

**Recent Achievements:**

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



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**City of Shoreview, Minnesota – 2012-2013 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 approximately \$60,000 due to larger claims in 2008 and 2009.



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
<b>Revenue</b>						
Charges for Services	\$ 70,114	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings	2,853	2,211	2,800	2,200	2,200	2,400
Other Revenues	33,865	31,760	20,000	20,000	20,000	30,000
<b>Total Revenue</b>	<b>106,832</b>	<b>33,971</b>	<b>22,800</b>	<b>22,200</b>	<b>22,200</b>	<b>32,400</b>
<b>Expense</b>						
Miscellaneous	90,112	42,392	30,000	30,000	32,000	32,000
<b>Total Expense</b>	<b>90,112</b>	<b>42,392</b>	<b>30,000</b>	<b>30,000</b>	<b>32,000</b>	<b>32,000</b>
<b>Net Change</b>	<b>16,720</b>	<b>(8,421)</b>	<b>(7,200)</b>	<b>(7,800)</b>	<b>(9,800)</b>	<b>400</b>
Fund Equity, beginning	166,741	183,461	175,040	175,040	167,240	157,440
<b>Fund Equity, ending</b>	<b>\$183,461</b>	<b>\$175,040</b>	<b>\$167,840</b>	<b>\$167,240</b>	<b>\$157,440</b>	<b>\$157,840</b>
Years of operating coverage	4.1	3.9		3.8	3.5	3.5

**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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2013 Budget
Funding Uses by Type						
Contractual	\$ 90,112	\$ 42,392	\$ 30,000	\$ 30,000	\$ 32,000	\$ 32,000
Total	\$ 90,112	\$ 42,392	\$ 30,000	\$ 30,000	\$ 32,000	\$ 32,000
Percent change		-53.0%	-29.2%	-29.2%	6.7%	0.0%
Full-time equivalents						
Total	-	-	-	-	-	-
Percent of Total Expense	0.44%	0.20%	0.14%	0.11%	0.14%	0.14%

**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**

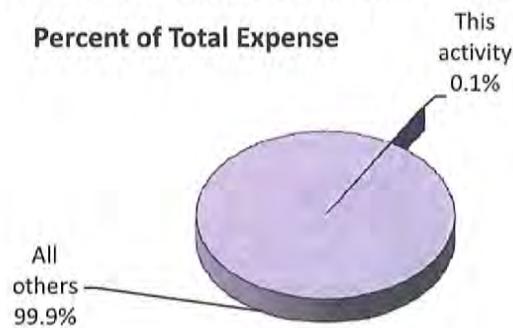
Activity Measures	2008 Actual	2009 Actual	2010 Actual
Fund balance, stated as years of average loss coverage	2.8	3.0	2.9
Claims filed	41	17	24

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

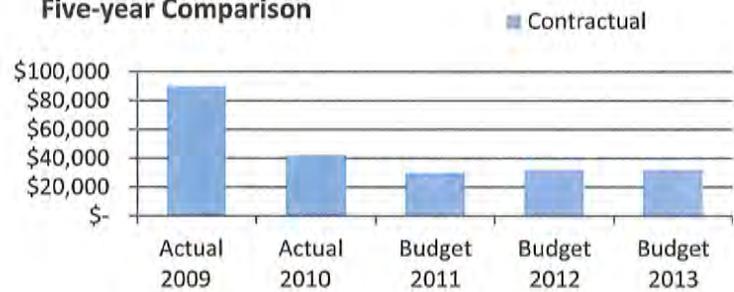
**Recent Achievements:**

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

**Percent of Total Expense**



**Five-year Comparison**



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## Introduction

The Administration and Finance departments are pleased to present the proposed Capital Improvement Program (CIP) for the years 2012 through 2016. 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 five-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:

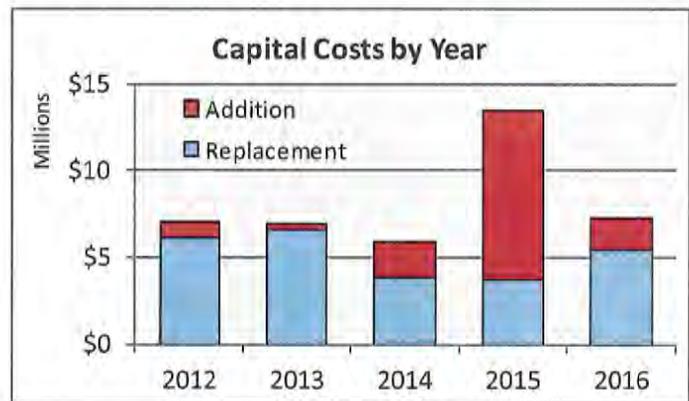
1. Contribute to the public health and welfare
2. Maintain an existing system
3. Improve efficiency of an existing system
4. Expand a system or service, or add a new public facility or service

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

## Infrastructure Replacement Planning

Because Shoreview is more than 96 percent developed, replacement costs account for the majority of capital spending. Over the next five years, excluding the \$9 million water treatment facility in 2015, 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

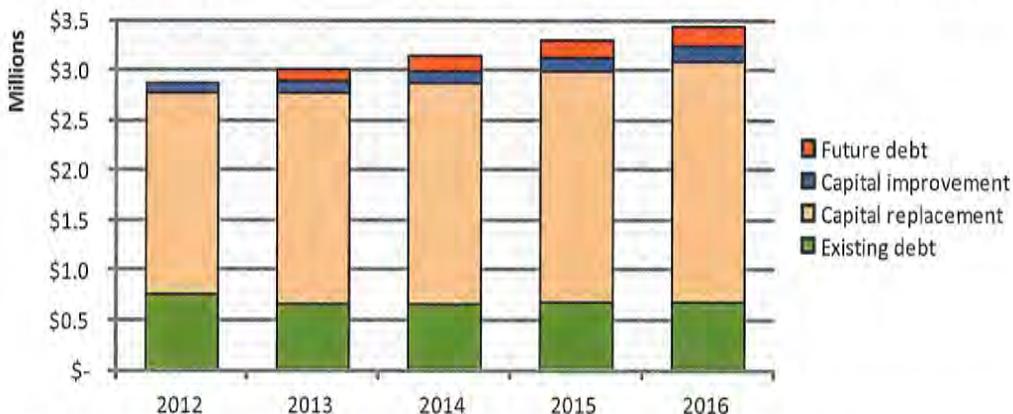
Proposed project costs over the next five years amount to \$40.3 million, as compared to projected debt issuance of \$18.1 million (45 percent of project costs). If the water treatment plant is excluded from the totals (because of the cost and one-time nature of the project), approximately 23 percent of costs are supported by debt issuance. This favorable indicator is possible due to long-term financial planning efforts, described on the previous page, which require the identification of resources and funding mechanisms well in advance of capital needs.

Description	2012	2013	2014	2015	2016
GO Improvement Bonds (assmts)	\$ -	\$ 310,000	\$ -	\$ 320,000	\$ 480,000
GO Street Improvement Bonds	-	2,500,000	-	-	-
GO Water Bonds	-	790,000	-	9,780,000	480,000
GO Sewer Bonds	-	-	-	720,000	200,000
GO Surface Water Bonds	-	510,000	-	810,000	840,000
<b>Estimated Total Debt Issued</b>	<b>\$ -</b>	<b>\$ 4,110,000</b>	<b>\$ -</b>	<b>\$ 11,630,000</b>	<b>\$ 2,000,000</b>

## Capital and Debt Levies

Projected capital and debt levies necessary to support the capital costs in this CIP are projected to have an average impact of 1.5 percent annually on the total tax levy.

Description	2012	2013	2014	2015	2016
Capital Repl.-Street Renewal	\$ 800,000	\$ 850,000	\$ 900,000	\$ 950,000	\$ 1,000,000
Capital Repl.-General Fixed Asset Repl.	1,200,000	1,250,000	1,300,000	1,350,000	1,400,000
Capital Improvement	110,000	120,000	130,000	145,000	160,000
Existing Debt-Central Garage	216,000	184,000	184,000	208,000	208,000
Existing Debt-Debt funds	442,026	375,000	375,000	375,000	375,000
Existing Debt-General fund contribution	100,000	100,000	100,000	100,000	100,000
Future Debt-Debt funds	-	126,000	156,000	162,000	182,000
<b>Total Capital and Debt Levies</b>	<b>\$ 2,868,026</b>	<b>\$ 3,005,000</b>	<b>\$ 3,145,000</b>	<b>\$ 3,290,000</b>	<b>\$ 3,425,000</b>
Change in Debt Levy	\$ 33,026	\$ 26,974	\$ 30,000	\$ 30,000	\$ 20,000
Change in Capital Levy	\$ 110,000	\$ 110,000	\$ 110,000	\$ 115,000	\$ 115,000



## 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 however, there are certain State design requirements to achieve an MSA designation. In 2011 the City Council delayed the construction of Hamline Avenue because it was determined that there were several MSA streets that needed immediate attention (Tanglewood Drive and Victoria Street in particular).

The proposed CIP has five projects that will require significant MSA funding, as well as a street project financed through tax increment. Realignment of Owasso Street will occur in 2012 (financed through tax increment). Projects scheduled for 2013 include street rehabilitation of selected MSA routes, and reconstruction of the County Road D and Cottage Place neighborhood. Reconstruction of Highway 49 between Highway 96 and Gramsie Road, and the Rice Street/I-694 interchange are scheduled for 2014. Reconstruction of Hamline Avenue from County Road I to Lexington is planned for 2016. Hamline is the last roadway segment of the original State/County/City turn-back program that began in the mid 1990s.

A summary of MSA Fund activity is shown in the table below.

<b>MSA Fund</b>	2011	2012	2013	2014	2015	2016
Capital Projections	Estimated	Projected	Projected	Projected	Projected	Projected
<b>Revenue</b>						
Intergovt (MSA allocation)	\$ 628,445	\$ 633,942	\$ 633,942	\$ 640,281	\$ 646,684	\$ 653,151
Intergovt (past projects)	280,233	-	-	-	-	-
Investment interest	5,200	1,700	6,300	3,200	4,100	11,200
<b>Total Revenues</b>	<b>\$ 913,878</b>	<b>\$ 635,642</b>	<b>\$ 640,242</b>	<b>\$ 643,481</b>	<b>\$ 650,784</b>	<b>\$ 664,351</b>
<b>Expense</b>						
Tanglewood Drive Rehabilitation	1,433,000	-	-	-	-	-
Street Rehabilitation	-	-	500,000	-	-	-
County Rd D & Cottage Pl Neighbr	-	-	612,000	-	-	-
Highway 49/Hodgson (96-Gramsie)	-	-	-	200,000	-	-
Rice Street/I-694 Interchange	-	-	-	400,000	-	-
Hamline Ave (Lex-I)	-	-	-	-	-	1,719,835
Property acquisition	81,793	-	-	-	-	-
<b>Total Expense</b>	<b>\$ 1,514,793</b>	<b>\$ -</b>	<b>\$ 1,112,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 1,719,835</b>
<b>Net change</b>	<b>(600,915)</b>	<b>635,642</b>	<b>(471,758)</b>	<b>43,481</b>	<b>650,784</b>	<b>(1,055,484)</b>
Fund equity, beginning	867,484	266,569	902,211	430,453	473,934	1,124,718
Fund equity, ending	<b>\$ 266,569</b>	<b>\$ 902,211</b>	<b>\$ 430,453</b>	<b>\$ 473,934</b>	<b>\$ 1,124,718</b>	<b>\$ 69,234</b>
Fund equity percent of avg expense	44.6%	151.1%	72.1%	79.4%	188.4%	11.6%
Months capital coverage (avg capital)	5.4	18.1	8.7	9.5	22.6	1.4

## 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 2020) while maintaining street condition ratings and preserving pavement condition through pavement strategies such as full depth reclamation. The next scheduled \$2.5 million bond issue for addressing existing streets is scheduled for 2013, a delay of two years from the original adopted street rehabilitation schedule. This change enabled the City to moderate the change in the debt portion of the tax levy, and hold the annual increase to \$30,000 per year for existing and planned debt.

Listed below are street reconstruction projects that will occur during the next five years. Several planned projects were delayed by one year and the Edgetown Acres projects was split into two separate projects to hold the increase in the Street Renewal Fund to \$50,000 per year, as well as to maintain the \$2 million minimum fund balance in the Street Renewal Fund.

- County Road F, Demar and Floral (2012) – This area has no curb and gutter, cast iron water main, limited storm drainage, and the pavement life is less than five years
- Street rehabilitation (2013) – Planned rehabilitation of collector and local streets through a combination of street bonds and MSA funding
- Turtle Lane Neighborhood (2014) – This area has no curb and gutter, cast iron water main, limited storm sewer, and the pavement life is less than five years
- Hanson, Oakridge (2015) – This area has no curb and gutter, some cast iron water main, no storm drainage system, and the pavement life is less than five years
- Windward Heights Neighborhood (2016) – This area has no curb and gutter and limited storm sewer

The brief summary of Street Renewal Fund activity provided below shows that fund balances are close to the \$2 million minimum in 2016.

Street Renewal Fund Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Property taxes	\$ 750,000	\$ 800,000	\$ 850,000	\$ 900,000	\$ 950,000	\$ 1,000,000
Assessments	6,621	12,821	12,821	12,821	12,821	12,821
Investment interest	30,100	35,900	33,500	54,200	52,000	64,900
Total Revenues	\$ 786,721	\$ 848,721	\$ 896,321	\$ 967,021	\$ 1,014,821	\$ 1,077,721
<b>Expense</b>						
Street condition survey	-	13,000	13,000	13,000	-	-
Sealcoat and crack fill	217,000	284,400	296,000	307,400	317,500	325,400
Street rehabilitation	187,333	707,000	111,025	760,650	700,100	1,300,400
Total Expense	\$ 404,333	\$ 1,004,400	\$ 420,025	\$ 1,081,050	\$ 1,017,600	\$ 1,625,800
Net change	382,388	(155,679)	476,296	(114,029)	(2,779)	(548,079)
Fund equity, beginning	2,008,917	2,391,305	2,235,626	2,711,922	2,597,893	2,595,114
Fund equity, ending	\$ 2,391,305	\$ 2,235,626	\$ 2,711,922	\$ 2,597,893	\$ 2,595,114	\$ 2,047,035
Fund equity percent of avg expense	591.4%	222.6%	645.7%	240.3%	255.0%	125.9%
Years of capital coverage (avg capital)	2.8	2.6	3.2	3.0	3.0	2.4
Tax levy percent change	8.2%	6.7%	6.3%	5.9%	5.6%	5.3%
Annual avg percent change (taxes)						6.3%

## Park Improvements

Most of the planned park improvements are replacement items, such as resurfacing parking lots, tennis court rehabilitation, landscape replacement etc. The reconstruction of the wading pool was originally planned for 2011/2012; however the Park and Recreation Commission recommended that updating of City parks was a higher priority therefore the pool replacement has been delayed until 2016. Some of the planned park improvements for 2012 include:

- Bucher Park – \$340,000 for a modest renovation of the park. Planning would begin this coming winter, with input from the neighborhood, youth athletic associations and the Park and Recreation Commission
- Wilson Park – \$138,000 for improvements recommended in the Parks Master Plan update, including relocation and replacement of the playground area and the addition of a picnic shelter
- Shamrock Park – \$60,000 for construction of new trail segments recommended in the updated Parks Master Plan

A brief summary of Capital Improvement Fund activity is provided below. Even though the year 2017 is not shown on this table, it should be reported that fund balances drop to near zero in 2017 due to a planned \$400,000 park renovation that year.

Capital Improvement Fund Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Property taxes	\$ 100,000	\$ 110,000	\$ 120,000	\$ 130,000	\$ 145,000	\$ 160,000
Assessments	280	280	-	-	-	-
Public use dedication fees	4,752	2,000	2,000	-	-	-
PCS Antenna rentals	238,900	249,700	260,900	272,600	284,900	297,700
Billboard fees	-	37,500	50,000	50,000	50,000	50,000
Tall tower fees	110,000	110,000	-	-	-	-
Investment interest	2,000	4,000	3,600	5,300	3,200	4,300
<b>Total Revenues</b>	<b>\$ 455,932</b>	<b>\$ 513,480</b>	<b>\$ 436,500</b>	<b>\$ 457,900</b>	<b>\$ 483,100</b>	<b>\$ 512,000</b>
<b>Expense</b>						
Park facilities	16,000	312,000	24,000	100,000	100,000	250,000
Trails and pathways	-	-	-	90,000	-	-
Buildings	36,500	107,000	40,000	250,000	50,000	50,000
Information systems	36,500	7,000	5,000	8,500	3,500	32,000
Marketing	30,000	15,000	-	-	-	-
<b>Total Expense</b>	<b>\$ 119,000</b>	<b>\$ 441,000</b>	<b>\$ 69,000</b>	<b>\$ 448,500</b>	<b>\$ 153,500</b>	<b>\$ 332,000</b>
<b>Other Sources (Uses)</b>						
Transfers in/General fund	-	-	-	-	-	150,000
Transfers out/debt service funds	(165,000)	(165,000)	(165,000)	(175,000)	(175,000)	(175,000)
<b>Total Other Sources (Uses)</b>	<b>\$(165,000)</b>	<b>\$(165,000)</b>	<b>\$(165,000)</b>	<b>\$(175,000)</b>	<b>\$(175,000)</b>	<b>\$ (25,000)</b>
<b>Net change</b>	<b>171,932</b>	<b>(92,520)</b>	<b>202,500</b>	<b>(165,600)</b>	<b>154,600</b>	<b>155,000</b>
Fund equity, beginning	246,458	418,390	325,870	528,370	362,770	517,370
<b>Fund equity, ending</b>	<b>\$ 418,390</b>	<b>\$ 325,870</b>	<b>\$ 528,370</b>	<b>\$ 362,770</b>	<b>\$ 517,370</b>	<b>\$ 672,370</b>
Fund equity percent of avg expense	83.6%	65.1%	105.5%	72.4%	103.3%	134.3%
Months of capital coverage (avg capital)	10.0	7.8	12.7	8.7	12.4	16.1
Tax levy percent change	12.1%	10.0%	9.1%	8.3%	11.5%	10.3%
Annual average percent change (taxes)						10.2%

## 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 coat (used successfully the past few years). This new seal coat has proven to be a very cost effective method to extend the life of the trail system.

## Municipal Buildings

Most of the building projects include repair/replacement items for the community center/city hall, and fire stations. Major items include: a small addition to fire station #4 (\$200,000 for Shoreview's share) to accommodate sleeping quarters for the duty crew in 2013; and a 3,000 to 4,000 square foot addition to the community center in 2014 (\$1,200,000). The community center addition is necessary to accommodate growing membership and the increased use of the fitness center, as well as demand for program space for both Summery Discovery and group fitness.

The brief summary of General Fixed Asset Replacement Fund activity provided below indicates that fund balances will drop significantly through 2013 and will grow gradually through the remainder of the five years.

<b>General Fixed Asset Fund</b> Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Property taxes	\$1,150,000	\$1,200,000	\$1,250,000	\$1,300,000	\$1,350,000	\$1,400,000
Investment interest	10,000	7,000	4,000	3,000	6,000	7,000
Other	-	-	33,700	-	-	-
Total Revenues	\$1,160,000	\$1,207,000	\$1,287,700	\$1,303,000	\$1,356,000	\$1,407,000
<b>Expense</b>						
Fire stations & equipment	149,667	361,640	417,145	258,277	2,091	92,211
Warning sirens	-	20,000	22,500	22,500	15,000	15,000
Information systems	246,000	113,500	104,500	121,500	129,500	75,500
Municipal buildings	657,124	357,000	309,000	285,000	626,000	225,000
Park facilities	127,100	307,400	280,000	36,700	323,100	203,000
Trails	70,000	92,000	73,000	140,000	80,000	175,600
Total Expense	\$1,249,891	\$1,251,540	\$1,206,145	\$ 863,977	\$1,175,691	\$ 786,311
<b>Other Sources (Uses)</b>						
Transfers in/Community Center fund	35,000	-	-	-	-	-
Transfers out/debt funds	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Total Other Sources (Uses)	\$ (145,000)	\$ (180,000)	\$ (180,000)	\$ (180,000)	\$ (180,000)	\$ (180,000)
Net change	(234,891)	(224,540)	(98,445)	259,023	309	440,689
Fund equity, beginning	696,003	461,112	236,572	138,127	397,150	397,459
Fund equity, ending	\$ 461,112	\$ 236,572	\$ 138,127	\$ 397,150	\$ 397,459	\$ 838,148
Fund equity percent of avg expense	43.3%	22.2%	13.0%	37.3%	37.3%	78.7%
Months of average capital coverage	5.2	2.7	1.6	4.5	4.5	9.4
Tax levy percent change	5.5%	4.3%	4.2%	4.0%	3.8%	3.7%
Annual average percent change (taxes)						4.3%

## Utility Improvements

There are several planned improvements to the City's utility systems in the next five years. The most significant project is a planned water treatment plant in 2015 at an estimated cost of \$9 million. The treatment plant is necessary to address growing concerns about iron and manganese in the City's water supply. Other major water system improvements include construction of a booster station (\$110,000) to improve water pressure in the Westin Woods area in 2012, and a natural gas backup generator for well #6 (\$100,000) in 2015.

The next major sanitary sewer lining project is scheduled for 2015 and will, at a minimum, include neighborhoods that will have already undergone street reconstruction by that time. There are also three storm water pretreatment structures planned in the next five years, including two on Lake Shoreview as part of the redevelopment of that property.

The Street Light Utility will replace an increasing number of street lights over the next five years. This is necessary to address a growing number of street light outages occurring with lighting that was originally installed in the 1970s and early 1980s.

## Major Equipment

All equipment identified in this section of the CIP are replacement items. A fire engine replacement is scheduled in 2012. The Lake Johanna Fire Department has already awarded the bid for this truck, and delivery is scheduled for next year. Shoreview's share of this truck is \$314,526. The department's self-contained breathing apparatus (SCBA) also needs replacement in the next few years. Replacement of the SCBA apparatus is currently planned for 2014; however, the department has submitted a grant to fund this replacement, which would reduce Shoreview's share of the cost from nearly \$200,000 to \$25,000. Annual dump truck replacements are scheduled through the year 2015 as well as other routine equipment replacements.

## Tax Increment

Tax increment financing (TIF) uses the increased property taxes generated by a new development to assist with financing the cost of the development or necessary public infrastructure for the project. Taxes generated on the original value before the development continue to support ongoing city operations, and the increased taxes generated from the new construction are dedicated to costs outlined in the TIF plan budget during the life of the district. Before a TIF district may be created the proposed district must make "but-for" findings that: 1) the development would not occur without TIF assistance and, 2) that the market value of the TIF development will be higher (after subtracting the value of the TIF assistance) than what would occur on the site if TIF were not used.

The City maintains a separate TIF fund for each district, to account for the collection of property taxes within the district, and the cost of developer assistance (typically through a tax increment note), debt payments, capital costs, and administrative costs. Shoreview maintains five open TIF districts, and is planning two additional districts: for a proposed senior housing project, and for redevelopment of an aging retail center and development of upscale rental housing. TIF District #3 ended in 2011.

Developer assistance is provided through pay as you go obligations in the form of tax increment revenue notes, because the City's debt policy prohibits issuing debt on behalf of a developer. The City's open TIF districts are described on the following pages.

## TIF #1 Deluxe District

The Deluxe TIF district is a redevelopment district created in 1988 to capture property taxes generated by the construction of the Deluxe Corporation campus on Victoria Street as well as taxes generated by development on surrounding parcels also in the district. Taxes generated by the Deluxe Corporation parcel are accounted for in the Deluxe TIF Fund and taxes generated by all other parcels in the district are accounted for in the Non-Deluxe TIF Fund.

### Deluxe Fund

This fund collects TIF receipts for parcels owned by Deluxe Corporation. Available balances are dedicated first to payment of the City's TIF Bonds, second to payment of the Deluxe Tax Increment Note, third to the Non-Deluxe Fund for economic development efforts within the development district.

- **Bonded Debt** – Final payment on the TIF Bonds for this district occurred in 2008.
- **TIF Note** – The remaining balance on the Deluxe Tax Increment Note (\$374,726) will be paid in full during 2012.
- **Fund Closing** – Balances remaining in the fund at the end of 2012 will be transferred to the Non-Deluxe TIF Fund, for budgeted TIF plan costs, and this fund will be closed.

<b>TIF #1 - Deluxe Parcels</b> Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 439,488	\$439,488	\$ -	\$ -	\$ -	\$ -
Investment interest	636	600	-	-	-	-
Total Revenues	\$ 440,124	\$440,088	\$ -	\$ -	\$ -	\$ -
<b>Expense</b>						
Administrative expenses	2,200	2,200	-	-	-	-
TIF Note payments (principal & interest)	437,752	399,083	-	-	-	-
Total Expense	\$ 439,952	\$401,283	\$ -	\$ -	\$ -	\$ -
<b>Other Sources (Uses)</b>						
Transfers out/TIF #1 - Non-Deluxe Fund	-	(59,319)	-	-	-	-
Total Other Sources (Uses)	\$ -	\$ (59,319)	\$ -	\$ -	\$ -	\$ -
Net change	172	(20,514)	-	-	-	-
Fund equity, beginning	20,342	20,514	-	-	-	-
Fund equity, ending	\$ 20,514	\$ -	\$ -	\$ -	\$ -	\$ -
Years of average expense coverage	0.1	0.0	0.0	0.0	0.0	0.0
TIF Note balance outstanding	\$ 374,726	\$ -	\$ -	\$ -	\$ -	\$ -

## Non-Deluxe Fund

This fund collects TIF receipts for parcels other than those owned by Deluxe Corporation. Available balances are dedicated to economic development efforts within the development district, the City's home energy improvement loan program, and may potentially be used to support debt service payments in TIF District #2 if TIF receipts are insufficient to support debt payments.

- **Capital Costs** – Realignment of Owasso Street is planned for 2012 to support redevelopment of an aging retail center and construction of upscale rental housing.
- **Inter-fund Loans** – An inter-fund loan receivable from a proposed TIF District #8 will be repaid by TIF generated by the new district. The inter-fund loan will be repaid before developer assistance through Tax Increment Note payments.
- **Remaining Balances** – Balances remaining in the fund are dedicated to budgeted TIF plan costs.

<b>TIF #1 - Non-Deluxe Parcels</b> Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 644,682	\$ 644,682	\$ 1,065,611	\$ 1,065,611	\$ -	\$ -
Investment interest	3,123	11,200	7,700	13,100	18,500	18,600
Total Revenues	\$ 647,805	\$ 655,882	\$ 1,073,311	\$ 1,078,711	\$ 18,500	\$ 18,600
<b>Expense</b>						
Administrative expenses	46,547	4,300	4,300	4,300	-	-
Owasso Realignment	-	1,399,000	-	-	-	-
Total Expense	\$ 46,547	\$ 1,403,300	\$ 4,300	\$ 4,300	\$ -	\$ -
<b>Other Sources (Uses)</b>						
Transfers in/TIF #1 - Deluxe Fund	-	59,319	-	-	-	-
Total Other Sources (Uses)	\$ -	\$ 59,319	\$ -	\$ -	\$ -	\$ -
Net change	601,258	(688,099)	1,069,011	1,074,411	18,500	18,600
Fund equity, beginning	1,635,286	2,236,544	1,548,445	2,617,456	3,691,867	3,710,367
Fund equity, ending	\$ 2,236,544	\$ 1,548,445	\$ 2,617,456	\$ 3,691,867	\$ 3,710,367	\$ 3,728,967
Years of average expense coverage	9.2	6.4	10.8	15.2	15.3	15.3
Balance due from TIF #8 (proposed district)	\$ -	\$ 1,399,000	\$ 1,399,000	\$ 1,399,000	\$ 1,399,000	\$ 1,399,000
Housing loans outstanding	\$ 95,908	\$ 150,000	\$ 200,000	\$ 250,000	\$ 300,000	\$ 300,000

## TIF #2 City Center

The City Center district is a redevelopment district created in 1989 to capture property taxes generated by construction of commercial and residential property near the intersection of County Road 96 and Highway 49. Taxes generated are dedicated first to payment of TIF Refunding Bonds issued in 2004 and 2007, second to repayment of an inter-fund loan, and third to economic development efforts within the development district.

- **Bonded Debt** – Outstanding TIF Debt of \$1,830,000 includes the 2004 TIF Refunding Bonds (\$740,000) and the 2007 TIF Refunding Bonds (\$1,090,000). Final payment occurs in 2013 on the 2004 bonds and will occur in 2015 on the 2007 bonds. If TIF receipts for this district decline in the future, resulting in insufficient fund balances to support debt payments from TIF District #2 alone, pooling will be used to access TIF District #1 balances to cover debt payments.
- **Inter-fund Loans** – The inter-fund loan receivable from TIF District #4, for Bridge Street costs, will be repaid in full during 2012.
- **Fund Closing** – Balances remaining in the fund after payment of all obligations are dedicated to budgeted TIF plan costs.

TIF #2 City Center Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 460,232	\$ 465,000	\$ 470,000	\$ 475,000	\$ 480,000	\$ -
Loan payments (Montessori)	21,750	-	-	-	-	-
Total Revenues	\$ 481,982	\$ 465,000	\$ 470,000	\$ 475,000	\$ 480,000	\$ -
<b>Expense</b>						
Administrative expenses	6,000	6,000	6,000	6,000	6,000	-
Total Expense	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ -
<b>Other Sources (Uses)</b>						
Transfer in/TIF #4 (Bridge St reimb)	50,000	50,000	-	-	-	-
Transfer to/2004 TIF Bonds	(45,000)	(184,000)	(298,000)	(368,000)	(362,292)	-
Transfer to/2007 TIF Bonds	(380,000)	(389,000)	(378,286)	-	-	-
Total Other Sources (Uses)	\$ (375,000)	\$ (523,000)	\$ (676,286)	\$ (368,000)	\$ (362,292)	\$ -
Net change	100,982	(64,000)	(212,286)	101,000	111,708	-
Fund equity, beginning	212,585	313,567	249,567	37,281	138,281	249,989
Fund equity, ending	\$ 313,567	\$ 249,567	\$ 37,281	\$ 138,281	\$ 249,989	\$ 249,989
Years of average expense coverage	0.8	0.6	0.1	0.3	0.6	0.6
Balance due from TIF #4	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Debt balance outstanding	\$1,830,000	\$1,320,000	\$ 690,000	\$ 350,000	\$ -	\$ -

## TIF #4 Scandia Shores

The Scandia Shores district is a housing district created in 1996 to capture property taxes generated by the construction of the senior housing project owned by Twin Cities Christian Homes. Taxes generated by the development are dedicated first to repayment of an inter-fund loan from TIF #2 for construction of Bridge Street, second to the Twin City Christian Homes Tax Increment Note and third for economic development efforts within the development district.

- **TIF Note** – The Tax Increment Note balance of \$1,151,256 is paid from TIF generated over the remaining life of the district. Scheduled principal due each year, as outlined by the development agreement, is either paid by available balances or forgiven per the terms of the agreement. The original Tax Increment Note of \$2,514,320 has been reduced by principal payments of \$811,790 and forgiven principal of \$551,274 (due to TIF receipts lower than specified by the development agreement).
- **Inter-fund Loans** – The inter-fund loan payable to TIF District #2, for Bridge Street costs, will be repaid in full during 2012.
- **Fund Closing** – Balances remaining in the fund after payment of all obligations are dedicated to budgeted TIF plan costs.

TIF #4 Scandia Shores Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 85,651	\$ 87,000	\$ 88,000	\$ 89,000	\$ 90,000	\$ 91,000
Total Revenues	\$ 85,651	\$ 87,000	\$ 88,000	\$ 89,000	\$ 90,000	\$ 91,000
<b>Expense</b>						
Administrative expenses	598	600	600	600	600	600
TIF Note payments (principal & interest)	35,053	36,400	87,400	88,400	89,400	90,400
Total Expense	\$ 35,651	\$ 37,000	\$ 88,000	\$ 89,000	\$ 90,000	\$ 91,000
<b>Other Sources (Uses)</b>						
Transfer to/TIF #2 (Bridge St reimb)	(50,000)	(50,000)	-	-	-	-
Total Other Sources (Uses)	\$ (50,000)	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
Net change	-	-	-	-	-	-
Fund equity, beginning	814	814	814	814	814	814
Fund equity, ending	\$ 814	\$ 814	\$ 814	\$ 814	\$ 814	\$ 814
Years of average expense coverage	0.0	0.0	0.0	0.0	0.0	0.0
Balance due to TIF #2	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
TIF Note balance outstanding	\$ 1,151,256	\$ 1,022,535	\$ 834,637	\$ 634,333	\$ 420,804	\$ 193,175
TIF Note written off annually	\$ 85,099	\$ 93,321	\$ 101,498	\$ 112,904	\$ 125,129	\$ 138,229

## TIF #5 Summer House/Shoreview Mall

The Summer House/Shoreview Mall TIF district is renewal and renovation district created in 1997 to capture property taxes generated by the construction of the Presbyterian Homes senior housing project and improvements to the Shoreview Mall site. Taxes generated are dedicated first to payment of the Presbyterian Homes Tax Increment Note, second to developer assistance for the Stonehenge project on Red Fox Road, third to the business loan program of the EDA, and fourth to economic development efforts within the development district.

- **TIF Note** – The Tax Increment Note balance of \$796,675 is paid from TIF generated over the remaining life of the district, subject to minimums outlined in the development agreement. Beginning in 2005, the total tax bill for the Summer House project has not met the minimum levels outlined in the agreement therefore no note payments have occurred. Current estimates indicate that the 2012 total tax bill will result in interest payments on the note for 2012 and 2013, but that tax receipts will be insufficient to result in principal payments on the note.
- **Capital Costs** – Developer assistance for the Stonehenge development on Red Fox Road.
- **Fund Closing** – Balances remaining in the fund after payment of all obligations are dedicated to budgeted TIF plan costs.

TIF #5 Summer House Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 206,624	\$ 209,000	\$ 211,000	\$ -	\$ -	\$ -
Investment interest	20,900	14,100	7,200	10,400	10,600	10,700
Total Revenues	\$ 227,524	\$ 223,100	\$ 218,200	\$ 10,400	\$ 10,600	\$ 10,700
<b>Expense</b>						
Administrative expenses	3,860	4,100	4,140	-	-	-
Developer assistance (Stonehenge)	-	1,345,000	-	-	-	-
TIF Note payments (principal & interest)	-	7,898	1,746	-	-	-
Total Expense	\$ 3,860	\$ 1,356,998	\$ 5,886	\$ -	\$ -	\$ -
Net change	223,664	(1,133,898)	212,314	10,400	10,600	10,700
Fund equity, beginning	1,391,938	1,615,602	481,704	694,018	704,418	715,018
Fund equity, ending	\$ 1,615,602	\$ 481,704	\$ 694,018	\$ 704,418	\$ 715,018	\$ 725,718
Years of average expense coverage	7.1	2.1	3.0	3.1	3.1	3.2
TIF Note balance outstanding	\$ 796,675	\$ 796,675	\$ 796,675	\$ -	\$ -	\$ -

## TIF #6 Gateway

The Gateway TIF district is a redevelopment district created in 2001 to capture property taxes generated by the construction of housing and retail/office space at the intersection of Lexington Avenue and County Road D. Taxes generated are dedicated first to payment of Tax Increment Note #1, second to Tax Increment Note #2, and third to economic development efforts within the development district.

- **TIF Note** – Two Tax Increment Notes are paid from TIF generated over the life of the district. TIF Note #1 (with a current balance of \$1,387,819) is paid first, and if sufficient TIF can be generated over the remaining life of the district, payments on TIF Note #2 (with a current balance of \$527,000) will begin.
- **Fund Closing** – Balances remaining in the fund after payment of all obligations are dedicated to budgeted TIF plan costs.

TIF #6 Gateway Capital Projections	Estimated 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016
<b>Revenue</b>						
Tax increment	\$ 105,991	\$ 109,000	\$ 112,000	\$ 115,000	\$ 118,000	\$ 122,000
Total Revenues	\$ 105,991	\$ 109,000	\$ 112,000	\$ 115,000	\$ 118,000	\$ 122,000
<b>Expense</b>						
Administrative expenses	826	846	866	886	906	926
TIF Note payments (principal & interest)	105,165	108,154	111,134	114,114	117,094	121,074
Total Expense	\$ 105,991	\$ 109,000	\$ 112,000	\$ 115,000	\$ 118,000	\$ 122,000
Net change	-	-	-	-	-	-
Fund equity, beginning	14,815	14,815	14,815	14,815	14,815	14,815
Fund equity, ending	\$ 14,815	\$ 14,815	\$ 14,815	\$ 14,815	\$ 14,815	\$ 14,815
Years of average expense coverage	0.1	0.1	0.1	0.1	0.1	0.1
TIF Note balance outstanding	\$1,914,819	\$1,900,399	\$1,884,078	\$1,864,935	\$1,841,407	\$1,812,427

## Summary

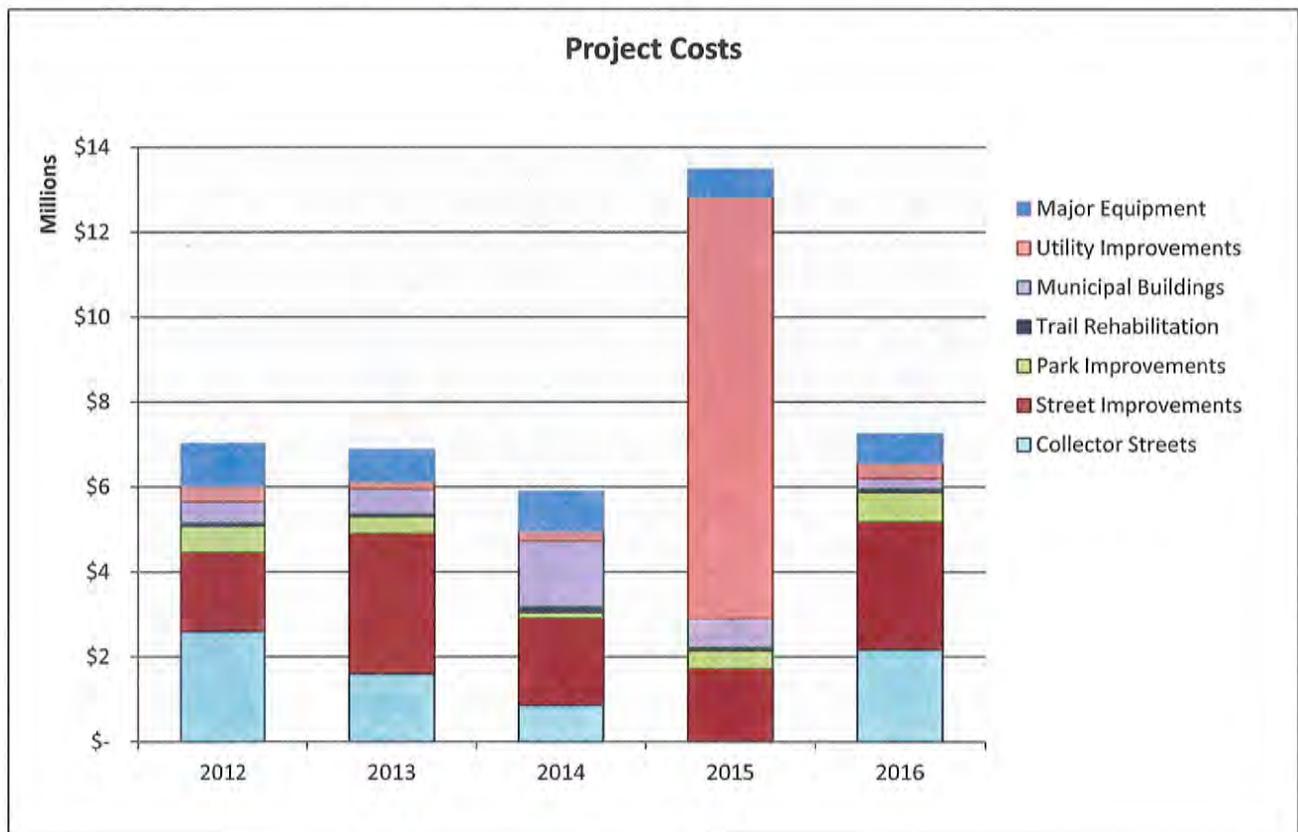
The remainder of this document provides information about the specific capital projects, including resources and capital costs.

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**Proposed Capital Improvement Program**

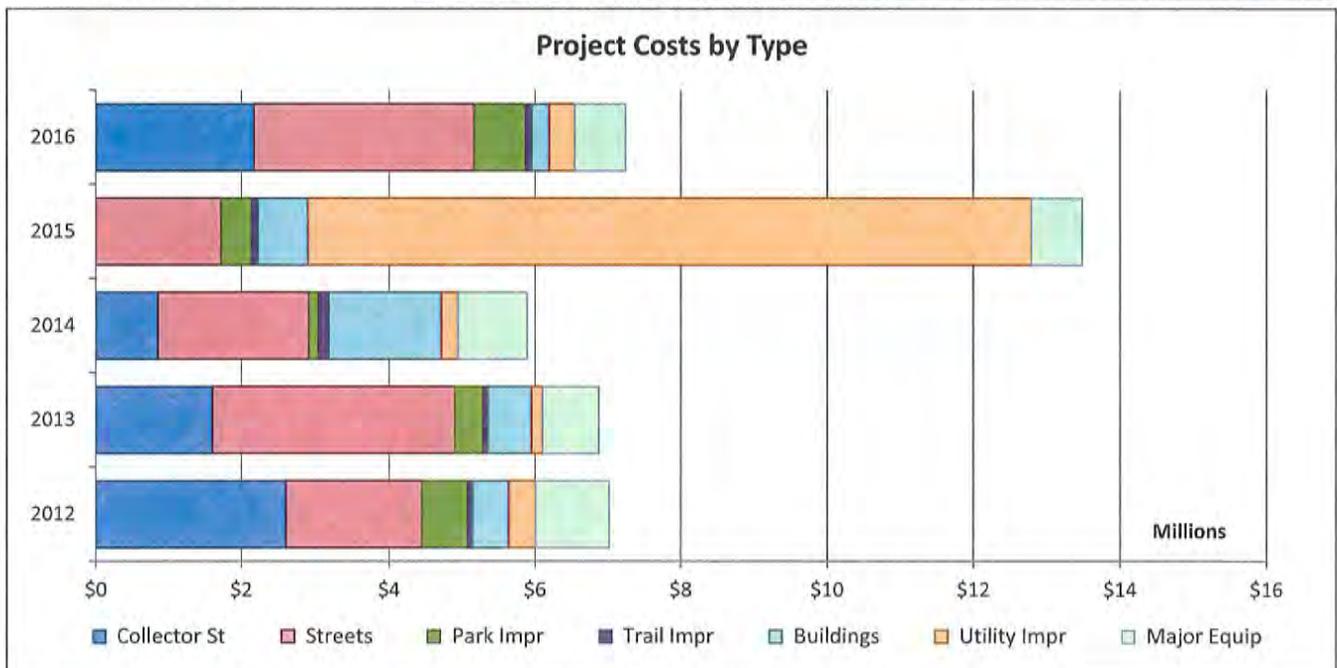
This section of the document contains the proposed Capital Improvement Plan for the years 2012 to 2016, including estimated project costs, funding sources, planned debt issuance, projected tax levies in support of debt and capital funds, and a discussion of primary capital funds.

Description	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016
<b>Resources</b>						
Debt Issuance	\$ 1,710,000	\$ 919,000	\$ 2,991,600	\$ 1,508,350	\$ 10,419,400	\$ 1,461,500
Intergovernmental	1,433,000	1,201,000	1,467,200	600,000	-	2,104,100
Internal Funds	2,659,067	4,901,190	2,420,970	3,791,027	3,066,391	3,683,411
<b>Total Resources</b>	<b>\$ 5,802,067</b>	<b>\$ 7,021,190</b>	<b>\$ 6,879,770</b>	<b>\$ 5,899,377</b>	<b>\$ 13,485,791</b>	<b>\$ 7,249,011</b>
<b>Project Costs</b>						
Collector Streets	\$ 1,450,000	\$ 2,600,000	\$ 1,601,125	\$ 865,000	\$ -	\$ 2,175,000
Street Improvements	550,000	1,861,400	3,309,000	2,044,400	1,722,000	2,999,400
Park Improvements	143,100	619,400	386,000	136,700	423,100	703,000
Trail Rehabilitation	70,000	70,000	73,000	140,000	80,000	81,600
Municipal Buildings	708,465	504,075	589,610	1,543,835	676,000	241,560
Utility Improvements	1,934,450	360,000	150,000	220,000	9,900,000	345,000
Major Equipment	946,052	1,006,315	771,035	949,442	684,691	703,451
<b>Total Project Costs</b>	<b>\$ 5,802,067</b>	<b>\$ 7,021,190</b>	<b>\$ 6,879,770</b>	<b>\$ 5,899,377</b>	<b>\$ 13,485,791</b>	<b>\$ 7,249,011</b>



**Project Resources**

Description	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016
<b>Debt</b>						
General Obligation Bonds	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -
Improvement Bonds (assmts)	-	146,000	70,200	229,000	146,000	277,600
Water Revenue Bonds	775,000	404,000	300,000	346,500	9,348,000	455,000
Sewer Revenue Bonds	875,000	-	-	108,750	579,500	187,000
Surface Water Revenue Bonds	60,000	369,000	121,400	424,100	345,900	541,900
Capital Lease	-	-	-	400,000	-	-
<b>Total Debt</b>	<b>1,710,000</b>	<b>919,000</b>	<b>2,991,600</b>	<b>1,508,350</b>	<b>10,419,400</b>	<b>1,461,500</b>
<b>Intergovernmental</b>						
Other cities	-	-	355,200	-	-	-
Ramsey County	-	546,000	-	-	-	330,000
Metropolitan Council	-	655,000	-	-	-	-
MSA	1,433,000	-	1,112,000	600,000	-	1,774,100
<b>Total Intergovernmental</b>	<b>1,433,000</b>	<b>1,201,000</b>	<b>1,467,200</b>	<b>600,000</b>	<b>-</b>	<b>2,104,100</b>
<b>Internal Funds</b>						
General Fund	-	800	500	-	-	800
Community Center Fund	35,000	-	-	300,000	-	150,000
Recreation Programs Fund	-	-	-	300,000	-	-
Cable Television Fund	39,228	10,950	-	17,500	11,000	12,500
Street Renewal Fund	345,100	1,004,400	420,025	1,081,050	1,017,600	1,625,800
Street Renewal (assmts)	59,233	-	-	-	-	-
Tax Increment	-	1,399,000	-	-	-	-
General Fixed Asset Fund	1,214,891	1,251,540	1,172,445	863,977	1,175,691	786,311
Capital Improvement Fund	89,000	426,000	69,000	448,500	153,500	332,000
Water Fund	167,900	12,000	15,500	15,000	15,800	15,000
Sewer Fund	30,800	74,000	75,500	50,000	10,800	10,000
Surface Water Fund	151,667	-	-	-	-	-
Street Lighting Fund	63,450	211,000	150,000	210,000	185,000	234,000
Central Garage Fund	462,798	511,500	518,000	505,000	497,000	517,000
<b>Total Internal Funds</b>	<b>2,659,067</b>	<b>4,901,190</b>	<b>2,420,970</b>	<b>3,791,027</b>	<b>3,066,391</b>	<b>3,683,411</b>
<b>Total Resources</b>	<b>\$ 5,802,067</b>	<b>\$ 7,021,190</b>	<b>\$ 6,879,770</b>	<b>\$ 5,899,377</b>	<b>\$ 13,485,791</b>	<b>\$ 7,249,011</b>



Project Costs						
Description	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016
<b>Collector Streets</b>						
MSA Street Rehab/Tanglewood Drive	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -
Owasso Street Realignment	-	2,600,000	-	-	-	-
County Rd D & Cottage Place	-	-	1,601,125	-	-	-
Highway 49/Hodgson (H96-Gramsie)	-	-	-	465,000	-	-
Rice Street/I-694 Interchange	-	-	-	400,000	-	-
Hamline Avenue (Lex-I)	-	-	-	-	-	2,175,000
<b>Total Collector Streets</b>	<b>1,450,000</b>	<b>2,600,000</b>	<b>1,601,125</b>	<b>865,000</b>	<b>-</b>	<b>2,175,000</b>
<b>Street Improvements</b>						
Sealcoat Streets	217,000	297,400	309,000	320,400	317,500	325,400
Buffalo Lane Neighborhood	333,000	-	-	-	-	-
County Rd F, Demar, Floral	-	1,564,000	-	-	-	-
Street Rehabilitation	-	-	3,000,000	-	-	-
Turtle Lane Neighborhood	-	-	-	1,724,000	-	-
Hanson, Oakridge Neighborhood	-	-	-	-	1,404,500	-
Windward Heights Neighborhood	-	-	-	-	-	2,674,000
<b>Total Street Improvements</b>	<b>550,000</b>	<b>1,861,400</b>	<b>3,309,000</b>	<b>2,044,400</b>	<b>1,722,000</b>	<b>2,999,400</b>
<b>Park Improvements</b>						
Park Facility Replacements	45,000	164,000	95,000	-	81,000	35,000
Park Facility Improvements	16,000	112,000	24,000	100,000	100,000	50,000
Parking & Driveways	37,100	3,400	207,000	4,700	237,100	78,000
Tennis & Basketball Court Pavement	15,000	-	40,000	-	-	40,000
Park Building Rehabilitation	30,000	-	20,000	32,000	5,000	50,000
Bucher Park Rehabilitation	-	340,000	-	-	-	-
Wading Pool Replacement	-	-	-	-	-	450,000
<b>Total Park Improvements</b>	<b>143,100</b>	<b>619,400</b>	<b>386,000</b>	<b>136,700</b>	<b>423,100</b>	<b>703,000</b>
<b>Trail Rehabilitation</b>	<b>70,000</b>	<b>70,000</b>	<b>73,000</b>	<b>140,000</b>	<b>80,000</b>	<b>81,600</b>
<b>Municipal Buildings</b>						
Fire Stations	14,841	40,075	240,610	8,835	-	66,560
General Government Buildings	10,000	25,000	60,000	-	-	-
Community Center Rehabilitation	330,490	72,000	55,000	165,000	531,000	80,000
Banquet Facility	21,602	70,000	55,000	90,000	-	15,000
Pool & Locker Room Areas	62,830	190,000	109,000	-	-	-
Furniture & Equipment	242,202	25,000	30,000	30,000	95,000	30,000
Community Center Improvements	26,500	82,000	40,000	50,000	50,000	50,000
Community Center Addition	-	-	-	1,200,000	-	-
<b>Total Municipal Buildings</b>	<b>708,465</b>	<b>504,075</b>	<b>589,610</b>	<b>1,543,835</b>	<b>676,000</b>	<b>241,560</b>
<b>Utility Improvements</b>						
Water Systems	890,000	110,000	-	40,000	100,000	-
Water Treatment Plant	-	-	-	-	9,000,000	-
Sanitary Sewer Rehabilitation	675,000	-	-	-	500,000	-
Sewer Lift Stations	200,000	-	-	30,000	30,000	75,000
Pretreatment Structures	60,000	100,000	-	-	120,000	120,000
Update Storm Lift Station Controls	46,000	-	-	-	-	-
Residential Street Lights	63,450	150,000	150,000	150,000	150,000	150,000
<b>Total Utility Improvements</b>	<b>1,934,450</b>	<b>360,000</b>	<b>150,000</b>	<b>220,000</b>	<b>9,900,000</b>	<b>345,000</b>
<b>Major Equipment</b>						
Fire Equipment	134,826	321,565	94,535	249,442	2,091	25,651
Warning Sirens	-	20,000	22,500	22,500	15,000	15,000
Computer Systems	336,428	138,250	111,000	147,500	145,600	131,800
Central Garage Equipment	474,798	526,500	543,000	530,000	522,000	531,000
<b>Total Major Equipment</b>	<b>946,052</b>	<b>1,006,315</b>	<b>771,035</b>	<b>949,442</b>	<b>684,691</b>	<b>703,451</b>
<b>Total Capital Projects</b>	<b>\$ 5,802,067</b>	<b>\$ 7,021,190</b>	<b>\$ 6,879,770</b>	<b>\$ 5,899,377</b>	<b>\$ 13,485,791</b>	<b>\$ 7,249,011</b>

**MSA Street Rehab-Tanglewood Drive**

PWA 10

The rehabilitation of Tanglewood Drive (from Lexington to Hodgson Road), Victoria Street (from County Highway 96 to Tanglewood Drive) and Mound Avenue (from Victoria Street to Larson Road).

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
MSA	\$ 1,433,000					
Surface Water Fund	17,000					
<b>Total Sources of Funds</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>				
<b>Uses</b>						
Street	\$ 1,433,000					
Storm Sewer	17,000					
<b>Total Uses of Funds</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>				

Due to the current condition of the roadway segments, it is necessary to resurface the road to extend the life. Further deterioration of the driving surface will eventually require complete reconstruction at a significantly higher cost.



**Owasso Street Realignment**

PWA 24

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Tax Increment		\$ 1,399,000				
County		546,000				
Grant		655,000				
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ 2,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Street		\$ 1,637,600				
Water Main		154,000				
Sanitary Sewer		164,300				
Storm Sewer		124,500				
Sidewalk		47,300				
Trail		53,800				
Traffic Signal		391,500				
Street Lighting		27,000				
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ 2,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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



**County Rd D & Cottage Place Neighborhood**

PWA 22

Complete reconstruction of the road surfaces and upgrade of County Road D from Lexington Avenue to Victoria Street and Cottage Place. The project would also include the addition of curb and gutter, replacement of water main, and the addition of storm water collection and treatment systems.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
MSA			\$ 612,000			
Street Renewal Fund			111,025			
Other Local Government			321,500			
Debt-Special Assessments			70,200			
Debt-Water Revenue			300,000			
Sewer Fund			65,000			
Debt-Surface Water Revenue			121,400			
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,601,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Street			\$ 771,625			
Water Main			300,000			
Sanitary Sewer			65,000			
Storm Sewer			350,000			
Street Lighting			64,500			
Sidewalk			50,000			
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,601,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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



Cottage Place & County Road D Neighborhood

PWA 00022

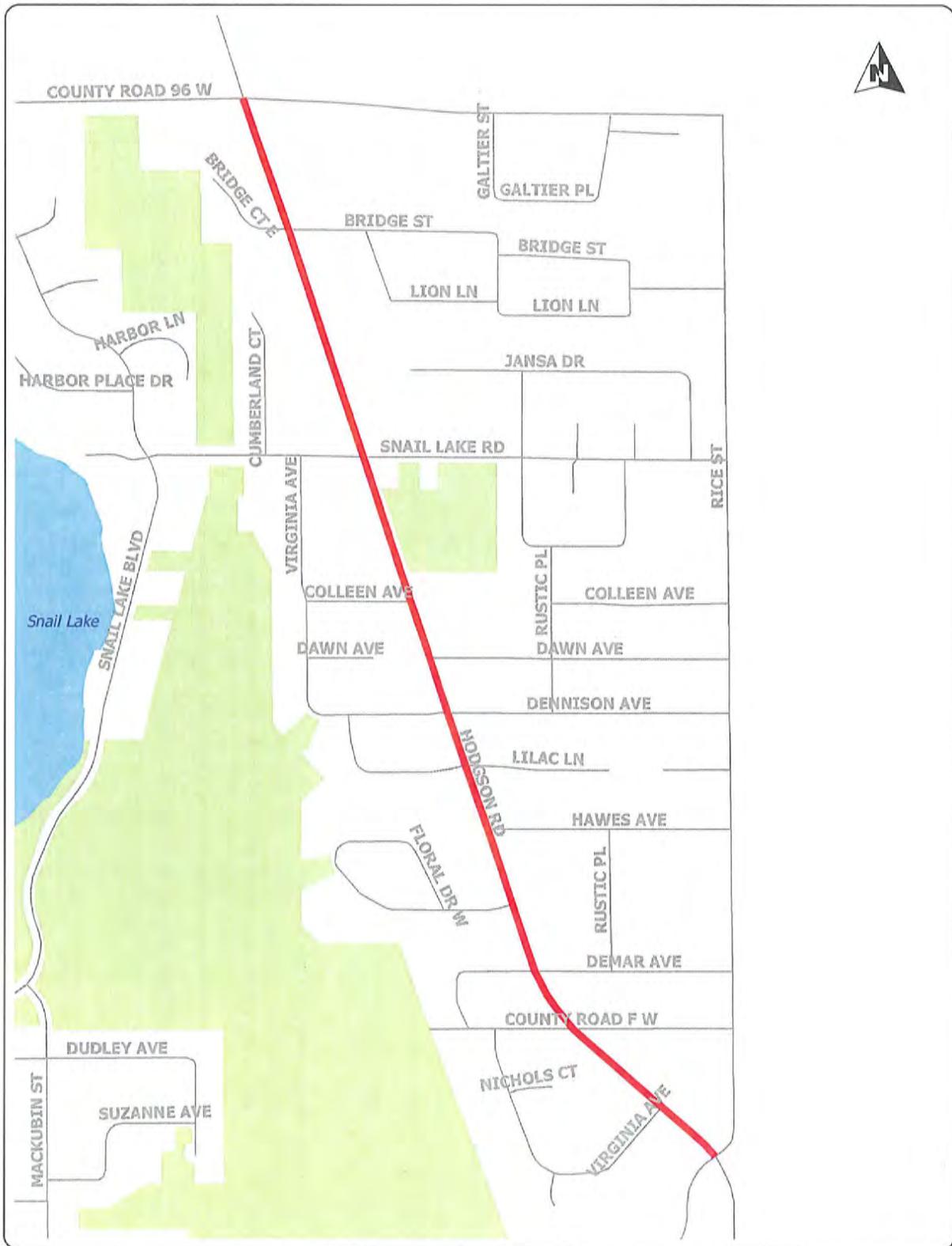
**Highway 49/Hodgson (H96-Gramsie)**

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.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
MSA				\$ 200,000		
Street Lighting Fund				10,000		
Capital Improvement Fund				90,000		
Debt-Special Assessments				75,000		
Debt-Water Revenue				50,000		
Sewer Fund				40,000		
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 465,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Traffic Signal				\$ 150,000		
Trail				90,000		
Water Main				50,000		
Sanitary Sewer				40,000		
Storm Sewer				100,000		
Street Lighting				35,000		
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 465,000</b>	<b>\$ -</b>	<b>\$ -</b>

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



Highway 49/Hodgson (Highway 96 to Gramsie)

PWA 00012

**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.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
MSA				\$ 400,000		
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -
<b>Uses</b>						
Street				\$ 400,000		
Total Uses of Funds	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -

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

**Hamline Avenue (Lex - I)**

PWA 9

Complete reconstruction of the paved surface and subgrade of Hamline Avenue, from the North junction of County Road I to Lexington Avenue, including realignment of the County Road I curve. The project would include extensive storm drainage improvements, as well as the addition of water main, off-street pedestrian facilities, and the extension of sanitary sewer to properties along the West side of the road. Assessments for the project totaling \$31,900 are for sewer (\$6,000), street (\$22,300) and storm (\$3,600).

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
County						\$ 330,000
MSA						1,774,100
Debt-Special Assessments						31,900
Debt-Water Revenue						27,000
Debt-Sewer Revenue						12,000
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,175,000</b>
<b>Uses</b>						
Street						\$ 1,477,000
Trail						183,000
Water Main						27,000
Sanitary Sewer						18,000
Storm Sewer						350,000
Street Lighting						120,000
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,175,000</b>

As part of the Ramsey County Functional Consolidation Plan (1933), the jurisdiction of this segment of Hamline Avenue was recommended for transfer to Shoreview and placed on the Municipal State Aid (MSA) system. Roadways included in the plan were to be reconstructed to modern city standards shortly thereafter. These types of improvements are consistent with the City's street/infrastructure reconstruction efforts in recent years, and in accordance with the City's street renewal and assessment policies.



Hamline Avenue (Lexington Ave to County Road I)

PWA 00009

**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.

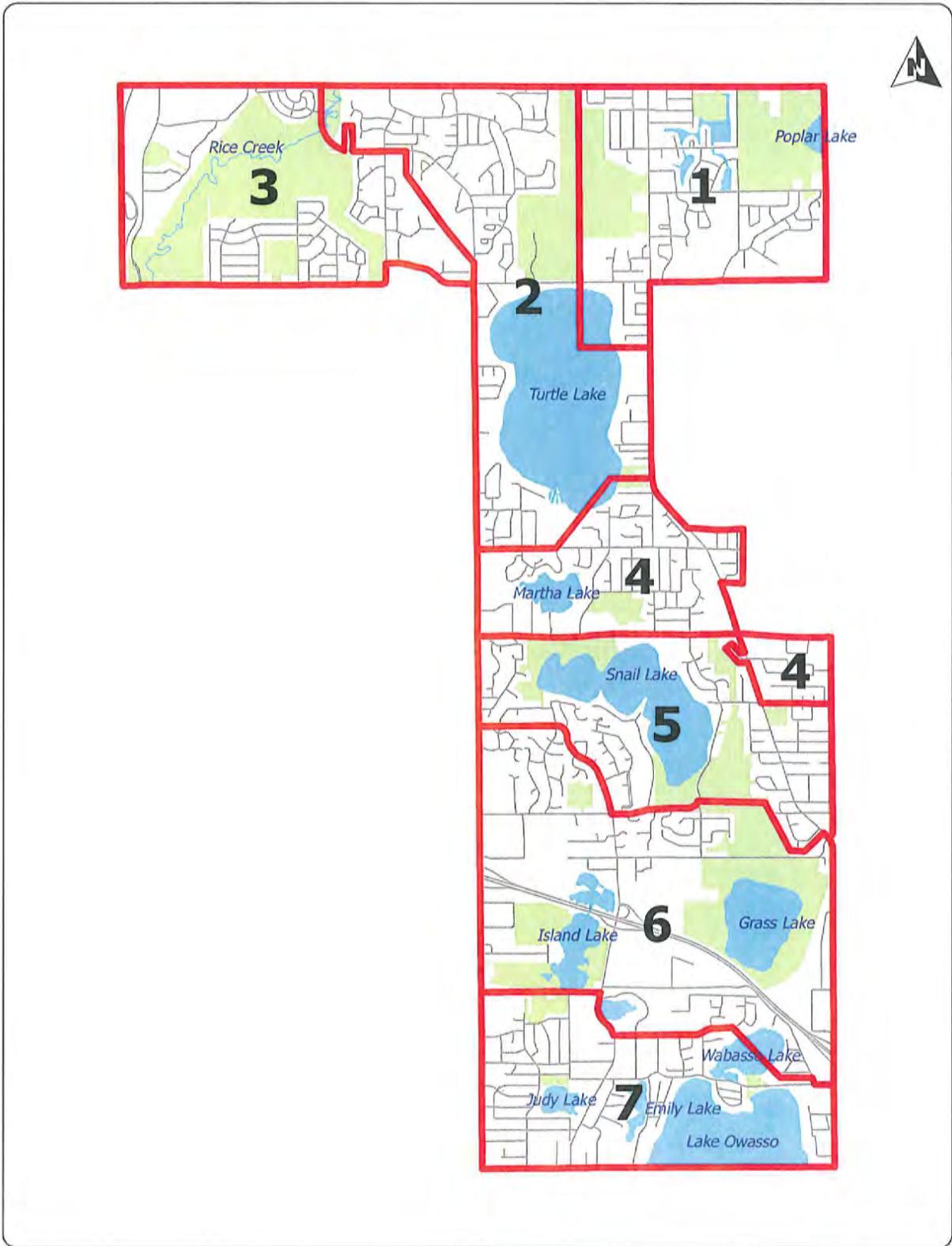
Planned street zones include:

- 2011 - zone 4 streets (205,519 SY)
- 2012 - zone 5 streets (205,688 SY)
- 2013 - zone 6 streets (208,273 SY)
- 2014 - zone 7 streets (210,503 SY)
- 2015 - zone 1 streets (210,299 SY)
- 2016 - zone 2 streets (210,133 SY)

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Street Renewal Fund	\$ 217,000	\$ 297,400	\$ 309,000	\$ 320,400	\$ 317,500	\$ 325,400
<b>Total Sources of Funds</b>	<b>\$ 217,000</b>	<b>\$ 297,400</b>	<b>\$ 309,000</b>	<b>\$ 320,400</b>	<b>\$ 317,500</b>	<b>\$ 325,400</b>
<b>Uses</b>						
Crack Fill Streets	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 21,000	\$ 21,000
Sealcoat Streets	198,000	265,400	277,000	288,400	296,500	304,400
Street Condition Survey		13,000	13,000	13,000		
<b>Total Uses of Funds</b>	<b>\$ 217,000</b>	<b>\$ 297,400</b>	<b>\$ 309,000</b>	<b>\$ 320,400</b>	<b>\$ 317,500</b>	<b>\$ 325,400</b>

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 on a five-year cycle.

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.



**Buffalo Lane Neighborhood**

PWA 23

Complete reconstruction of the road surfaces and upgrades of Buffalo Lane. The project would also include the addition of curb and gutter, extension of water main to properties currently not served by City water, extension of sanitary sewer to properties currently not served by City sewer, and addition of a storm sewer collection and treatment system.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Street Renewal Fund	\$ 128,100					
Street Renewal-Special Assmts	59,233					
Water Fund	37,000					
Sewer Fund	20,000					
Surface Water Fund	88,667					
<b>Total Sources of Funds</b>	<b>\$ 333,000</b>	<b>\$ -</b>				
<b>Uses</b>						
Street	\$ 138,000					
Water Main	57,000					
Sanitary Sewer	44,000					
Storm Sewer	94,000					
<b>Total Uses of Funds</b>	<b>\$ 333,000</b>	<b>\$ -</b>				

These improvements would be consistent with the City's street/infrastructure efforts in recent years and in accordance with the City's street renewal and assessment policies. The area is one of the last neighborhoods in Shoreview where City water and sanitary sewer is unavailable to a portion of the residents.



Buffalo Lane Neighborhood

PWA 00023

**County Rd F, Demar, Floral**

PWA 13

Complete reconstruction of the road surfaces and upgrades of County Road F, Demar, and Floral (West of Highway 49). The project would also include the addition of curb and gutter, replacement of cast iron water main, and the addition of storm sewer improvements. Assessments for the project totaling \$146,000 are for storm (\$62,000) and street (\$84,000).

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund		\$ 22,000				
Street Renewal Fund		707,000				
Street Lighting Fund		61,000				
Debt-Special Assessments		146,000				
Debt-Water Revenue		294,000				
Sewer Fund		65,000				
Debt-Surface Water Revenue		269,000				
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ 1,564,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Street		\$ 791,000				
Trail		22,000				
Water Main		294,000				
Sanitary Sewer		65,000				
Storm Sewer		331,000				
Street Lighting		61,000				
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ 1,564,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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



County Road F, Demar Ave & Floral Drive

PWA 00013

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to accommodate document formatting.

**Street Rehabilitation**

PWA 4

Rehabilitation of Municipal State Aid street segment Royal Oaks Drive (from Sherwood Road to County Road J) and local street segments at various locations throughout the City. The actual locations will be based on recommendations from the City's Pavement Management Program and/or coordinated with other infrastructure installations and upgrades.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Property Taxes			\$ 2,500,000			
MSA			500,000			
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Street			\$ 3,000,000			
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**Turtle Lane Neighborhood**

PWA 15

Complete reconstruction of the road surfaces and upgrade of Johns Road, Turtle Lane (East and West), and the addition of storm water improvements. Assessments for the project, totaling \$154,000, are for storm (\$48,400) and street (\$105,600).

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Street Renewal Fund				\$ 760,650		
Street Lighting Fund				50,000		
Debt-Special Assessments				154,000		
Debt-Water Revenue				256,500		
Debt-Sewer Revenue				78,750		
Debt-Surface Water Revenue				424,100		
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,724,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Street				\$ 866,250		
Water Main				256,500		
Sanitary Sewer				78,750		
Storm Sewer				472,500		
Street Lighting				50,000		
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,724,000</b>	<b>\$ -</b>	<b>\$ -</b>

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



Turtle Lane Neighborhood

PWA 00015

**Hanson, Oakridge Neighborhood**

PWA 14

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Street Renewal Fund					\$ 700,100	
Street Lighting Fund					35,000	
Debt-Special Assessments					146,000	
Debt-Water Revenue					248,000	
Debt-Sewer Revenue					49,500	
Debt-Surface Water Revenue					225,900	
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,404,500</b>	<b>\$ -</b>
<b>Uses</b>						
Street					\$ 790,000	
Water Main					248,000	
Sanitary Sewer					49,500	
Storm Sewer					282,000	
Street Lighting					35,000	
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,404,500</b>	<b>\$ -</b>

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



Hanson, Oakridge Neighborhood

PWA 00014

**Windward Heights Neighborhood**

PWA 16

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund						\$ 94,000
Street Renewal Fund						1,300,400
Street Lighting Fund						84,000
Debt-Special Assessments						245,700
Debt-Water Revenue						428,000
Debt-Sewer Revenue						100,000
Debt-Surface Water Revenue						421,900
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,674,000</b>
<b>Uses</b>						
Street						\$ 1,446,000
Trail						94,000
Water Main						428,000
Sanitary Sewer						100,000
Storm Sewer						522,000
Street Lighting						84,000
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,674,000</b>

These improvements would be consistent with the City's street/infrastructure efforts in recent years, and in accordance with the City's street renewal and assessment policies. This neighborhood has no 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.

Commons costs include:

- 2012 - \$ 35,000 Commons area and highway 96 landscaping
- 2012 - \$ 10,000 backstop and overthrow fence
- 2013 - \$ 25,000 Commons area and highway 96 landscaping
- 2015 - \$ 20,000 outfield fencing

Rice Creek costs include:

- 2012 - \$ 9,000 wood fiber safety cushion for the playground
- 2015 - \$ 46,000 scoreboard replacement

Shamrock costs include:

- 2012 - \$ 10,000 concrete apron repairs

Wilson costs include:

- 2012 - \$100,000 relocate playground
- 2016 - \$ 20,000 fencing replacement

Theisen costs include:

- 2015 - \$ 15,000 tennis and basketball court fencing

Repair and replacement allowances include:

- 2013 - \$ 70,000 repair and replacement allowance
- 2016 - \$ 15,000 repair and replacement allowance

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 45,000	\$ 164,000	\$ 95,000		\$ 81,000	\$ 35,000
<b>Total Sources of Funds</b>	<b>\$ 45,000</b>	<b>\$ 164,000</b>	<b>\$ 95,000</b>	<b>\$ -</b>	<b>\$ 81,000</b>	<b>\$ 35,000</b>
<b>Uses</b>						
Commons Park	\$ 25,000	\$ 45,000	\$ 25,000		\$ 20,000	
Rice Creek Park		9,000			46,000	
Shamrock Park		10,000				
Wilson Park		100,000				20,000
Park Signage	20,000					
Park Repair/Replacement Allow			70,000			15,000
Theisen Park					15,000	
<b>Total Uses of Funds</b>	<b>\$ 45,000</b>	<b>\$ 164,000</b>	<b>\$ 95,000</b>	<b>\$ -</b>	<b>\$ 81,000</b>	<b>\$ 35,000</b>

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

**Park Facility Improvements**

PKA 2

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

- 2012 - \$ 14,000 Commons, add concrete slabs for tables, benches and bleachers
- 2012 - \$ 60,000 Shamrock, add trail segments
- 2012 - \$ 38,000 Wilson, add picnic shelter and portable toilet enclosures
- 2013 - \$ 8,000 Commons, for portable toilet enclosures
- 2013 - \$ 8,000 Lake Judy, portable toilet enclosures
- 2013 - \$ 8,000 Theisen, portable toilet enclosures
- 2014 - \$100,000 McCullough, add concessions area and storage to the park building
- 2015 - \$100,000 allowance for park improvements
- 2016 - \$ 50,000 allowance for park improvements

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Capital Improvement Fund	\$ 16,000	\$ 112,000	\$ 24,000	\$ 100,000	\$ 100,000	\$ 50,000
<b>Total Sources of Funds</b>	<b>\$ 16,000</b>	<b>\$ 112,000</b>	<b>\$ 24,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>
<b>Uses</b>						
Commons Park		\$ 14,000	\$ 8,000			
Lake Judy Park			8,000			
McCullough Park	8,000			100,000		
Rice Creek Park	8,000					
Shamrock Park		60,000				
Theisen Park			8,000			
Wilson Park		38,000				
Park Improvement Allowance					100,000	50,000
<b>Total Uses of Funds</b>	<b>\$ 16,000</b>	<b>\$ 112,000</b>	<b>\$ 24,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>

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

- A sub-committee of the Shoreview Green Community Group requested a community garden for residents. Community gardens have become popular for growing organic vegetables, herbs and spices. The garden would include 14-20 plots, and would be located at Shamrock Park, since it is one of the few parks with adequate available space. The Community Garden sub-committee is in the process of developing rules and guidelines for the garden area.

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

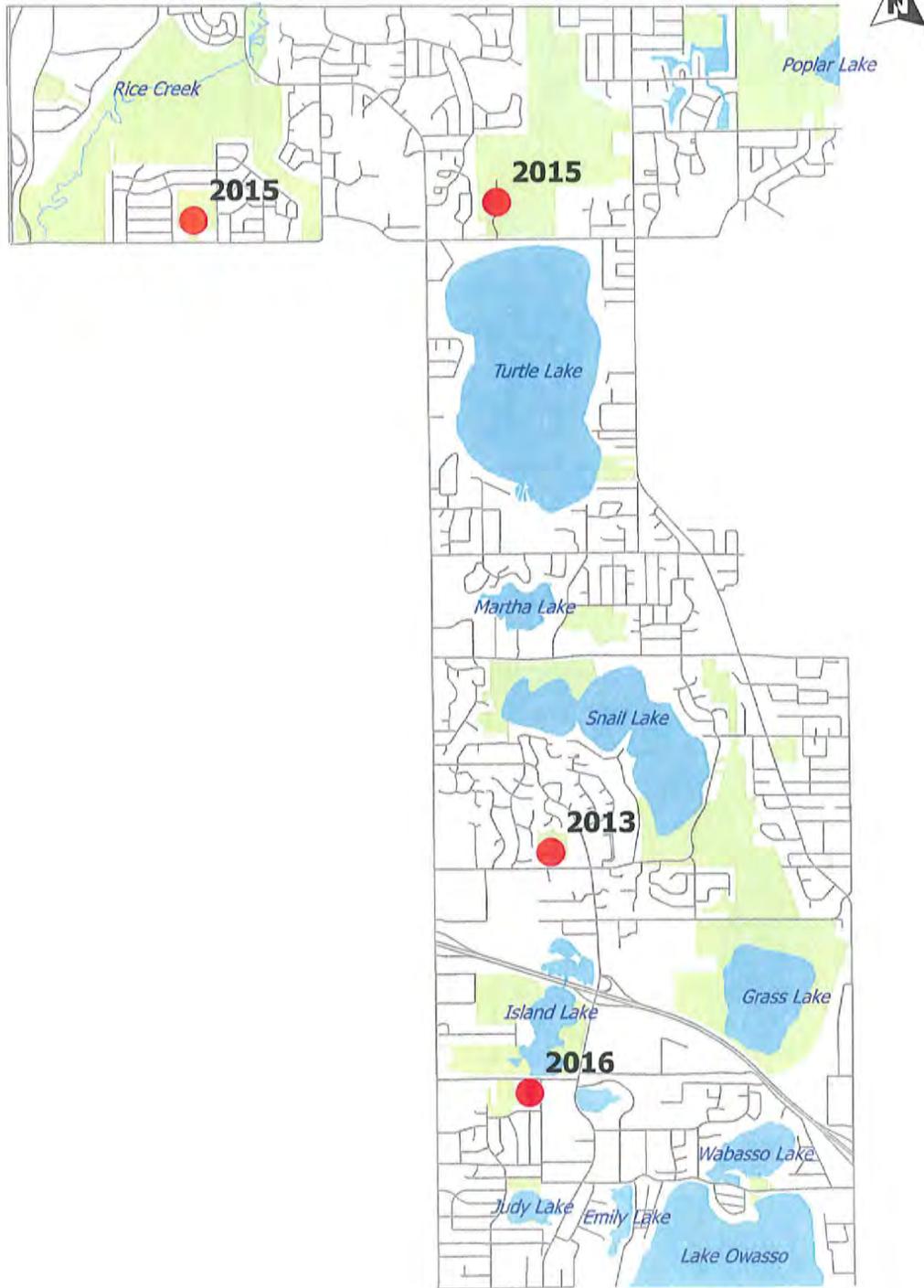
PWA 30

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

- 2012 - \$ 3,400 Sitzer sealcoating
- 2013 - \$125,000 Wilson pavement replacement
- 2013 - \$ 82,000 Fire station #3 pavement rehabilitation (\$33,700 in cost is paid by other contract cities)
- 2014 - \$ 4,700 Theisen sealcoating
- 2015 - \$ 4,100 Bucher sealcoating
- 2015 - \$156,000 McCullough pavement rehabilitation
- 2015 - \$ 77,000 Shamrock pavement rehabilitation
- 2016 - \$ 78,000 Theisen pavement rehabilitation

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 37,100	\$ 3,400	\$ 173,300	\$ 4,700	\$ 237,100	\$ 78,000
Other Local Government			33,700			
<b>Total Sources of Funds</b>	<b>\$ 37,100</b>	<b>\$ 3,400</b>	<b>\$ 207,000</b>	<b>\$ 4,700</b>	<b>\$ 237,100</b>	<b>\$ 78,000</b>
<b>Uses</b>						
Bucher Park					\$ 4,100	
Commons Park	37,100					
McCullough Park					156,000	
Shamrock Park					77,000	
Sitzer Park		3,400				
Theisen Park				4,700		78,000
Wilson Park			125,000			
Fire Station #3			82,000			
<b>Total Uses of Funds</b>	<b>\$ 37,100</b>	<b>\$ 3,400</b>	<b>\$ 207,000</b>	<b>\$ 4,700</b>	<b>\$ 237,100</b>	<b>\$ 78,000</b>

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



**Tennis & Basketball Court Pavement**

PKA 6

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

- 2013 - \$40,000 Commons court resurfacing
- 2016 - \$40,000 McCullough court resurfacing

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 15,000		\$ 40,000			\$ 40,000
Total Sources of Funds	\$ 15,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
<b>Uses</b>						
Commons Park			\$ 40,000			
McCullough Park						40,000
Shamrock Park	15,000					
Total Uses of Funds	\$ 15,000	\$ -	\$ 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:

- 2013 - \$20,000 Commons picnic shelter replacement
- 2014 - \$22,000 McCullough park building and picnic shelter roof replacement
- 2014 - \$10,000 Shamrock picnic shelter roof replacement
- 2015 - \$ 5,000 Lake Judy picnic shelter roof replacement
- 2016 - \$50,000 Sitzer building repairs

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 30,000		\$ 20,000	\$ 32,000	\$ 5,000	\$ 50,000
<b>Total Sources of Funds</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 32,000</b>	<b>\$ 5,000</b>	<b>\$ 50,000</b>
<b>Uses</b>						
Commons Park			\$ 20,000			
Lake Judy Park					5,000	
McCullough Park				22,000		
Sitzer Park	30,000					50,000
Shamrock Park				10,000		
<b>Total Uses of Funds</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 32,000</b>	<b>\$ 5,000</b>	<b>\$ 50,000</b>

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

**Bucher Park Rehabilitation**

PKA 4

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

- \$ 90,000 - Playground equipment replacement
- \$ 50,000 - Park replacements
- \$200,000 - Improvements and new features

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund		\$ 140,000				
Capital Improvement Fund		200,000				
<b>Total Sources of Funds</b>	\$ -	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<b>Uses</b>						
Bucher Park		\$ 340,000				
<b>Total Uses of Funds</b>	\$ -	\$ 340,000	\$ -	\$ -	\$ -	\$ -

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

**Wading Pool Replacement**

PKA 5

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund						\$ 100,000
Community Center Fund						150,000
Capital Improvement Fund						200,000
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>
<b>Uses</b>						
Pool/Whirlpool						\$ 450,000
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>

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

**Trail Rehabilitation**

PWA 20

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

- 2011 - Sitzer Park, on Lexington Avenue (S of 96), and along Snail Lake Road
- 2012 - Northwest corner of the City
- 2013 - Northeast corner of the City
- 2014 - Theisen Park and along County Rd I, including replacement of the boardwalk at County Rd I
- 2015 - throughout the center section of the City's trail system (5 miles)
- 2016 - for trail segments to be determined in the future

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 70,000	\$ 70,000	\$ 73,000	\$ 140,000	\$ 80,000	\$ 81,600
Total Sources of Funds	\$ 70,000	\$ 70,000	\$ 73,000	\$ 140,000	\$ 80,000	\$ 81,600
<b>Uses</b>						
Trail	\$ 70,000	\$ 70,000	\$ 73,000	\$ 140,000	\$ 80,000	\$ 81,600
Total Uses of Funds	\$ 70,000	\$ 70,000	\$ 73,000	\$ 140,000	\$ 80,000	\$ 81,600

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

**Fire Stations**

ADM 1

A repair and replacement allowance for fire stations, intended to cover equipment, furnishings and minor maintenance items. The cost shown in the table below represents Shoreview's share of costs (58.9%). Specific items planned for each year are listed below.

Station #1 costs include:

- 2012 - \$ 1,180 Replace LCD TV

Station #2 costs include:

- 2012 - \$ 11,780 Paint bay walls and interior living area
- 2012 - \$ 890 Replace conference room table and chairs
- 2013 - \$ 17,080 Convert space for sleeping quarters
- 2013 - \$ 20,615 Replace overhead doors
- 2013 - \$ 2,655 Repair/stain wood fence
- 2016 - \$ 23,560 Replace roof

Station #3 costs include:

- 2012 - \$ 4,125 Replace LCD TV and ceiling tiles
- 2014 - \$ 8,835 Replace carpet
- 2016 - \$ 22,385 Resurface bay floors

Station #4 costs include:

- 2012 - \$ 22,100 Resurface bay floors and replace radio room chairs
- 2013 - \$200,260 Station addition, convert space for sleeping quarters, and replace front apron and furniture
- 2016 - \$ 20,615 Emergency backup generator

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 14,841	\$ 40,075	\$ 240,610	\$ 8,835		\$ 66,560
<b>Total Sources of Funds</b>	<b>\$ 14,841</b>	<b>\$ 40,075</b>	<b>\$ 240,610</b>	<b>\$ 8,835</b>	<b>\$ -</b>	<b>\$ 66,560</b>
<b>Uses</b>						
Fire Station #1		\$ 1,180				
Fire Station #2	8,148	12,670	40,350			23,560
Fire Station #3	5,529	4,125		8,835		22,385
Fire Station #4	1,164	22,100	200,260			20,615
<b>Total Uses of Funds</b>	<b>\$ 14,841</b>	<b>\$ 40,075</b>	<b>\$ 240,610</b>	<b>\$ 8,835</b>	<b>\$ -</b>	<b>\$ 66,560</b>

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

**General Government Buildings**

ADM 6

Replacements, rehabilitation and improvements to municipal buildings, including the Council chambers, general government equipment and relocation and rehabilitation of the Guerin gas station.

Building includes:

- 2012 - \$25,000 Restoration of the Guerin gas station and relocation to a designated site (it is likely that some work on the project will begin in 2011)

Equipment includes:

- 2013 - \$60,000 Election equipment replacement (voting machines)

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund			\$ 60,000			
Capital Improvement Fund	10,000	25,000				
<b>Total Sources of Funds</b>	<b>\$ 10,000</b>	<b>\$ 25,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Municipal Buildings	\$ 10,000	\$ 25,000				
Equipment-General			60,000			
<b>Total Uses of Funds</b>	<b>\$ 10,000</b>	<b>\$ 25,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

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

The Guerin Gas Station is currently in poor condition and is stored in the maintenance center yard area. To make this structure available to the public, the City will need to identify a location and contribute toward the restoration cost.

**Community Center Rehabilitation**

CC 1

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

Gymnasium costs include:

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

Building costs include:

- 2013 - \$ 55,000 remodel park and recreation front counter, remove wallpaper from office areas and repaint walls

- 2015 - \$400,000 gym sloped roof

- 2015 - \$ 50,000 hot water tank

Carpet costs include:

- 2014 - \$ 90,000 replace upper level carpeting (lobby and hall areas)

Repair/replacement allowances include:

- 2012 - \$ 60,000 fire/smoke detectors
- 2012 - \$ 12,000 pool pump room ventilation
- 2014 - \$ 75,000 allowance for repair/replacements
- 2015 - \$ 60,000 allowance for repair/replacements
- 2016 - \$ 80,000 allowance for repair/replacements

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 330,490	\$ 72,000	\$ 55,000	\$ 165,000	\$ 531,000	\$ 80,000
<b>Total Sources of Funds</b>	<b>\$ 330,490</b>	<b>\$ 72,000</b>	<b>\$ 55,000</b>	<b>\$ 165,000</b>	<b>\$ 531,000</b>	<b>\$ 80,000</b>
<b>Uses</b>						
Gymnasium	\$ 28,650				\$ 21,000	
Mechanical Systems	266,500					
Municipal Buildings	20,000		55,000		450,000	
Carpet				90,000		
Repair/Replacement Allowance	15,340	72,000		75,000	60,000	80,000
<b>Total Uses of Funds</b>	<b>\$ 330,490</b>	<b>\$ 72,000</b>	<b>\$ 55,000</b>	<b>\$ 165,000</b>	<b>\$ 531,000</b>	<b>\$ 80,000</b>

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

**Banquet Facility**

CC 2

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

Furniture costs include:

- 2012 - \$40,000 recover banquet chairs

Equipment costs include:

- 2012 - \$30,000 replace Shoreview Room sound equipment

Banquet room repairs include:

- 2013 - \$15,000 miscellaneous repairs
- 2014 - \$90,000 movable walls for banquet and meeting rooms
- 2016 - \$15,000 miscellaneous repairs

Carpet replacement includes:

- 2013 - \$40,000 Shoreview Room carpet

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 21,602	\$ 70,000	\$ 55,000	\$ 90,000		\$ 15,000
Total Sources of Funds	\$ 21,602	\$ 70,000	\$ 55,000	\$ 90,000	\$ -	\$ 15,000
<b>Uses</b>						
Furniture	\$ 21,602	\$ 40,000				
Equipment-General		30,000				
Banquet Room Repairs			15,000	90,000		15,000
Carpet			40,000			
Total Uses of Funds	\$ 21,602	\$ 70,000	\$ 55,000	\$ 90,000	\$ -	\$ 15,000

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

**Pool & Locker Room Areas**

CC 3

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

Pool/whirlpool replacement costs include:

- 2012 - \$24,000 pool heater
- 2012 - \$30,000 pool lights (above and below water)
- 2013 - \$37,000 main pool filter
- 2013 - \$12,000 beach boat slide refurbish
- 2013 - \$60,000 zero-depth beach water feature

Water slide repair/replacements include:

- 2012 - \$37,000 refurbish water slide
- 2012 - \$70,000 water slide stairs

Repair and replacement allowances include:

- 2012 - \$17,000 railings near waterwalk and beached boat slide
- 2012 - \$12,000 tile repairs and repair wall cracks in men's pool locker room

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 62,830	\$ 190,000	\$ 109,000			
<b>Total Sources of Funds</b>	<b>\$ 62,830</b>	<b>\$ 190,000</b>	<b>\$ 109,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Pool/Whirlpool	\$ 37,830	\$ 54,000	\$ 109,000			
Locker Rooms	25,000					
Water Slide		107,000				
Repair/Replacement Allowance		29,000				
<b>Total Uses of Funds</b>	<b>\$ 62,830</b>	<b>\$ 190,000</b>	<b>\$ 109,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**Furniture & Equipment**

CC 4

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

Fitness equipment replacement allowances include:

- 2012 - \$25,000
- 2013 - \$30,000
- 2014 - \$30,000
- 2015 - \$25,000
- 2016 - \$30,000

Furniture replacement costs include:

- 2015 - \$70,000 refurbish modular furniture at city hall

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Community Center Fund	\$ 35,000					
General Fixed Asset Fund	207,202	25,000	30,000	30,000	95,000	30,000
<b>Total Sources of Funds</b>	<b>\$ 242,202</b>	<b>\$ 25,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 95,000</b>	<b>\$ 30,000</b>
<b>Uses</b>						
Equipment-Fitness	\$ 30,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 30,000
Furniture	116,358				70,000	
Equipment-Community Center	95,844					
<b>Total Uses of Funds</b>	<b>\$ 242,202</b>	<b>\$ 25,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 95,000</b>	<b>\$ 30,000</b>

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:

- 2012 - \$25,000 expand Wave Cafe seating area
- 2012 - \$15,000 themed walls in the gym, fitness center and pool

Equipment-Community Center costs include:

- 2012 - \$10,000 add auto fryer for Wave Cafe
- 2012 - \$20,000 indoor/outdoor movie system
- 2012 - \$12,000 cabinet for sound cart equipment

Improvement allowances include:

- 2013 - \$40,000 for items to be determined later
- 2014 - \$50,000 for items to be determined later
- 2015 - \$50,000 for items to be determined later
- 2016 - \$50,000 for items to be determined later

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Capital Improvement Fund	\$ 26,500	\$ 82,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000
Total Sources of Funds	\$ 26,500	\$ 82,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Uses</b>						
Water Slide	\$ 14,500					
Municipal Buildings		40,000				
Equipment-Community Center		42,000				
Furniture	12,000					
Improvement Allowance			40,000	50,000	50,000	50,000
Total Uses of Funds	\$ 26,500	\$ 82,000	\$ 40,000	\$ 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 Addition**

CC 12

Construction of a community center addition is planned, to expand fitness and gymnasium activity areas. Support from the Community Center and Recreation Program Funds will be provided through a combination of lump-sum transfers in 2014, and an inter-fund loan in the amount of \$400,000 from the City's Sewer Fund. The loan will be repaid over a period of 5 years with interest (at the average rate of the City's investment pool annually) from the Community Center and Recreation Programs Funds.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Community Center Fund				\$ 300,000		
Recreation Programs Fund				300,000		
Capital Improvement Fund				200,000		
Inter-fund Loan				400,000		
<b>Total Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Uses</b>						
Municipal Buildings				\$ 1,200,000		
<b>Total Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ -</b>

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

**Water Systems**

PWA 5

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

2012 costs include:

- \$110,000 - Construct a water booster station to increase the water pressure in the Weston Woods area. The booster station is to consist of underground pumps and associated piping. This project is in response to inadequate water pressures discovered in a recent update to the City's water distribution model, completed due to resident complaints of low water pressure in the area. The booster will correct inadequate water pressure for residential households and fire flow. 2014 costs include:
- \$ 40,000 - Update, upgrade and improve the SCADA system software for controlling the water system. An update/upgrade to the SCADA system is planned in accordance with the City's comprehensive infrastructure replacement plan, which is reviewed and updated annually.

2015 costs include:

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Water Revenue	\$ 775,000	\$ 110,000		\$ 40,000	\$ 100,000	
Water Fund	115,000					
<b>Total Sources of Funds</b>	<b>\$ 890,000</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<b>Uses</b>						
Water Main	\$ 35,000					
Water Tower	775,000					
Utility System Controls				40,000		
Water Miscellaneous	80,000	110,000			100,000	
<b>Total Uses of Funds</b>	<b>\$ 890,000</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>

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

**Water Treatment Plant**

PWA 17

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Water Revenue					\$ 9,000,000	
Total Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000	\$ -
<b>Uses</b>						
Buildings-Proprietary					\$ 9,000,000	
Total Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000	\$ -

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

**Sanitary Sewer Rehabilitation**

PWA 6

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

- 2015 - \$500,000 for Floral Drive and Demar Avenue West of Hodgson, the Hanson Road/Oakridge Neighborhood, the Turtle Lane Neighborhood, Schifsky Road and miscellaneous areas throughout the City

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Sewer Revenue	\$ 675,000				\$ 500,000	
Total Sources of Funds	\$ 675,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -
<b>Uses</b>						
Sanitary Sewer	\$ 675,000				\$ 500,000	
Total Uses of Funds	\$ 675,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -

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.

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**Sewer Lift Stations**

PWA 3

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

Scheduled replacements and upgrades include:

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Sewer Revenue	\$ 200,000			\$ 30,000	\$ 30,000	\$ 75,000
Total Sources of Funds	\$ 200,000	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 75,000
<b>Uses</b>						
Sewer Lift Station	\$ 200,000			\$ 30,000	\$ 30,000	\$ 75,000
Total Uses of Funds	\$ 200,000	\$ -	\$ -	\$ 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.

**Pretreatment Structures**

PWA 2

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

- 2012 Storm sewer pipe retrofit to resolve direct discharge into Lake Wabasso
- 2015 - East shore of Shoreview Lake, subject to potential redevelopment of the adjacent multi-unit dwellings
- 2016 - Northwest shore of Shoreview Lake, subject to potential redevelopment of the adjacent multi-unit dwellings and strip mall

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Debt-Surface Water Revenue	\$ 60,000	\$ 100,000			\$ 120,000	\$ 120,000
<b>Total Sources of Funds</b>	<b>\$ 60,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
<b>Uses</b>						
Storm Sewer	\$ 60,000	\$ 100,000			\$ 120,000	\$ 120,000
<b>Total Uses of Funds</b>	<b>\$ 60,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>

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



**Update Storm Lift Station Controls**

PWA 8

Update/improve storm sewer lift station controls and software program and integrate all storm sewer lift stations into the City's SCADA system.

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Surface Water Fund	\$ 46,000					
Total Sources of Funds	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Uses</b>						
Storm Sewer	\$ 46,000					
Total Uses of Funds	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ -

An update is 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.

Allowances for street light replacements are as follows:

- 2012 - 23 lights
- 2013 - 21 lights
- 2014 - 20 lights
- 2015 - 19 lights
- 2016 - 18 lights

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Street Lighting Fund	\$ 63,450	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Sources of Funds	\$ 63,450	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Uses</b>						
Street Lighting	\$ 63,450	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Uses of Funds	\$ 63,450	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000

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 58.9% of the total cost) of fire equipment, as estimated by the Lake Johanna Fire Department.

Truck replacements include:

- 2012 - \$314,526 Fire rescue
- 2013 - \$ 82,460 Chief's vehicle and utility vehicle
- 2014 - \$ 53,010 Utility vehicle

Information systems estimates cover one computer replacement each year.

Self-Contained Breathing Apparatus (SCBA) equipment includes:

- 2014 - \$194,370 SCBA replacement

Rescue equipment includes:

- 2012 - \$ 5,007 Technical rescue and cold water rescue equipment
- 2016 - \$ 23,560 Technical rescue equipment

Miscellaneous equipment includes:

- 2013 - \$ 10,013 Tire replacement and thermal imaging camera replacement

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund	\$ 134,826	\$ 321,565	\$ 94,535	\$ 249,442	\$ 2,091	\$ 25,651
<b>Total Sources of Funds</b>	<b>\$ 134,826</b>	<b>\$ 321,565</b>	<b>\$ 94,535</b>	<b>\$ 249,442</b>	<b>\$ 2,091</b>	<b>\$ 25,651</b>
<b>Uses</b>						
Fire Vehicles/Equipment	\$ 118,415	\$ 314,526	\$ 82,460	\$ 53,010		
Other Information Systems	2,008	2,032	2,062	2,062	2,091	2,091
SCBA Equipment	2,325			194,370		
Equipment-Rescue		5,007				23,560
Equipment-Miscellaneous	12,078		10,013			
<b>Total Uses of Funds</b>	<b>\$ 134,826</b>	<b>\$ 321,565</b>	<b>\$ 94,535</b>	<b>\$ 249,442</b>	<b>\$ 2,091</b>	<b>\$ 25,651</b>

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

**Warning Sirens**

ADM 3

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

- 2012 - \$ 5,000 Shoreview's share of the County-wide radio control replacement for warning sirens
- 2012 - \$15,000 Victoria St siren at the maintenance center
- 2013 - \$15,000 Victoria & 694 siren
- 2013 - \$ 7,500 Shoreview's share of Rice & Country Drive siren
- 2014 - \$15,000 Shoreview's share of Rice & Snail Lake Rd siren
- 2014 - \$ 7,500 Turtle Lake School siren
- 2015 - \$15,000 Lake Judy siren
- 2016 - \$15,000 Sherwood Road siren

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fixed Asset Fund		\$ 20,000	\$ 22,500	\$ 22,500	\$ 15,000	\$ 15,000
Total Sources of Funds	\$ -	\$ 20,000	\$ 22,500	\$ 22,500	\$ 15,000	\$ 15,000
<b>Uses</b>						
Public Safety		\$ 20,000	\$ 22,500	\$ 22,500	\$ 15,000	\$ 15,000
Total Uses of Funds	\$ -	\$ 20,000	\$ 22,500	\$ 22,500	\$ 15,000	\$ 15,000

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.).

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
General Fund		\$ 800	\$ 500			\$ 800
Cable Television Fund	39,228	10,950		17,500	11,000	12,500
Capital Improvement Fund	36,500	7,000	5,000	8,500	3,500	32,000
General Fixed Asset Fund	246,000	113,500	104,500	121,500	129,500	75,500
Water Fund	900	3,000	500		800	
Sewer Fund	800	3,000	500		800	
Central Garage Fund	13,000					11,000
<b>Total Sources of Funds</b>	<b>\$ 336,428</b>	<b>\$ 138,250</b>	<b>\$ 111,000</b>	<b>\$ 147,500</b>	<b>\$ 145,600</b>	<b>\$ 131,800</b>
<b>Uses</b>						
Computers	\$ 24,000	\$ 20,000	\$ 25,000	\$ 23,500	\$ 20,000	\$ 20,000
Printers	13,000	8,000	23,000	2,000	2,000	13,000
Servers	15,000	19,000		30,000	32,000	29,000
Security Systems	63,400	2,450	1,500	1,500	16,500	26,500
Recovery/Backup Systems	28,100	20,000		52,500		12,500
Communication Systems	31,100	23,000	7,000	7,000	22,000	7,000
LAN/Network	129,500	10,000	9,000	12,000	12,000	7,000
Imaging/Records Storage	3,200	10,000			10,000	
Specialized Applications	14,000	14,000	34,000	9,000	20,000	5,000
Other Information Systems	15,128	11,800	11,500	10,000	11,100	11,800
<b>Total Uses of Funds</b>	<b>\$ 336,428</b>	<b>\$ 138,250</b>	<b>\$ 111,000</b>	<b>\$ 147,500</b>	<b>\$ 145,600</b>	<b>\$ 131,800</b>

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

### Central Garage Equipment

PWA 18

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

	2011 Estimate	2012 Planned	2013 Planned	2014 Planned	2015 Planned	2016 Planned
<b>Resources</b>						
Central Garage Fund	\$ 449,798	\$ 511,500	\$ 518,000	\$ 505,000	\$ 497,000	\$ 506,000
Water Fund	15,000	9,000	15,000	15,000	15,000	15,000
Sewer Fund	10,000	6,000	10,000	10,000	10,000	10,000
<b>Total Sources of Funds</b>	<b>\$ 474,798</b>	<b>\$ 526,500</b>	<b>\$ 543,000</b>	<b>\$ 530,000</b>	<b>\$ 522,000</b>	<b>\$ 531,000</b>
<b>Uses</b>						
Truck/s	\$ 266,883	\$ 215,000	\$ 350,000	\$ 315,000	\$ 437,000	\$ 30,000
Staff Vehicle/s	19,499	23,000		51,000		
Tractor/Mower/Loader/Cart	77,725	144,000	110,000	20,000		95,000
Street Repair Equipment	29,419					37,000
Sweeper				60,000		200,000
Sewer Cleaning Equipment		62,000				
Generator						45,000
Bobcat (annual rotation)	31,272	32,500	33,000	34,000	35,000	36,000
Equipment-Central Garage	50,000	50,000	50,000	50,000	50,000	88,000
<b>Total Uses of Funds</b>	<b>\$ 474,798</b>	<b>\$ 526,500</b>	<b>\$ 543,000</b>	<b>\$ 530,000</b>	<b>\$ 522,000</b>	<b>\$ 531,000</b>

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

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