

Maplewood



2016 BUDGET

CITY OF MAPLEWOOD, MINNESOTA



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INTRODUCTION

FORM OF GOVERNMENT

The City of Maplewood operates under the Council-Manager form of government. All policy decisions and legislative activities are the responsibility of the Council, but the administrative duties are delegated to the City Manager. One of the primary administrative duties of the City Manager is to prepare an annual budget for approval by the Council.

2016 BUDGET PROCESS

In May, department heads started the preparation of their budget requests for the 2016 calendar year. Maplewood's fiscal year is the calendar year. During June, department heads submitted their budget requests to the City Manager and Finance Director. They reviewed the budget requests as they were received to determine if they were accurate, reasonable and well-justified. Beginning in July, the Finance Director prepared a preliminary operating budget based upon initial revenue estimates, department budget requests and recommended revisions in department budget requests.

The City Manager and Finance Director together met with each department head to individually discuss revisions to their budget requests. During these meetings, the Finance Director's recommended revisions were discussed and the City Manager made the final decision as to what would be included in the proposed budget. The Finance Director used this information to prepare the proposed operating budget document.

On September 14th, a hearing date was set and a proposed tax levy was certified to Ramsey County.

By November 24th, Ramsey County sent a notice to each taxpayer indicating the proposed property tax increase and the date of the City's public meeting. On December 14, 2015 the Council approved the proposed budget and the City's property tax levy to finance the approved budget.

BUDGET ORGANIZATION

The City's annual budget consists of three basic sections: Operating Budget, Capital Improvements Budget and Debt Service Budget. Each of these sections is comprised of funds. A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts and resources which are dedicated for a specific purpose. A fourth section, Supplementary Information, follows with financial policies, personnel, property tax and demographic information.

The expenditure accounts within the funds that comprise the Operating Budget are grouped by departments and subdivided into programs within each department. The focus of the Capital Improvements Budget are major projects and capital outlay of \$50,000 or more. The Debt Service Budget is prepared by bond issue to insure that financial resources are adequate to pay principal and interest on long-term debt when due but presented as one fund.

FINANCIAL POLICIES

Please refer to the Supplementary Information section at the end of this document for detailed, adopted financial policies.

LONG-TERM GOALS AND STRATEGIES

The City Council adopted the 2030 Comprehensive Plan in 2010. A comprehensive plan implements the long-range vision for the community's future. It is a guide for elected officials to use when making decisions. The Comprehensive Plan is available on the City's web-site at www.maplewoodmn.gov. Annually, the City Council adopts a 5 year Capital Improvement Plan.

During 2015, the City of Maplewood's leadership team and City Council engaged in team building and strategic planning retreats. The meetings yielded an improved understanding of Council-Staff team dynamics and a strategic plan for the coming years. Maplewood's vision recognizes that the City needs to grow and operate in a healthy, sustainable manner that meets the needs of today without reducing the ability of future generations to meet their own needs.

The strategic plan consists of a set of five *strategic priorities*, which are the highest priority issues for the coming years, a series of *key outcome indicators* and *targets*, which describe desired outcomes and success measures, and a list of *strategic initiatives*, which define the actions necessary to ensure successful effort. The strategic plan is summarized as follows:

- **Financial Sustainability** – Maintain a positive financial position by balancing revenues and expenditures for operations, debt management, and capital improvements. Provide long-term sustainability of quality city services at a level that reflects community values and is supported by available resources.
- **Coordinated Communication** – Maplewood is an evolving community and will need to position itself for the future. Create a long-term vision that reflects our community identity and be able to effectively communicate a consistent, broad-based message and brand through a variety of mediums.
- **Effective Governance** – Maplewood is committed to effective governance. This begins with creating a culture that is built on trust, creating clearly defined expectations, and is focused on the city's long-range mission and vision.
- **Targeted Redevelopment** – Guide the type and intensity of residential development by leveraging resources to expand the tax base and create life-cycle/mixed housing options that meet the diversity of the community. Promote commercial development through green building efforts and innovation that supports existing infrastructure, and to create an environment for businesses to expand.
- **Operational Effectiveness** – The city values organizational efficiencies, which are based on performance measurement and accountability.

STRATEGIC PRIORITY: FINANCIAL SUSTAINABILITY		
Key Outcome Indicator	Target	Strategic Initiatives
Reserve funding – facilities and equipment	All critical items identified in asset management plan are funded in 3 years	<ul style="list-style-type: none"> Review all currently critical items and determine if they are operational or capital in nature. Create a plan for operational items. Determine financing sources for capital items. Review feasibility for a dedicated portion of the tax levy to build up a replacement fund reserve. Review city facilities/buildings energy use and look to create efficiencies.
General Fund reserves	Maintain a minimum balance of 40% general fund operating revenues	<ul style="list-style-type: none"> Explore other diverse revenue sources and grant opportunities (i.e. new gas franchise fee). Annual budget preparation. Evaluate the efficiency and effectiveness of city services. Set appropriate fees to recover cost of services. Share information with City Council and Department Heads. Monitor expenditures within approved budgets. Create a financial management plan.
Budget	Positive change to net assets for all governmental funds (except future bonded items)	<ul style="list-style-type: none"> Manage project budgets. Evaluate the best use of LGA funding. Maintain or improve the City's AA+ bond rating.

STRATEGIC PRIORITY: COORDINATED COMMUNICATION		
Key Outcome Indicator	Target	Strategic Initiatives
Citizen engagement	Three new engagement tools implemented	<ul style="list-style-type: none"> Utilize MySidewalk by posting 2 topics continuously. Create Social Media plan for the City. Create Fix-It form and make available on website for citizens to submit work tickets to the City. Implement system to allow for online job application submissions. Hold City photo contest for a variety of categories. Explore feasibility to hire a communications position to manage City social media plan and communications.
Communication	Determination made regarding most effective modalities	<ul style="list-style-type: none"> Survey residents on how they would like to receive communications from the City. Create a Communications Strategy/Policy for City departments to implement. Department participation to successfully implement communication strategy. Develop and implement programming policy.
Feedback from diverse communities	Most effective methods for feedback determined and one new approach implemented	<ul style="list-style-type: none"> Recognize diverse communities to create an engagement strategy. Evaluate official notices of City publications to be submitted in local diverse newspapers.

STRATEGIC PRIORITY: EFFECTIVE GOVERNANCE		
Key Outcome Indicator	Target	Strategic Initiatives
Decisions/Strategic Plan	80% of goals accomplished yearly	<ul style="list-style-type: none"> • Action steps are supported by the budget. • Bi-annual reporting to the Mayor and City Council regarding progress. • Improving the annual performance review process for employees. • Review staff report language/template for the council agenda items.
Council meeting decorum	Compliance with council approved "Rules of Civility"	<ul style="list-style-type: none"> • Review Council orientation presentation to promote rules of civility. • Mayor and commission chairs read rules of civility at the beginning of each meeting.
Advisory boards/Commissions	Advisory boards/commissions create annual initiatives/work plans that support City's strategic plan	<ul style="list-style-type: none"> • Schedule joint meeting between City Council and Committees. • Committees submit annual work plans to City Council for approval.

STRATEGIC PRIORITY: TARGETED REDEVELOPMENT		
Key Outcome Indicator	Target	Strategic Initiatives
Gladstone area redevelopment	Three parcels at Maplewood Bowl completed, complete trailer park partnerships, and 50% agree to relocation (auto repair)	<ul style="list-style-type: none"> • Deconstruct Maplewood Bowl building and complete all three phases of new construction. • Build solid relationships and seek relocation agreements with the automobile repair shops and other businesses along Frost Avenue. • New developments should reflect effects of new transit potential.
Vacant commercial space	50% of square footage back in productive use	<ul style="list-style-type: none"> • Assess crime and quality of life data in areas with high commercial vacancy rates for the purpose of developing and implementing targeted intervention strategies. • Identify commercial vacant buildings and map them. Post interactive map on City website. Track vacant commercial building progress as they go vacant and become occupied. Offer incentives through various green building, City energy programs and progressive economic development programs and funding opportunities.
Redevelopment corridors	Create a shared vision with identified stakeholder	<ul style="list-style-type: none"> • Schedule meetings with all stakeholders and develop a shared vision of street and land use strategies. • Create an inventory of specific areas of neighborhoods with homes in disrepair.

STRATEGIC PRIORITY: OPERATIONAL EFFECTIVENESS		
Key Outcome Indicator	Target	Strategic Initiatives
Performance measures	Five core effectiveness measures for all departments	<ul style="list-style-type: none"> • Review and analyze existing performance measures. • Explore the feasibility of adding a software module for on-boarding of new employees and performance measurement.
Collaboration/shared services	Two new executed service agreements – one internal and one external	<ul style="list-style-type: none"> • Closest unit dispatching. • Regional sharing of law enforcement records – crime analysis. • With the Parks department, establish contracted youth prevention programming. • Review our utility billing contracts annually. • Certified CPR training for all police officers. • Work with Public Works on implementation of Park System Master Plan outcomes – trails and connectivity. • Ensure partnership agreement/vision with the YMCA is successful. • Identify areas where Metro-Net is an option for increased purchasing power. • Leverage opportunities for joint operations or capital project partnerships by establishing regular work group in east metro.

STRATEGIC PRIORITY: OPERATIONAL EFFECTIVENESS (continued)		
Key Outcome Indicator	Target	Strategic Initiatives
Survey results	80% or greater favorable rating on service delivery	<ul style="list-style-type: none"> • Text based EMS survey. • Develop and implement police service satisfaction survey offering both web based and paper/pencil options. • Continue to improve access to financial data online. • Allow for more online business. • Provide opportunities for participant surveys in all Parks programming offerings including the Community Center. • Utilize citizen engagement tools to better understand what service improvements are wanted. • Gather statistically valid service delivery survey to track quality of delivery and responsiveness.

COUNCIL/MANAGER PRIORITIES AND ISSUES

Maplewood is a mature, inner-ring suburb of St. Paul, MN. Most of its land has been developed and the population is not likely to change much in future years. Because of this, as well as the revenue restrictions of the current economy, the overall budget is very much maintenance focused.

The current agreements with bargaining units expire at the end of 2016. The 2016 budget reflects three 1% cost of living adjustments (COLA) during the year for employees.

During the economic downturn, Minnesota state revenues had been down significantly and one of the responses of the state was to withhold the payment of Market Value Homestead Credit (MVHC) and Local Government Aid (LGA) to municipalities. Maplewood had not received LGA in recent years but had been eligible to receive MVHC. There was a reduction to Maplewood of more than \$500,000/year for 2009, 2010 and 2011. The MVHC program was eliminated for taxes payable beginning in 2012. In its place, homeowners now receive an exclusion of a portion of the market value of their house from property taxes. The new market value exclusion for homes resulted in a higher city tax rate and a shift in taxes among properties within each community, especially to commercial, industrial, apartment, and other properties that do not receive the benefit of the homestead market value exclusion. The City is no longer shorted by the State on its property tax levy but non-homestead properties have seen an increase in their taxes. The Minnesota Legislature provided local governments with financial support beginning in 2014 by enacting a new sales tax

exemption which gives the City relief from paying sales tax on certain items, and by making changes to the Local Government Aid (LGA) program which allocated LGA funding to the City for the first time since 2002. Included in the 2016 Budget is \$659,000 for our LGA allocation. The LGA funds are being applied to the Debt Service Fund and Capital Improvement Projects Fund to reduce the tax levy needed for those funds. The City does not want to be dependent on the State for funding of its operations. In past years, the State has unallocated funds due Cities to cover deficits in its budget.

GOALS AND OBJECTIVES OF ORGANIZATIONAL UNITS

More detailed listings of department objectives follow in the Operating Budget section of this report. Highlights of the objectives by department follow:

- FIRE – Manage response times. Evaluate new services and techniques to improve customer service.
- POLICE – Increase non-enforcement public contact and interaction such as community meetings and presentations. Encourage community involvement through volunteer programs. Enhance the use of technology to improve the efficiency and quality of police services.
- PARKS – Continue the implementation of the Parks System Master Plan and continue to look for alternative funding sources for park development and recreation programming. Continue to protect natural resources through restoring and managing natural areas, using sustainable landscaping practices at parks, and providing environmental and nature programs that enhance enjoyment and understanding of land, water and wildlife resources.
- PUBLIC WORKS – Finalize implementation of Phase 2 of the Gladstone Neighborhood Redevelopment project. Maintain a steady Street Reconstruction program to revitalize older neighborhoods by replacing deteriorated streets and utilities, and incorporating Living Streets design. Implement capital improvement projects for municipal buildings based on the 2015 asset management report.
- CITIZEN SERVICES – Manage the production of the Maplewood Living and other city publications keeping the public informed of progress, events and the overall story of the City. Continue to work with local and surrounding businesses showcasing their offerings and increase the use of social networking for marketing and advertising purposes. Conduct the 2016 Presidential Election cycle implementing the use of the new election equipment and conduct educational open houses for voters to view the new equipment.
- INFORMATION TECHNOLOGY – Improve the use and response to HelpDesk requests. Work with staff to automate routine processes and improve efficiencies.
- FINANCE – Maintain or improve the City bond rating. Continue programs for debt management and improve cash status of Maplewood Community Center and Ambulance funds.
- ENVIRONMENTAL AND ECONOMIC DEVELOPMENT – Expand economic development efforts through pro-active actions that stimulate housing and non-residential development, including redevelopment of strategic areas of the City. Promote and manage the single-hauler solid waste and recycling programs to ensure compliance with regional and state rules and regulations.
- EXECUTIVE – Minimize the impact of property taxes on Maplewood home owners and businesses while balancing the need to reduce debt. Explore options for alternative and sustainable revenues to reduce overall reliance on state finances and reduce/limit property tax increases. Continue to make Maplewood city government transparent and accessible.

2015 DEPARTMENTAL ACCOMPLISHMENTS

The following is a summary of our more significant accomplishments for 2015:

- FIRE – The new East Metro Fire Training Center is open and allows neighboring communities to get training on all types of fire incidents. The City was awarded grants through the federal

Assistance to Firefighters Grant Program to assist with the replacement of our SCBA's (self-contained breathing apparatus) and station alerting system. A new countywide Computer Aided Dispatch (CAD) system went live in 2015. A campaign was launched in 2015 to earn the designation as a Heart Safe Community.

- POLICE – Expanded the role of our Community Service Personnel in our Animal Control Program in lieu of using an outside contractor. Expanded department diversity through targeted recruitment and hiring. The Police Chief is a leader on the State-wide effort to seek temporary data classification on body worn camera video and actively participates in the domestic violence joint prosecution project.
- PARKS – Worked on improving operations at the Maplewood Community Center (MCC) by entering into contracts regarding pool operations, off-site fitness classes and banquet room catering. Began work on integrating public art into our parks. Approved the Minnesota Tuj Lub project at Keller Park.
- PUBLIC WORKS – Continued the second phase of public improvements in the Gladstone neighborhood with a public/private partnership that leveraged \$2.2 million in grant funding. Received approval for a new gas franchise revenue source to accelerate pavement improvements throughout the City. With the assistance of grant funding, completed the County Road B Safe Routes to School trail project.
- CITIZEN SERVICES – Continues to serve over 70,000 customers per year. Created an on-line business registration program and created an on-line business directory that identifies 750 Maplewood businesses.
- INFORMATION TECHNOLOGY – Redesigned the City's webpage. Increased coordination of the City's social media presence. Worked on the implementation of the Computer Aided Dispatch (CAD) system for Police and Fire and the Records Management System for Police.
- FINANCE – Continues to receive awards from the Government Finance Officers Association for the budget and annual financial report. Created policy regarding City Building Replacement needs. Refunded three bond issues in 2015 at a combined net present value benefit of over \$470,000.
- ENVIRONMENTAL AND ECONOMIC DEVELOPMENT – Managed the inspections for the new Research and Development facility at 3M. Continued with redevelopment in the Gladstone neighborhood by assisting with the deconstruction of the Maplewood Bowl site to make way for new housing and a small commercial area.
- EXECUTIVE – Worked on the development and adoption of the City's Strategic Plan. Implemented some new on-line tools to assist with recruitment and employee benefit registration. Negotiated our seven bargaining group contracts.

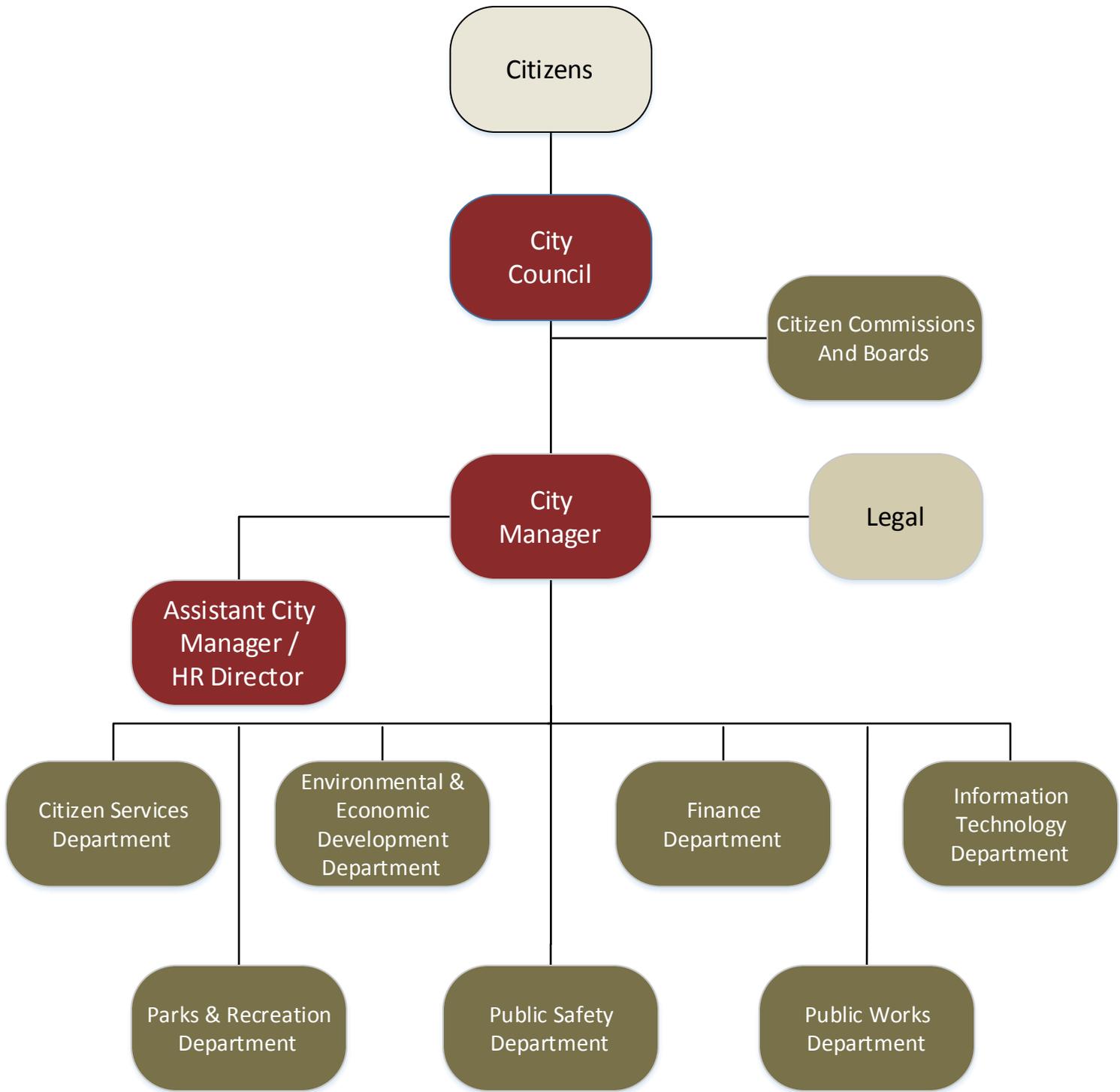


MAPLEWOOD

Together We Can

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City of Maplewood Organizational Chart



CITY OF MAPLEWOOD, MINNESOTA
PRINCIPAL CITY OFFICIALS

November 2015

CITY COUNCIL

NORA SLAWIK, MAYOR
 Term Expires 1-01-2018

KATHLEEN JUENEMANN, COUNCILMEMBER
 Term Expires 1-01-2018

MARYLEE ABRAMS, COUNCILMEMBER
 Term Expires 1-01-2018

BRYAN SMITH, COUNCILMEMBER
 Term Expires 1-01-2020

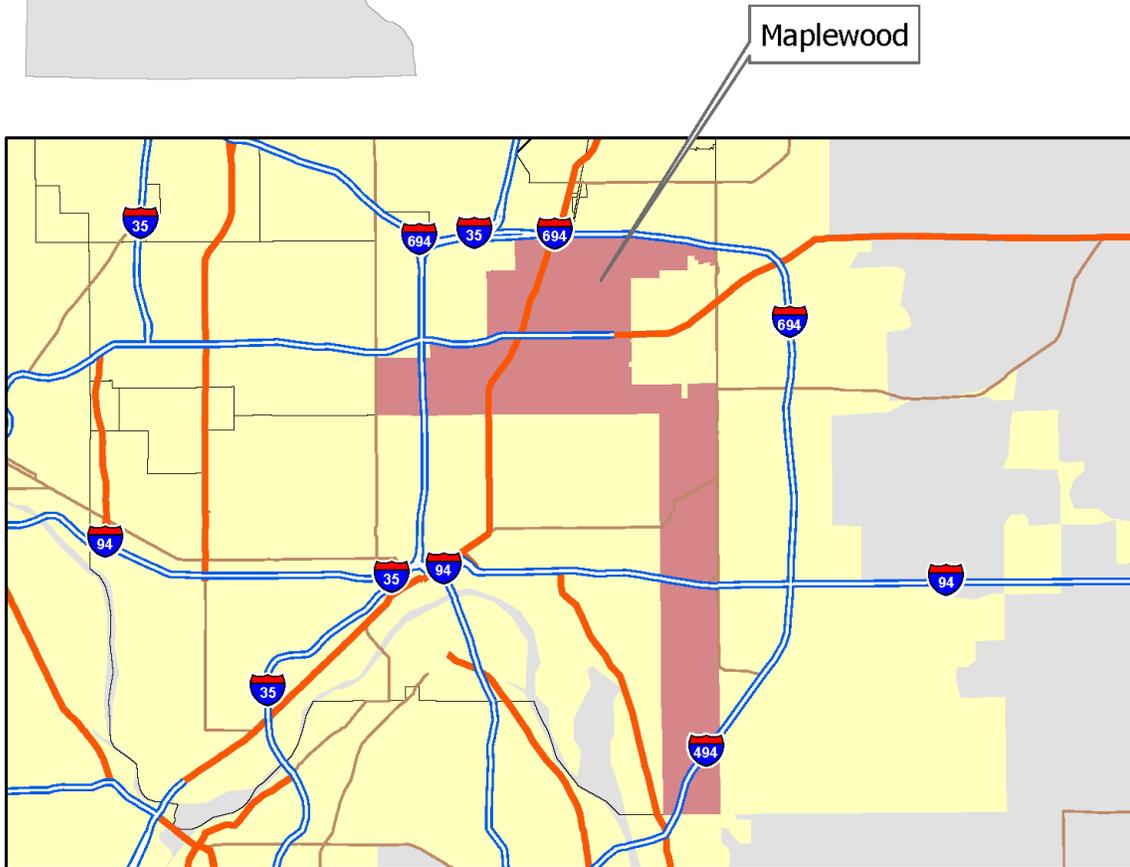
TOU XIONG, COUNCILMEMBER
 Term Expires 1-01-2020

CITY MANAGERIAL STAFF

<u>Employee</u>	<u>Position</u>	<u>Date Appointed</u>
Melinda Coleman	City Manager	February 6, 2015
Mike Funk	Assistant City Manager/Human Resource Director	February 23, 2015
Nick Carver	Interim Director of Environmental & Economic Development	April 18, 2015
Gayle Bauman	Finance Director	May 13, 2013
DuWayne Konewko	Director of Parks & Recreation	January 1, 2011
Mychal Fowlds	Information Technology Director	February 6, 2006
Karen Guilfoile	Director of Citizen Services	August 5, 1996
Steve Lukin	Fire Chief	March 17, 2000
Michael Thompson	Director of Public Works	June 4, 2012
Paul Schnell	Police Chief	July 29, 2013



Locational Map for Maplewood, Minnesota





Dear Honorable Mayor Slawik and City Council Members:

I am pleased to transmit to you the City of Maplewood's 2016 Budget. The 2016 Budget is funded at City Council's direction by a tax rate that limits new spending for operations, capital improvements and debt service to a 4.0% increase. The operating budget is seeing a tax levy increase of 5.0% and the capital improvements budget is seeing a tax levy increase of 11.3%. Part of the increase in the capital levy is due to establishing a General Building Replacement Fund to assist with financing items identified in our asset management report. The debt service budget is seeing no change in its tax levy.

The primary considerations in the preparation of the 2016 Budget are as follows:

1. Implement the additional street rehabilitation investment with the use of gas franchise fee revenues.
2. To offset additional levies, the budget proposes to apply the Local Government Aid (LGA) allocation received from the State of Minnesota to the Debt Service and Capital Projects funds. This shift of LGA money reduces the amount of levy dollars required to cover debt service and capital costs.
3. Create and implement a plan for dealing with currently critical items identified in our 2015 asset management report.
4. Continue to explore alternative funding sources to help implement the Parks System Master Plan. Trails and connectivity of parks are a huge priority for the residents of Maplewood.
5. The Economic Development Authority was created in 2009 but does not have much funding dedicated to it. A levy was added in 2013 to assist with the City's economic development efforts. The 2016 Budget includes additional emphasis on redevelopment efforts, although new funding dedicated to this effort is not identified. The emphasis will be the creation of a revolving funding plan that requires the sale of acquired property to fund future projects.
6. The City continues to work toward solutions for alleviating deficits in the Ambulance Service Fund and the Community Center Operations Fund.

Conserving the City's financial resources is important and the 2016 Budget protects our excellent bond rating and minimizes the need for borrowing for unexpected expenditures while maintaining the General Fund balance at a level covering 40.0% of anticipated revenues.

The 2016 Budget was adopted only after months of budget workshops and public meetings in which the City Council reviewed City expenditures, with unprecedented depth, department by department to gain a full understanding of City needs and to determine its fiscal priorities. The Council's commitment of time and attention was welcomed by staff who understands the role of the elected officials in setting priorities for the use of limited public resources.

I want to thank all those who participated in the 2016 budget process to build a balanced service centered financial plan for the City of Maplewood.

Sincerely,

Melinda Coleman
City Manager

BUDGET OVERVIEW

Major Initiatives During preparation of the 2016 Budget, city staff focused on the long-range goals established by the City Council and management staff at the past several strategic planning retreats. The goals were established after issues and opportunities were identified and prioritized.

Strategic Plan The strategic priorities that were established at the retreats which are beginning to be addressed in the 2016 Budget are as follows:

- **Financial Sustainability** – Maintain a positive financial position by balancing revenues and expenditures for operations, debt management, and capital improvements. Provide long-term sustainability of quality city services at a level that reflects community values and is supported by available resources.
- **Coordinated Communication** – Maplewood is an evolving community and will need to position itself for the future. Create a long-term vision that reflects our community identity and be able to effectively communicate a consistent, broad-based message and brand through a variety of mediums.
- **Effective Governance** – Maplewood is committed to effective governance. This begins with creating a culture that is built on trust, creating clearly defined expectations, and is focused on the city’s long-range mission and vision.
- **Targeted Redevelopment** – Guide the type and intensity of residential development by leveraging resources to expand the tax base and create life-cycle/mixed housing options that meet the diversity of the community. Promote commercial development through green building efforts and innovation that supports existing infrastructure, and to create an environment for businesses to expand.
- **Operational Effectiveness** – The city values organizational efficiencies, which are based on performance measurement and accountability.

**Revenues up
3.1%**

The 2016 budget anticipates revenues in the amount of \$47,085,510, an increase of \$1,396,600 (3.1%) from 2015. The primary reasons for this increase are the anticipated increase in the tax levy of 4%, the addition of a new gas franchise fee, a projected increase in state street construction aid and the initial year of tax increment revenue on the 3M site. The General Fund is seeing one of the bigger increases due to the tax levy and the new gas franchise fee revenues will be accounted for in the Street Use Revitalization Fund.

Fund	2015	2016	\$ Change	% Change
General	\$18,205,420	\$18,885,410	\$679,990	3.7%
Special Revenue	843,540	901,890	58,350	6.9%
Debt	7,788,340	7,469,510	(318,830)	-4.1%
Capital	3,241,420	4,040,360	798,940	24.6%
Enterprise	13,857,110	13,984,470	127,360	0.9%
Internal Service	1,753,080	1,803,870	50,790	2.9%
TOTAL	\$45,688,910	\$47,085,510	\$1,396,600	3.1%

**Expenditures
down 7.7%**

Expenditures in the 2016 budget are 7.7% (\$4,110,260) less than 2015. The primary reason for this decrease is that the City issued refunding bonds in 2013 and 2014 resulting in called bonds totaling \$7,460,000 being expensed in 2015. There will be called bonds in 2016, but they only amount to \$3,500,000.

Fund	2015	2016	\$ Change	% Change
General	\$18,469,330	\$19,005,900	\$536,570	2.9%
Special Revenue	979,620	1,019,320	39,700	4.1%
Debt	18,089,590	13,419,790	(4,669,800)	-25.8%
Capital	1,815,550	1,560,260	(255,290)	-14.1%
Enterprise	12,419,650	12,673,220	253,570	2.0%
Internal Service	1,730,440	1,715,430	(15,010)	-0.9%
TOTAL	\$53,504,180	\$49,393,920	(\$4,110,260)	-7.7%

The difference between total revenues and expenditures will be financed by the use of surplus fund balances, transfers between funds and bond issues.

**Tax Levy for
2016 4.0% higher**

The City's tax levy for 2016 is \$19,751,270, which is 4.0% (\$759,660) higher than 2015. For 2016, the average median value home is estimated to be \$190,800, reflecting an increase of 1.9%. The net City portion of the property tax for the median valued home for 2016 is proposed to be \$819 as compared to \$790 in 2015. This is an increase of \$29 (\$2.42 per month) or 3.7%. Approximately 71.6% of the tax levy is for operations and 24.3% is for debt service costs on bond issues. The remaining 4.1% is for capital improvements. More detailed information on property taxes can be found in the Budget Summary section of this document.

The following table summarizes the estimated City tax impact on residential homes based on estimates provided by Ramsey County assuming a 1.9% increase in property valuation.

Value of Home Pay 2015	Value of Home Pay 2016	2015 Actual	2016 Estimated	\$ Increase (Decrease)	% Increase (Decrease)
\$100,000	\$101,900	\$342	\$356	\$14	4.2%
125,000	127,300	470	488	19	3.9%
187,300	190,800	790	819	29	3.7%
250,000	254,700	1,112	1,152	40	3.6%
350,000	356,500	1,626	1,683	56	3.5%

City Receives 31.0% of Taxes

In 2015 the City received 31.0% of the property taxes on property within the City. The following illustration indicates the allocation of property tax dollars by government type.



It should be noted that the above data is for property in Maplewood that is located within School District 622.

Full-Time Employees up 2

The number of full-time employees included in the 2016 Budget is 153 which is two more than the previous year. The increase results from changes made to the Police Department (eliminating 2 part time positions and adding 1 full time one), eliminating the Aquatics Manager at the Community Center and adding 2 full time firefighters. Transfers of programs between departments have a neutral effect. The number of full-time equivalent positions in the 2016 Budget is 170 which is an increase of 3.4 from 2015.

OPERATING BUDGET

This portion of the budget covers basic City services such as police, firefighting, street maintenance, recreation programs, park maintenance, planning, building inspections and utility maintenance. The expenditures for the funds within this portion of the budget are grouped by department and subdivided into programs for each department. Budget performance is measured based on the accomplishment of the objectives for 2016 listed for each department and by the performance effectiveness indicators listed for each program.

**Operating
Budget
Revenues up
2.6%**

Operating budget revenues for 2016 are 2.6% more than 2015. The revenue category with the largest increase is property taxes which is \$578,090 higher than 2015. The tax levy for the General Fund is proposed to increase by 5.3% or \$662,000 based on need.

**Operating
Budget
Expenditures up
2.4%**

Operating budget expenditures for 2016 are \$34.4 million, which is \$814,830 higher than 2015. The budget changes by department are as follows:

OPERATING BUDGET EXPENDITURES BY DEPARTMENT				
	2015	2016		
	BUDGET	BUDGET	\$ CHANGE	% CHANGE
Citizen Services	\$1,212,880	\$1,270,320	\$57,440	4.7%
Env & Economic Dev	2,005,580	1,945,150	(60,430)	-3.0%
Executive	964,730	1,098,090	133,360	13.8%
Finance	757,160	702,690	(54,470)	-7.2%
Fire	4,330,700	4,522,920	192,220	4.4%
Information Technology	787,250	787,200	(50)	0.0%
Legislative	323,890	331,670	7,780	2.4%
Parks & Recreation	3,973,350	3,916,720	(56,630)	-1.4%
Police	8,271,460	8,625,860	354,400	4.3%
Public Works	10,972,040	11,213,250	241,210	2.2%
Total Expenditures	\$33,599,040	\$34,413,870	\$814,830	2.4%
Less Internal Charges	(2,479,430)	(2,556,780)	(77,350)	3.1%
Net Expenditures	\$31,119,610	\$31,857,090	\$737,480	2.4%

Internal charges include administrative charges, fleet rental charges and information technology charges. Details on department budgets are in Section 3 of this booklet.

Growth

Population growth and commercial development requires budget increases in excess of the inflation rate in order to maintain the present level of City services. The size of population increases is directly related to the number of new housing units built. Commercial development can be monitored based on the valuation of non-residential building permits. For the past three years the amounts have been as follows:

DEMAND FOR CITY SERVICES BASED ON GROWTH				
	RESIDENTIAL GROWTH			NON-RESIDENTIAL GROWTH
Year	New Housing Units	Population	Percent Change	Valuation of Non-Residential Building Permits
2012	20	39,065	1.8%	\$74,559,094
2013	22	38,950	-0.3%	\$38,612,177
2014	25	39,054	0.3%	\$174,513,584

The population data is from estimates prepared by the Metropolitan Council.

GENERAL FUND

Approximately 55% of the Operating Budget is accounted for in the City's General Fund.

The following shows sources and uses of funds for the 2016 General Fund Budget compared to the 2015 Budget:

	2015 BUDGET	2016 BUDGET	INCREASE (DECREASE)	% CHANGE OVER 2015 BUDGET
Sources of funds:				
Taxes	\$12,441,540	\$13,012,010	\$570,470	4.6%
Other revenues	5,763,880	5,873,400	109,520	1.9%
Fund balance	0	0	0	0.0%
Total	\$18,205,420	\$18,885,410	\$679,990	3.7%
Uses of funds:				
Expenditures	\$18,469,330	\$19,005,900	\$536,570	2.9%
Transfers (net)	19,500	28,000	8,500	43.6%
Unspent allocation	(283,410)	(148,490)	134,920	-47.6%
Total	\$18,205,420	\$18,885,410	\$679,990	3.7%

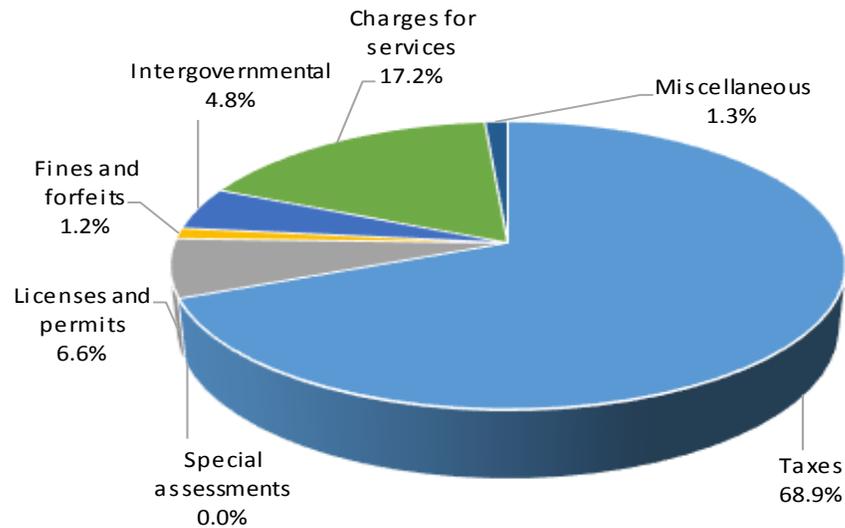
It has been common for the past several years for the General Fund to reflect a deficit budget. This is because it is city budget policy to make conservative revenue estimates and liberal expenditure estimates. Consequently, the General Fund ending balance is usually higher than budgeted and provides a resource for financing the deficit in the annual budget. The change we made for 2015 is to insert a line item into the expenditure budget which reflects the estimated budget allocation that will not be spent during the year. This is arrived at by looking at our historical data.

General Fund Revenues up 3.7%

The net increase in General Fund revenues amounts to \$679,990. Most of the increase is in property taxes which are up \$570,470. Property taxes represent 68.9% of the revenues for the General Fund. There is also an increase in miscellaneous revenues which mostly pertains to earnings on investments.

	2015	2016	\$ Change	% Change
Taxes	\$12,441,540	\$13,012,010	\$570,470	4.6%
Special assessments	400	800	400	100.0%
Licenses and permits	1,285,370	1,242,340	(43,030)	-3.3%
Fines and forfeits	227,600	229,000	1,400	0.6%
Intergovernmental	890,430	909,710	19,280	2.2%
Charges for services	3,200,120	3,251,820	51,700	1.6%
Miscellaneous	159,960	239,730	79,770	49.9%
TOTAL	\$18,205,420	\$18,885,410	\$679,990	3.7%

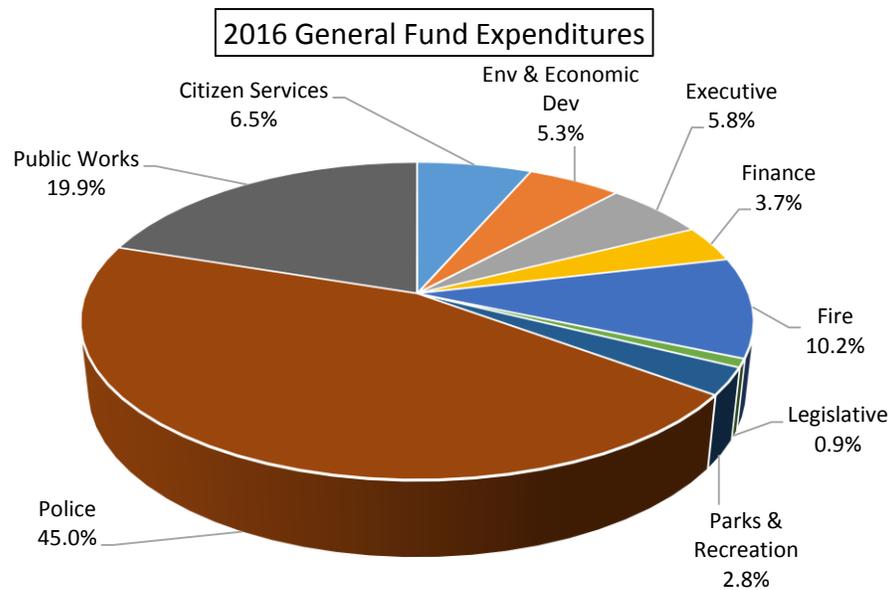
2016 General Fund Revenues



General Fund Expenditures up 2.9%

The 2016 Budget includes recommended expenditures that are 2.9% higher than the 2015 Budget. The biggest factors affecting the increase are: the addition of 2 full time firefighters, property insurance costs, cost of living adjustments and step increases, police overtime, the addition of vehicle leases in the police and fire departments, and contracting for forensic services in the police department. The breakdown by department is as follows:

	2015	2016	\$ Change	% Change
Citizen Services	\$1,180,400	\$1,235,080	\$54,680	4.6%
Env & Economic Dev	1,102,360	1,012,650	(89,710)	-8.1%
Executive	964,730	1,098,090	133,360	13.8%
Finance	757,160	702,690	(54,470)	-7.2%
Fire	1,853,670	1,931,370	77,700	4.2%
Legislative	156,520	164,090	7,570	4.8%
Parks & Recreation	518,640	524,650	6,010	1.2%
Police	8,234,460	8,550,730	316,270	3.8%
Public Works	3,701,390	3,786,550	85,160	2.3%
TOTAL	\$18,469,330	\$19,005,900	\$536,570	2.9%



General Fund Balance at Least 40% of Budget

The State Auditor recommends that cities maintain unreserved fund balances in their general fund of approximately 35 to 50 percent of fund operating revenues or no less than five months of operating expenditures. The fund balance needs to be large enough to finance cash flow needs and unexpected expenditures. Therefore, the budgeted 12-31-16 fund balance has been set at an amount equal to or greater than 40% of the 2016 budgeted operating revenues. This should provide a sufficient balance to cover cash flow needs and unexpected expenditures.

DEBT SERVICE FUND

This portion of the budget covers the payment of principal and interest on the City’s bonded indebtedness.

Revenues for 2016 are 4.1% less than 2015. Major revenue sources, as in past years, are property taxes (\$4,725,730), special assessments

(\$1,470,170), state street aid (\$709,880), local government aid (\$530,710), and investment earnings (\$33,020).

Expenditures for 2016 (\$13,419,790) are 25.8% less than 2015. The decrease is due to refunding bonds being issued in 2013 and 2014 resulting in called bonds totaling \$7,460,000 being expensed in 2015. There will be called bonds in 2016, but they only amount to \$3,500,000. Staff will continue to pursue opportunities to reduce debt service expenditures through responsible use of refunding of debt.

The anticipated new debt issues for 2016 total \$5,091,000 to finance public works improvements, park improvements and City building improvements.

Outstanding debt at December 31, 2015 is calculated at \$70,269,630.

**CAPITAL
IMPROVEMENTS**

This portion of the budget covers the acquisition and construction of major facilities other than those financed by the Operating Budget. The revenues and expenditures within the Capital Improvements Budget are grouped by fund. The money within each fund is restricted for major equipment purchases and construction projects normally costing in excess of \$50,000. All other capital outlay is financed within the Operating Budget. The 2016 Budget implements the first year of the 2016-2020 Capital Improvement Plan adopted by the City Council. This five-year plan is updated annually through a comprehensive capital needs planning process. Some of the projects listed in the CIP are not included in our annually adopted budget because budgets are not established until after a public hearing is held and the City Council approves the project. This process is normally used for street projects and building construction because of the size of the project and the uncertainty of approval.

Revenues for 2016 in the Capital Improvements Budget are \$4,040,360 which is 24.6% more than 2015. Major revenue sources for the 2016 Capital Improvements Budget are taxes including tax increment revenues (\$2,262,730), intergovernmental revenues (\$1,030,960), charges for services (\$425,440) and miscellaneous revenues (\$321,230) which includes investment earnings, sale of property, and park availability charges.

The Capital Improvements Budget expenditures are \$1,560,260 which is 14.1% less than the 2015 Budget. The largest projects planned for 2016 include Gladstone Savanna Improvements (\$295,000) and police vehicle and equipment replacement (\$161,980).

**Capital
Improvement
Plan
2016-2020**

Based on projections in the 2016-2020 Capital Improvement Plan, the Capital Budget will range from \$5.1 million in 2016 to \$8.6 million in 2020. Major factors affecting the capital budgets will be (a) continued competitive bidding environments and (b) the number of public improvement projects that are approved for construction.

Utility Rates

Operating budget revenues for 2016 produced by utility service charges will total \$8,068,520, which represents 22.7% of the total operating budget revenues. Utility service charges consist of sewer service charges (\$4,900,000), environmental utility charges (\$2,562,070) and recycling charges (\$606,450).

Sewer No increase in sewer rates is necessary to finance the 2016 Budget for the Sanitary Sewer Fund. Most of the revenues from the sewer rates finance the Metropolitan Council sewage treatment charges to Maplewood which are expected to increase. In 2016 these charges will be approximately \$3,039,040 which is 65.6% of the operating expenses for the Sanitary Sewer Fund. The sewage treatment charges are difficult to estimate due to variations in the flow caused by ground water infiltration into the sewer mains. The expansion of our street reconstruction program over the past years has impacted the Sanitary Sewer Fund. Sewer mains are generally replaced as streets are rebuilt and the funding for sewer infrastructure costs comes from this fund.

Storm Sewer A 3% increase in the environmental utility charge is necessary to offset the demands on city resources for storm water treatment and increasing operating costs. As staff projects expenses into future years, the pressures to expand this program are significant.

Recycling The budget includes a 7.5% increase in the recycling charge to offset the costs of recycling. The increase is needed to produce sufficient revenue to finance costs and maintain the working capital balance at an appropriate level.

Water Surcharge Revenue from the surcharge on North St. Paul and St. Paul water utility bills is included in the Capital Improvements Budget. These revenues will be used to finance future water system improvements that cannot be financed by special assessments. The 2016 Budget includes no increase in the water surcharge for the North St. Paul Water Service District. It remains at \$1.20 per account per month. The 2016 Budget includes a decrease in the water surcharge for the St. Paul Water Service District from 8.5% of the St. Paul Water charge to 7.0% of the St. Paul Water charge. The decrease would be

approximately \$0.75 per quarter for a family of four with average water usage (i.e. 22 units per quarter).

The following table summarizes the proposed utility rate changes for an average home.

UTILITY RATES IMPACT ON AN AVERAGE HOME				
	Quarterly Charge		Increase (Decrease)	
	2015	2016	Amount	Percent
Sanitary sewer*	\$64.68	\$64.68	\$0.00	0.0%
Storm sewer	22.44	23.10	0.66	2.9%
Recycling charge	9.09	9.78	0.69	7.6%
Water surcharge (St. Paul)	4.25	3.50	(0.75)	-17.6%
Water surcharge (N. St. Paul)	3.60	3.60	0.00	0.0%
TOTAL - St. Paul	\$100.46	\$101.06	\$0.60	0.6%
TOTAL - N. St. Paul	\$99.81	\$101.16	\$1.35	1.4%
*Rate per 1,000 gals	\$3.92	\$3.92	\$0.00	0.0%



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Maplewood
Minnesota**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

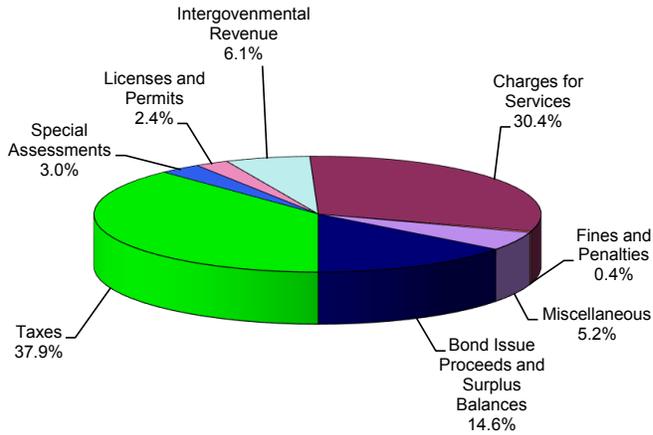
AWARD FOR DISTINGUISHED BUDGET PRESENTATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Maplewood for its annual budget for the fiscal year beginning January 1, 2015.

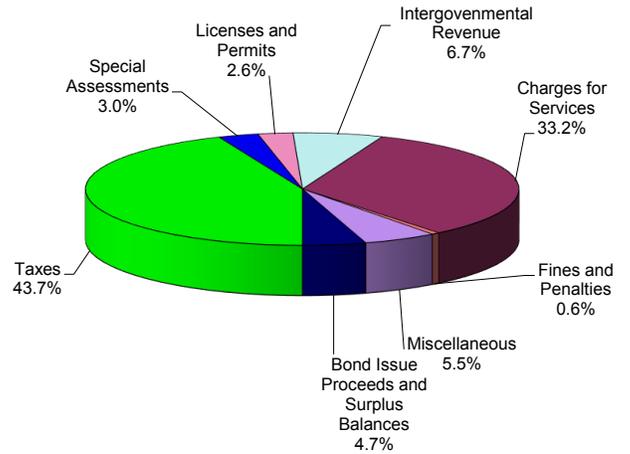
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for the period of one year only.

2015 AND 2016 BUDGET - ALL BUDGETARY FUNDS

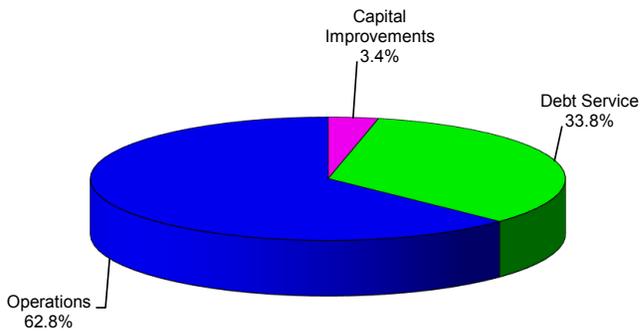
Financing Sources and Expenditures



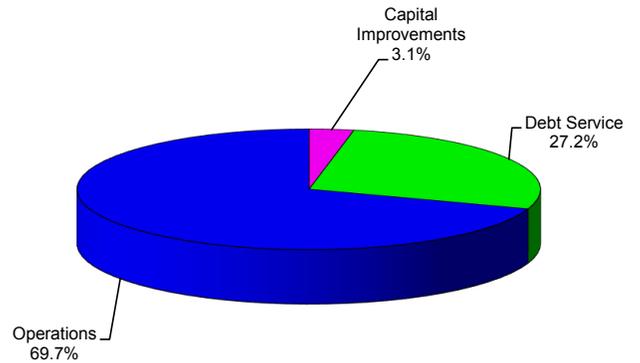
Financing Sources
2015 Budget - \$53.5 Million



Financing Sources
2016 Budget - \$49.4 Million



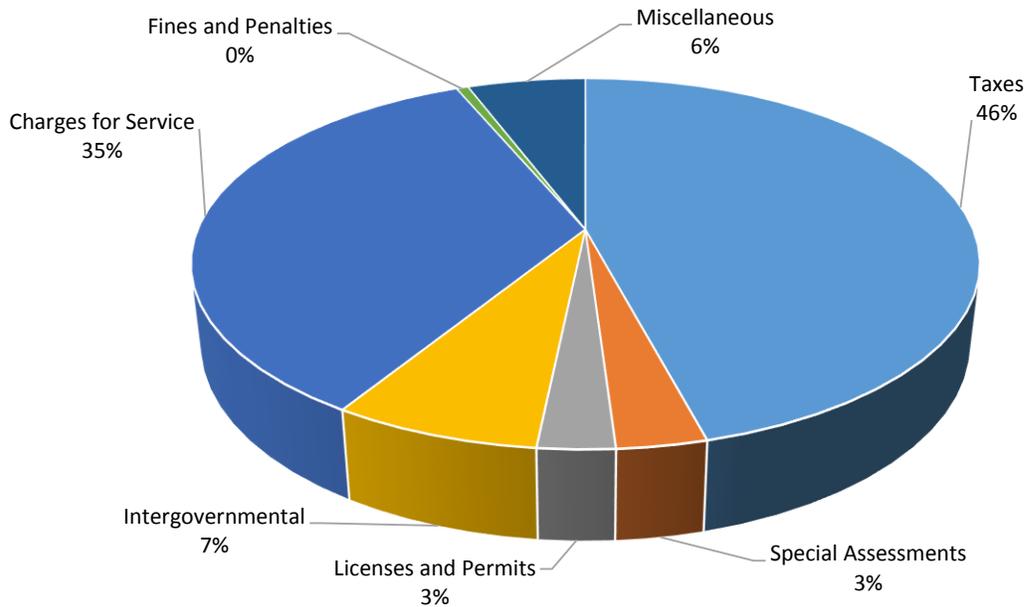
Expenditures By Category
2015 Budget - \$53.5 Million



Expenditures By Category
2016 Budget - \$49.4 Million

REVENUES

2016 SOURCES
\$47,085,510



The City is dependent on the resources that generate revenue to provide for the different services that our residents receive. This dependency is the limiting factor on what services can be provided. These services range from the basic services of public safety and road maintenance to services enhancing the quality of life such as parks and community events. Our resources to generate revenue are affected by a number of factors, including City, State and Federal laws, rates, demographics and economic conditions. The following provides a summary of the different revenue sources.

Taxes

Tax revenues consist of property taxes (current and delinquent), tax increments, charitable gambling funds and penalties and interest. This revenue source is primarily used in the General Fund and is set at a level to raise adequate revenue for the operating budget when combined with other expected revenues. The final level of expected revenue should be sufficient to conduct City business in accordance with Council policy and directives and result in a projected year-end fund balance to cover possible emergencies and contingencies. Property tax collections for 2016 are anticipated to be 98.6% of the amount levied based on collection rates over the past three years.

TAXES	2014	2015	2016	2016
	Actual	Budget	Budget	Percent Change
Operating Budget	\$13,868,841	\$14,020,460	\$14,598,550	4.1%
Capital Improvement Budget	1,559,376	1,492,180	2,262,730	51.6%
Debt Service Budget	4,571,670	4,749,520	4,725,730	-0.5%
TOTALS	\$19,999,887	\$20,262,160	\$21,587,010	6.5%

Special Assessments

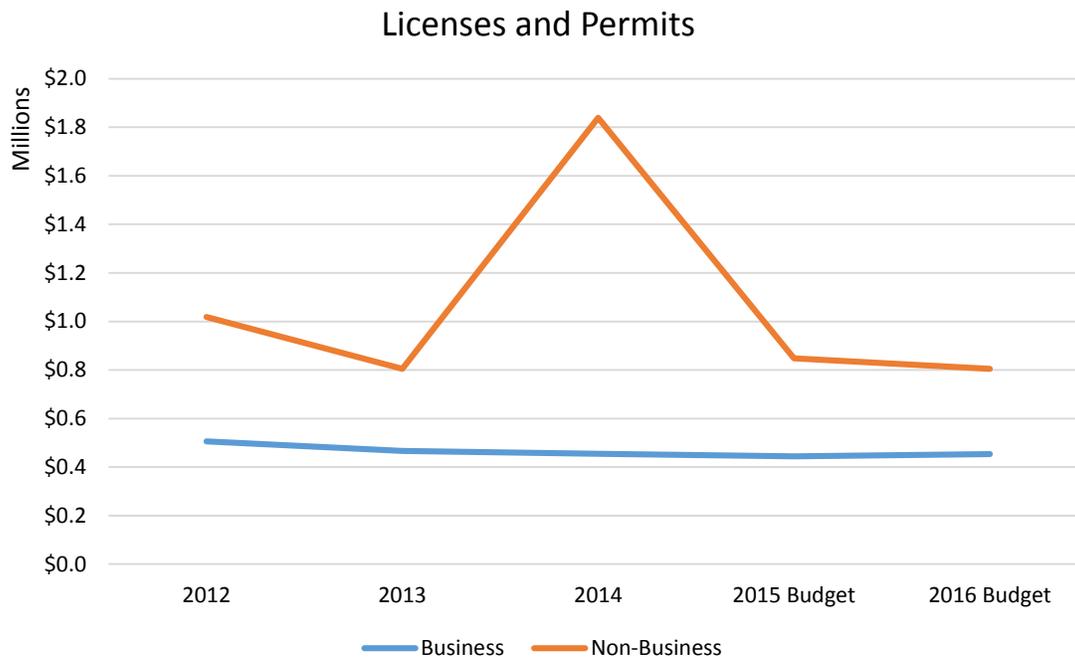
Special assessments are charges against benefiting property for capital improvements such as street reconstruction and for the collection of delinquent utility bills or miscellaneous charges. The budget is based on current payment schedules and a review of upcoming projects and outstanding balances.

SPECIAL ASSESSMENTS	2014	2015	2016	2016
	Actual	Budget	Budget	Percent Change
Operating Budget	\$99,959	\$400	\$800	100.0%
Capital Improvement Budget	4,342	0	0	0.0%
Debt Service Budget	2,828,326	1,587,970	1,470,170	-7.4%
TOTALS	\$2,932,627	\$1,588,370	\$1,470,970	-7.4%

Special assessment collections for 2016 will be 7.4% less than the 2015 Budget. The decrease of \$117,400 is based on an analysis of new rolls, scheduled installments and historical collection rates for current special assessments.

Licenses and Permits

The majority of this revenue source is found in the General Fund where it is categorized as either business or non-business. Business license fees are required to be paid annually in order to operate a business within the City. Liquor license fees and general business licenses account for most of the revenue in this category. Non-business licenses and permit fees are levied to finance the cost of inspecting and regulating new construction. Building permit fees generate most of the revenue in this category and can fluctuate greatly depending on development within the City. The majority of license and permit fees are in the Operating Budget. In 2016 they will total \$1,258,340 and in 2015 they totaled \$1,291,570. These revenues are based on a review of the prior three years actuals, changes in economic conditions, City determined license rates, State regulated rates, and the Uniform Building Code.



The spike in 2014 was mainly due to the addition of a new research and development facility on the 3M campus.

Intergovernmental

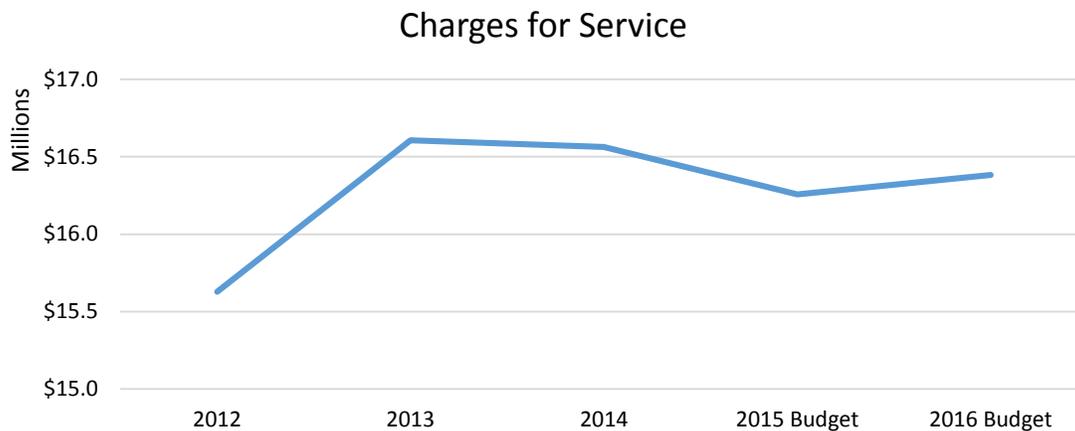
This represents monies from other governments in the form of grants, entitlements, and shared revenues. In 2016 they will be \$3,392,880 compared to \$3,269,760 in 2015. Items that account for most of these revenues in 2016 are state police aid (\$372,780), state fire aid (\$220,330), federal grants (\$88,000), local government aid (\$664,450) and state street construction and maintenance aid (\$1,887,550). Polices state aid is distributed to cities based upon the number of full-time police officers they have. This City was allocated local government aid (LGA) in 2014 for the first time since 2002.

INTERGOVERNMENTAL	2014 Actual	2015 Budget	2016 Budget	2016 Percent Change
Operating Budget	\$1,125,156	\$1,105,590	\$1,121,330	1.4%
Capital Improvement Budget	4,132,854	768,070	1,030,960	34.2%
Debt Service Budget	1,531,895	1,396,100	1,240,590	-11.1%
TOTALS	\$6,789,905	\$3,269,760	\$3,392,880	3.8%

In 2014, the City received state bond funds to assist with the construction of the East Metro Public Safety Training Facility.

Charges for Service

Charges for service consist of Community Center fees, recreation program fees, utility charges, miscellaneous department fees, and ambulance charges. In 2015 they total \$16,256,330 and in 2016 they will total \$16,383,320. Revenues from service charges will be 0.8% more than the 2015 Budget due mainly to an increase in ambulance fees and utility charges and a decrease in program fees and administrative charges. Budgeted revenue is based on contract negotiations, economic conditions and a review of the prior three years actuals.

Fines and Penalties

Fines and penalties consist of the City's share of fines collected by the County for court actions, false alarm fees, and revenue from drug forfeiture proceedings. All of these revenues are in the Operating Budget. In 2015 they totaled \$237,600 and in 2016 they will total \$274,000. Revenues from fines and penalties will be 15.3% more than budgeted for 2015. The budget is based on a review of the prior three years actuals.

Miscellaneous

Miscellaneous revenues include investment earning, internal service charges, park availability charges, water availability charges, donations and sale of property. They are based on a review of the prior three years actuals.

MISCELLANEOUS	2014	2015	2016	2016
	Actual	Budget	Budget	Percent Change
Operating Budget	\$2,021,477	\$2,179,170	\$2,364,740	8.5%
Capital Improvement Budget	701,558	549,200	321,230	-41.5%
Debt Service Budget	40,651	54,750	33,020	-39.7%
TOTALS	\$2,763,686	\$2,783,120	\$2,718,990	-2.3%

Internal information technology and fleet management charges account for 64.1% of the miscellaneous revenues budgeted for 2016.



MAPLEWOOD

Together We Can

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REVENUE SUMMARY - ALL BUDGETARY FUNDS

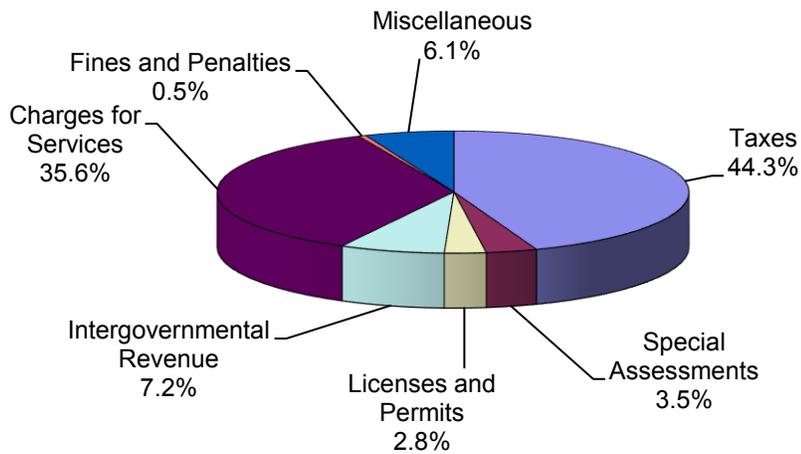
	2014 ACTUAL	2015 BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Total By Source				
Taxes	\$19,999,887	\$20,262,160	\$21,587,010	6.5%
Special Assessments	2,932,627	1,588,370	1,470,970	-7.4%
Licenses and Permits	2,293,761	1,291,570	1,258,340	-2.6%
Intergovernmental Revenue	6,789,905	3,269,760	3,392,880	3.8%
Charges for Services	16,563,353	16,256,330	16,383,320	0.8%
Fines and Penalties	297,444	237,600	274,000	15.3%
Miscellaneous	2,763,686	2,783,120	2,718,990	-2.3%
Totals	\$51,640,663	\$45,688,910	\$47,085,510	3.1%
Total By Fund				
Operating Budget:				
Ambulance Service	\$3,021,974	\$2,723,790	\$2,788,620	2.4%
Charitable Gambling Tax	25,410	27,200	25,400	-6.6%
Community Center	2,374,483	2,592,450	2,536,840	-2.1%
Environmental Utility	2,375,230	2,490,190	2,562,570	2.9%
Fleet Management	968,501	979,400	999,210	2.0%
General	19,172,765	18,205,420	18,885,410	3.7%
Information Technology	753,697	773,680	804,660	4.0%
Maplewood Area EDA	98,232	90,210	88,020	-2.4%
Police Services Fund	61,413	10,660	45,590	327.7%
Recreation Programs	622,617	701,490	730,640	4.2%
Recycling Program	630,573	644,570	688,780	6.9%
Sanitary Sewer	5,222,857	4,928,500	4,934,040	0.1%
Street Light Utility	475,825	477,610	473,620	-0.8%
Taste of Maplewood	5,647	12,980	7,240	-44.2%
Tree Preservation Fund	4,929	1,000	5,000	400.0%
Total Operating Budget	\$35,814,153	\$34,659,150	\$35,575,640	2.6%
Capital Improvements Budget:				
Capital Improvement Projects	\$177,006	\$482,790	\$417,280	-13.6%
City Dump	28	0	0	N/A
Fire Station (3M site)	(270)	8,930	11,870	32.9%
Fire Truck Replacement	51,198	4,880	64,040	1212.3%
General Building Replacement	0	0	51,050	N/A
Legacy Village Park Development District	49	50	50	0.0%
Legacy Village Tax Abatement District	4,751	4,990	4,990	0.0%
Park Development	628,816	504,000	265,830	-47.3%
Pond Clean Out/Dredging	(17)	0	0	N/A
Police Department Expansion	24,186	0	0	N/A
Police Department Vehicles & Equipment	0	252,700	294,640	16.6%
Public Safety Training Facility	2,572,598	0	0	N/A
Public Improvement Projects	1,566,689	671,670	902,670	34.4%
Redevelopment	39,831	390	26,030	6574.4%
Right of Way	12,622	100	10,020	9920.0%
Sewer Lift Station #14	83	0	0	N/A
Storm Cleanup	3,994	0	0	N/A
Street Use Revitalization	0	0	467,830	N/A
Tax Increment Economic Development District #1-11	25,220	(2,410)	17,830	-839.8%
Tax Increment Economic Development District #1-12	(276)	0	200,000	N/A
Tax Increment Housing District #1-1	299,559	150,070	150,080	0.0%
Tax Increment Housing District #1-2	413,571	190,070	190,100	0.0%
Tax Increment Housing District #1-3	59,162	55,010	55,030	0.0%
Tax Increment Housing District #1-4	48,275	50,020	50,030	0.0%
Tax Increment Housing District #1-5	39,357	40,020	40,020	0.0%
Tax Increment Housing District #1-6	103,566	105,290	105,050	-0.2%
Tax Increment Housing District #1-7	22,781	23,000	23,020	0.1%
Tax Increment Housing District #1-8	67,977	65,430	65,520	0.1%
Tax Increment Housing District #1-10	184,319	174,700	179,950	3.0%
Tax Increment Redevelopment District #1-13	6,757	0	30	N/A
Trash Carts	84,214	78,320	78,410	0.1%
Water Availability Charge - No. St. Paul	11,353	11,090	11,380	2.6%
Water Availability Charge - St. Paul	406,569	370,310	357,610	-3.4%
Total Capital Budget	\$6,853,968	\$3,241,420	\$4,040,360	24.6%
Debt Service Budget:				
Debt Service Fund	8,972,542	7,788,340	7,469,510	-4.1%
Grand Total	\$51,640,663	\$45,688,910	\$47,085,510	3.1%

REVENUE SOURCES AS PERCENT OF TOTAL

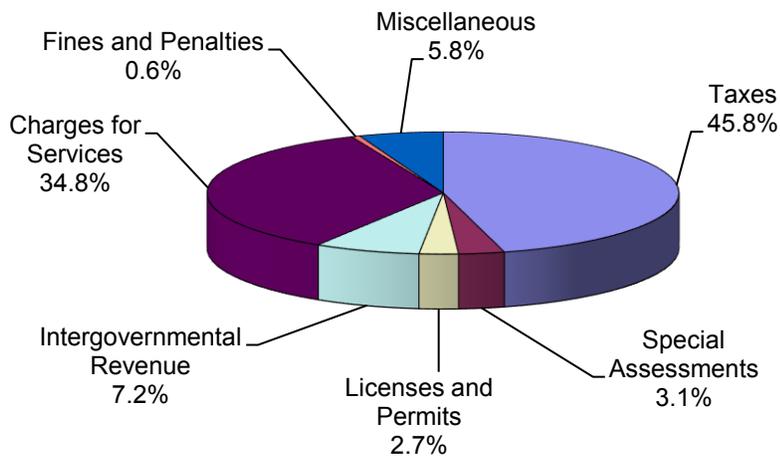
<u>SOURCE</u>	2015 BUDGET	PERCENT OF TOTAL	2016 BUDGET	PERCENT OF TOTAL
Taxes	\$20,262,160	44.3%	\$21,587,010	45.8%
Special Assessments	1,588,370	3.5%	1,470,970	3.1%
Licenses and Permits	1,291,570	2.8%	1,258,340	2.7%
Intergovernmental Revenue	3,269,760	7.2%	3,392,880	7.2%
Charges for Services	16,256,330	35.6%	16,383,320	34.8%
Fines and Penalties	237,600	0.5%	274,000	0.6%
Miscellaneous	2,783,120	6.1%	2,718,990	5.8%
Totals	<u>\$45,688,910</u>	<u>100.0%</u>	<u>\$47,085,510</u>	<u>100.0%</u>

ALL BUDGETARY FUNDS REVENUE SUMMARY

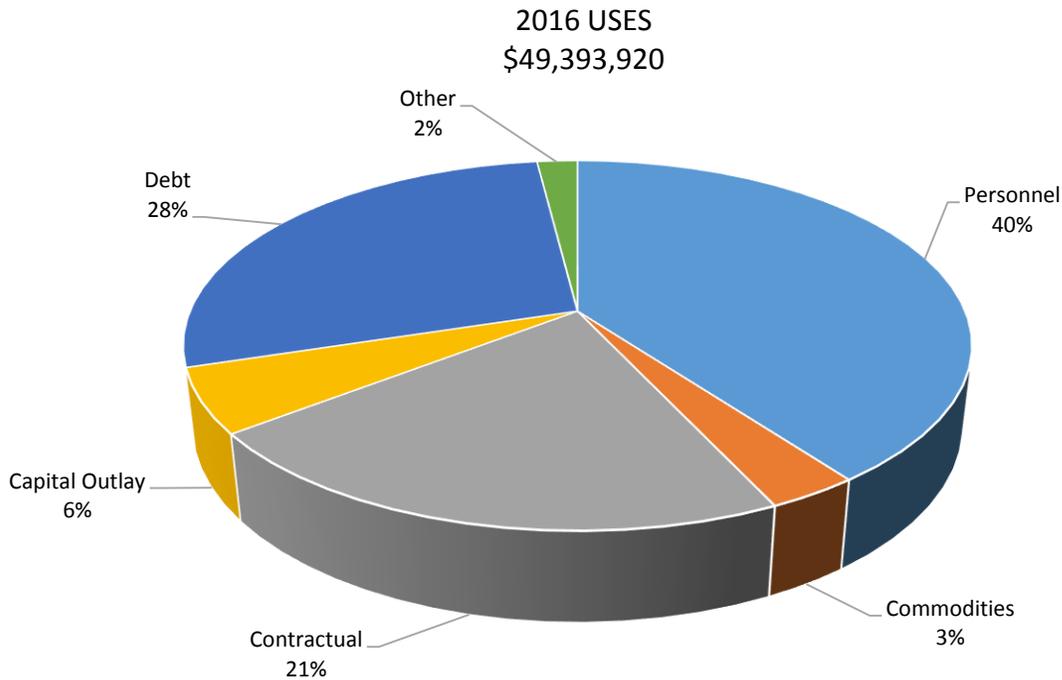
2015 BUDGET



2016 BUDGET



EXPENDITURES



Personnel costs will increase by 0.9% over the 2015 Budget due to step increases and an increase in the cost of benefits.

Expenditures for commodities will be 4.1% less in 2016, or \$67,160.

Contractual services costs for 2016 will be 4.8% more than 2015, or \$487,070. The bigger increases are related to our contract for YMCA services at the Community Center, insurance costs, the addition of vehicle leases, contracting for police forensic services, an increase in recycling fees and an increase in the sewage treatment costs billed by the Metropolitan Council.

Capital outlay and depreciation expenditures are anticipated to be 10.6% less than 2015 primarily due to reduced needs for equipment and land improvement projects in the Police Department Vehicles and Equipment Fund and the Park Development Fund.

Expenditures for debt service will be 24.3% less in 2016 due to refunding bonds being issued in 2013 and 2014 resulting in called bonds totaling \$7,460,000 being expensed in 2015. There will be called bonds in 2016, but they only amount to \$3,500,000.

Miscellaneous expenditures will be 4.7% more than 2015, or \$44,250.

EXPENDITURE SUMMARY - ALL BUDGETARY FUNDS

	2014 ACTUAL	2015 BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Total By Department				
Citizen Services	\$1,169,665	\$1,252,880	\$1,315,320	5.0%
Environmental and Economic Development	2,106,412	2,006,500	2,026,980	1.0%
Debt Service	12,784,841	18,327,210	13,821,910	-24.6%
Executive	850,816	964,730	1,098,090	13.8%
Finance	766,175	782,440	733,780	-6.2%
Fire	11,662,818	4,398,770	4,641,320	5.5%
Information Technology	745,971	787,250	787,200	0.0%
Legislative	272,578	323,890	331,670	2.4%
Parks and Recreation	4,268,255	4,931,590	4,486,420	-9.0%
Police	10,841,825	8,678,780	8,787,840	1.3%
Public Works	19,060,492	11,050,140	11,363,390	2.8%
Totals	\$64,529,848	\$53,504,180	\$49,393,920	-7.7%
Total By Type				
Personal Services	\$19,045,200	\$19,511,880	\$19,682,830	0.9%
Commodities	1,579,980	1,646,480	1,579,320	-4.1%
Contractual Services	10,270,795	10,127,560	10,614,630	4.8%
Capital Outlay and Depreciation	19,073,833	3,110,130	2,781,820	-10.6%
Debt Service	12,721,711	18,175,270	13,758,210	-24.3%
Other Charges	1,838,329	932,860	977,110	4.7%
Totals	\$64,529,848	\$53,504,180	\$49,393,920	-7.7%
Total By Fund				
Operating Budget:				
Ambulance Service	\$2,449,554	\$2,477,030	\$2,591,550	4.6%
Charitable Gambling Tax	28,427	30,000	30,000	0.0%
Community Center	2,595,188	2,628,910	2,567,520	-2.3%
Environmental Utility	1,892,540	1,906,540	1,929,850	1.2%
Fleet Management	988,955	943,190	928,230	-1.6%
General	18,282,328	18,469,330	19,005,900	2.9%
Information Technology	745,971	787,250	787,200	0.0%
Maplewood Area EDA	81,530	137,370	137,580	0.2%
Police Services Fund	3,853	37,000	75,130	103.1%
Recreation Programs	690,315	740,730	739,350	-0.2%
Recycling Program	632,908	631,520	695,560	10.1%
Sanitary Sewer	4,285,774	4,525,100	4,650,240	2.8%
Street Light Utility	224,975	250,550	238,500	-4.8%
Taste of Maplewood	25,497	32,480	35,240	8.5%
Tree Preservation	1,820	2,040	2,020	-1.0%
Total Operating Budget	\$32,929,635	\$33,599,040	\$34,413,870	2.4%
Capital Improvements Budget:				
Capital Improvement Projects	287,568	227,030	200,340	-11.8%
City Dump	11	0	0	N/A
Fire Station (3M site)	4,198,252	7,140	9,500	33.1%
Fire Truck Replacement	1,964	3,900	73,900	1794.9%
General Building Replacement	0	0	1,400	N/A
Legacy Village Park Development District	47	40	40	0.0%
Legacy Village Tax Abatement District	5,236	3,990	3,990	0.0%
Park Development	128,076	828,200	449,660	-45.7%
Pond Clean Out/Dredging	144,524	0	100,000	N/A
Police Department Expansion	2,667,503	0	0	N/A
Police Department Vehicles & Equipment	0	407,320	161,980	-60.2%
Public Safety Training Facility	3,142,519	0	0	N/A
Public Improvement Projects	8,175,544	0	0	N/A
Redevelopment	420	310	81,100	26061.3%
Right of Way	397	80	20	-75.0%
Sewer Lift Station #14	5,954	0	0	N/A
Storm Cleanup	34,819	64,000	30,000	-53.1%
Street Use Revitalization	0	0	30	N/A
Tax Increment Economic Development District #1-11	465	0	0	N/A
Tax Increment Economic Development District #1-12	0	0	166,000	N/A
Tax Increment Housing District #1-1	3,540	5,060	5,010	-1.0%
Tax Increment Housing District #1-2	5,108	6,260	6,280	0.3%
Tax Increment Housing District #1-3	1,593	2,160	2,170	0.5%
Tax Increment Housing District #1-4	387	620	470	-24.2%
Tax Increment Housing District #1-5	381	620	470	-24.2%
Tax Increment Housing District #1-6	428	830	490	-41.0%
Tax Increment Housing District #1-7	22,218	22,810	22,760	-0.2%
Tax Increment Housing District #1-8	62,899	61,290	61,320	0.0%
Tax Increment Housing District #1-10	166,391	163,250	167,900	2.8%
Trash Carts	437	610	730	19.7%
Water Availability Charge - No. St. Paul	1,504	1,550	1,550	0.0%
Water Availability Charge - St. Paul	5,643	8,480	13,150	55.1%
Total Capital Budget	\$19,063,828	\$1,815,550	\$1,560,260	-14.1%
Debt Service Budget:				
Debt Service Fund	12,536,385	18,089,590	13,419,790	-25.8%
Grand Total	\$64,529,848	\$53,504,180	\$49,393,920	-7.7%

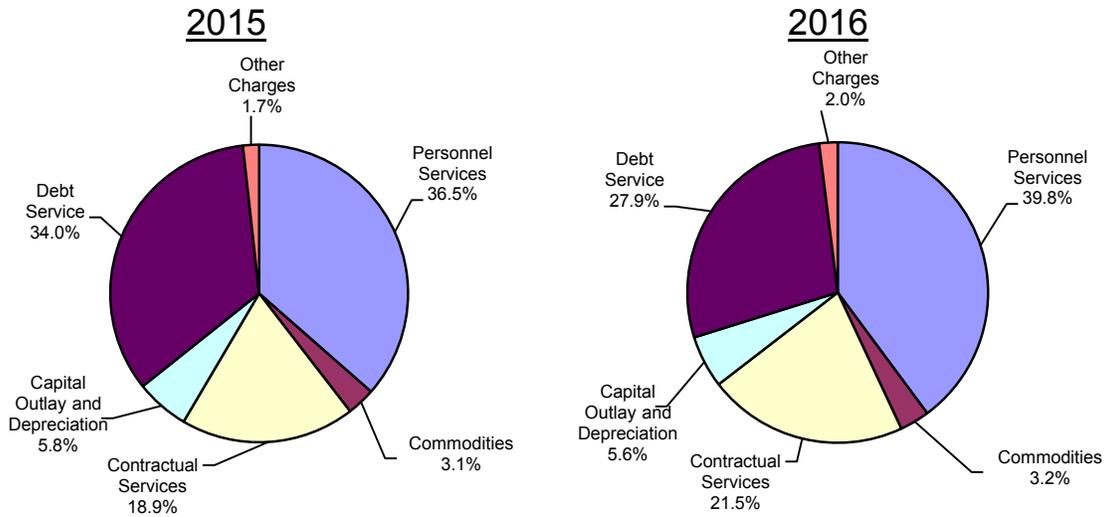
EXPENDITURE TYPES BY DEPARTMENT AS PERCENT OF TOTAL

<u>TYPE</u>	2015 BUDGET	PERCENT OF TOTAL	2016 BUDGET	PERCENT OF TOTAL
Personnel Services	\$19,511,880	36.5%	\$19,682,830	39.8%
Commodities	1,646,480	3.1%	1,579,320	3.2%
Contractual Services	10,127,560	18.9%	10,614,630	21.5%
Capital Outlay and Depreciation	3,110,130	5.8%	2,781,820	5.6%
Debt Service	18,175,270	34.0%	13,758,210	27.9%
Other Charges	932,860	1.7%	977,110	2.0%
Totals	<u>\$53,504,180</u>	<u>100.0%</u>	<u>\$49,393,920</u>	<u>100.0%</u>

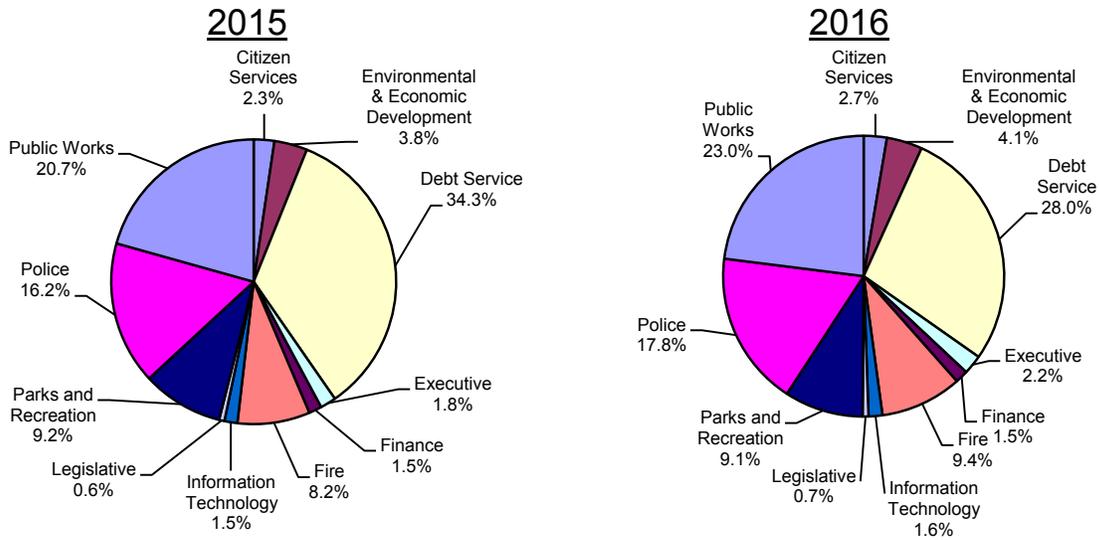
<u>DEPARTMENT</u>				
Citizen Services	\$ 1,252,880	2.3%	\$ 1,315,320	2.7%
Environmental & Economic Development	2,006,500	3.8%	2,026,980	4.1%
Debt Service	18,327,210	34.3%	13,821,910	28.0%
Executive	964,730	1.8%	1,098,090	2.2%
Finance	782,440	1.5%	733,780	1.5%
Fire	4,398,770	8.2%	4,641,320	9.4%
Information Technology	787,250	1.5%	787,200	1.6%
Legislative	323,890	0.6%	331,670	0.7%
Parks and Recreation	4,931,590	9.2%	4,486,420	9.1%
Police	8,678,780	16.2%	8,787,840	17.8%
Public Works	11,050,140	20.7%	11,363,390	23.0%
Totals	<u>\$53,504,180</u>	<u>100.0%</u>	<u>\$49,393,920</u>	<u>100.0%</u>

ALL BUDGETARY FUNDS EXPENDITURE SUMMARY

Type



Department



POLICIES ON FUND BALANCES AND RETAINED EARNINGS

OPERATING BUDGET:

General Fund – this is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The projected December 31, 2016 fund balance is equal to at least 40% of the budgeted 2016 operating revenues to provide working capital to finance operations between the semi-annual receipt of property tax and State aid revenues and to provide a reserve for emergencies.

Special Revenue Funds

Charitable Gambling Tax Fund - this fund is used to hold charitable gambling taxes until they are allocated by the City Council based upon requests received. Consequently, the balance in this fund will fluctuate greatly.

Maplewood Area EDA Fund – this fund was established to assist with development and redevelopment parcels and initiatives. In 2011 it made a five year loan to Health East through the St. Paul Port Authorities Trillion BTU Program.

Police Services Fund - this fund was established to account for money that is legally restricted for police services. Most of the revenues for this fund are from confiscated money that is split between the city, county and state based on a statutory formula. The city's share is 70%. The balance in this fund will fluctuate greatly.

Recreation Programs Fund - the projected December 31, 2016 fund deficit is \$32,386. Temporary deficits in this fund are financed by loans from other funds with an interest rate equal to the average rate earned on city investments.

Taste of Maplewood Fund - this fund accounts for expenses related to the annual July 4th/Taste of Maplewood city celebration.

Tree Preservation Fund - this fund accounts for tree removal permit fee revenue and tree replacement costs. The balance in this fund may fluctuate greatly.

Enterprise Funds

Ambulance Service Fund – the projected 12-31-2016 cash deficit is \$1,015,272 with a receivable balance of over \$1,000,000. The deficit will be reduced gradually over the next several years.

POLICIES ON FUND BALANCES AND RETAINED EARNINGS (cont.)

Community Center Operations Fund – the projected 12-31-2016 cash balance is \$158,808. A restructuring of the programs and staff began in the fall of 2010.

Environmental Utility Fund – this fund accounts for the City's storm water management program and projects. The balance in the fund will fluctuate depending on projects and program activities. At 12-31-2016, the cash balance will be \$481,111.

Recycling Program Fund - the projected 12-31-2016 cash balance is \$335,065. This balance will be gradually reduced to 10% of the budgeted operating expenses over the next few years.

Sanitary Sewer Fund - the projected 12-31-2016 cash balance is \$4,118,459. Utility rates are usually set to provide working capital equal to approximately 10% of the annual budgeted expenses and to provide a reserve for future capital outlay. The balance in the fund will fluctuate depending on projects.

Street Light Utility Fund - the projected 12-31-2016 cash deficit is \$456,837. A rate increase was put into effect in 2013 to take care of the deficit and provide funding for future projects. The balance in the fund will fluctuate depending on projects.

Internal Service Funds

Fleet Management Fund - internal service charges provide most revenues for this fund. Annual increases in the internal service charges are set to produce a small net income. This process is designed to produce a cash reserve equal to the amount of accumulated depreciation for replacement of vehicles and equipment as many fixed assets in this fund are in excess of five years old.

Information Technology Fund - the projected 12-31-2016 cash balance is \$81,481. Internal service charges are set to provide working capital equal to approximately 10% of the annual budgeted expenses and fund depreciation.

CAPITAL IMPROVEMENT BUDGET:

The fund balances in the funds within the Capital Improvement Budget vary annually based upon the timing of construction projects. Normally the year-end fund balance is positive except for the Public Improvement Projects Funds which may have a temporary deficit pending the issuance of public improvement bonds.

DEBT SERVICE BUDGET:

Debt service fund balances fluctuate annually in large part due to prepayment of deferred special assessments which cannot be forecasted. Annual tax levies for the debt service funds are adjusted based upon the amortization of the projected surplus or deficit for each bond issue.

**ALL BUDGETARY FUNDS
BUDGETED CHANGES IN FUND BALANCE/RETAINED EARNINGS**

Total By Fund	BEGINNING FUND BALANCE 01-01-16	REVENUES	NET OTHER INCREASES (DECREASES)	EXPENDITURES	ENDING FUND BALANCE 12-31-16
Operating Budget:					
Ambulance Service	\$297,542	\$2,788,620	\$0	\$2,591,550	\$494,612
Charitable Gambling Tax	21,697	25,400	0	30,000	17,097
Community Center	7,256,578	2,536,840	0	2,567,520	7,225,898
Environmental Utility	24,979,082	2,562,570	(792,020)	1,929,850	24,819,782
Fleet Management	2,265,778	999,210	0	928,230	2,336,758
General	7,707,632	18,885,410	120,490	19,005,900	7,707,632
Information Technology	257,781	804,660	0	787,200	275,241
Maplewood Area EDA	228,130	88,020	0	137,580	178,570
Police Services Fund	118,121	45,590	0	75,130	88,581
Recreation Programs	(23,676)	730,640	0	739,350	(32,386)
Recycling Program	374,691	688,780	0	695,560	367,911
Sanitary Sewer	16,781,456	4,934,040	(459,130)	4,650,240	16,606,126
Street Light Utility	(251,191)	473,620	0	238,500	(16,071)
Taste of Maplewood	0	7,240	28,000	35,240	0
Tree Preservation Fund	4,650	5,000	0	2,020	7,630
Total Operating Budget	\$60,018,271	\$35,575,640	(\$1,102,660)	\$34,413,870	\$60,077,381
Capital Improvements Budget:					
Capital Improvement Projects	\$43,334	\$417,280	(\$250,000)	\$200,340	\$10,274
Fire Station (3M site)	1,187,260	11,870	0	9,500	1,189,630
Fire Truck Replacement	612,435	64,040	0	73,900	602,575
General Building Replacement	174,523	51,050	0	1,400	224,173
Legacy Village Park Development	4,907	50	0	40	4,917
Legacy Village Tax Abatement District	161,404	4,990	(98,700)	3,990	63,704
Park Development	583,098	265,830	0	449,660	399,268
Pond Clean Out/Dredging	36,643	0	100,000	100,000	36,643
Police Department Expansion	7	0	0	0	7
Police Department Vehicles & Equipment	(116,220)	294,640	0	161,980	16,440
Public Safety Training Facility	(12,515)	0	0	0	(12,515)
Public Improvement Projects	(7,168,520)	902,670	1,347,600	0	(4,918,250)
Redevelopment	138,405	26,030	0	81,100	83,335
Right of Way Fund	20,366	10,020	0	20	30,366
Sewer Lift Station No. 14	0	0	0	0	0
Storm Cleanup	72,660	0	30,000	30,000	72,660
Street Use Revitalization	56,810	467,830	(524,370)	30	240
Tax Increment Economic Development District #1-11	(216,639)	17,830	0	0	(198,809)
Tax Increment Economic Development District #1-12	(62,501)	200,000	0	166,000	(28,501)
Tax Increment Housing District #1-1	7,543	150,080	(145,110)	5,010	7,503
Tax Increment Housing District #1-2	9,640	190,100	(183,960)	6,280	9,500
Tax Increment Housing District #1-3	2,936	55,030	(53,050)	2,170	2,746
Tax Increment Housing District #1-4	2,572	50,030	(49,630)	470	2,502
Tax Increment Housing District #1-5	2,096	40,020	(39,650)	470	1,996
Tax Increment Housing District #1-6	5,452	105,050	(104,760)	490	5,252
Tax Increment Housing District #1-7	1,868	23,020	0	22,760	2,128
Tax Increment Housing District #1-8	52,020	65,520	0	61,320	56,220
Tax Increment Housing District #1-10	(4,545)	179,950	0	167,900	7,505
Tax Increment Redevelopment District #1-13	3,477	30	0	0	3,507
Trash Carts	41,352	78,410	(73,710)	730	45,322
Water Availability Charge - No. St. Paul	(16,312)	11,380	0	1,550	(6,482)
Water Availability Charge - St. Paul	788,399	357,610	(133,160)	13,150	999,699
Total Capital Budget	(\$3,588,045)	\$4,040,360	(\$178,500)	\$1,560,260	(\$1,286,445)
Debt Service Budget:					
Debt Service Fund	10,550,791	7,469,510	1,429,650	13,419,790	6,030,161
Grand Total	\$66,981,017	\$47,085,510	\$148,490	\$49,393,920	\$64,821,097

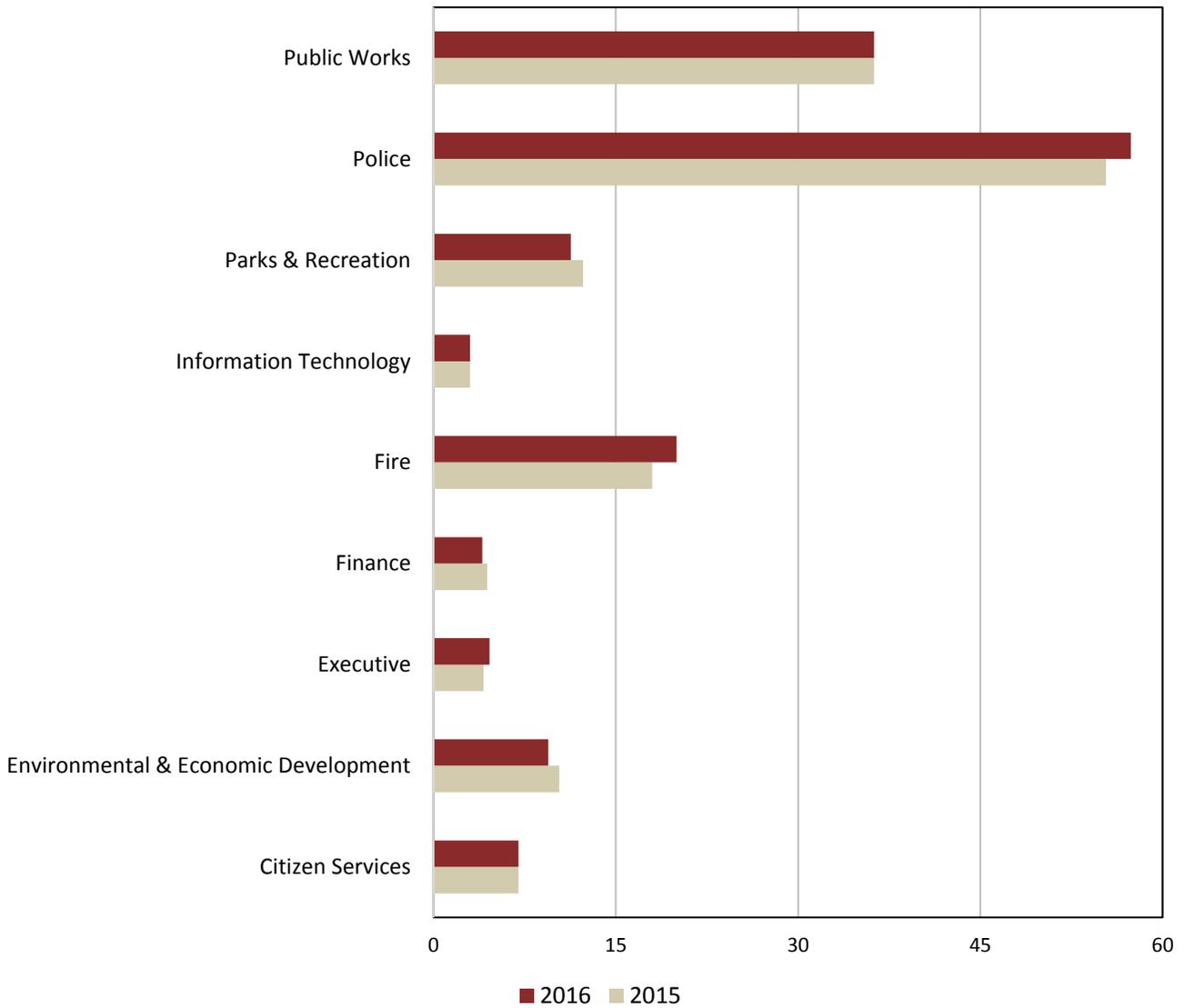
Note: The amounts listed in the column labeled NET OTHER INCREASES (DECREASES) consist of the following: transfers between funds, bond issue proceeds and credits arising from the transfer of depreciation expense to contributed capital.

CITY OF MAPLEWOOD
Relationships Between Departments and Funds

Type of Fund	Debt Service	Executive	Legislative	Finance	Fire	Information Technology	Citizen Services	Police	Public Works	Parks & Recreation	Env & Econ Development
General Fund	Governmental	X	X	X	X		X	X	X	X	X
Special Revenue Funds											
Charitable Gambling Tax	Governmental		X								
Economic Development Authority	Governmental		X								
Police Services	Governmental							X			
Recreation Programs	Governmental									X	
Taste of Maplewood/July 4th	Governmental						X				
Tree Preservation	Governmental									X	
Debt Service Funds	Governmental	X									
Capital Project Funds											
Capital Improvement Projects	Governmental				X		X	X		X	
Fire Station (3M site)	Governmental				X						
Fire Truck Replacement	Governmental				X						
General Building Replacement	Governmental								X		
Legacy Village Park Development	Governmental									X	
Legacy Village Tax Abatement	Governmental										X
Park Development	Governmental									X	
Pond Clean Out/Dredging	Governmental								X		
Police Department Expansion	Governmental							X			
Police Vehicles & Equipment	Governmental							X			
Public Safety Training Facility	Governmental				X						
Redevelopment	Governmental										X
Right of Way	Governmental								X		
Sewer Lift Station #14	Governmental								X		
Storm Cleanup	Governmental								X		
Street Use Revitalization	Governmental								X		
Tax Increment Districts	Governmental	X		X							
Trash Carts	Governmental										X
WAC - N. St. Paul	Governmental								X		
WAC - St. Paul	Governmental								X		
Enterprise Funds											
Ambulance Service	Proprietary				X						
Community Center	Proprietary									X	
Environmental Utility	Proprietary								X	X	X
Recycling Programs	Proprietary										X
Sewer	Proprietary								X		
Street Light Utility	Proprietary								X		
Internal Service Funds											
Information Technology	Proprietary					X					
Fleet Management	Proprietary								X		

SUMMARY OF PERSONNEL BY DEPARTMENT

BUDGETED FULL-TIME REGULAR EMPLOYEES



SUMMARY OF PERSONNEL BY DEPARTMENT

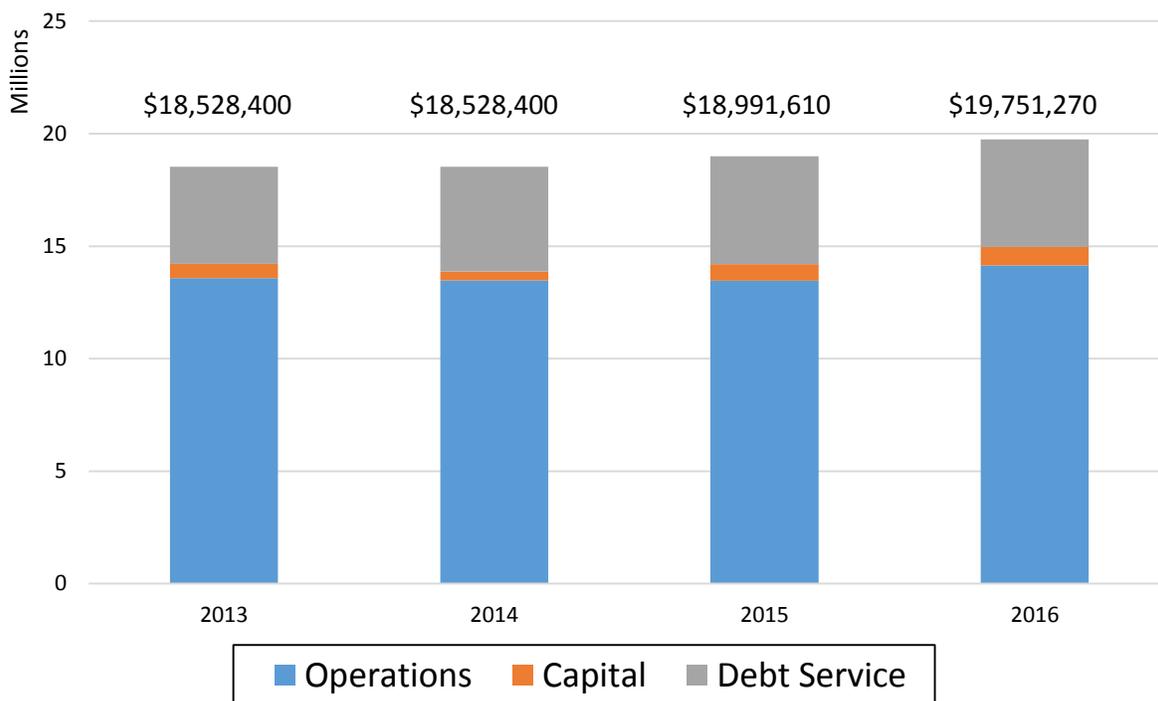
NUMBER OF BUDGETED REGULAR EMPLOYEES

DEPARTMENT	2015		2016	
	Full Time	Part Time*	Full Time	Part Time*
Citizen Services	7	4	7	4
Environmental & Economic Development	10	1	9	1
Executive	4	0	5	1
Finance	4	1	4	1
Fire	18	0	20	1
Information Technology	3	0	3	0
Parks & Recreation	12	7	11	7
Police	55	3	57	3
Public Works	36	0	36	0
TOTALS*	151	15	153	17

* The number of regular part-time employees listed is after conversion to full-time equivalents. Employee totals do not include paid-per-call firefighters or reserve police officers.

TAX LEVY 2013 - 2016

The city's tax levy has increased from \$18,528,400 in 2013 to \$19,751,270 in 2016. The average annual increase has been 2.6% for these years.



The 2016 tax levy is 4.0% above the 2015 levy. The following is a breakdown of increases and decreases in the tax levy payable in 2016:

	Tax Levy Amount		Increase/(Decrease)	
	2015	2016	Amount	Percent
Operations	\$ 13,464,520	\$ 14,141,520	\$ 677,000	5.0%
Capital Improvements	734,270	816,930	82,660	11.3%
Debt Service	4,792,820	4,792,820	0	0.0%
Total	\$ 18,991,610	\$ 19,751,270	\$ 759,660	4.0%

TAX LEVY BY FUND

	2015	2016	Change	
	Levy	Levy	Amount	Percent
<u>Operations</u>				
General Fund	\$12,469,520	\$13,131,520	\$662,000	5.3%
Ambulance Service Fund	335,000	310,000	(25,000)	-7.5%
Community Center Operations Fund	500,000	500,000	0	0.0%
Recreation Programs Fund	160,000	200,000	40,000	25.0%
<u>Capital Improvements</u>				
Capital Improvement Projects Fund	140,000	42,660	(97,340)	-69.5%
Street Improvement Projects Fund	250,000	250,000	0	0.0%
Fire Truck Replacement Fund	0	60,000	60,000	0.0%
General Building Replacement Fund	0	50,000	50,000	0.0%
Police Vehicle & Equipment Fund	255,000	300,000	45,000	17.6%
Redevelopment Fund	0	25,000	25,000	0.0%
Economic Development Authority	89,270	89,270	0	0.0%
<u>Debt Service</u>				
Debt Service Fund	4,792,820	4,792,820	0	0.0%
Totals - All Funds	\$18,991,610	\$19,751,270	\$759,660	4.0%

CHANGES IN TAX BASE 2013 – 2016

The assessor's estimated taxable market values for 2013-2016 have been as follows:

2013	\$3,149,493,400	-0.6%	
2014	\$3,174,211,200	0.8%	
2015	\$3,457,190,700	8.9%	
2016	\$3,563,846,300	3.1%	(estimate)

In Minnesota, the assessor's estimated taxable market values are reduced by different percentages (class rates) depending on the property type to calculate a taxable value called tax capacity. For taxes payable in 2016 on a single-family home occupied by the owner with an assessor's estimated market value of \$600,000, the tax capacity is calculated as follows:

1% of the first \$500,000 in value	= \$5,000
1.25% of the value above \$500,000	= \$1,250
Total tax capacity	= \$6,250

For commercial and industrial property the tax capacity is calculated at 1.5% of the first 150,000 of market value and 2.0% of the market value above \$150,000. The table below lists the property class rates for taxes for the years specified.

PROPERTY CLASS RATES – PERCENTAGE OF MARKET VALUE

<u>Property Type</u>	<u>Rate for 2013 Taxes</u>	<u>Rate for 2014 Taxes</u>	<u>Rates for 2015 Taxes</u>	<u>Rates for 2016 Taxes</u>
Homestead				
0 to \$500,000	1.00%	1.00%	1.00%	1.00%
Over \$500,000	1.25%	1.25%	1.25%	1.25%
Non-Homestead (Single Family)				
0 to \$500,000	1.00%	1.00%	1.00%	1.00%
Over \$500,000	1.25%	1.25%	1.25%	1.25%
Apartments				
Regular	1.25%	1.25%	1.25%	1.25%
Commercial/Industrial				
0 to \$150,000	1.50%	1.50%	1.50%	1.50%
Over \$150,000	2.00%	2.00%	2.00%	2.00%

CHANGES IN TAX BASE 2013 – 2016

When the City of Maplewood levies property taxes, most of the amount levied is allocated to property owners based on the tax capacity of their property. (The open space and fire safety bond issue referendums approved levies are on the market value of their property.) The total tax capacity of all property in Maplewood for 2013-2016 has been as follows:

2013	\$37,147,172	-6.2%
2014	\$36,995,640	-0.4%
2015	\$40,099,708	8.4%
2016	\$41,435,340	3.3% (estimate)

The amounts listed include real estate and personal property such as electric substations. Also, the amounts are after adjustments for tax increment districts and fiscal disparities. The adjustment for tax increment districts reduces the tax base for the value of new development in a specified area. This allows the city to use the additional property taxes generated by the development to pay for certain expenses. Beginning in 2012, the market value homestead credit was replaced with an exclusion on homestead property equal to 40% of the 1st \$76,000 of market value less 9% of value over \$76,000 but less than \$413,800. The total tax capacity amounts listed above are reduced for the exclusion.

The adjustment in tax base for fiscal disparities provides for sharing throughout the Twin Cities metropolitan area, 40% of the growth in commercial and industrial tax base values. The 40% growth is contributed to an area-wide tax base pool. A distribution index, based on the factors of population and property market value per capita, is used to allocate the area-wide tax base pool back to each taxing district. The following table provides a breakdown of Maplewood's tax base values:

TAX CAPACITY	2013	2014	2015	2016 Estimate
Real Estate	38,133,717	38,459,635	41,499,903	42,920,859
Personal Property	570,443	575,514	596,184	622,590
Tax Increment Districts	<u>(259,568)</u>	<u>(862,151)</u>	<u>(632,359)</u>	<u>(1,006,925)</u>
Sub-Total	38,444,592	38,172,998	41,463,728	42,536,524
Fiscal Disparities:				
Contribution	(6,508,036)	(6,484,969)	(6,639,034)	(6,362,973)
Distribution	<u>5,210,616</u>	<u>5,307,611</u>	<u>5,275,014</u>	<u>5,261,789</u>
Total Tax Capacity	37,147,172	36,995,640	40,099,708	41,435,340

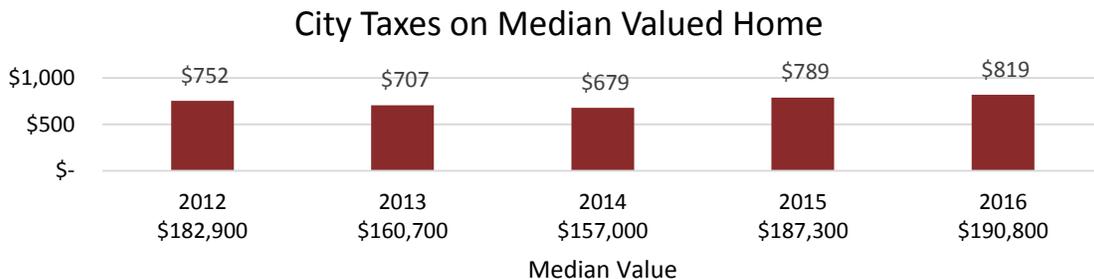
CHANGES IN TAX RATES 2013 – 2016

When the City of Maplewood levies property taxes, most of the amount levied is allocated to property owners based on the tax capacity of their property. (The open space and fire safety bond issue referendums approved levies are on the market value of their property.) In order to allocate the tax levy, a percentage is calculated by dividing the tax levy amount by the tax capacity of the city’s tax base. This rate is then applied to the tax capacity of property to determine the amount of taxes due. The 2013-2016 tax capacity rates for the city property tax levy has been as follows:

- 2013 – 48.659%
- 2014 – 48.378%
- 2015 – 46.353%
- 2016 – 46.985% (estimate)

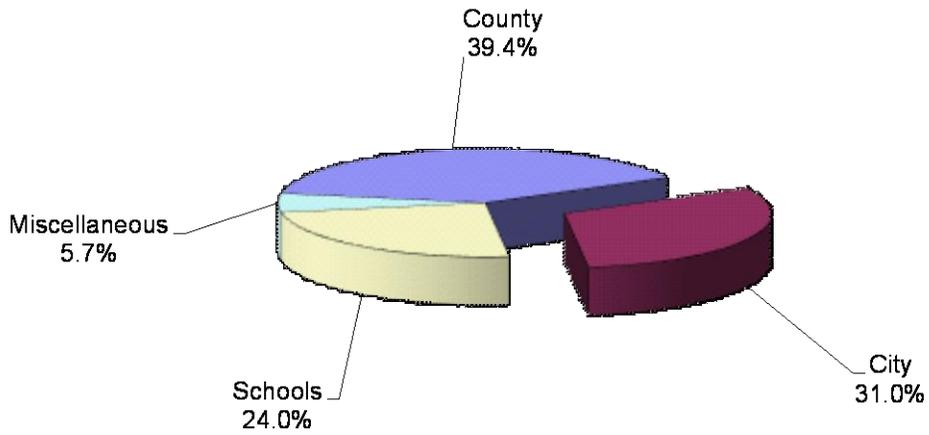
Part of the city’s tax levy each year is for principal and interest payments on the open space and fire safety bond issues that were approved in referendums. The tax levies for these bond issues are allocated to property owners based on the market value of their property. In order to allocate these tax levies, a percentage is calculated by dividing the tax levy amount by the market value of the city’s tax base. This rate is then applied to the market value of property to determine the amount of taxes due. The 2013-2016 market value tax rates for the city property tax levy have been as follows:

- 2013 – .02227%
- 2014 – .01965%
- 2015 – .00870%
- 2016 – .00898% (estimate)

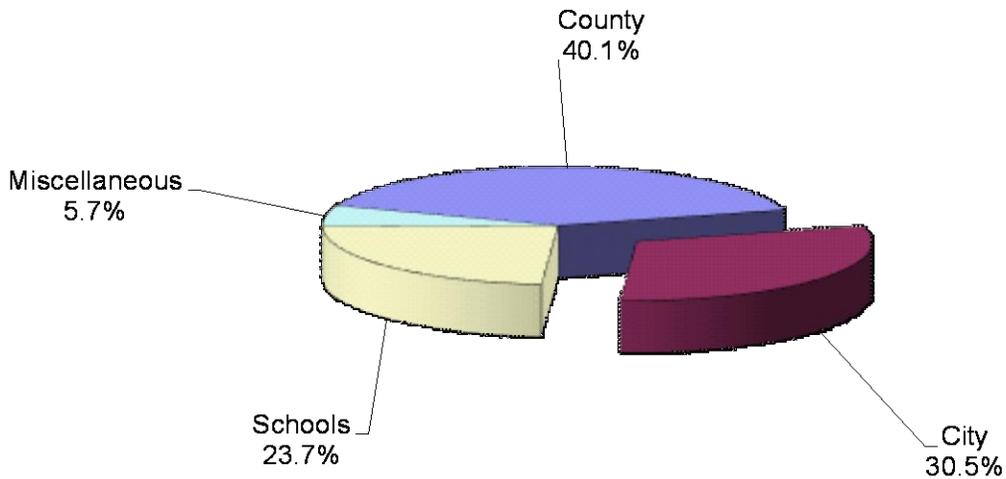


City property taxes are a small proportion of total tax bill for property owners. In Minnesota, property taxes are also levied by school districts, counties and miscellaneous special taxing districts such as watersheds, regional transit commissions and the Metropolitan Council. The property tax bill for each property owner is equal to each taxing district’s tax rate multiplied by the property value and then added together. The pie graphs on the next page indicate what portion city taxes have been of the total for 2014 and 2015.

CITY PORTION OF PROPERTY TAXES



2015 ACTUAL



2014 ACTUAL



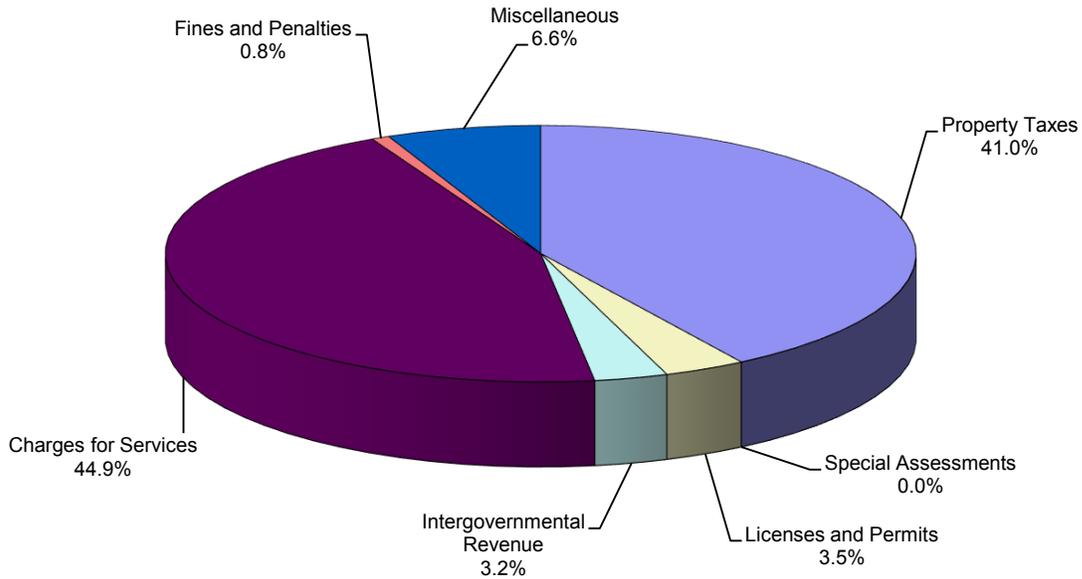
MAPLEWOOD

Together We Can

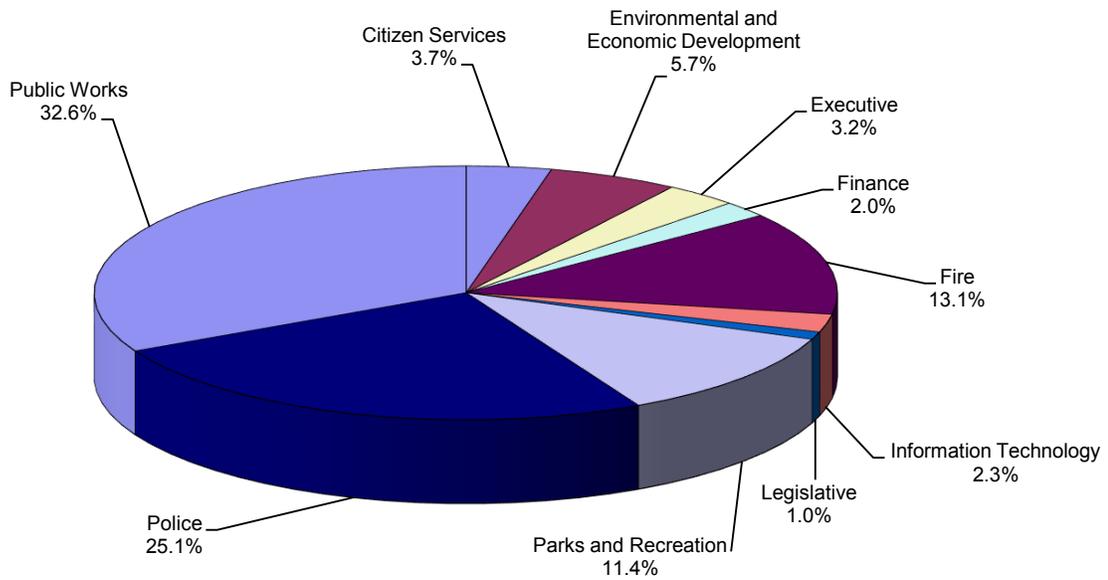
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2016 OPERATING BUDGET

Summary of Revenues and Expenditures



Revenues by Source
\$35.6 Million



Expenditures by Department
\$34.4 Million

2016 OPERATING BUDGET REVENUE SOURCES AS PERCENT OF TOTAL

<u>SOURCE</u>	2015 BUDGET	PERCENT OF TOTAL	2016 BUDGET	PERCENT OF TOTAL
Property Taxes	\$14,020,460	40.5%	\$14,598,550	41.0%
Special Assessments	400	0.0%	800	0.0%
Licenses and Permits	1,291,570	3.7%	1,248,340	3.5%
Intergovernmental Revenue	1,105,590	3.2%	1,121,330	3.2%
Charges for Services	15,824,360	45.7%	15,967,880	44.9%
Fines and Penalties	237,600	0.7%	274,000	0.8%
Miscellaneous	2,179,170	6.3%	2,364,740	6.6%
Totals	<u>\$34,659,150</u>	<u>100.0%</u>	<u>\$35,575,640</u>	<u>100.0%</u>

OPERATING BUDGET REVENUE SUMMARY

<u>Total By Source</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Taxes	\$13,738,630	\$13,868,841	\$14,020,460	\$14,598,550	4.1%
Special Assessments	1,034	99,959	400	800	100.0%
Licenses and Permits	1,260,940	2,281,559	1,291,570	1,248,340	-3.3%
Intergovernmental Revenue	1,303,269	1,125,156	1,105,590	1,121,330	1.4%
Charges for Services	16,191,215	16,119,717	15,824,360	15,967,880	0.9%
Fines and Penalties	298,427	297,444	237,600	274,000	15.3%
Miscellaneous	2,139,720	2,021,477	2,179,170	2,364,740	8.5%
Totals	\$34,933,235	\$35,814,153	\$34,659,150	\$35,575,640	2.6%
<u>Total By Fund</u>					
Ambulance Service	\$2,943,622	\$3,021,974	\$2,723,790	\$2,788,620	2.4%
Charitable Gambling Tax	27,135	25,410	27,200	25,400	-6.6%
Community Center	2,369,003	2,374,483	2,592,450	2,536,840	-2.1%
Environmental Utility	2,322,600	2,375,230	2,490,190	2,562,570	2.9%
Fleet Management	935,302	968,501	979,400	999,210	2.0%
General	18,743,655	19,172,765	18,205,420	18,885,410	3.7%
Information Technology	695,160	753,697	773,680	804,660	4.0%
Maplewood Area EDA	92,917	98,232	90,210	88,020	-2.4%
Police Services	28,177	61,413	10,660	45,590	327.7%
Recreation Programs	644,874	622,617	701,490	730,640	4.2%
Recycling Program	555,843	630,573	644,570	688,780	6.9%
Sanitary Sewer	5,269,696	5,222,857	4,928,500	4,934,040	0.1%
Street Light Utility	294,537	475,825	477,610	473,620	-0.8%
Taste of Maplewood	8,909	5,647	12,980	7,240	-44.2%
Tree Preservation Fund	1,805	4,929	1,000	5,000	400.0%
Totals	\$34,933,235	\$35,814,153	\$34,659,150	\$35,575,640	2.6%

2016 OPERATING BUDGET
EXPENDITURE TYPES BY DEPARTMENT AS PERCENT OF TOTAL

<u>TYPE</u>	2015 BUDGET	PERCENT OF TOTAL	2016 BUDGET	PERCENT OF TOTAL
Personnel Services	\$19,511,880	58.1%	\$19,682,830	57.2%
Commodities	1,646,480	4.9%	1,579,320	4.6%
Contractual Services	9,938,000	29.6%	10,519,030	30.6%
Capital Outlay and Depreciation	1,666,780	5.0%	1,764,840	5.1%
Other Charges	835,900	2.5%	867,850	2.5%
Totals	<u>\$33,599,040</u>	<u>100.0%</u>	<u>\$34,413,870</u>	<u>100.0%</u>

DEPARTMENT

Citizen Services	\$1,187,660	3.5%	\$1,270,320	3.7%
Environmental and Economic Development	2,005,580	6.0%	1,945,150	5.7%
Executive	964,730	2.9%	1,098,090	3.2%
Finance	757,160	2.3%	702,690	2.0%
Fire	4,330,700	12.9%	4,522,920	13.1%
Information Technology	787,250	2.3%	787,200	2.3%
Legislative	323,890	1.0%	331,670	1.0%
Parks and Recreation	3,973,350	11.8%	3,916,720	11.4%
Police	8,296,680	24.7%	8,625,860	25.1%
Public Works	10,972,040	32.7%	11,213,250	32.6%
Totals	<u>\$33,599,040</u>	<u>100.0%</u>	<u>\$34,413,870</u>	<u>100.0%</u>

OPERATING BUDGET EXPENDITURE SUMMARY

<u>Total By Department</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Citizen Services	\$1,155,443	\$1,169,665	\$1,212,880	\$1,270,320	4.7%
Environmental and Economic Development	1,972,496	2,105,555	2,005,580	1,945,150	-3.0%
Executive	904,595	850,816	964,730	1,098,090	13.8%
Finance	743,043	751,157	757,160	702,690	-7.2%
Fire	4,206,175	4,320,083	4,330,700	4,522,920	4.4%
Information Technology	711,219	745,971	787,250	787,200	0.0%
Legislative	193,428	266,078	323,890	331,670	2.4%
Parks and Recreation	3,781,825	3,859,128	3,973,350	3,916,720	-1.4%
Police	8,213,247	8,174,322	8,271,460	8,625,860	4.3%
Public Works	10,459,372	10,686,860	10,972,040	11,213,250	2.2%
Totals	\$32,340,843	\$32,929,635	\$33,599,040	\$34,413,870	2.4%
 <u>Total By Classification</u>					
Personnel Services	\$18,632,118	\$19,045,200	\$19,511,880	\$19,682,830	0.9%
Commodities	1,785,798	1,574,914	1,646,480	1,579,320	-4.1%
Contractual Services	9,279,168	9,733,047	9,938,000	10,519,030	5.8%
Capital Outlay and Depreciation	1,841,014	1,749,624	1,666,780	1,764,840	5.9%
Other Charges	802,745	826,850	835,900	867,850	3.8%
Totals	\$32,340,843	\$32,929,635	\$33,599,040	\$34,413,870	2.4%
 <u>Total By Fund</u>					
Ambulance Service	\$2,352,932	\$2,449,554	\$2,477,030	\$2,591,550	4.6%
Charitable Gambling Tax	28,536	28,427	30,000	30,000	0.0%
Community Center	2,559,630	2,595,188	2,628,910	2,567,520	-2.3%
Environmental Utility	1,729,293	1,892,540	1,906,540	1,929,850	1.2%
Fleet Management	917,174	988,955	943,190	928,230	-1.6%
General	18,455,671	18,282,328	18,469,330	19,005,900	2.9%
Information Technology	711,219	745,971	787,250	787,200	0.0%
Maplewood Area EDA	12,871	81,530	137,370	137,580	0.2%
Police Services	19,581	3,853	37,000	75,130	103.1%
Recreation Programs	675,564	690,315	740,730	739,350	-0.2%
Recycling Program	519,650	632,908	631,520	695,560	10.1%
Sanitary Sewer	4,104,201	4,285,774	4,525,100	4,650,240	2.8%
Street Light Utility	226,423	224,975	250,550	238,500	-4.8%
Taste of Maplewood	25,938	25,497	32,480	35,240	8.5%
Tree Preservation	2,160	1,820	2,040	2,020	-1.0%
Totals	\$32,340,843	\$32,929,635	\$33,599,040	\$34,413,870	2.4%

OPERATING BUDGET
EXPENDITURES BY PROGRAM - DESCENDING ORDER FOR 2016 BUDGET

DEPARTMENT	CODE	PROGRAM	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	2016 PERCENT CHANGE
POLICE	402	Police Services	\$6,087,523	\$5,937,580	\$6,362,840	\$5,796,310	-8.9%
PUBLIC WORKS	508	Sanitary Sewer Oper.	4,104,201	4,285,774	4,525,100	4,650,240	2.8%
PARKS & REC	61X	Community Center Oper.	2,559,630	2,595,188	2,628,910	2,567,520	-2.3%
FIRE	403	Emer. Medical Services	2,140,902	2,237,524	2,262,940	2,367,800	4.6%
POLICE	409	Investigations	1,146,666	1,131,081	842,390	1,522,050	80.7%
FIRE	404	Fire Suppression	1,412,658	1,408,040	1,416,610	1,480,370	4.5%
PUBLIC WORKS	512	Storm Sewer Maint.	1,184,860	1,252,012	1,281,150	1,339,510	4.6%
POLICE	401	Adminstration	935,984	1,093,087	1,066,230	1,293,500	21.3%
PUBLIC WORKS	509	Fleet Management	917,174	988,955	943,190	928,230	-1.6%
PUBLIC WORKS	602	Park Maintenance	879,628	804,574	854,450	866,000	1.4%
INFO TECH	118	I.T. Services	711,219	745,971	787,250	787,200	0.0%
CITIZEN SERVICES	301	Administration	658,827	683,070	767,050	780,470	1.7%
PARKS & REC	603	Recreation Programs	675,564	690,315	740,730	739,350	-0.2%
PUBLIC WORKS	502	Street Maintenance	733,863	689,700	732,880	720,870	-1.6%
ENV & ECON DEV	706	Recycling	519,650	632,908	631,520	695,560	10.1%
PUBLIC WORKS	503	Engineering	759,842	690,712	646,930	661,480	2.2%
PUBLIC WORKS	115	Building Operations	644,346	561,198	576,350	617,230	7.1%
FIRE	411	Adminstration	560,027	577,009	554,340	573,840	3.5%
PUBLIC WORKS	514	Snow and Ice Control	452,149	564,528	481,570	504,850	4.8%
ENV & ECON DEV	703	Building Inspections	491,974	483,881	472,310	468,340	-0.8%
EXECUTIVE	102	Administration	387,722	332,314	407,570	406,160	-0.3%
ENV & ECON DEV	702	Planning	523,364	561,190	438,430	398,050	-9.2%
EXECUTIVE	116	HR Administration	297,636	288,859	321,700	392,390	22.0%
CITIZEN SERVICES	303	Deputy Registrar	405,574	398,383	345,600	371,740	7.6%
FINANCE	202	Finance Services	436,293	423,164	420,250	358,490	-14.7%
FINANCE	201	Administration	306,750	327,993	336,910	344,200	2.2%
PARKS & REC	604	Nature Center	258,619	279,824	287,210	287,460	0.1%
PUBLIC WORKS	513	Street Sweeping	202,127	271,032	270,660	270,220	-0.2%
ENV & ECON DEV	701	Administration	282,190	285,305	344,580	256,980	-25.4%
PUBLIC WORKS	501	Administration	205,914	231,801	251,170	248,150	-1.2%
EXECUTIVE	103	Legal Services	214,146	225,385	229,540	246,300	7.3%
PUBLIC WORKS	506	Street Lights and Signals	226,423	224,975	250,550	238,500	-4.8%
PARKS & REC	601	Administration	183,485	199,090	209,200	218,560	4.5%
PUBLIC WORKS	516	Forestry	148,846	121,599	158,040	167,970	6.3%
LEGISLATIVE	101	City Council	144,870	156,121	154,370	161,940	4.9%
LEGISLATIVE	000	Maplewood Area EDA	12,871	81,530	137,370	137,580	0.2%
FIRE	405	Fire Prevention	84,982	89,817	86,940	91,360	5.1%
CITIZEN SERVICES	304	Elections	65,104	62,715	67,750	82,870	22.3%
ENV & ECON DEV	707	Code Enforcement	107,192	95,905	75,720	82,580	9.1%
PARKS & REC	605	Open Space Mgmt.	71,070	72,834	75,100	75,070	0.0%
ENV & ECON DEV	704	Public Health Inspections	48,127	46,366	43,020	43,640	1.4%
EXECUTIVE	111	Communications	0	0	0	37,320	N/A
CITIZEN SERVICES	000	Taste of Maplewood	25,938	25,497	32,480	35,240	8.5%
LEGISLATIVE	000	Chaitable Gambling	28,536	28,427	30,000	30,000	0.0%
PARKS & REC	606	Ice Arena Operations	31,298	20,056	30,160	26,740	-11.3%
EXECUTIVE	114	Safety	5,092	4,258	5,920	15,920	168.9%
POLICE	407	Animal Control	43,075	12,574	0	14,000	N/A
FIRE	413	Emergency Mgmt.	7,606	7,693	9,870	9,550	-3.2%
LEGISLATIVE	105	Police Civil Service Comm.	6,644	0	2,150	2,150	0.0%
PARKS & REC	000	Tree Preservation	2,159	1,820	2,040	2,020	-1.0%
LEGISLATIVE	108	Human Rights Comm.	507	0	0	0	N/A
			<u>\$32,340,843</u>	<u>\$32,929,635</u>	<u>\$33,599,040</u>	<u>\$34,413,870</u>	<u>2.4%</u>



CITIZEN SERVICES DEPARTMENT

Karen Haag, City Clerk/Citizen Services Director

karen.haag@maplewoodmn.gov

651-249-2002



DEPARTMENT OVERVIEW

The Citizen Services Department is the office of the City Clerk and is responsible for the administrative and record keeping functions for all City Council actions. The Department also serves as a passport processing facility and administers local, State and Federal elections. Additionally, the Department issues all business licenses and miscellaneous permits for the City.

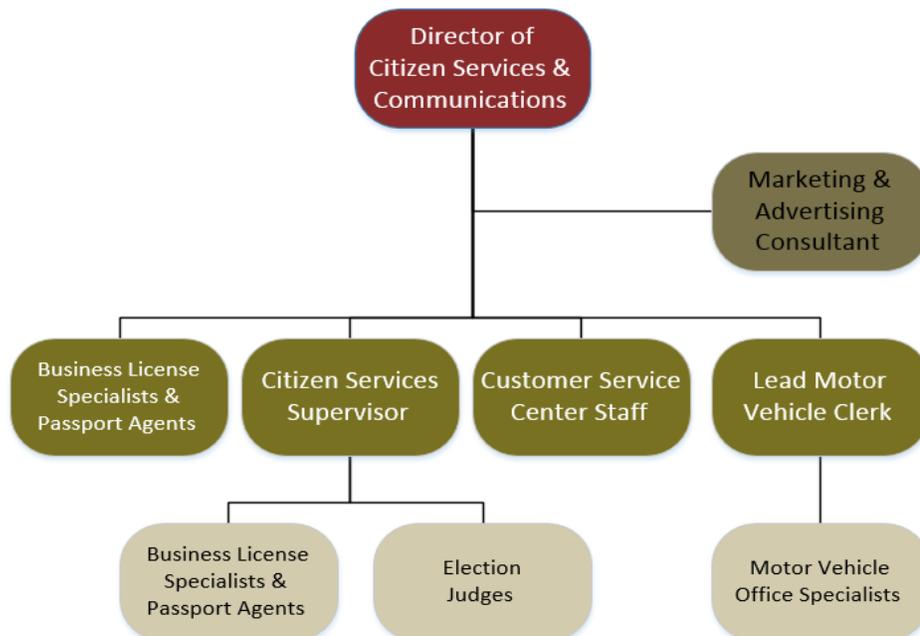
We also offer a full-service motor vehicle department where you can get your Minnesota ID, driver's license, title transfers, vehicle registration (tabs), boat and motorcycle registration.

The City Clerk is also the Responsible Authority for the City and can assist you with all of your data practice needs.

SERVICE AREAS

- Data Practices
- Elections
- Passport Processing
- Record Keeping
- Marketing/Communications
- Driver's License
- Minnesota ID's
- Boat Registrations
- Motorcycle Registrations
- Vehicle Title Transfers
- Vehicle Registration Tabs

DEPARTMENT ORGANIZATIONAL CHART



CITIZEN SERVICES DEPARTMENT

MISSION STATEMENT

To maintain records, administer elections, issue all licenses and passports in a timely and efficient manner and provide citizens with requested data.

To promote the City through print and media and assist other departments in promoting their activities and programs through innovative advertising, online ads, email and print newsletters to Maplewood and surrounding areas.

2016 DEPARTMENTAL GOALS

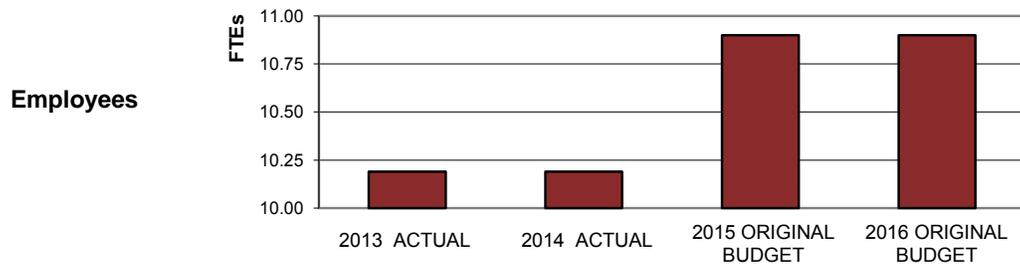
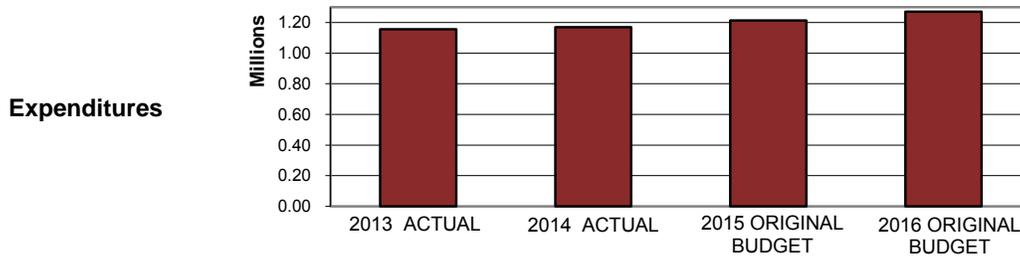
- 100% of completed council agendas and agenda packets provided 4 days in advance of meetings and 100% of legal notices prepared, posted and or published with legal deadlines.
- Manage the production of the Maplewood Living and other city publications keeping the public informed of progress, events and the overall story of the city. Continue to work with local and surrounding businesses showcasing their offerings and increase the use of social networking for marketing and advertising purposes.
- Work with all departments to manage the record keeping of all contracts and agreements for required retention purposes and for improved transparency.
- Facilitate updates and republications to the City Code of Ordinances through Municipal Code on a bi-annual basis or as needed.
- Continue to mainstream Business License processes and procedures making the application process available on-line with the availability to make on-line payments.
- Revise the Records Retention Schedule reflecting changes in the 2015 legislative session and provide departments with updated laws and practices on records retention practices.
- Continue working with local auto dealers, banks and credit unions in Maplewood and surrounding areas performing their deputy registrar work.
- Conduct the 2016 Presidential Election cycle implementing the use of the new election equipment and conduct educational open houses for voters to view the new equipment.
- Conduct the annual July 4th “Light It Up” fireworks event at Hazelwood Park securing vendors and sponsors to help with the cost of the event.

2016 STRATEGIC PLAN – ACTION STEPS

FINANCIAL STABILITY General Fund Reserves	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
FINANCIAL STABILTIY Budget	<ul style="list-style-type: none"> • Manage project budgets.
COORDINATED COMMUNICATION Communication	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.
EFFECTIVE GOVERNANCE Council Meeting Decorum	<ul style="list-style-type: none"> • Review Council orientation presentation to promote rules of civility.

**CITIZEN SERVICES
EXPENDITURE SUMMARY**

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Citizen Services Administration	\$658,827	\$683,070	\$767,050	\$780,470	1.7%
Deputy Registrar	405,574	398,383	345,600	371,740	7.6%
Elections	65,104	62,715	67,750	82,870	22.3%
Taste of Maplewood	25,938	25,497	32,480	35,240	8.5%
Totals	1,155,443	1,169,665	1,212,880	1,270,320	4.7%
Total By Classification					
Personnel Services	871,320	898,412	941,550	967,320	2.7%
Commodities	21,017	15,328	19,450	20,850	7.2%
Contractual Services	260,413	252,659	251,880	282,150	12.0%
Capital Outlay and Depreciation	0	0	0	0	N/A
Other Charges	2,693	3,266	0	0	N/A
Totals	1,155,443	1,169,665	1,212,880	1,270,320	4.7%
Total By Fund					
General Fund	1,129,505	1,144,168	1,180,400	1,235,080	4.6%
Taste of Maplewood	25,938	25,497	32,480	35,240	8.5%
Totals	\$1,155,443	\$1,169,665	\$1,212,880	\$1,270,320	4.7%
Number of Employees (FTE)	10.19	10.19	10.90	10.90	0.0%



Department: Citizen Services
Program: Administration

Fund # : 101
Program # : 301

Program Description

To maintain accurate and complete permanent city records, to manage the issuance and processing of business licenses and permits in a timely and efficient manner, produce the Maplewood Monthly to keep the citizenry informed and provide marketing and advertising expertise to all city departments and to oversee the general management to all department operations.

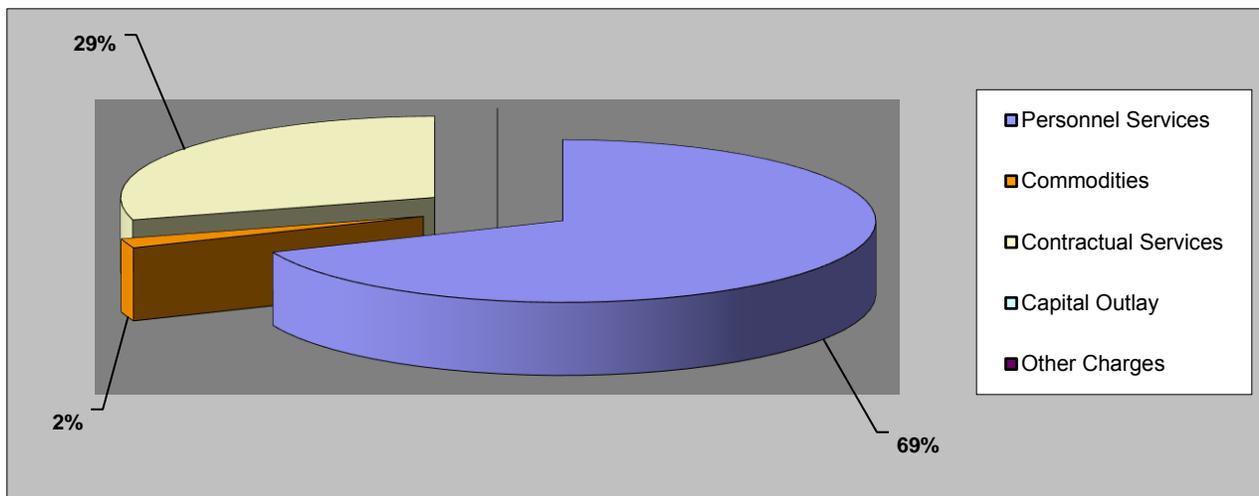
Program Expenditure Highlights

Personnel services - .3 fte was moved from this program (101-301) to the Deputy Registrar program (101-303).

Contractual services - proposal to increase the number of newsletters in 2016 from 9 to 12.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 421,280	\$ 452,550	\$ 549,770	\$ 535,940
Commodities	13,824	12,619	14,200	14,500
Contractual Services	221,030	214,635	203,080	230,030
Capital Outlay	-	-	-	-
Other Charges	2,693	3,266	-	-
Total	\$ 658,827	\$ 683,070	\$ 767,050	\$ 780,470
Percent Change	11.4%	3.7%	12.3%	1.7%
Full-Time Equivalent positions	4.39	5.39	6.10	5.80

Program Expenditures by Classification



Department: Citizen Services
Program: Administration

Fund #: 101
Program #: 301

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Agenda reports	580	469	525	525
Pages of minutes	446	418	500	500
Number of ordinances	8	9	10	10
Number of resolutions	194	133	200	200
Business licenses / permits / registrations / dog-cat permits	2,477	2,002	2,100	2,100
Number of passports processed	2,052	2,073	2,000	2,050
Annual marketing agreements	29	19	15	15
Number of marketing projects	267	200	150	150
Testimonial marketing	22	20	15	15
<u>EFFECTIVENESS INDICATORS</u>				
Percentage of licenses, permits issued by deadline	99%	99%	99%	99%
Percentage of marketing projects completed	99%	100%	100%	100%
Testimonials used in marketing materials	80%	80%	80%	80%
Business contacts for the purpose of ad revenue and partnerships	80%	80%	80%	80%
<u>EFFICIENCY MEASURES</u>				
Projects are completed on time and in a professional manner	100%	100%	100%	100%

COMMENTS

Administrative workload remains steady in all areas. Business licensing and permit numbers remain consistent. Marketing projects have decreased due to implementing more social media opportunities.

In 2013 passport processing was moved from Deputy Registrar to the City Clerk Administrative Division due to a new federal law prohibiting the same individuals that have the ability to process driver's licenses or identification cards to process passport applications.

Department: Citizen Services
Program: Deputy Registrar

Fund # : 101
Program # : 303

Program Description

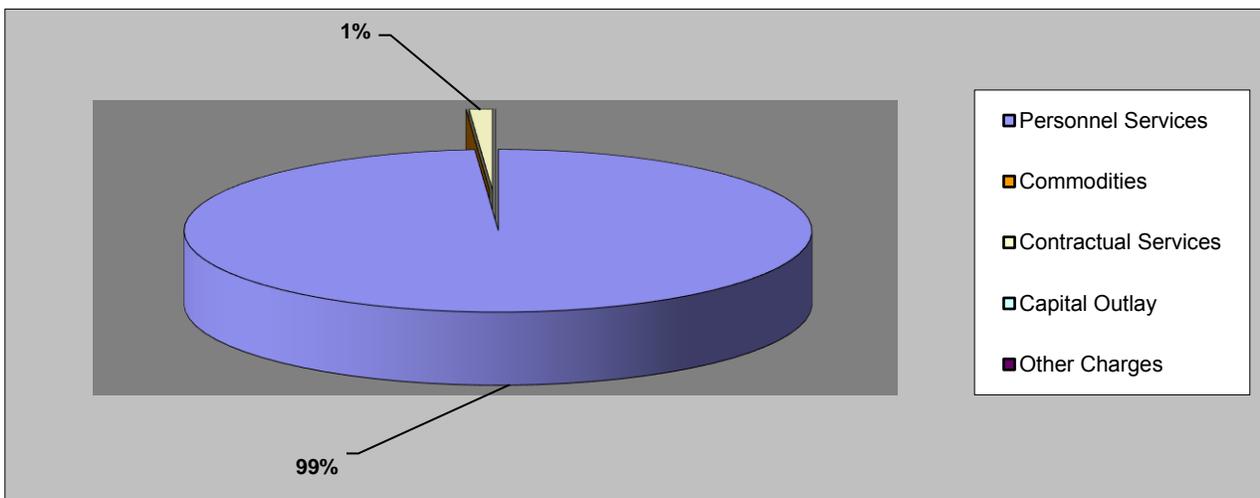
To present a courteous, service-oriented team providing a high level of accuracy and efficiency.

Program Expenditure Highlights

Personnel services - .3 fte was moved from the Administration program (101-301) to this program (101-303).

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 400,470	\$ 393,486	\$ 341,830	\$ 367,310
Commodities	-	-	-	-
Contractual Services	5,104	4,897	3,770	4,430
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 405,574	\$ 398,383	\$ 345,600	\$ 371,740
Percent Change	1.4%	(-1.8%)	(-13.2%)	7.6%
 Full-Time Equivalent positions	 5.80	 4.80	 4.80	 5.10

Program Expenditures by Classification



Department: Citizen Services
Program: Deputy Registrar

Fund #: 101
Program #: 303

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of motor vehicle transactions	53,001	55,456	50,000	55,000
Number of driver's license transactions	18,574	18,065	18,000	18,000
Number of Auto Dealer's that we process for	8	7	11	11
<u>EFFECTIVENESS INDICATORS</u>				
Initial accuracy rate on motor vehicle reports reconciled	98%	99%	99%	99%
Initial accuracy rate on driver's license reports reconciled	98%	99%	99%	99%

COMMENTS

Number of transactions remains steady in all areas of motor vehicle and DNR.

In 2013, Federal guidelines prohibited State Motor Vehicle Departments that are also a Federal Passport Facility to process first-time driver's licenses and passports at the same facility. Since passport processing has been moved to the City Clerk Division, the Deputy Registrar Division has resumed processing first-time driver's license applications.

Department: Citizen Services
Program: Elections

Fund # : 101
Program # : 304

Program Description

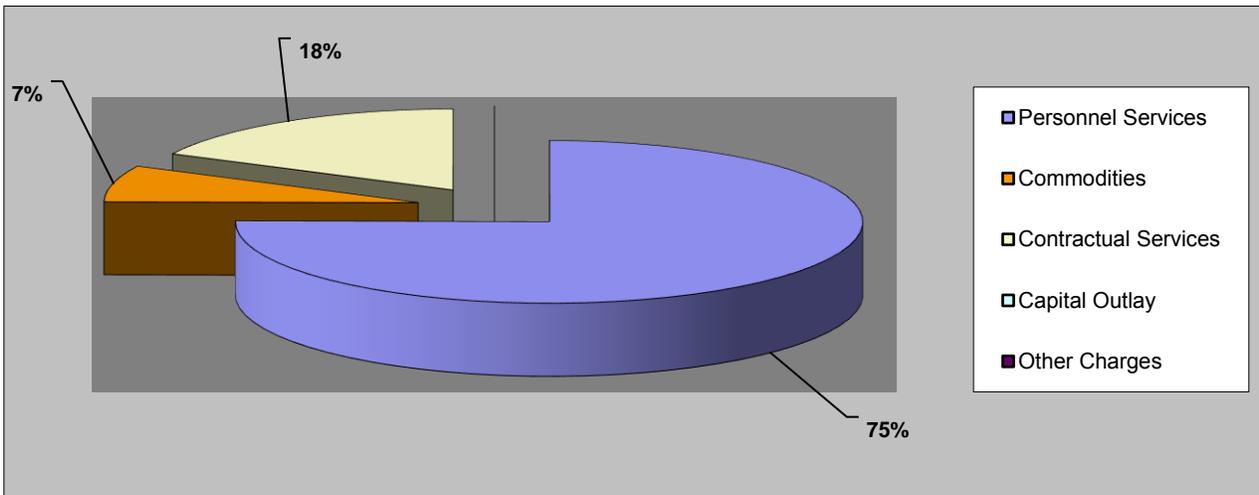
To manage all municipal, federal and state elections focusing on legal compliance and integrity.

Program Expenditure Highlights

2016 is a presidential election year.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 47,914	\$ 50,856	\$ 48,500	\$ 62,270
Commodities	7,070	2,461	5,250	6,000
Contractual Services	10,120	9,398	14,000	14,600
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 65,104	\$ 62,715	\$ 67,750	\$ 82,870
Percent Change	(-19.1%)	(-3.7%)	8.0%	22.3%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department: Citizen Services
Program: Elections

Fund #: 101
Program #: 304

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of registered voters	22,252	22,402	22,000	22,500
Election judges trained	150	161	150	200
Number of ballots cast	5,295	13,824	5,000	19,500
Number of absentee ballots transmitted	420	2,058	400	3,000
Number of absentee ballots returned by voter	369	1,758	350	2500
Number of absentee ballots rejected	7	90	4	100
<u>EFFECTIVENESS INDICATORS</u>				
Eligible voter turnout	24%	62%	25%	87%

COMMENTS

Increase in 2016 Outputs/Workloads is due to the Presidential Election cycle.

Department: Citizen Services **Fund # :** 220
Program: Taste of Maplewood/Light It Up - July 4th Event **Program # :** 000

Program Description

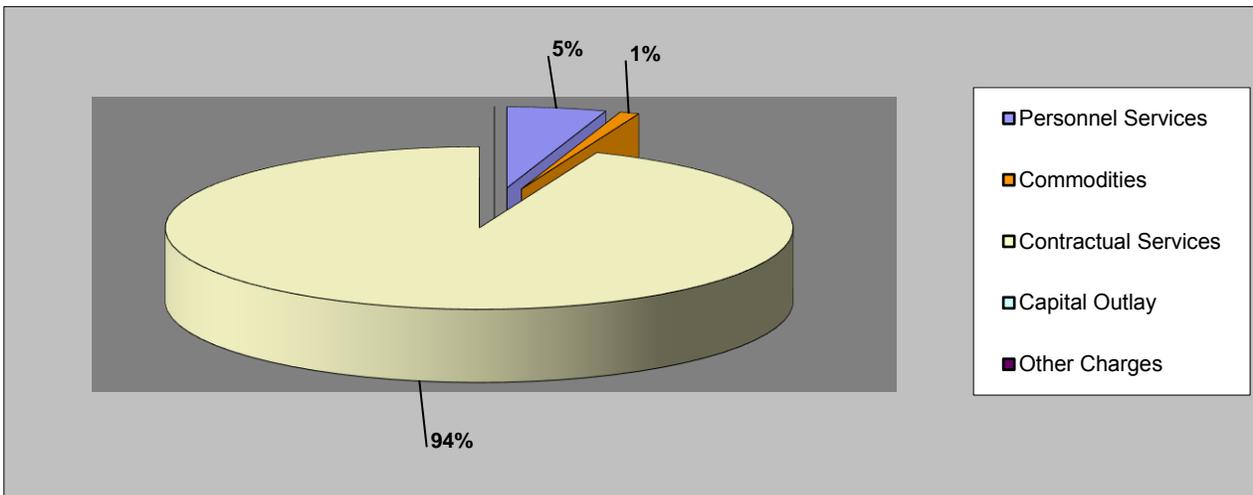
To hold a city-wide 4th of July event for the purpose of bringing the community at large together to enjoy the holiday with music, food and fireworks and to work with local businesses who help to sponsor the event.

Program Expenditure Highlights

The Taste of Maplewood/Light It Up - July 4th Event is budgeted and additionally subsidized by funds solicited from participating vendors and sponsors. Beginning in 2012 the City moved the event to July 4th and brought back its firework display.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 1,656	\$ 1,520	\$ 1,450	\$ 1,800
Commodities	123	248	-	350
Contractual Services	24,159	23,729	31,030	33,090
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 25,938	\$ 25,497	\$ 32,480	\$ 35,240
Percent Change	43.0%	(-1.7%)	27.4%	8.5%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Citizen Services	Fund #:	220
Program:	July 4th Event - Light It Up Maplewood	Program #:	000

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of vendors	10	10	10	10
Number of business sponsors	10	4	11	11
Number of media sponsors	0	0	2	2
Number of waste/recycling containers	50/50	50/50	50/50	50/50
<u>EFFECTIVENESS INDICATORS</u>				
Citizens attending the event (approximate)	10,000	10,000	10,000	10,000
Percentage of waste recycled	70%	80%	80%	80%

COMMENTS

The event continues to be a success. Staff continues to work to make the event more sustainable by providing recycling bins and educational information on the importance of recycling.



ENVIRONMENTAL & ECONOMIC DEVELOPMENT DEPARTMENT (EEDD)

Nick Carver, Interim EEDD Director

nick.carver@maplewoodmn.gov

651-249-2321



DEPARTMENT OVERVIEW

The Environmental and Economic Development Department is responsible for the protection of public health, safety, and welfare by ensuring that land use and buildings meet applicable city codes, regional goals, and state and federal laws.

The department serves as staff liaison to the Community Design Review Board, Planning Commission, Environmental & Natural Resources, and Housing & Economic Development. The department will guide future growth and construction in the city that enhances economic development while conserving natural resources.

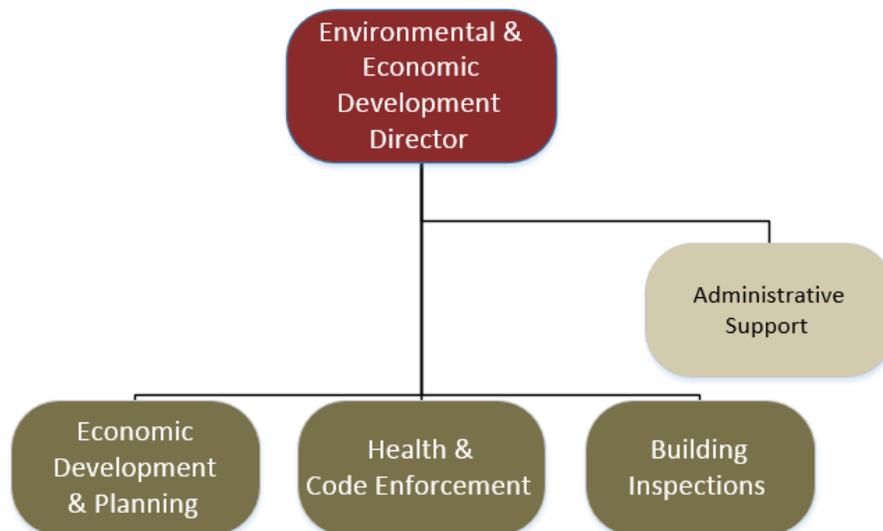
We also offer health department inspections and compliance for restaurants, pools and lodging establishments with a variety of code enforcement issues through the city of Maplewood.

The department maintains the organized collection program along with recycling and organics programs and education.

SERVICE AREAS

- Land use planning and zoning
- Economic Development
- Environmental programs and education
- Inspections
- Code Enforcement
- Contractor licensing
- Organized Collection
- Recycling
- Green Building programs
- Packet preparation

DEPARTMENT ORGANIZATIONAL CHART



ENVIRONMENTAL AND ECONOMIC DEVELOPMENT DEPARTMENT

MISSION STATEMENT

To protect public health, safety and welfare by ensuring that land use and buildings meet applicable city codes, regional goals and state and Federal laws. The department will guide future growth and construction in the city that enhances economic development while conserving natural resources in accordance with the goals and policies of the Maplewood Comprehensive Plan.

2016 DEPARTMENTAL GOALS

- Expand economic development efforts through pro-active actions that stimulate housing and non-residential development, including redevelopment of strategic areas of the City.
- Protect public’s health and improve the quality of life of the citizen’s of Maplewood through the prevention of disease, education, outreach and inspections.
- Carry out the long-range planning vision for the community’s future as described in the 2030 Comprehensive Plan and the City Council’s goals.
- Educate contractors, design professionals and the public through pre-development meetings, literature, city website, and the permit process.
- Educate city staff and the community in developing a sustainable “green building practices and methods”, including the promotion and implementation through incentives of green construction and the Maplewood Green Building Program.
- Promote high quality building and site design by recommending and requiring enhanced amenities during city development and building reviews.
- Provide leadership by serving as the staff liaisons and technical experts for four of the city’s citizen advisory boards and commissions.
- Provide technical expertise and regional leadership on issues related to municipal environmental practices and critical environmental issues that influence the city.
- Promote and manage the single-hauler solid waste and recycling programs to ensure compliance with regional and state rules and regulations.

2016 STRATEGIC PLAN – ACTION STEPS

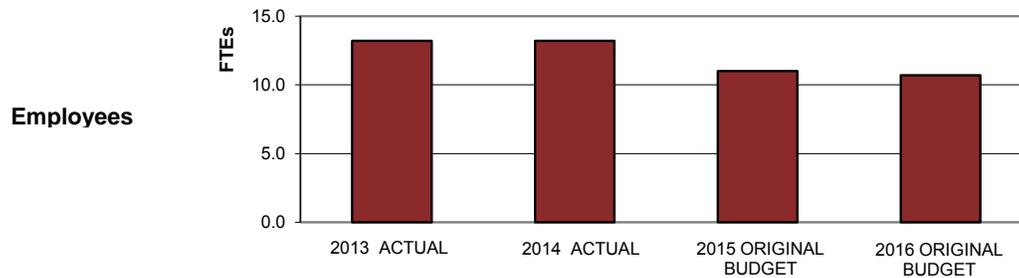
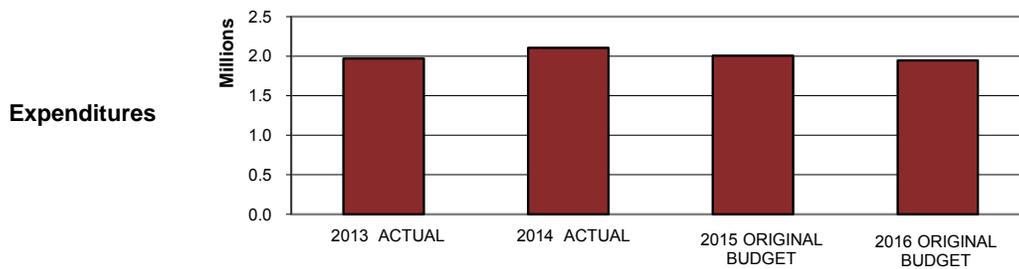
<p>FINANCIAL STABILITY Reserve Funding – Facilities and Equipment</p>	<ul style="list-style-type: none"> • Review city facilities/buildings energy use and look to create efficiencies.
<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
<p>FINANCIAL STABILTIY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets.
<p>COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.

ENVIRONMENTAL AND ECONOMIC DEVELOPMENT DEPARTMENT

<p>TARGETED REDEVELOPMENT Gladstone Area Redevelopment</p>	<ul style="list-style-type: none"> • Deconstruct Maplewood Bowl building and complete all 3 phases of new construction. • Build solid relationships and seek relocation agreements with the automobile repair shops and other businesses along Frost Avenue. • New developments should reflect effects of new transit potential.
<p>TARGETED REDEVELOPMENT Vacant Commercial Space</p>	<ul style="list-style-type: none"> • Identify commercial vacant buildings and map them. Post inter-active map on City website. Track vacant commercial building progress as they go vacant and become occupied. Offer incentives through various green building, City energy programs, and progressive Economic Development programs and funding opportunities.
<p>TARGETED REDEVELOPMENT Redevelopment Corridors</p>	<ul style="list-style-type: none"> • Schedule meetings with all stake holders and develop a shared vision of street and land use strategies (Century Avenue Corridor). • Create an inventory of specific areas of neighborhoods with homes in disrepair.

ENVIRONMENTAL AND ECONOMIC DEVELOPMENT EXPENDITURE SUMMARY

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Administration	\$282,190	\$285,305	\$344,580	\$256,980	-25.4%
Building Inspections	491,974	483,881	472,310	468,340	-0.8%
Code Enforcement	107,192	95,905	75,720	82,580	9.1%
Planning	523,363	561,190	438,430	398,050	-9.2%
Public Health Inspections	48,127	46,366	43,020	43,640	1.4%
Recycling Program	519,650	632,908	631,520	695,560	10.1%
Totals	1,972,496	2,105,555	2,005,580	1,945,150	-3.0%
Total By Classification					
Personnel Services	1,326,321	1,342,905	1,249,620	1,132,740	-9.4%
Commodities	11,744	11,003	6,900	9,200	33.3%
Contractual Services	579,385	691,748	698,400	749,170	7.3%
Capital Outlay and Depreciation	4,175	8,847	0	0	N/A
Other Charges	50,871	51,052	50,660	54,040	6.7%
Totals	1,972,496	2,105,555	2,005,580	1,945,150	-3.0%
Total By Fund					
General Fund	1,184,353	1,181,243	1,102,360	1,012,650	-8.1%
Environmental Utility Fund	268,493	291,404	271,700	236,940	-12.8%
Recycling Fund	519,650	632,908	631,520	695,560	10.1%
Totals	\$1,972,496	\$2,105,555	\$2,005,580	\$1,945,150	-3.0%
Number of Employees (FTE)	13.20	13.20	11.00	10.70	-2.7%



Department: Environmental and Economic Development
Program: Administration

Fund # : 101
Program # : 701

Program Description

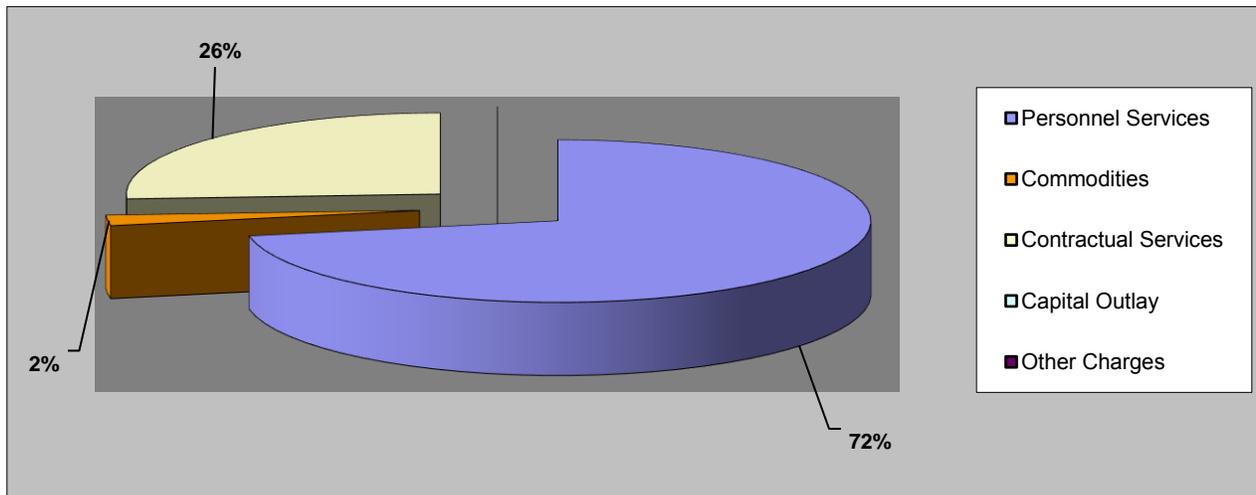
To provide accurate and timely administrative and clerical support to the divisions within Environmental and Economic Development including Building, Planning, Public Health and Code Enforcement.

Program Expenditure Highlights

The decrease in personnel services is due to the reallocation of hours for the City Manager and Assistant City Manager/HR Director.

<u>Program Expenditures</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Personnel Services	\$ 201,173	\$ 207,748	\$ 268,500	\$ 185,020
Commodities	7,093	6,365	4,800	5,300
Contractual Services	69,799	71,192	71,280	66,660
Capital Outlay	4,175	-	-	-
Other Charges	(50)	-	-	-
Total	\$ 282,190	\$ 285,305	\$ 344,580	\$ 256,980
Percent Change	0.9%	1.1%	20.8%	(-25.4%)
 Full-Time Equivalent positions	 2.65	 2.65	 2.90	 2.65

Program Expenditures by Classification



Department:	Environmental and Economic Development	Fund #:	101
Program:	Administration	Program #:	701

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Contractor licenses issued	523	495	480	480
Truth-in-Housing inspection reports	406	395	400	400
Commission packets	60	39	65	65
Council agenda reports	113	83	95	95
Number of inspections scheduled	6,017	6,072	6,000	6,000
Number of permits issued	3,066	3,117	3,100	3,100
<u>EFFECTIVENESS INDICATORS</u>				
Percent of minutes available for next meeting	99%	99%	99%	99%
Percent of permits issued accurately	99%	99%	99%	99%

COMMENTS

Contractors licenses are issued for commercial building, mechanical, plumbing, truth-in-housing evaluators and sign installers. Inspections are scheduled and results logged for building, mechanical and plumbing work.

The Environmental and Economic Development staff provides support for four of the City's advisory commissions. This entails the continued preparation of meeting agenda packets and meeting minutes for each commission. In turn, the department issues permits for the construction of projects approved through the planning review process. They also prepare and review City Council agenda reports for zoning compliance.

The clerical staff works with Planning, Building, Public Health and Code Enforcement.

Note: Estimated population according to the Environmental and Economic Development Department is as follows:

2013 – 38,950
 2014 – 39,054
 2015 – 39,314
 2016 – 39,574

Department: Environmental and Economic Development
Program: Building Inspections

Fund # : 101
Program # : 703

Program Description

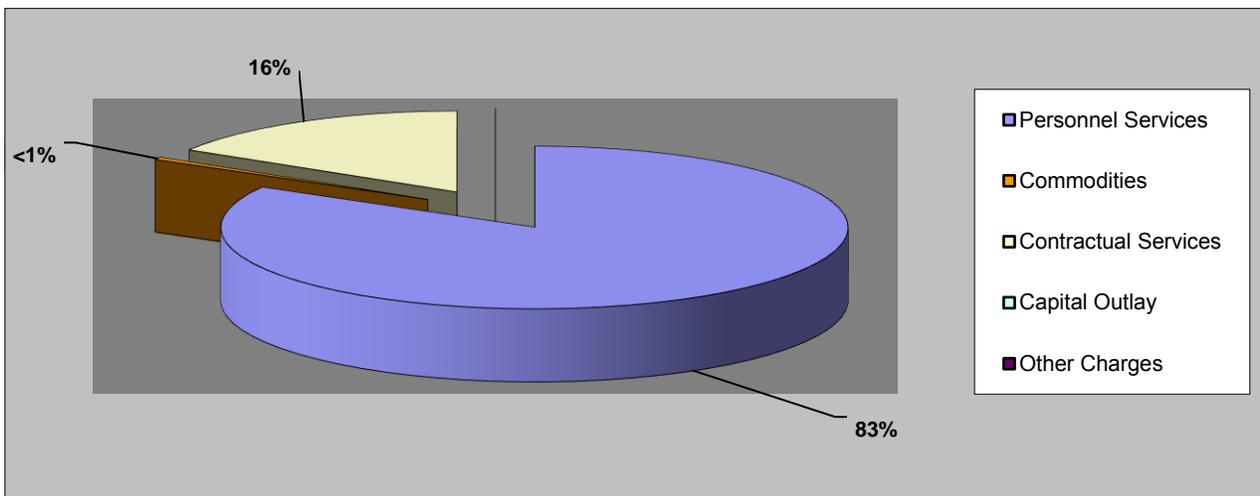
To administer the state building code and related ordinances and to safeguard life or limb, health, property and public welfare by regulating and controlling the design, construction, quality of materials, use and occupancy, location and maintenance of all building and structures within the City of Maplewood.

Program Expenditure Highlights

Personnel services - reallocated .1 fte from this program (101-703) to Administration (101-701).

<u>Program Expenditures</u>	2013	2014	2015	2016
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
Personnel Services	\$ 404,881	\$ 396,354	\$ 396,680	\$ 389,830
Commodities	677	2,478	1,000	2,250
Contractual Services	86,416	76,202	74,630	76,260
Capital Outlay	-	8,847	-	-
Other Charges	-	-	-	-
Total	<u>\$ 491,974</u>	<u>\$ 483,881</u>	<u>\$ 472,310</u>	<u>\$ 468,340</u>
Percent Change	0.7%	(-1.6%)	(-2.4%)	(-0.8%)
 Full-Time Equivalent positions	 <u>3.45</u>	 <u>3.45</u>	 <u>3.20</u>	 <u>3.10</u>

Program Expenditures by Classification



Department: Environmental and Economic Development
 Program: Building Inspections

Fund #: 101
 Program #: 703

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Revenue generated	\$1,168,275	\$2,408,950	\$1,104,360	\$1,014,230
Number of permit apps.	3,066	3,117	3,200	3,200
Number of plan reviews	679	789	650	650
Number of inspections	6,017	6,072	6,000	6,000
<u>EFFICIENCY MEASURES</u>				
Average time to issue residential permit	7 days	7 days	7 days	7 days
Average time to issue commercial permit	30 days	30 days	30 days	30 days
Percentage of inspection completed within 24 hours	97%	97%	97%	97%

COMMENTS

The State of Minnesota adopted the updated building code in 2014/2015 and building officials must maintain their knowledge and certifications through the state and International Code Council. The building officials are responsible for construction inspections for residential buildings, commercial buildings, manufactured homes, accessibility, plumbing, mechanical and energy. In addition, the building officials are responsible for using the updated codes for plan review and field inspections.

The Building Department promotes professionalism and knowledge by being involved in building official organizations, the International Code Council and the State of Minnesota for awareness and input on code changes that affect the City of Maplewood.

The Building Department has been working as a leader in green building policies and development for sustainable buildings internationally, locally and is currently implementing the green building ordinance within the City of Maplewood.

One building inspector has been assigned to the new 3M Building 280 as a continuous inspection each afternoon. As a result, this "one" inspection means the inspector is on site 12-20 hours per week. This will occur all of 2015 and into 2016.

Department: Environmental and Economic Development
Program: Code Enforcement

Fund # : 101
Program # : 707

Program Description

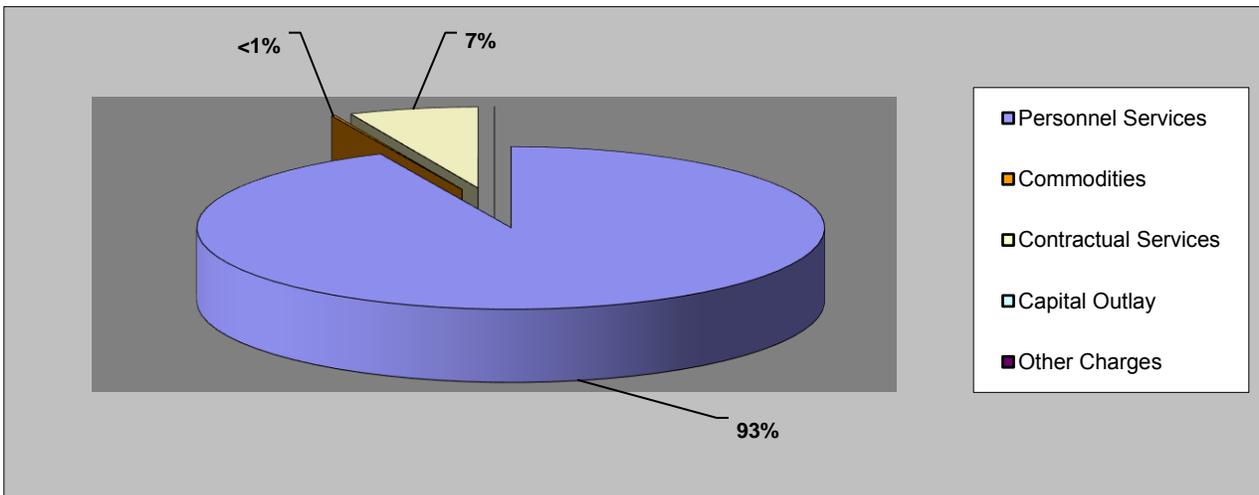
To maintain community standards and protect citizens through inspections, complaint investigations, and enforcement of local ordinances, state rules and regulations.

Program Expenditure Highlights

Personnel services - reallocated .25 fte from this program (101-707) to the Recycling program (605-706).

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 101,554	\$ 90,593	\$ 70,340	\$ 76,940
Commodities	-	253	100	150
Contractual Services	5,638	5,059	5,280	5,490
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 107,192	\$ 95,905	\$ 75,720	\$ 82,580
Percent Change	65.3%	(-10.5%)	(-21.0%)	9.1%
 Full-Time Equivalent positions	 1.30	 1.30	 0.94	 0.69

Program Expenditures by Classification



Department: Environmental and Economic Development
Program: Code Enforcement

Fund #: 101
Program #: 707

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Total number of complaint cases inspected	570	470	500	500
Total number of complaint cases that were referred to the Admin/Judicial process	41	16	25	25
Total number of re-inspections	740	700	750	750
Total number of letters	366	196	230	230
<u>EFFECTIVENESS INDICATORS</u>				
Total number of complaint cases resolved through the Admin/Judicial process and abatements	58	16	25	25
Total number of complaint cases resolved	401	325	450	450
Total number of complaint cases pending	9	6	10	10
Abatement fees	\$10,220	\$3,063	\$4,500	\$4,750
Re-inspection penalty fees	\$1,650	\$0	\$1,500	\$1,500

COMMENTS

The code enforcement program is administered by multiple employees in the Environmental and Economic Development Department in partnership with the Maplewood Police and Fire. The main code enforcement officers for the city are the Health Officer and the Environmental/City Code Specialist.

The total number of letters mailed or posted to homes is to resolve city code violations.

The number of abatements is directly impacted by the number of foreclosed properties in the city. This number has decreased over the last few years as formerly vacant properties are purchased but may continue to be a future issue.

The abatement fees are assessed to properties for lawn mowing and cleanup. In addition, the administration cost is included in the abatement fee.

The re-inspection penalty fee is assessed to properties that have excessively consumed city services for multiple inspections of the same violation. The city charges excessive consumption fees for any inspection after the 3rd violation.

Department: Environmental and Economic Development
Program: Planning

Fund # : 101 & 604
Program # : 702

Program Description

To guide and implement the development and redevelopment of residential, commercial and industrial areas as directed by the principles of the 2030 Comprehensive Plan, the city's zoning ordinance, the city's advisory boards and commissions and the city council. Also to conduct special land use studies, perform development reviews, facilitate economic development and assist residents, property owners and developers with planning building projects. And to provide planning, outreach and enforcement of the National Pollutant Discharge Elimination System (NPDES) permit.

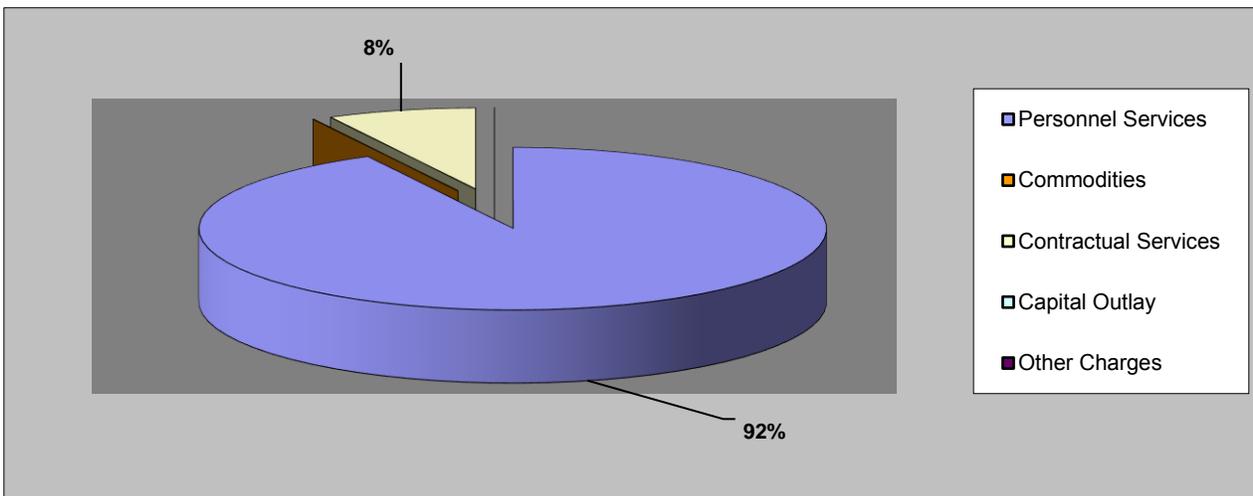
Program Expenditure Highlights

The City implemented an Early Retirement Incentive Program in 2014-2015 and the Senior Planner took advantage of it. Personnel costs are reduced in 2016 because of this program.

Contractual services are increasing mainly due to training requirements for the planning staff.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 492,067	\$ 515,869	\$ 420,550	\$ 367,590
Commodities	45	393	-	-
Contractual Services	31,251	44,928	17,880	30,460
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 523,363	\$ 561,190	\$ 438,430	\$ 398,050
Percent Change	5.3%	7.2%	(-21.9%)	(-9.2%)
Full-Time Equivalent positions	4.30	4.30	3.10	3.15

Program Expenditures by Classification



Department: Environmental and Economic Development
Program: Planning

Fund #: 101 & 604
Program #: 702

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of planning reviews	46	51	50	50
Number of building permit reviews	334	417	400	400
Number of site inspections	380	468	450	450
Number of new or modified water- related ordinances and policies adopted by the city	3	0	5	0
Number of water-related articles published in city newsletters or local paper	10	5	4	4
Number of project sites over 1 acre receiving water-related construction inspections	6	5	6	6
Miles of new streets with stormwater improvements	2.75	2.2	.5	1
<u>EFFECTIVENESS INDICATORS</u>				
Average days to approve residential permits	7	7	7	7
Average days to approve commercial permits	30	30	30	30
Percent of planning applications completed within 60 day required time without extensions	95%	96%	98%	98%
PC, CDRB, HEDC & ENR meetings held	38	35	36	36
Number of households & businesses receiving water-related articles	17,000	17,000	17,000	17,000
Number of non-compliant water-related construction inspections	29	33	45	45
Drainage acres affected by city improvements	730	63	32	32

COMMENTS

These outputs reflect the number of development projects analyzed by city planners and the staff time needed to complete these reviews. It also reflects the staff time spent reviewing applications with citizens, boards and commissions. The planning staff is responsible for reviewing all development applications and incorporating these review inputs from other city departments such as engineering, building inspections, fire, police and environmental.

Also reflected are the newly established Council goals for Gladstone Redevelopment and vacant commercial building projects.

Economic development and redevelopment continues to be a focus of the planning division. Staff will be exploring new possibilities which include housing maintenance to revitalize existing housing stock while promoting the potential of additional business loans and financial assistance to grow and support the Maplewood business community.

The NPDES permit program controls water pollution by regulating point sources that discharge pollutants into waters. The Environmental Planning-EUF program was created in 2012 and shows commitment by the city to inform, plan, and enforce the permit process to meet the stormwater goals of the city and the region.

Department: Environmental and Economic Development
Program: Public Health Inspections

Fund # : 101
Program # : 704

Program Description

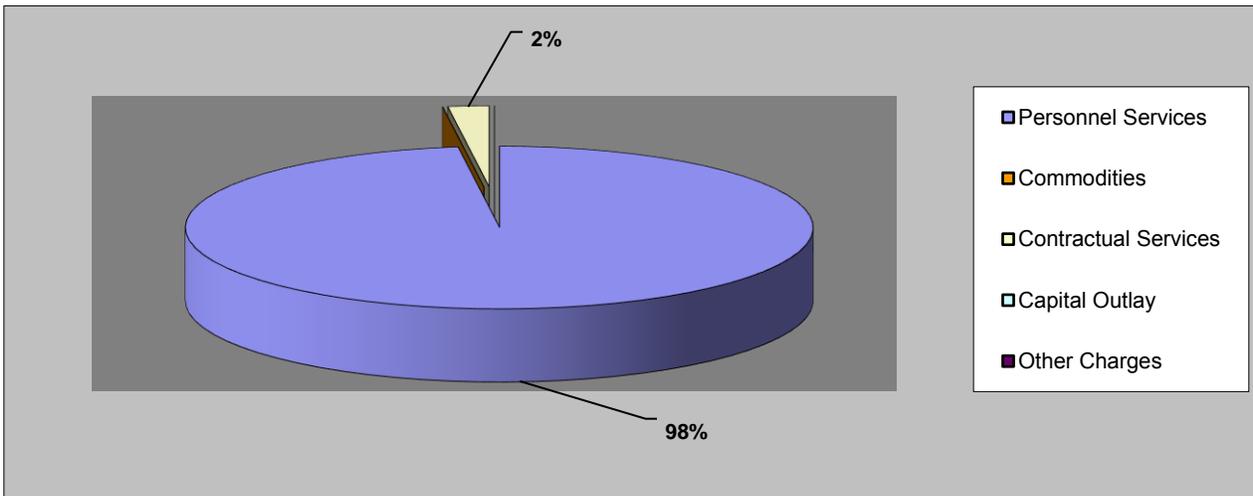
To improve and protect the health and well-being of the citizens of Maplewood through enforcement and education of local and state rules related to food, lodging, public swimming pools and public health.

Program Expenditure Highlights

No significant change in the Public Health Inspections budget for 2016.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 46,829	\$ 45,823	\$ 42,040	\$ 42,720
Commodities	-	-	-	-
Contractual Services	1,298	543	980	920
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 48,127	\$ 46,366	\$ 43,020	\$ 43,640
Percent Change	1.4%	(-3.7%)	(-7.2%)	1.4%
 Full-Time Equivalent positions	 0.50	 0.50	 0.46	 0.46

Program Expenditures by Classification



Department: Environmental and Economic Development
Program: Public Health Inspections

Fund #: 101
Program #: 704

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of restaurant inspections	191	186	210	210
Number of pool inspections	48	48	40	40
Number of public health violations	37	54	55	55
Number of itinerant food sales inspections	41	43	45	50
Number of lodging inspections	9	13	10	10
<u>EFFECTIVENESS INDICATORS</u>				
Number of restaurant re-inspections	43	39	49	49
Number of hours on food sales inspections	597	597	605	605
Number of food establishment licenses	165	163	167	167
Number of swimming pool licenses	15	15	13	13
Number of lodging licenses	8	9	9	9

COMMENTS

The public health officer continues to perform risk based inspections that align with the MN Department of Health. Staff also works closely with the FDA to ensure the city's program is in uniformity with other regulatory agencies and training is also being done with Minnesota Department of Health and the FDA on standardized inspection protocol.

Education, outreach, and a continual presence (i.e.—more follow up inspections and spot checks) in licensed establishments is a key factor in compliance with various Minnesota statutes. This approach may be more time consuming for the public health officer, however it promotes a safer and healthier environment.

The health officer is working closely with the code officer and police department on increased public health nuisance code related outreach.

In 2014, the flea market opened at Aldrich. The organizer expects and plans for the event to continue to grow in size.

In 2014, the Days Inn closed which will result in a reduced number of lodging & pool inspections.

Department: Environmental and Economic Development
Program: Recycling

Fund # : 605
Program # : 706

Program Description

To manage the solid waste and recycling programs to ensure compliance with regional and state rules and regulations.

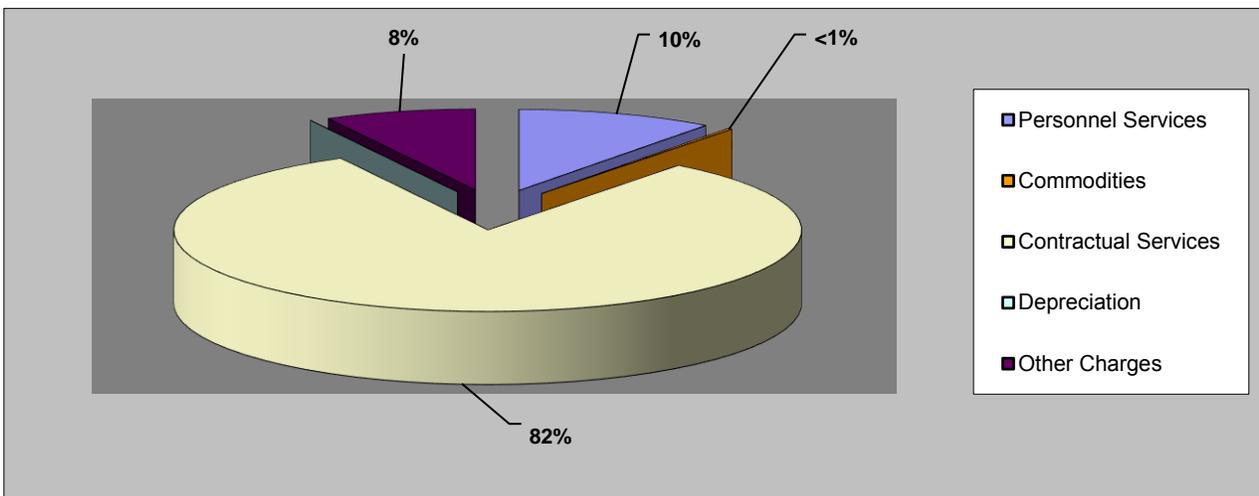
Program Expenditure Highlights

Personnel services - reallocated .25 fte from the Code Enforcement program (101-707) to this program (605-706).

Contractual services reflect a rate increase included in the recycling contract.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 79,817	\$ 86,518	\$ 51,510	\$ 70,640
Commodities	3,929	1,514	1,000	1,500
Contractual Services	384,983	493,824	528,350	569,380
Depreciation	-	-	-	-
Other Charges	50,921	51,052	50,660	54,040
Total	\$ 519,650	\$ 632,908	\$ 631,520	\$ 695,560
Percent Change	(-6.7%)	21.8%	(-0.2%)	10.1%
 Full-Time Equivalent positions	 1.00	 1.00	 0.40	 0.65

Program Expenditures by Classification



Department:	Environmental and Economic Development	Fund #:	605
Program:	Recycling	Program #:	706

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Education outreach opportunities	17,000	17,000	17,000	17,000
Number of educational tags left by contractor	81	302	150	150
Number of tons of materials recycled	2,734	3,263	3,624	3,624
City events that featured recycling	10	10	14	16
<u>EFFICIENCY INDICATORS</u>				
Number of churches and small businesses that have opted into the City's recycling program	11	18	22	26
Average number of pounds recycled per household per month	43.78	53.48	57	59

COMMENTS

The City's four-year contract with Tennis Sanitation, LLC, for the collection of recyclables from single-family and multi-family homes began January 1, 2014, and ends December 31, 2017. The contract cost for recycling collection per household per month is \$2.50 for two years (2014/2015) with a \$.25 increase for the third and fourth year (2016/2017).

In 2014, the first year of the current recycling contract, Tennis rolled out recycling carts to all single-family, townhomes, and manufactured homes with curbside recycling collection. Previously recycling was collected in 8-gallon recycling bins supplied by the City. With the convenience and added capacity of the recycling carts, the City has seen a 7 percent increase in recycling participation and a 22 percent increase in recycling tonnage from 2013 to 2014. The roll out of the recycling carts also brought on the need for additional recycling education, which is reflected in the increase in the number of educational tags left by the contractor in 2014.

EXECUTIVE DEPARTMENT

Melinda Coleman, City Manager
Mike Funk, Asst. City Manager/HR Director

melinda.coleman@maplewoodmn.gov 651-249-2055
mike.funk@maplewoodmn.gov 651-249-2053



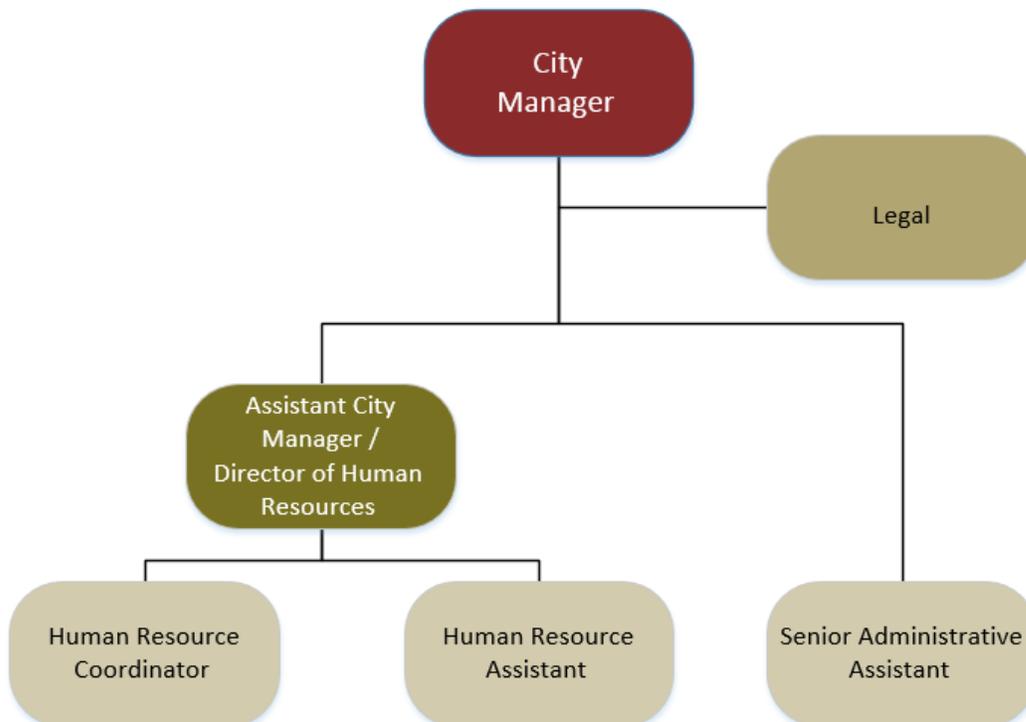
DEPARTMENT OVERVIEW

The Executive Department consists of the City Manager, Assistant City Manager, Human Resources, and the supervision of legal services. They provide professional leadership and support to the City Council and all departments through the development, implementation and administration of city policies. The department hires department directors, evaluates employee performance, sets general personnel policies, supervises the annual budget process, and advises the Mayor and Council on the City’s administrative and financial needs. Additional responsibilities include preparing agenda materials and recommendations for council meetings, processing citizen inquiries and service requests, and addressing the city’s wide range of legal needs.

SERVICE AREAS

- Human Resources Administration
- Implement and administer City policies
- Attract new business and development
- Manage city’s fiscal resources
- Legal Services
- Manage city workforce
- Citizen outreach and communication
- Provide executive leadership

DEPARTMENT ORGANIZATIONAL CHART



EXECUTIVE DEPARTMENT

MISSION STATEMENT

To provide leadership for the effective implementation of policy directions given by the Maplewood City Council to efficiently deliver public services to the people of Maplewood.

2016 DEPARTMENTAL GOALS

- Minimize the impact of property taxes on Maplewood home owners and businesses in the 2016 City Budget while balancing the need to reduce debt. Maintain AA+ bond rating and set up reserve funds to maintain assets.
- Explore options for alternative and sustainable revenues to reduce overall reliance on state finances and reduce/limit property tax increases. Make budget decisions that comport with the principles of sustainability.
- Continue to make Maplewood city government transparent and accessible; operate within an environment of efficiency and mutual respect. Welcome and encourage citizen involvement, and work with other cities to collaborate and consolidate city services. Expand communications of city activities to “tell the city story” through the use of City News, website, CATV and social media.
- Work to attract new private investment in Maplewood businesses to add new jobs and expand economic opportunity through policies that reduce property taxes and promote economic growth. Expand involvement of HEDC and EDA in redevelopment activities and marketing of vacant city-owned land.
- Continue to expand the delivery of public information to Maplewood citizens.
- Continue to recruit talented, qualified individuals as city employees.
- Further explore policies to control medical insurance costs and employee expenses, including continued expansion of employee wellness programs.

2016 STRATEGIC PLAN - ACTION STEPS

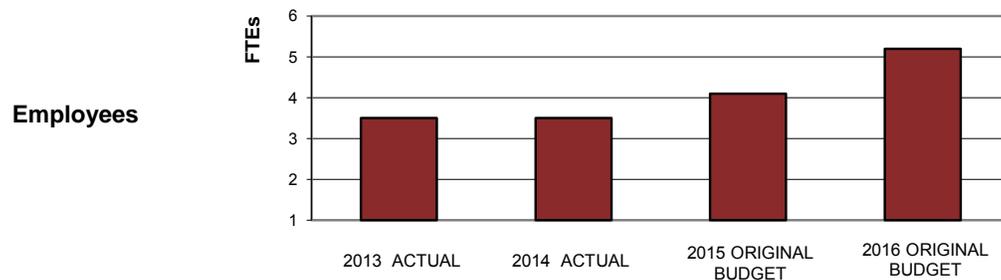
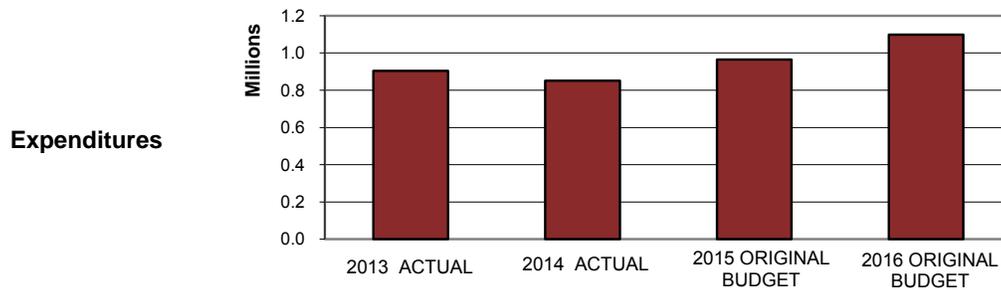
<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
<p>FINANCIAL STABILTIY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets.
<p>COORDINATED COMMUNICATION Citizen Engagement</p>	<ul style="list-style-type: none"> • Implement system to allow for online job application submissions. • Explore feasibility to hire a communications position to manage city social media plan and communications.
<p>COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.

EXECUTIVE DEPARTMENT

<p>EFFECTIVE GOVERNANCE Decisions/Strategic Plan</p>	<ul style="list-style-type: none"> • Action steps are supported by the budget. • Bi-annual (twice per year) reporting to the Mayor and City Council regarding progress. • Improving the annual performance review process for employees. • Review staff report language/template for the council agenda items.
<p>EFFECTIVE GOVERNANCE Council Meeting Decorum</p>	<ul style="list-style-type: none"> • Review Council orientation presentation to promote rules of civility.
<p>EFFECTIVE GOVERNANCE Advisory Boards/Commissions</p>	<ul style="list-style-type: none"> • Schedule joint meeting between City Council and Committees. • Committees submit annual work plans to City Council for approval.
<p>TARGETED REDEVELOPMENT Redevelopment Corridors</p>	<ul style="list-style-type: none"> • Schedule meetings with all stake holders and develop a shared vision of street and land use strategies (Century Avenue Corridor).
<p>OPERATIONAL EFFECTIVENESS Performance Measures</p>	<ul style="list-style-type: none"> • Review and analyze existing performance measures. • Explore the feasibility of adding a software module for on-boarding of new employees and performance measurement.

**EXECUTIVE
EXPENDITURE SUMMARY**

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Administration	\$387,722	\$332,314	\$407,570	\$406,160	-0.3%
Communications	0	0	0	37,320	N/A
H.R. Administration	297,635	288,859	321,700	392,390	22.0%
Legal Services	214,146	225,385	229,540	246,300	7.3%
Safety	5,092	4,258	5,920	15,920	168.9%
Totals	904,595	850,816	964,730	1,098,090	13.8%
Total By Classification					
Personnel Services	478,192	439,164	553,810	693,980	25.3%
Commodities	10,881	10,416	9,350	10,650	13.9%
Contractual Services	415,522	401,236	401,570	393,460	-2.0%
Capital Outlay and Depreciation	0	0	0	0	N/A
Other Charges	0	0	0	0	N/A
Totals	904,595	850,816	964,730	1,098,090	13.8%
Total By Fund					
General Fund	904,595	850,816	964,730	1,098,090	13.8%
Totals	\$904,595	\$850,816	\$964,730	\$1,098,090	13.8%
Number of Employees (FTE)	3.50	3.50	4.10	5.20	26.8%



Department: Executive
Program: Administration

Fund # : 101
Program # : 102,119

Program Description

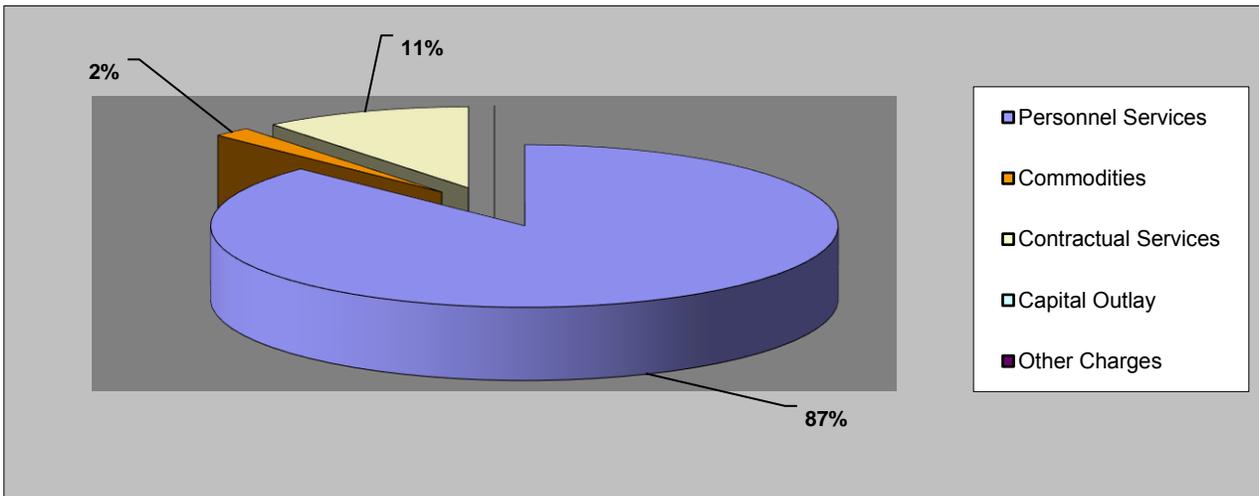
To manage all departments and functions of city operations through department heads as directed by city code, state statute, and the City Council.

Program Expenditure Highlights

No significant change in the Executive-Administration budget for 2016.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 315,624	\$ 272,033	\$ 356,590	\$ 354,750
Commodities	8,084	8,119	6,600	7,900
Contractual Services	64,014	52,162	44,380	43,510
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 387,722	\$ 332,314	\$ 407,570	\$ 406,160
Percent Change	12.8%	(-14.3%)	22.6%	(-0.3%)
 Full-Time Equivalent positions	 <u>2.00</u>	 <u>2.00</u>	 <u>2.25</u>	 <u>2.25</u>

Program Expenditures by Classification



Department:	Executive	Fund #:	101
Program:	Administration	Program #:	102,119

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Management Meetings	48	49	50	50
City Manager Reports	42	50	50	50
News Articles	8	8	8	6

EFFECTIVENESS INDICATORS

Performance Review	Good	N/A*	Good	Good
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COMMENTS

The management team remains the seven department heads, the City Attorney representative, the Assistant City Manager / Director of Human Resources and is led by the City Manager. This group provides policy direction for overall city management.

* Melinda Coleman was appointed as City Manager on November 10, 2014. After meeting the conditions of her hiring, she officially began her duties as City Manager on February 6, 2015.

Department: Executive
Program: Communications

Fund # : 101
Program # : 111

Program Description

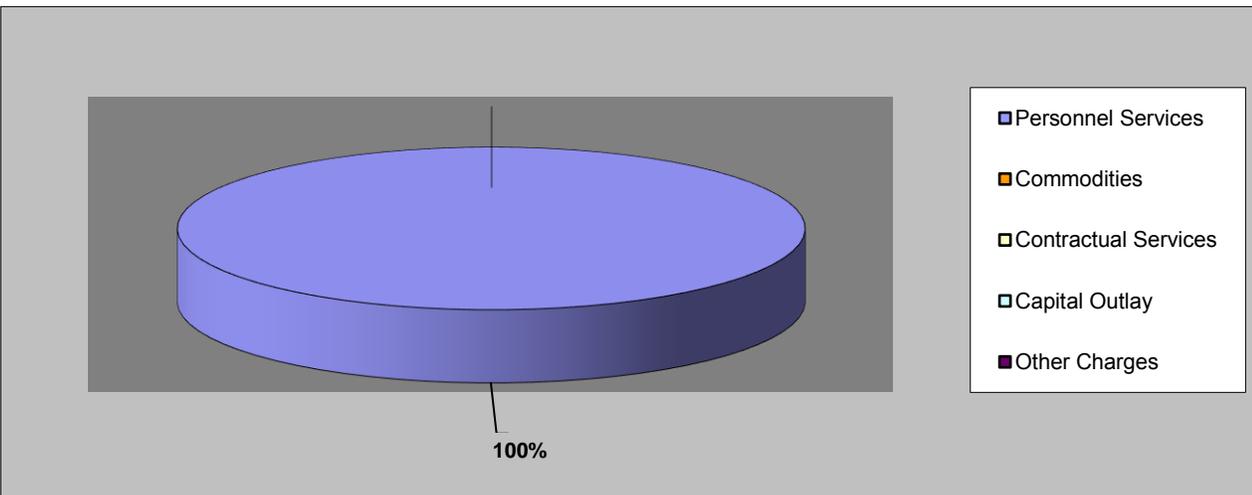
To coordinate all the City's communication efforts including the newsletter, social media, newspaper articles and the City web page.

Program Expenditure Highlights

It is proposed to add a part-time communications position in 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ -	\$ -	\$ -	\$ 37,320
Commodities	-	-	-	-
Contractual Services	-	-	-	-
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 37,320
Percent Change	12.6%	0.0%	0.0%	100.0%
 Full-Time Equivalent positions	 -	 -	 -	 0.60

Program Expenditures by Classification



Department:	Executive	Fund #:	101
Program:	Communications	Program #:	111

<u>Performance Measures</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
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OUTPUTS/WORKLOAD

EFFECTIVENESS INDICATORS

COMMENTS

This is a new program and performance measures have not yet been developed.

Department: Executive **Fund # :** 101
Program: Human Resource Administration **Program # :** 116

Program Description

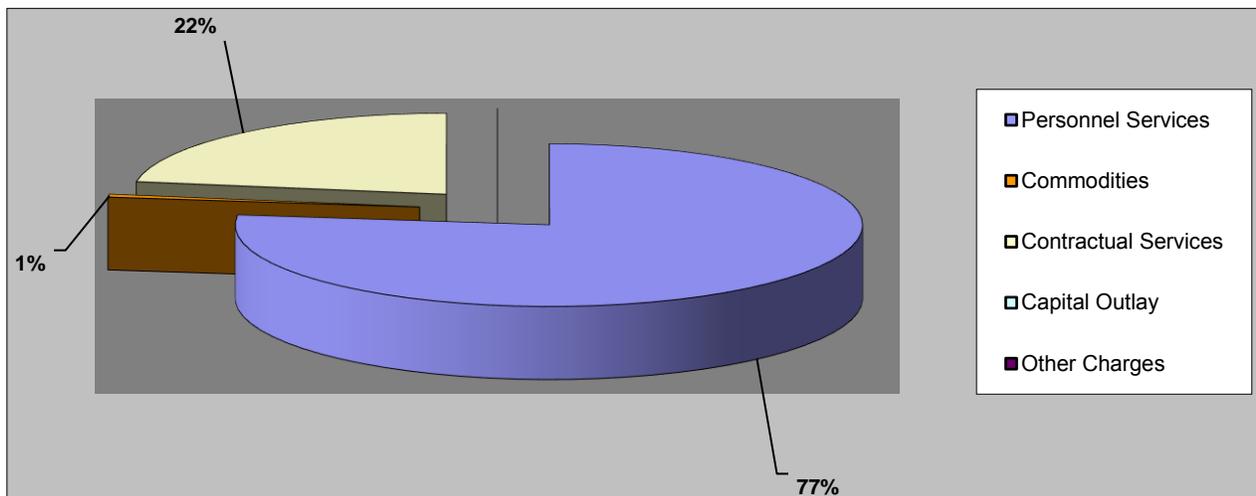
To provide a positive, productive work environment through management of employment law practices, labor and employee relations, personnel policies, hiring process, compensation and benefits program, performance and training.

Program Expenditure Highlights

The new Assistant City Manager is also the City's Human Resource Director. The FTE's were increased by 0.5 to account for this.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 155,512	\$ 160,295	\$ 197,220	\$ 301,910
Commodities	1,773	2,034	2,200	2,200
Contractual Services	140,350	126,530	122,280	88,280
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 297,635	\$ 288,859	\$ 321,700	\$ 392,390
Percent Change	12.6%	(-2.9%)	11.4%	22.0%
 Full-Time Equivalent positions	 1.50	 1.50	 1.85	 2.35

Program Expenditures by Classification



Department:	Executive	Fund #:	101
Program:	Human Resource Administration	Program #:	116

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Number of full-time, regular employees who left City employment during the reporting period	9	11	12	5
Number of grievances	6	2	3	4
Number of employment investigations conducted or overseen by HR	7	0		

EFFECTIVENESS INDICATORS

Turnover rate	6.0	6.4	7.0%	2.9%
Percentage of internal customers rating service as good to excellent	100%	100%	100%	100%

EFFICIENCY MEASURES

Average number of working days from request to fill vacancy until top candidates are referred to hiring supervisor in an internal hiring process	20	21	20	20
Average number of working days from request to fill vacancy until top candidates are referred to hiring supervisor in an external hiring process	35	31	40	35

COMMENTS

Department: Executive
Program: Legal Services

Fund # : 101
Program # : 103

Program Description

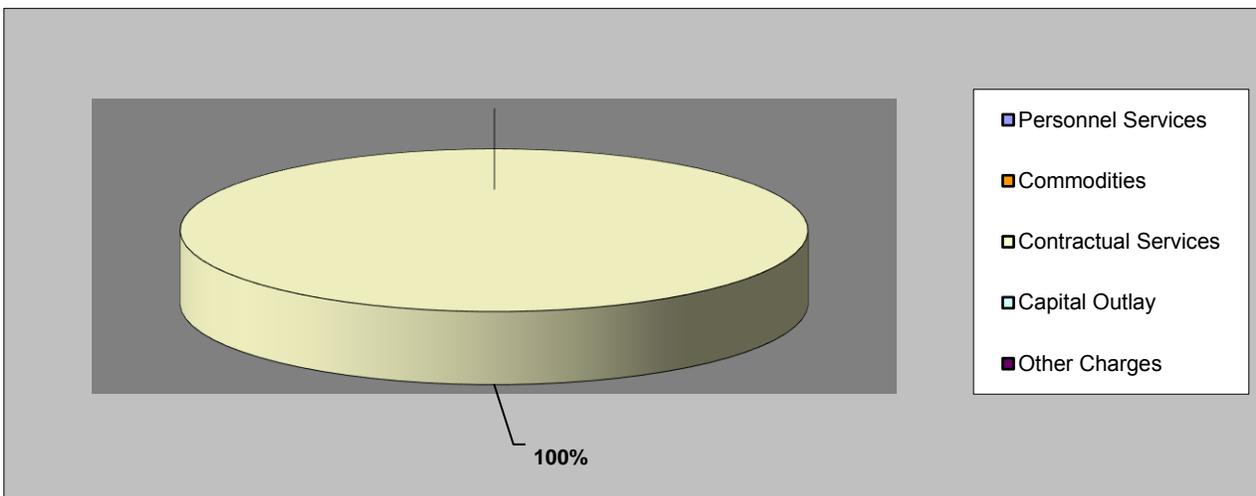
To provide legal services for the City Council and administrative staff and to prosecute City criminal cases in court.

Program Expenditure Highlights

Beginning in 2012, an internal service fund was established to account for general insurance and risk management expenses which includes judgments and claims. Attorney expenses remain the major part of this program. Personnel services are now accounted for under contractual services.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 7,056	\$ 6,836	\$ -	\$ -
Commodities	80	140	-	-
Contractual Services	207,010	218,409	229,540	246,300
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	<u>\$ 214,146</u>	<u>\$ 225,385</u>	<u>\$ 229,540</u>	<u>\$ 246,300</u>
Percent Change	1.2%	5.2%	1.8%	7.3%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Executive	Fund #:	101
Program:	Legal Services	Program #:	103

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2015 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Prosecution cases opened	8,029	7,142	7,200	7,200
Civil cases processed	125	125	125	125
Meetings attended:				
Prosecution	575	570	600	600
Civil	225	225	200	200
<u>EFFECTIVENESS INDICATORS</u>				
% of criminal code enforcement cases favorably resolved	100%	100%	99%	99%
% of litigation cases resulting in a favorable disposition of either a dismissal or a settlement of less than \$25,000	100%	100%	100%	100%

COMMENTS

General municipal legal services are provided by a contract with an attorney service that has office space at City Hall. This provides for enhanced communication and efficiencies. Criminal prosecution services are provided by a contract with an independent law firm. Prosecution of police issues remains level and any annual increases will likely be minimal. In addition, a vast majority of cases are resolved in plea arrangements that minimize staff involvement.

Department: Executive
Program: Safety

Fund # : 101
Program # : 114

Program Description

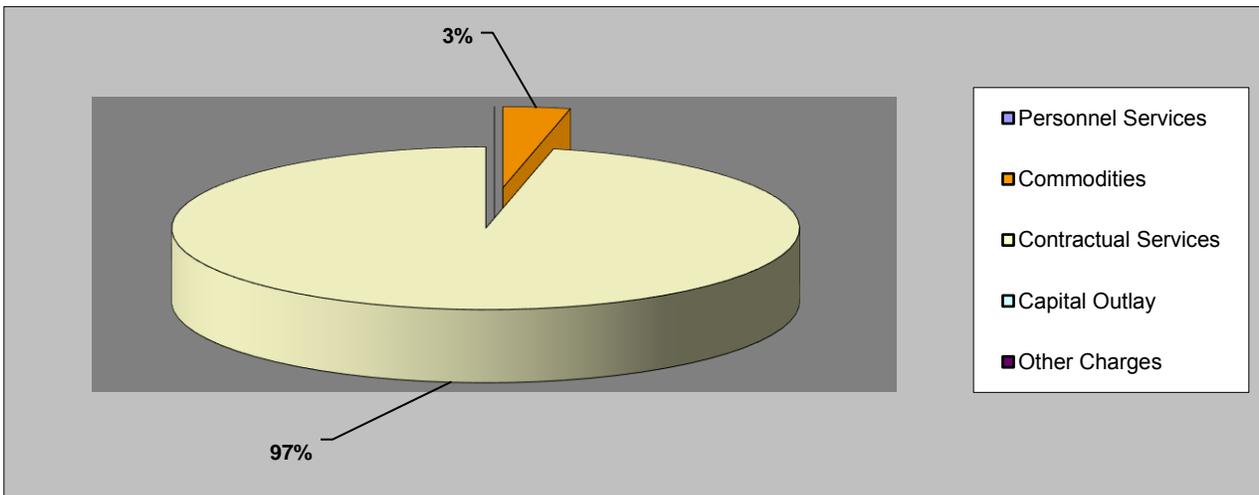
To ensure compliance with federal and state safety laws, regulations and City policies.

Program Expenditure Highlights

The contractual services budget is being increased in 2016 to account for the hiring of a safety consulting firm to manage and improve the City's safety program.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	944	123	550	550
Contractual Services	4,148	4,135	5,370	15,370
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 5,092	\$ 4,258	\$ 5,920	\$ 15,920
Percent Change	(-32.1%)	(-16.4%)	39.0%	168.9%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Executive	Fund #:	101
Program:	Safety	Program #:	114

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2015 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of work-related injuries reported	58	41	35	32
Number of worker days lost due to injuries	57	199	75	60
Percent of injuries involving lost work days	19%	24%	16%	18%

COMMENTS

The numbers have been fairly steady from year to year on injuries and lost time. The City does a very good job bringing employees back to work with restrictions. Injured employees are brought back to do office work if they cannot perform their regular job. Worker compensation premiums have increased, which are not shown in the above numbers, due to the fact that claims affect the premium calculation for a four year period.

F INANCE DEPARTMENT

Gayle Bauman, Finance Director

gayle.bauman@maplewoodmn.gov 651-249-2902



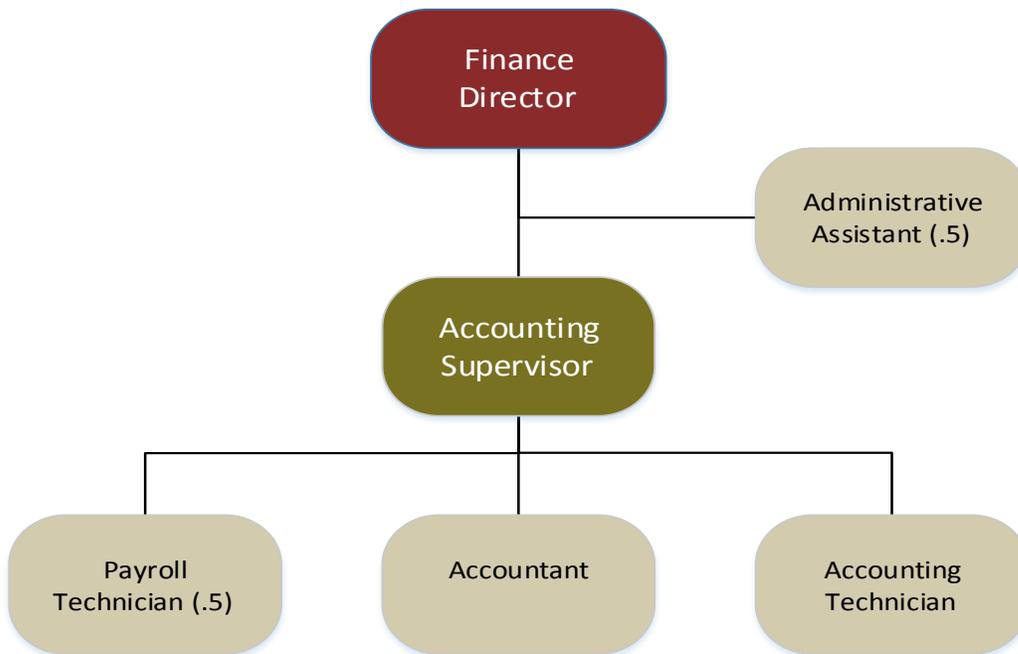
DEPARTMENT OVERVIEW

The Finance Department supports all city departments by providing financial management, accounting and treasury services. It is responsible for preparing the City budget, annual financial report (CAFR), and capital improvement plan (CIP) for the benefit of Maplewood citizens as well as other interested parties including the State Auditor’s Office and bond rating agencies. The department is also responsible for debt management, investments and risk management activities.

SERVICE AREAS

- Debt administration
- Treasury operations
- Tax compliance
- Fixed assets
- Payroll
- Risk management
- Accounts payable
- Revenue collections
- Financial reporting
- Budget & CIP compilation

DEPARTMENT ORGANIZATIONAL CHART



FINANCE DEPARTMENT

MISSION STATEMENT

To provide quality financial services and to maintain the City’s financial health and stability.

2016 DEPARTMENTAL GOALS

- Arrange for the issuance of bonds to finance projects that will improve and expand the city’s infrastructure of streets, parks and city buildings and explore opportunities for refunding of existing debt to reduce interest costs.
- Maintain city’s bond rating of AA1/AA+ from the credit rating agencies.
- Continue programs for debt management and improve cash status of the Maplewood Community Center and Ambulance Service funds.
- Prepare and distribute the Comprehensive Annual Financial Report for 2015 by May 31, 2016.
- Prepare and distribute the 2017-2021 Capital Improvement Plan by July 31, 2016.
- Prepare and distribute the proposed 2017 Budget for City Council review by November 30, 2016.
- Submit 2015 CAFR to Government Finance Officers Association to receive the Certificate of Achievement for Excellence in Financial Reporting Award.
- Submit 2016 Budget to Government Finance Officers Association to receive the Distinguished Budget Presentation Award.
- Continue to review the city’s system of internal controls so as to safeguard the city’s assets.
- Timely completion of the city’s external audit with minimal audit adjusting entries.
- Continued staff training, particularly in the areas of staff cross-training.

2016 STRATEGIC PLAN – ACTION STEPS

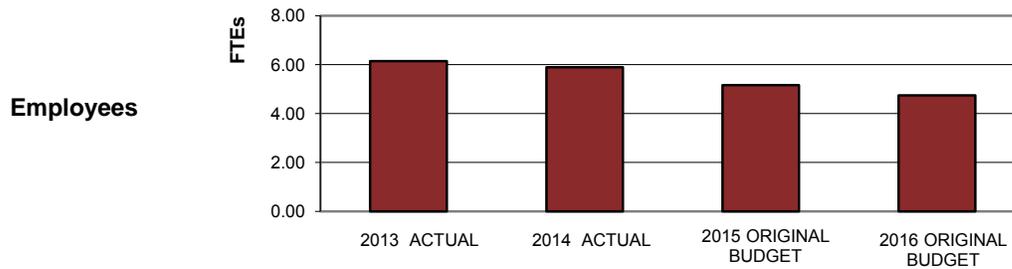
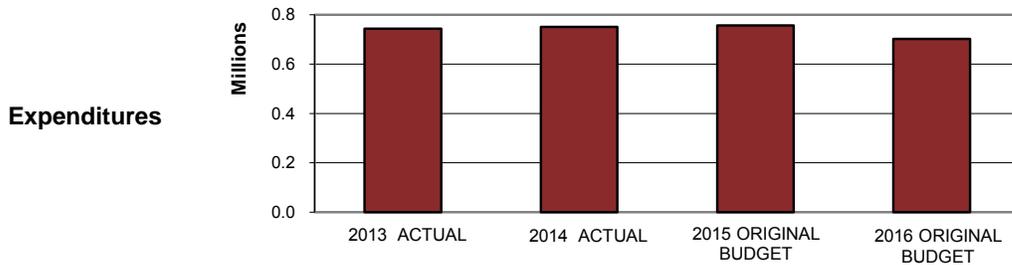
<p>FINANCIAL STABILITY Reserve Funding – Facilities and Equipment</p>	<ul style="list-style-type: none"> • Determine financing sources for capital items. • Review feasibility for a dedicated portion of the tax levy to builds up a replacement fund reserve.
<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Explore other diverse revenue sources and grant opportunities. • Annual budget preparation. • Evaluate the efficiency and effectiveness of City services. • Set appropriate fees to recover cost of services. • Share information with City Council and Department Heads. • Monitor expenditures within approved budgets. • Create a financial management plan.

FINANCE DEPARTMENT

<p style="text-align: center;">FINANCIAL STABILTY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets. • Evaluate the best use of LGA funding. • Maintain or improve the City's AA+ bond rating.
<p style="text-align: center;">COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.
<p style="text-align: center;">EFFECTIVE GOVERNANCE Decisions/Strategic Plan</p>	<ul style="list-style-type: none"> • Action steps are supported by the budget.
<p style="text-align: center;">OPERATIONAL EFFECTIVENESS Collaboration/Shared Services</p>	<ul style="list-style-type: none"> • Review our utility billing contracts annually.
<p style="text-align: center;">OPERATIONAL EFFECTIVENESS Survey Results</p>	<ul style="list-style-type: none"> • Continue to improve access to financial data online.

**FINANCE
EXPENDITURE SUMMARY**

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Total By Program					
Administration	\$306,750	\$327,993	\$336,910	\$344,200	2.2%
Finance Services	436,293	423,164	420,250	358,490	-14.7%
Totals	743,043	751,157	757,160	702,690	-7.2%
Total By Classification					
Personnel Services	598,200	597,104	598,420	538,150	-10.1%
Commodities	9,021	11,100	6,660	6,680	0.3%
Contractual Services	112,121	117,389	120,080	125,860	4.8%
Capital Outlay and Depreciation	0	0	0	0	N/A
Other Charges	23,701	25,564	32,000	32,000	0.0%
Totals	743,043	751,157	757,160	702,690	-7.2%
Total By Fund					
General Fund	743,043	751,157	757,160	702,690	-7.2%
Totals	\$743,043	\$751,157	\$757,160	\$702,690	-7.2%
Number of Employees (FTE)	6.15	5.90	5.17	4.75	-8.1%



Department: Finance
Program: Administration

Fund # : 101
Program # : 201

Program Description

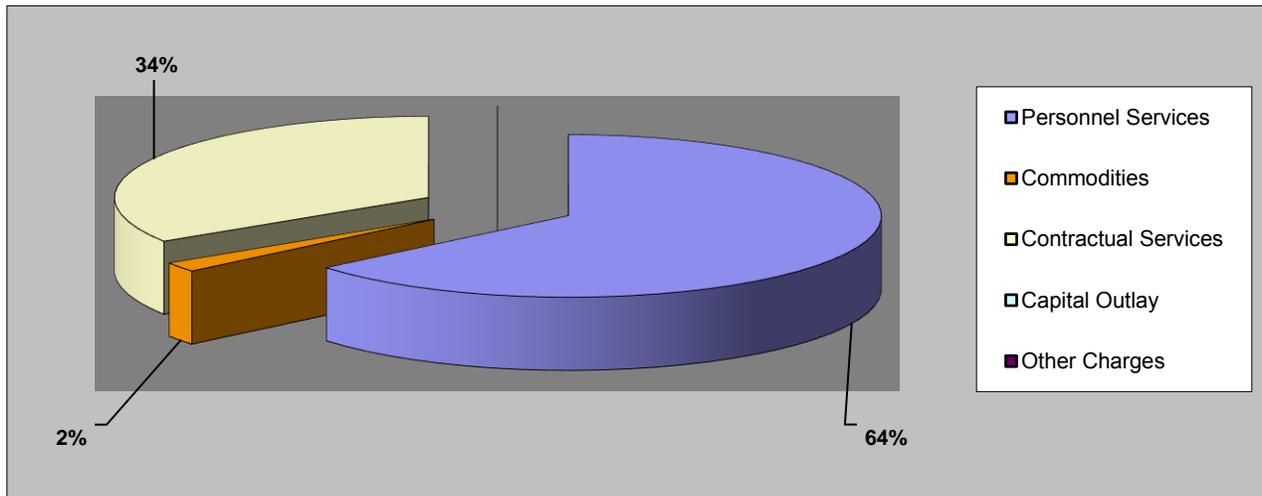
To manage department operations, borrow money to finance city expenditures, invest city money, prepare and monitor the annual city budget and prepare the annual update of the city's five-year capital improvement plan.

Program Expenditure Highlights

No significant change in the Finance Administration budget for 2016.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 199,578	\$ 206,737	\$ 216,910	\$ 220,210
Commodities	3,728	11,100	6,660	6,680
Contractual Services	103,444	110,161	113,340	117,310
Capital Outlay	-	-	-	-
Other Charges	-	(5)	-	-
Total	\$ 306,750	\$ 327,993	\$ 336,910	\$ 344,200
Percent Change	3.9%	6.9%	2.7%	2.2%
 Full-Time Equivalent positions	 1.50	 1.50	 1.50	 1.50

Program Expenditures by Classification



Department:	Finance	Fund #:	101
Program:	Administration	Program #:	201

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Number of pages in budget booklet	362	354	360	360
Number of pages in capital improvement plan booklet	138	158	160	160

COMMENTS

The number of pages in the budget booklet increased by 25% when the 2004 budget was prepared in 2003 and changed to a program-performance format. Since then the number of pages has not changed significantly.

The number of pages in the capital improvement plan booklet is affected by the number of projects that are included in it. No significant change in the number of projects is anticipated in 2016.

Department: Finance
Program: Finance Services

Fund # : 101
Program # : 202

Program Description

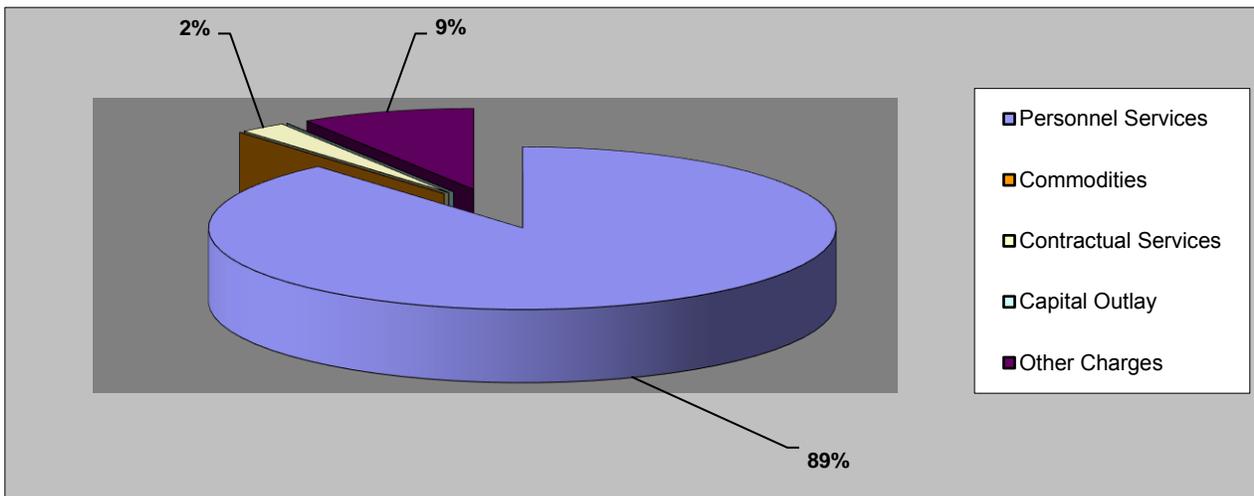
To collect and deposit revenues, disburse money to pay vendors and employees, maintain accounting records, prepare financial reports, maintain adequate insurance coverage, and assist with the preparation of the annual city budget and five-year capital improvement plan.

Program Expenditure Highlights

The City implemented an Early Retirement Incentive Program in 2014-2015 and two employees from this program took advantage of it. Personnel costs are reduced in 2016 because of this program.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 398,622	\$ 390,367	\$ 381,510	\$ 317,940
Commodities	5,293	-	-	-
Contractual Services	8,677	7,228	6,740	8,550
Capital Outlay	-	-	-	-
Other Charges	23,701	25,569	32,000	32,000
Total	\$ 436,293	\$ 423,164	\$ 420,250	\$ 358,490
Percent Change	7.2%	(-3.0%)	(-0.7%)	(-14.7%)
 Full-Time Equivalent positions	 4.65	 4.40	 3.67	 3.25

Program Expenditures by Classification



Department: Finance
Program: Finance Services

Fund #: 101
Program #: 202

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of invoices paid	10,838	10,709	10,750	10,750
Number of payroll checks and direct deposits	9,548	9,473	9,450	9,450
Number of pages in annual financial report	204	208	205	205
<u>EFFECTIVENESS INDICATORS</u>				
Receive the GFOA Certificate on the annual financial report	Yes	Yes	Yes	Yes
<u>EFFICIENCY MEASURES</u>				
Percent of invoices paid by purchasing cards	69%	69%	70%	70%
Percent of benefit earning employees paid by direct deposit	100%	100%	100%	100%

COMMENTS

The number of pages in the annual financial report fluctuates based upon the length of the notes to the financial statements, number of funds, and changes in generally accepted accounting principles.

The percent of benefit earning employees paid by direct deposit has gradually increased each year since 1995 when it was first offered as an option. Beginning in 2001, all new employees were required to enroll in the direct deposit program. All temporary/casual employees are strongly encouraged to enroll.

FIRE DEPARTMENT

Steve Lukin, Fire Chief

steve.lukin@maplewoodmn.gov

651-249-2802



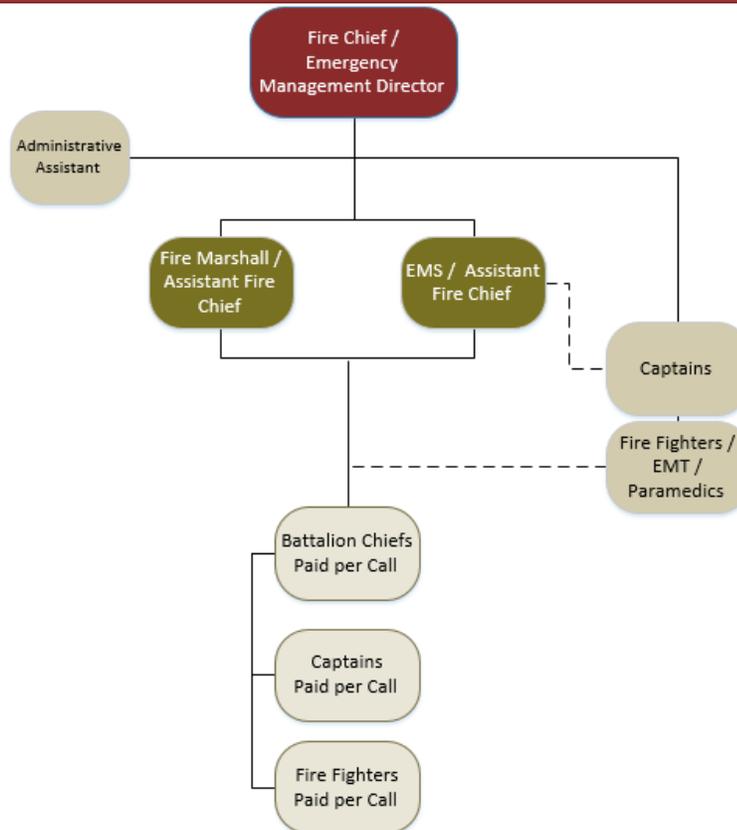
DEPARTMENT OVERVIEW

The Maplewood Fire Department’s main goal is to provide exceptional emergency and non-emergency services to our communities. We provide both advanced life support and basic life support services. The fire marshal division provides new construction fire plan reviews, life safety inspections, and fire prevention and education to our schools and community. Through our emergency management division, we work to prepare the city for disasters and recovery, while also promoting emergency preparedness within the community by way of education.

SERVICE AREAS

- Fire suppression
- New construction fire plan reviews
- Confined space rescue response
- Fire prevention education
- Emergency preparedness education
- Emergency Management planning
- Emergency medical services
- Life safety inspections
- Hazardous material response
- EMS education
- Community outreach

DEPARTMENT ORGANIZATIONAL CHART



FIRE DEPARTMENT

MISSION STATEMENT

The employees of the Maplewood Fire Department pledge the highest quality of service to meet our customers' needs. We further commit to our customers continued public and employee education, fire prevention and emergency response. We will provide these services in a safe, professional and effective manner.

2016 DEPARTMENTAL GOALS

- Respond to 90% of the emergency response calls within eight (8) minutes.
- Evaluate new services and techniques to improve our customer service.
- Update and refine emergency preparedness plans.
- Train at the highest level possible in a safe environment.
- Evaluate new ways of becoming more efficient.
- Remodel fire station two.

2016 STRATEGIC PLAN - ACTION STEPS

FINANCIAL STABILITY General Fund Reserves	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
FINANCIAL STABILTIY Budget	<ul style="list-style-type: none"> • Manage project budgets.
COORDINATED COMMUNICATION Communication	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.
OPERATIONAL EFFECTIVENESS Collaboration/Shared Services	<ul style="list-style-type: none"> • Closest unit dispatching. • Certified CPR training for all police officers.
OPERATIONAL EFFECTIVENESS Survey Results	<ul style="list-style-type: none"> • Text-based EMS survey.



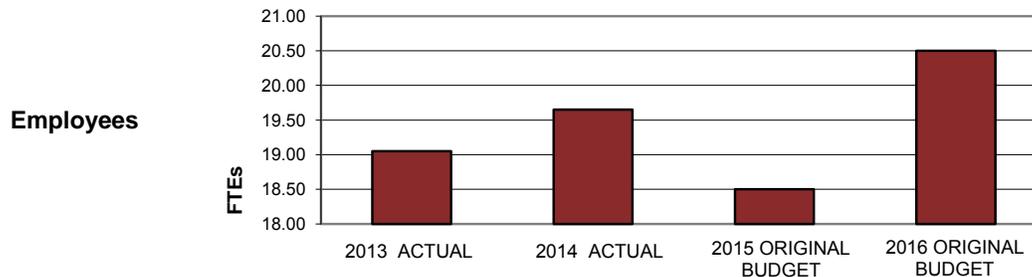
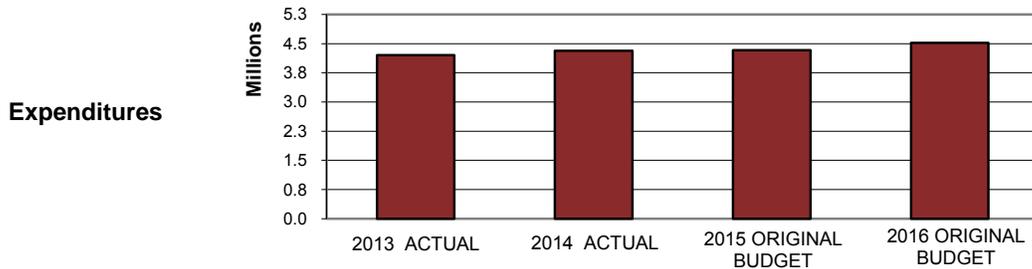
MAPLEWOOD

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FIRE EXPENDITURE SUMMARY

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Administration	\$560,027	\$577,009	\$554,340	\$573,840	3.5%
Emergency Management	7,606	7,693	9,870	9,550	-3.2%
Emergency Medical Services	2,140,902	2,237,524	2,262,940	2,367,800	4.6%
Fire Prevention	84,982	89,817	86,940	91,360	5.1%
Fire Suppression	1,412,658	1,408,040	1,416,610	1,480,370	4.5%
Totals	4,206,175	4,320,083	4,330,700	4,522,920	4.4%
Total By Classification					
Personnel Services	2,922,940	3,033,936	3,007,720	3,152,740	4.8%
Commodities	220,566	231,369	240,250	244,150	1.6%
Contractual Services	783,992	788,173	801,990	829,110	3.4%
Capital Outlay and Depreciation	66,647	54,575	66,650	73,170	9.8%
Other Charges	212,030	212,030	214,090	223,750	4.5%
Totals	4,206,175	4,320,083	4,330,700	4,522,920	4.4%
Total By Fund					
Ambulance Service Fund	2,352,932	2,449,554	2,477,030	2,591,550	4.6%
General Fund	1,853,243	1,870,529	1,853,670	1,931,370	4.2%
Totals	\$4,206,175	\$4,320,083	\$4,330,700	\$4,522,920	4.4%
Number of Employees (FTE)	19.05	19.65	18.50	20.50	10.8%



Department: Fire
Program: Administration

Fund # : 101 & 606
Program # : 411

Program Description

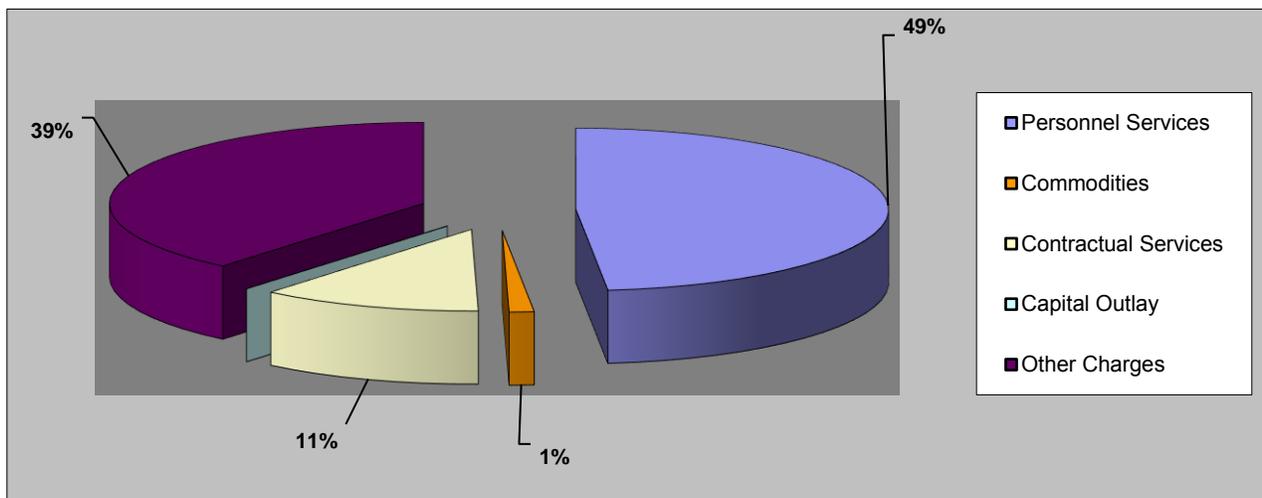
To provide administration, clerical and payroll support to all programs within the Fire Department.

Program Expenditure Highlights

There is a proposed increase in the administrative charge paid to the General Fund under other charges.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 291,083	\$ 298,785	\$ 277,820	\$ 277,620
Commodities	4,815	10,279	6,000	7,300
Contractual Services	52,099	55,915	56,430	65,170
Capital Outlay	-	-	-	-
Other Charges	212,030	212,030	214,090	223,750
Total	\$ 560,027	\$ 577,009	\$ 554,340	\$ 573,840
Percent Change	5.9%	3.0%	(-3.9%)	3.5%
 Full-Time Equivalent positions	 2.25	 2.25	 1.88	 1.88

Program Expenditures by Classification



Department: Fire **Fund #: 101 & 606**
Program: Administration **Program #: 411**

<u>Performance Measures</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
<u>OUTPUTS/WORKLOAD</u>				
Number of staff meetings held	42	40	45	45
Number of paid-time staff	46	44	49	40
<u>EFFECTIVENESS INDICATORS</u>				
Per capita cost excluding ambulance service	\$53	\$53	\$53	\$55
False alarm violations	173	187	175	180
Additions of new part-time firefighters	5	6	6	5

COMMENTS

Note: Estimated population according to the Environmental & Economic Development is as follows:

- 2013 – 38,950
- 2014 – 39,054
- 2015 – 39,314
- 2016 – 39,574

Department: Fire
Program: Emergency Management

Fund # : 101
Program # : 413

Program Description

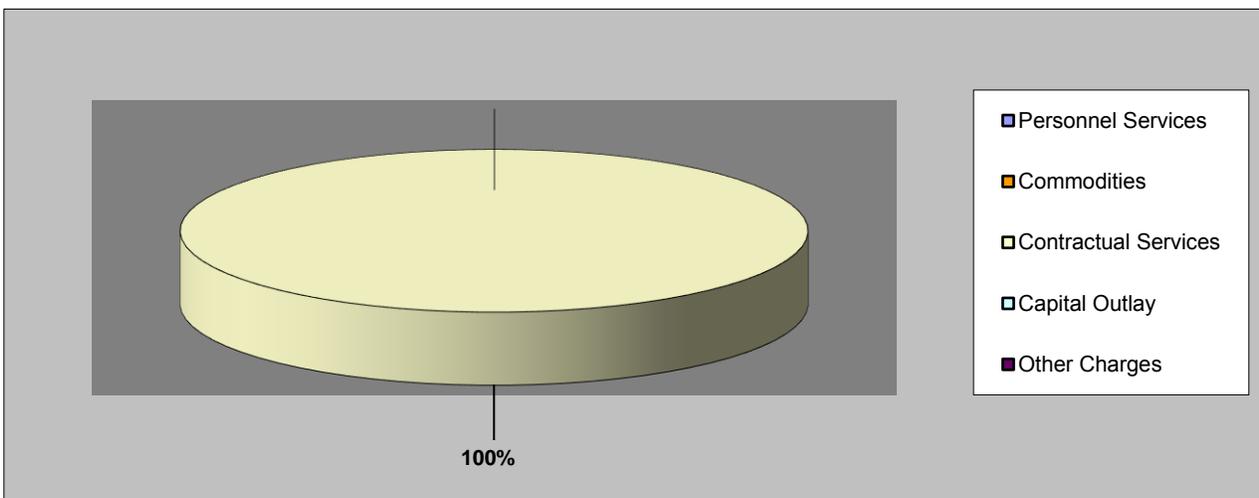
To assist key officials and emergency services in carrying out their duties and responsibilities under emergency conditions.

Program Expenditure Highlights

Accounts for supplies and fees needed for the emergency management program within the City.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	90	-	-	-
Contractual Services	7,516	7,693	9,870	9,550
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 7,606	\$ 7,693	\$ 9,870	\$ 9,550
Percent Change	4.9%	1.1%	28.3%	(-3.2%)
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Fire	Fund #:	101
Program:	Emergency Management	Program #:	413

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

City plan updated	Yes	Yes	Yes	Yes
Meetings/training sessions attended	45	40	50	45

EFFECTIVENESS INDICATORS

Hours spent updating City plan	28	25	30	30
Hours spent on all hazardous planning	45	40	45	35
Number of grants	2	1	1	1

COMMENTS

We continue to upgrade the city's emergency action plan and meet monthly with Ramsey County emergency management staff to facilitate on-going training and planning.

Department: Fire
Program: Emergency Medical Services

Fund # : 101 & 606
Program # : 403,412

Program Description

To provide Emergency Medical Services, including emergency medical treatment and transport; sponsor and participate in public education and community awareness efforts to promote first aid skills, healthy living and accident reduction.

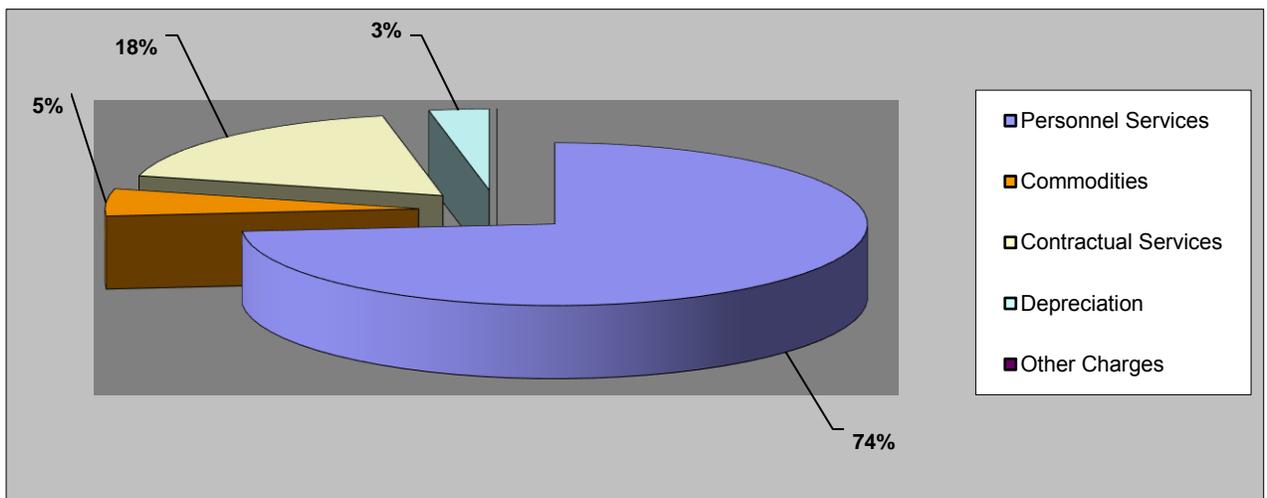
Program Expenditure Highlights

For 2016, there is a proposal to add two full-time firefighters. 1.2 FTE would be allocated to this program.

Also in 2016, instead of purchasing vehicles, the City has entered into leases for 3 of the administration vehicles. The portion allocated to this program is accounted for under contractual services.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 1,544,300	\$ 1,652,704	\$ 1,656,020	\$ 1,741,810
Commodities	121,736	120,698	126,100	127,500
Contractual Services	408,219	409,547	414,170	425,320
Depreciation	66,647	54,575	66,650	73,170
Other Charges	-	-	-	-
Total	\$ 2,140,902	\$ 2,237,524	\$ 2,262,940	\$ 2,367,800
Percent Change	5.8%	4.5%	1.1%	4.6%
 Full-Time Equivalent positions	 10.30	 10.66	 10.13	 11.33

Program Expenditures by Classification



Department: Fire
Program: Emergency Medical Services

Fund #: 101 & 606
Program #: 403,412

<u>Performance Measures</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
<u>OUTPUTS/WORKLOAD</u>				
Total EMS calls	3,996	4,296	4,317	4,339
Total ALS transports (Advanced Life Support)	2,230	2,324	2,304	2,315
Total BLS transports (Basic Life Support)	770	844	832	836
Total number of ambulances in service	5	4	4	4
Total billable no transport calls	36	45	41	43
Average time spent per EMS call	48 min.	49 min.	50 min.	50 min.
<u>EFFECTIVENESS INDICATORS</u>				
% of medical response time of eight minutes or less	86%	85%	83%	80%

COMMENTS

Our total EMS calls were up in 2014 by 7.5%. As our call volume increases, we anticipate that our percentages of EMS response times over 8 minutes will increase. We will be adding a patient/satisfaction survey in 2016.

Department: Fire
Program: Fire Prevention

Fund # : 101
Program # : 405

Program Description

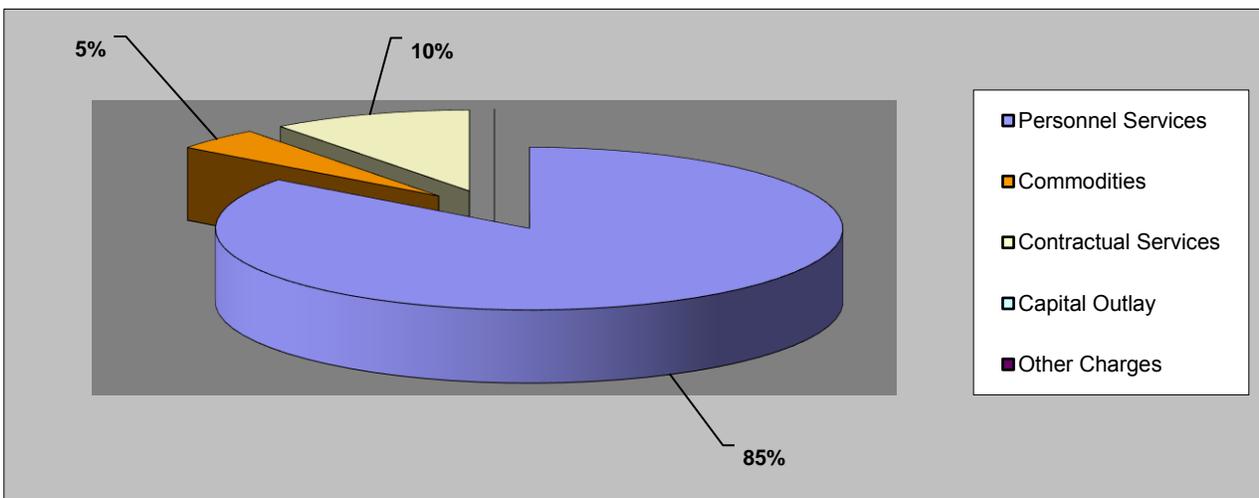
To provide preservation of life and property to the citizens by way of fire prevention, education and code enforcement.

Program Expenditure Highlights

No significant change in the Fire Prevention budget for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 75,692	\$ 78,559	\$ 77,310	\$ 77,850
Commodities	3,387	3,824	4,400	4,100
Contractual Services	5,903	7,434	5,230	9,410
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 84,982	\$ 89,817	\$ 86,940	\$ 91,360
Percent Change	2.8%	5.7%	(-3.2%)	5.1%
 Full-Time Equivalent positions	 0.50	 0.50	 0.50	 0.50

Program Expenditures by Classification



Department:	Fire	Fund #:	101
Program:	Fire Prevention	Program #:	405

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Safety inspections	670	674	475	650
Fire pan reviews	28	51	20	45
Community education events	22	29	20	30
<u>EFFECTIVENESS INDICATORS</u>				
Number of reinspections	396	220	100	200
Fire investigations	4	11	10	10
Participants in fire prevention training	1,765	1,500	900	1,500

COMMENTS

Department: Fire
Program: Fire Suppression

Fund # : 101
Program # : 404

Program Description

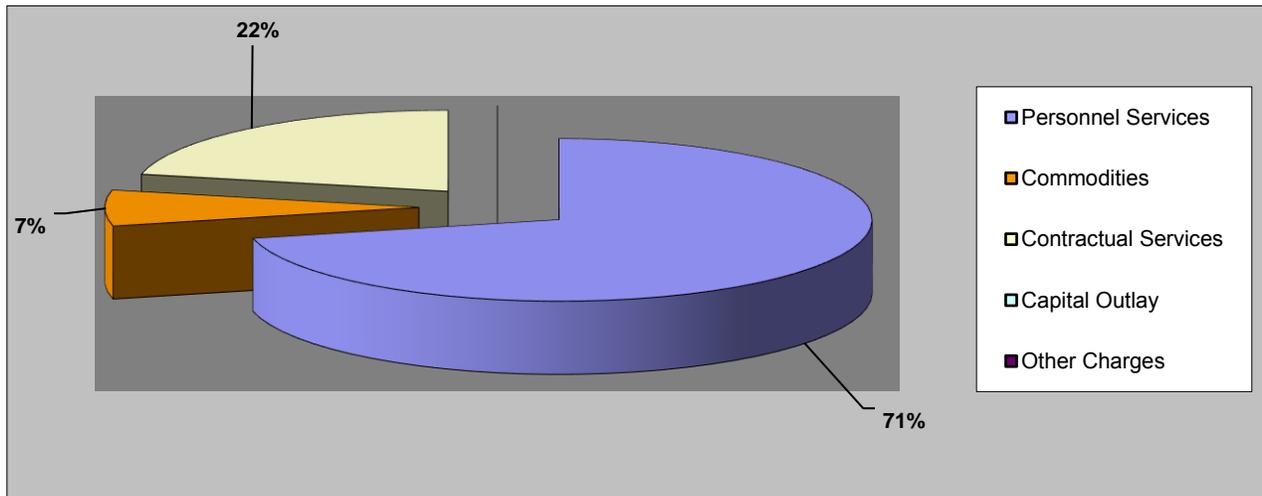
To provide the highest level of fire suppression services to our customers in a timely and professional manner.

Program Expenditure Highlights

For 2016, there is a proposal to add two full-time firefighters. 0.8 FTE would be allocated to this program.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 1,011,865	\$ 1,003,888	\$ 996,570	\$ 1,055,460
Commodities	90,538	96,568	103,750	105,250
Contractual Services	310,255	307,584	316,290	319,660
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 1,412,658	\$ 1,408,040	\$ 1,416,610	\$ 1,480,370
Percent Change	5.3%	(-0.3%)	0.6%	4.5%
 Full-Time Equivalent positions	 6.00	 6.24	 6.00	 6.80

Program Expenditures by Classification



Department:	Fire	Fund #:	101
Program:	Fire Suppression	Program #:	404

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Population served:

MAPLEWOOD	38,950	39,054	39,314	39,574
Total fire calls	635	562	600	700
Total EMS calls	3,996	4,296	4,317	4,339
Total calls	4,631	4,858	4,917	5,039

EFFECTIVENESS INDICATORS

Percent of emergency response times of eight minutes or less	86.5%	80%	82.5%	78%
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COMMENTS

Based on the increase in call volume and with the present staffing levels, our percentage of emergency response times of eight minutes or less could decrease.

INFORMATION TECHNOLOGY DEPARTMENT

Mychal Fowlds, Information Technology Director

mychal.fowlds@maplewoodmn.gov 651-249-2923



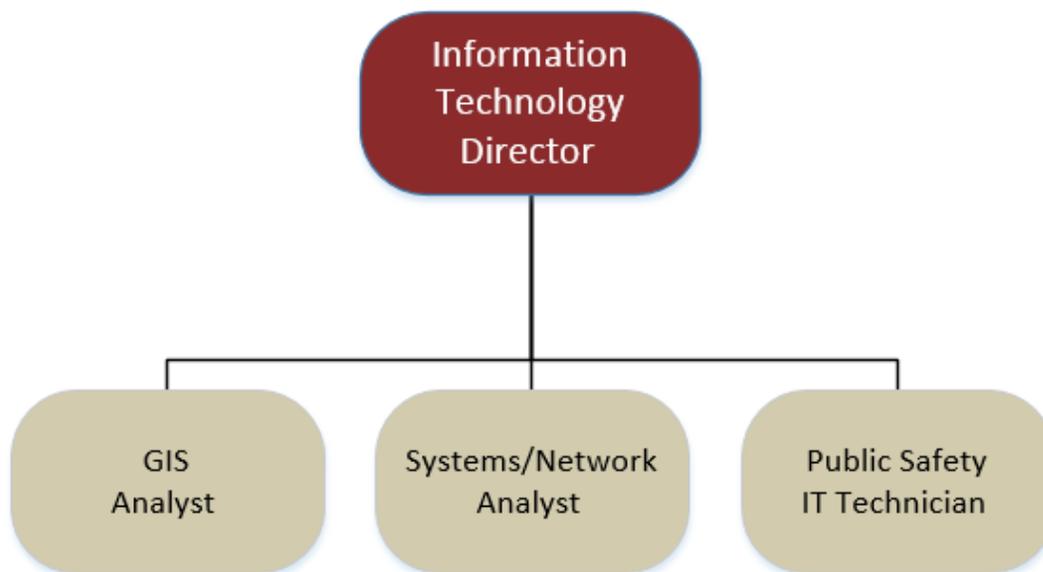
DEPARTMENT OVERVIEW

The Information Technology Department exists to support the technology needs of City employees. The department ensures that the core applications and systems used by City staff are functioning as expected at all times. The IT Department also assists with the City’s website, taping of City meetings and GIS services.

SERVICE AREAS

- Application support
- Network support
- IT Helpdesk
- Website maintenance
- GIS services
- Process improvement
- Production services

DEPARTMENT ORGANIZATIONAL CHART



MISSION STATEMENT

To provide the most effective information technology services and support possible to the City of Maplewood staff and citizens.

INFORMATION TECHNOLOGY DEPARTMENT

2016 DEPARTMENTAL GOALS

- Improve helpdesk responsiveness and support of City staff.
- Improve support and knowledge of current City applications.
- Work with staff to automate routine processes and improve efficiencies.
- Continue to implement mobile technologies to increase staff efficiency.
- Participate in State Electronics Challenge
- Evaluate Planning/Permitting software applications for 2017 implementation.
- Assist in implementing asset management application.
- Continue to work with staff in taking full advantage of our document management system.
- Continue documentation of IT policies & procedures.
- Continue to increase documentation of IT systems.
- Continue to explore working with other agencies to realize increased efficiencies.

2016 STRATEGIC PLAN – ACTION STEPS

FINANCIAL STABILITY General Fund Reserves	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
FINANCIAL STABILITY Budget	<ul style="list-style-type: none"> • Manage project budgets.
COORDINATED COMMUNICATION Citizen Engagement	<ul style="list-style-type: none"> • Create Fix-it form and make available on website for citizens to submit work tickets to the city. • Implement system to allow for online job application submissions. • Explore feasibility to hire a communications position to manage city social media plan and communications.
COORDINATED COMMUNICATION Communication	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy. • Develop and implement programming policy [contingent on city franchise with Mediacom/CenturyLink].
OPERATIONAL EFFECTIVENESS Collaboration/Shared Services	<ul style="list-style-type: none"> • Identify areas where Metro-Net is an option for increased purchasing power.
OPERATIONAL EFFECTIVENESS Survey Results	<ul style="list-style-type: none"> • Allow for more online business. • Utilize Citizen Engagement tools to better understand what service improvements are wanted.



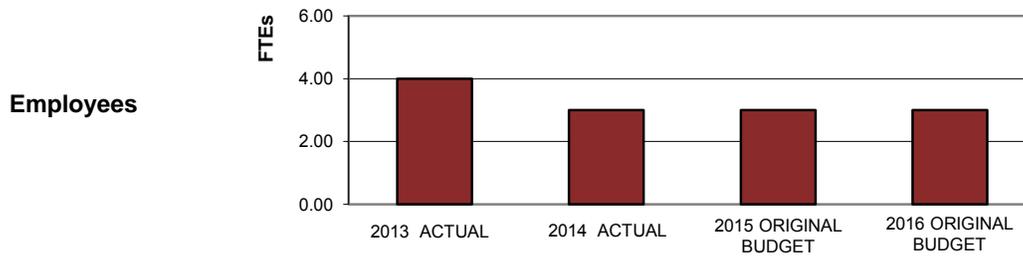
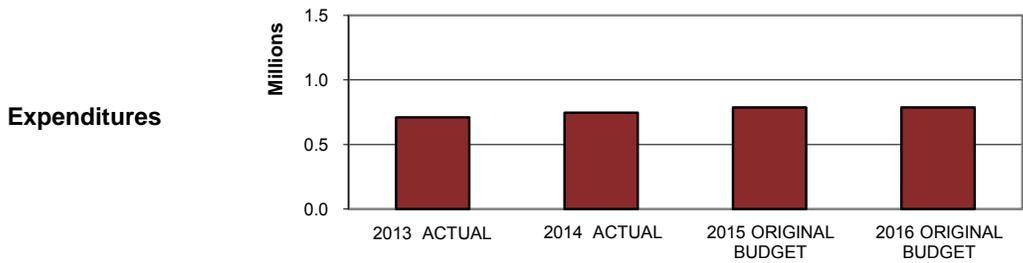
MAPLEWOOD

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INFORMATION TECHNOLOGY EXPENDITURE SUMMARY

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Information Technology Services	711,219	745,971	787,250	787,200	0.0%
Totals	711,219	745,971	787,250	787,200	0.0%
Total By Classification					
Personnel Services	365,801	354,027	368,880	375,530	1.8%
Commodities	69,842	96,077	94,100	99,800	6.1%
Contractual Services	252,389	276,553	302,920	288,410	-4.8%
Capital Outlay and Depreciation	21,354	19,229	21,350	22,870	7.1%
Other Charges	1,833	85	0	590	N/A
Totals	\$711,219	\$745,971	\$787,250	\$787,200	0.0%
Total By Fund					
Information Technology Fund	711,219	745,971	787,250	787,200	0.0%
Totals	\$711,219	\$745,971	\$787,250	\$787,200	0.0%
Number of Employees (FTE)	4.00	3.00	3.00	3.00	0.0%



Department: Information Technology
Program: Information Technology Services

Fund # : 703
Program # : 118

Program Description

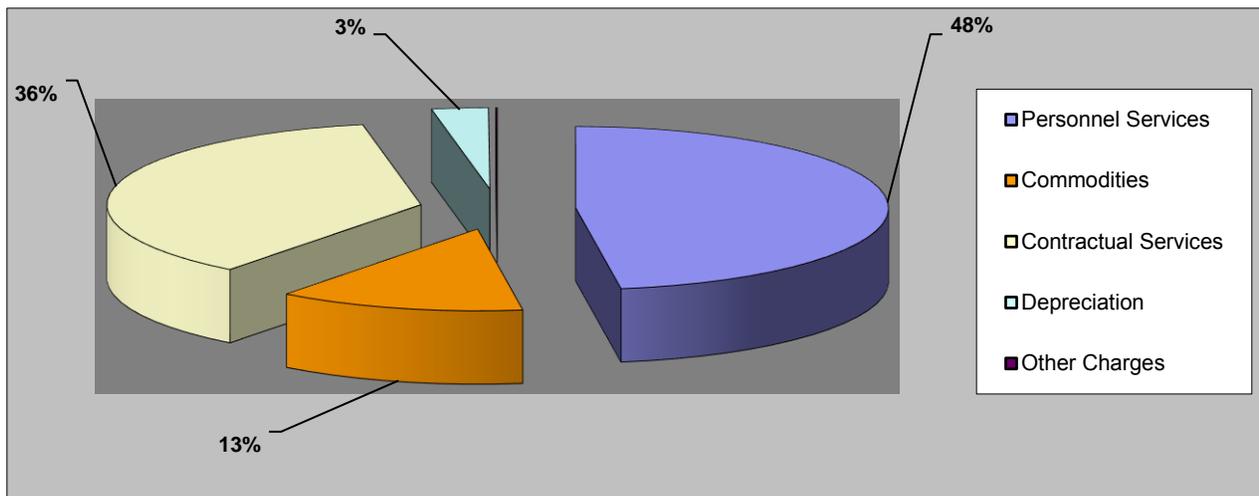
To provide and support internal information systems and create external interfaces that facilitates access to city information.

Program Expenditure Highlights

No significant change in the Information Technology budget for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 365,801	\$ 354,027	\$ 368,880	\$ 375,530
Commodities	69,842	96,077	94,100	99,800
Contractual Services	252,389	276,553	302,920	288,410
Depreciation	21,354	19,229	21,350	22,870
Other Charges	1,833	85	-	590
Total	\$ 711,219	\$ 745,971	\$ 787,250	\$ 787,200
Percent Change	(-1.9%)	4.9%	5.5%	(-0.0%)
Less charges to other depts.	(693,680)	(693,680)	(773,680)	(803,680)
Net Total	17,539	52,291	13,570	(16,480)
Full-Time Equivalent positions	4.00	3.00	3.00	3.00

Program Expenditures by Classification



Department:	Information Technology	Fund #:	703
Program:	Information Technology Services	Program #:	118

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of devices maintained	783	789	800	800
Number of workstations maintained	212	214	210	210
Number of help desk requests	1,810	1,945	2,800	2,900
Number of computers replaced	28	51	40	40
<u>EFFECTIVENESS INDICATORS</u>				
Percent of help desk service calls resolved within 24 hrs	58%	60%	65%	68%
Percent of internal customers rating services as good or excellent	88%	87%	90%	90%
Number of web page hits by external users	106,889	260,720	300,000	350,000
<u>Efficiency Measures</u>				
IT wage and benefit expenditures per workstation	\$1,725	\$1,654	\$1,757	\$1,788

COMMENTS

We will be adjusting some of our effectiveness indicators and efficiency measures this year to take effect in 2016. We are on track to shatter our record for yearly helpdesk tickets in 2015. We attribute this to some large projects this year, taking over the support of all Public Safety hardware and an increased focus on accounting for all requests.



LEGISLATIVE DEPARTMENT

Melinda Coleman, City Manager

melinda.coleman@maplewoodmn.gov 651-249-2055



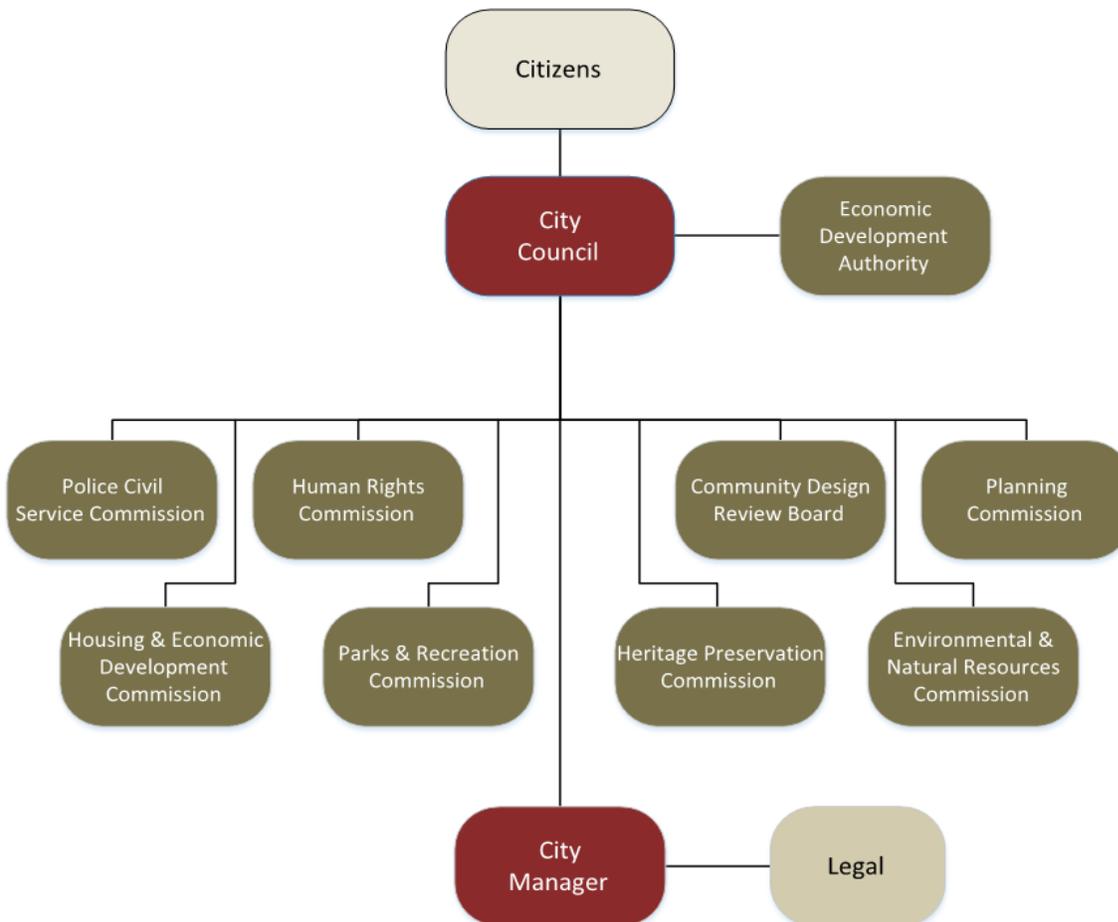
DEPARTMENT OVERVIEW

The Legislative Department represents the residents of Maplewood through its elected City Council, Mayor, and appointed commissions. The City Council acts as the city’s duly elected legislative body, which adopts local laws and policies and appoints the City Manager to execute them. The citizen commissions provide residents an opportunity to act in an advisory capacity to the City Council, reviewing citizen requests and providing recommendations.

SERVICE AREAS

- Debate and adopt local ordinances and policies
- Review citizen requests and provide recommendations to City Council

DEPARTMENT ORGANIZATIONAL CHART



LEGISLATIVE DEPARTMENT

MISSION STATEMENT

To provide for the establishment of policies and adoption of local laws for the public health, safety and welfare of the people of the City of Maplewood through the City Council as advised by various commissions and task forces as authorized by ordinance and appointment.

2016 DEPARTMENTAL GOALS

- Financial Sustainability - Maintain a positive financial position by balancing revenues and expenditures for operations, debt management, and capital improvements. Provide long-term sustainability of quality city services at a level that reflects community values and is supported by available resources.
- Coordinated Communication - Maplewood is an evolving community and will need to position itself for the future. Create a long-term vision that reflects our community identity and be able to effectively communicate a consistent, broad-based message and brand through a variety of mediums.
- Effective Governance - Maplewood is committed to effective governance. This begins with creating a culture that is built on trust, creating clearly defined expectations, and is focused on the city’s long-range mission and vision.
- Targeted Redevelopment - Guide the type and intensity of residential development by leveraging resources to expand the tax base and create life-cycle/mixed housing options that meet the diversity of the community. Promote commercial development through green building efforts and innovation that supports existing infrastructure; and to create an environment for businesses to expand.
- Operational Effectiveness - The city values organizational efficiencies, which is based on performance measurement and accountability.

2016 STRATEGIC PLAN - ACTION STEPS

<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
<p>FINANCIAL STABILTIY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets.
<p>COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.
<p>EFFECTIVE GOVERNANCE Council Meeting Decorum</p>	<ul style="list-style-type: none"> • Mayor and commission chairs read rules of civility at the beginning of each meeting.



MAPLEWOOD

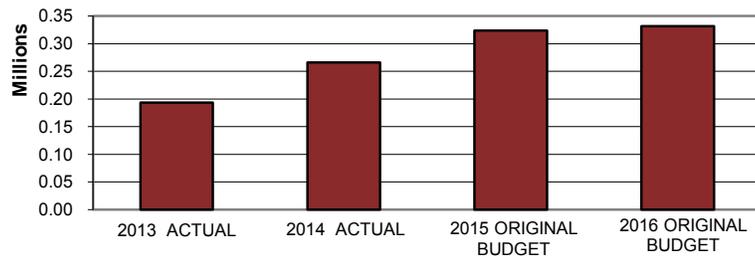
Together We Can

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**LEGISLATIVE
EXPENDITURE SUMMARY**

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Total By Program					
Charitable Gambling	28,536	28,427	30,000	30,000	0.0%
City Council	144,870	156,121	154,370	161,940	4.9%
Human Rights Commission	507	0	0	0	N/A
Maplewood Area EDA	12,871	81,530	137,370	137,580	0.2%
Police Civil Service Commission	6,644	0	2,150	2,150	0.0%
Totals	193,428	266,078	323,890	331,670	2.4%
Total By Classification					
Personnel Services	65,768	66,025	88,660	90,490	2.1%
Commodities	3,467	4,831	5,300	5,300	0.0%
Contractual Services	111,818	195,222	129,930	135,880	4.6%
Capital Outlay and Depreciation	12,375	0	100,000	100,000	0.0%
Other Charges	0	0	0	0	N/A
Totals	193,428	266,078	323,890	331,670	2.4%
Total By Fund					
Charitable Gambling Tax Fund	28,536	28,427	30,000	30,000	0.0%
General Fund	152,021	156,121	156,520	164,090	4.8%
Maplewood Area EDA	12,871	81,530	137,370	137,580	0.2%
Totals	\$193,428	\$266,078	\$323,890	\$331,670	2.4%
Number of Employees (FTE)	0.00	0.00	0.00	0.00	N/A

Expenditures



Department: Legislative
Program: Charitable Gambling

Fund # : 205
Program # : 000

Program Description

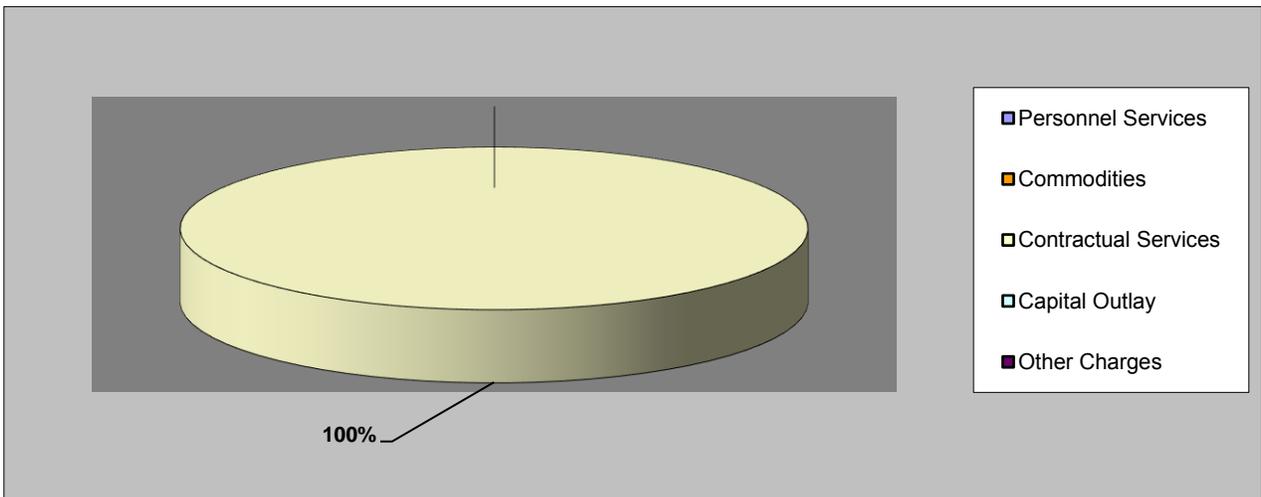
The Charitable Gambling Fund accounts for expenditures of the City gambling tax. The tax is ten percent of the net receipts of a licensed organization for lawful gambling. The City Council allocates the funds to agencies and departments that provide city-related services.

Program Expenditure Highlights

The requests approved by the City Council for 2016 are listed on the next page.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-
Contractual Services	28,536	28,427	30,000	30,000
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 28,536	\$ 28,427	\$ 30,000	\$ 30,000
Percent Change	18.8%	(-0.4%)	5.5%	0.0%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Legislative	Fund #:	205
Program:	Charitable Gambling	Program #:	000

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Requests considered	28	24	23	25
Requests awarded	25	24	21	22

COMMENTS

The number of requests received and awarded has been fairly constant, but proceeds from the Charitable Gambling tax have receded in recent years.

The requests approved by the City Council for 2016 are as follows:

\$800	Ashland Productions
\$1,450	Boy Scouts of America Pack 9471
\$930	Carver Elementary PTO
\$440	CHILD Inc
\$790	Dispute Resolution Center
\$1,680	District 622 Education Foundation
\$1,280	Friends of Maplewood Nature Center
\$780	Fusion Drumline Parent Booster Organization
\$810	Hmong American Education Fund
\$1,260	ISD 622 Northern Lights Show Choir
\$420	LENA Youth Connect, Inc.
\$3,793	Maplewood Area Historical Society
\$810	Maplewood Monarchs S.O. Team
\$3,530	Maplewood Police Reserves
\$2,347	Maplewood Youth Scholarship Fund
\$2,040	North High School Robotics Team
\$400	Ramsey County Care Center
\$2,150	Ramsey County Fair
\$280	St. Jerome's Catholic School
\$710	Tubman Family Alliance
\$1,280	Weaver Elementary School
\$1,050	Webster Elementary School
<u>\$970</u>	White Bear Area YMCA
\$30,000	TOTAL

Department: Legislative **Fund # :** 101
Program: City Council **Program # :** 101

Program Description

To establish policy, adopt laws and appoint members of advisory commissions.

Program Expenditure Highlights

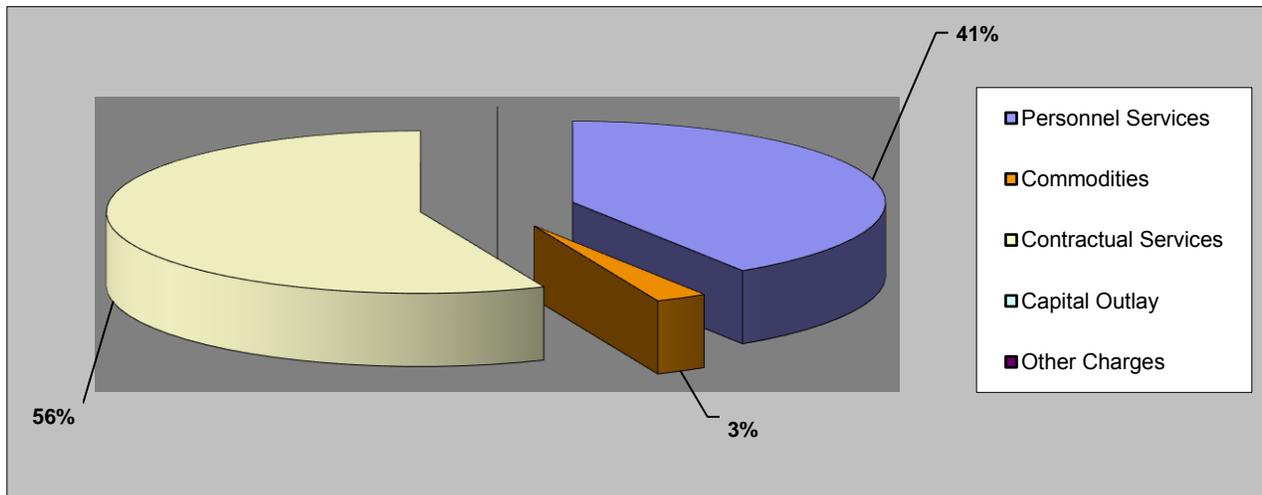
Council pay rates increase bi-annually in even-numbered years based on the Consumer Price Index.

The videographers are no longer employed by the City. We now contract out for those services.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 65,768	\$ 66,025	\$ 64,440	\$ 66,270
Commodities	3,324	4,831	4,300	4,300
Contractual Services	75,778	85,265	85,630	91,370
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 144,870	\$ 156,121	\$ 154,370	\$ 161,940
Percent Change	(-1.2%)	7.8%	(-1.1%)	4.9%

Full-Time Equivalent positions Council consists of one Mayor and four Council Members.

Program Expenditures by Classification



Department:	Legislative	Fund #:	101
Program:	City Council	Program #:	101

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of City Council meetings	22	23	24	24
Number of Council/Manager Workshops	19	22	30	26
Agenda items	509	491	500	500

COMMENTS

The above items reflect meetings and agenda items that are submitted to the City Council.

Department: Legislative
Program: Human Rights Commission

Fund # : 101
Program # : 108

Program Description

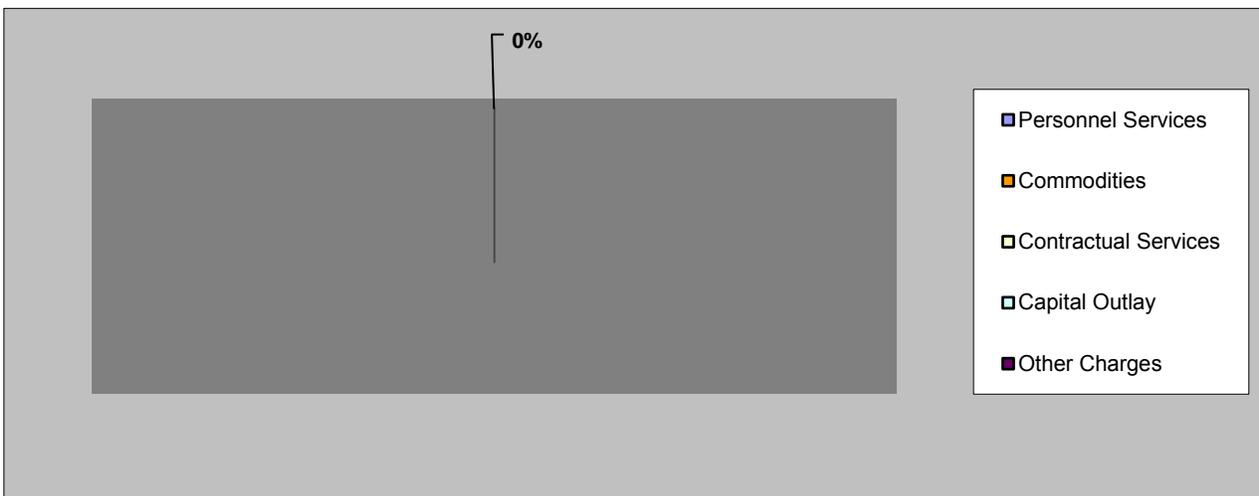
The Maplewood Human Rights Commission will advocate for equal opportunities for all citizens of Maplewood in housing, employment, public accommodations, services and education continuously working to improve human rights within the community.

Program Expenditure Highlights

The budget for this program is being absorbed by the budget for the staff liaison. In this case, any costs will be paid for by 101-301 (Citizen Services - Administration).

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	143	-	-	-
Contractual Services	364	-	-	-
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 507	\$ -	\$ -	\$ -
Percent Change	(-52.2%)	(-100.0%)	0.0%	0.0%
 Full-Time Equivalent positions	 -	 -	 -	 -

Program Expenditures by Classification



Department:	Legislative	Fund #:	101
Program:	Human Rights Commission	Program #:	108

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Contests sponsored	2	2	2	2
Community awareness events sponsored	0	4	3	3
Bias crime complaints	0	0	0	0
Businesses and organizations participating as sponsors	2	2	2	2
<u>EFFECTIVENESS INDICATORS</u>				
Number of people attending community events	25	100	100	100
Percentage of businesses and organizations participating	2%	2%	2%	2%

COMMENTS

In 2015, the Commission sponsored an art and poster contest for 3rd through 12th grade students in ISD 622, 623, 624, and all other public, private, or homeschooled students residing in the City of Maplewood during the 2014-2015 academic year.

In 2015, the Commission continued its mission to aid and advocate for equal opportunities for all citizens of Maplewood in: housing, employment, public accommodations, services and education, in addition to continuously working to improve human rights within the community.

Department: Legislative
Program: Maplewood Area EDA

Fund # : 280
Program # : 000

Program Description

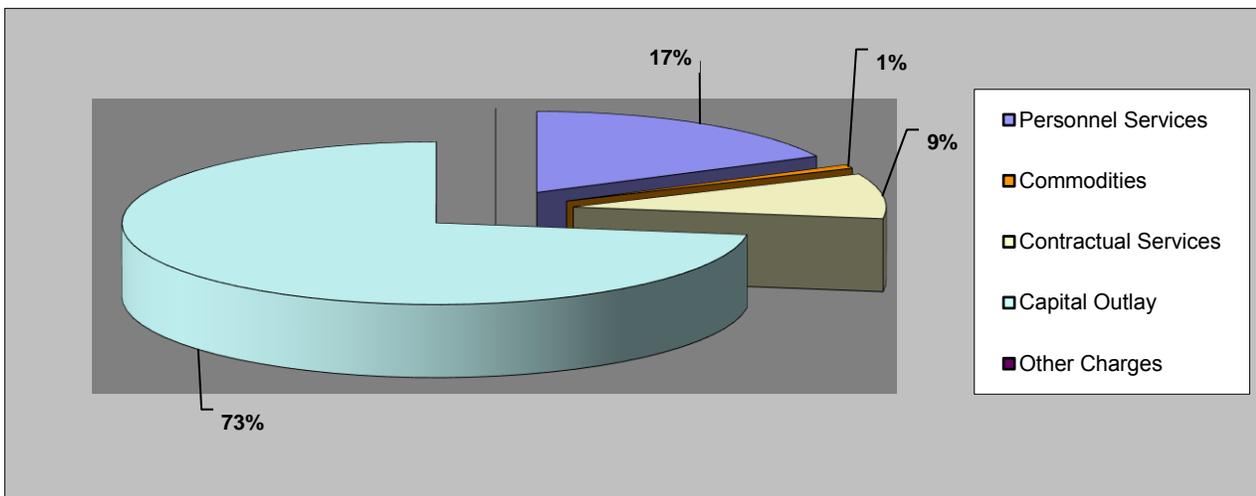
To assist with development and redevelopment opportunities and initiatives.

Program Expenditure Highlights

This program was expanded in 2014 to assist with marketing of excess city property as well as training staff in the procedures of economic development for our business community. We hope to continue these initiatives in 2016 with existing staff and consultants as needed.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ -	\$ -	\$ 24,220	\$ 24,220
Commodities	-	-	1,000	1,000
Contractual Services	496	81,530	12,150	12,360
Capital Outlay	12,375	-	100,000	100,000
Other Charges	-	-	-	-
Total	\$ 12,871	\$ 81,530	\$ 137,370	\$ 137,580
Percent Change	(-13.0%)	533.4%	68.5%	0.2%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Legislative	Fund #:	280
Program:	Maplewood Area EDA	Program #:	000

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
EDA meetings	3	6	4	4
HEDC commission meetings	10	6	6	6
Business retention meetings	15	10	10	10
Local business leaders meetings	1	2	2	2
<u>EFFECTIVENESS INDICATORS</u>				
Number of loans	0	1	0	1
New Tax Abatement/TIF Districts	0	1	1	1

COMMENTS

In 2009, the city council established the Economic Development Authority (EDA) and the Business and Economic Development Commission. In 2011, the EDA participated in the Trillion BTU program through the St. Paul Port Authority. The EDA, with the help of the General Fund, contributed \$400,000 for a loan to St. John’s Hospital to be paid back over 5 years at a 4 percent interest rate. In 2012, the city council, which also serves as the EDA, established economic development as the city’s top priority. During 2012 and throughout 2013, the EDA evaluated options for a number of subsidy and economic development initiatives. This program will see an increased effort and EDA action items, including implementation of new tax increment or tax abatement districts.

In 2012, the housing and redevelopment authority was combined with the business and economic development commission to form the housing and economic development commission (HEDC). In 2013, the HEDC worked in implementing its work plan which includes continued business retention outreach, focusing redevelopment efforts in critical parts of the city and establishing the parameters of a revolving loan fund program. In 2016, the HEDC intends to continue its mission of fostering development and redevelopment, as well as get more involved with direct project initiation opportunities. The funding for the HEDC has been moved to the Council’s Economic Development Authority.

Department: Legislative **Fund # : 101**
Program: Police Civil Service Commission **Program # : 105**

Program Description

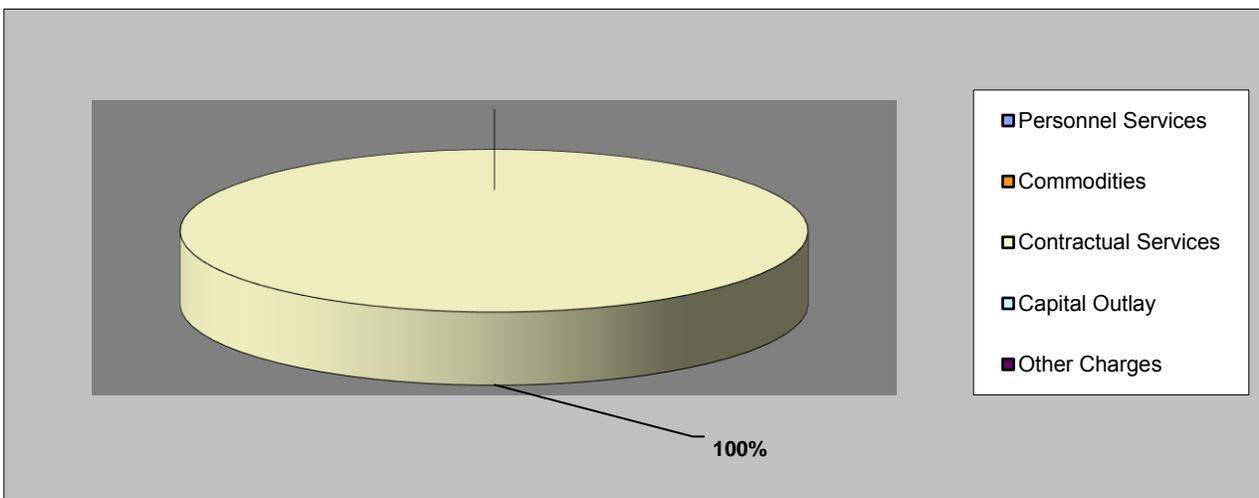
To help ensure a fair and objective hiring process for sworn law enforcement positions and to investigate any grievances or discipline submitted to the Commission and render an impartial decision.

Program Expenditure Highlights

Budget includes amounts to cover publishing and fees for service.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-
Contractual Services	6,644	-	2,150	2,150
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 6,644	\$ -	\$ 2,150	\$ 2,150
Percent Change	100.0%	(-100.0%)	100.0%	0.0%
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Legislative	Fund #:	101
Program:	Police Civil Service Commission	Program #:	105

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Number of lists created - external	1	0	1	1
Number of lists created - internal	3	1	2	0

EFFECTIVENESS INDICATORS

Average number of working days between approval to post position and adoption of promotional list	25	19	25	N/A
Average number of working days between approval to post position and adoption of external eligibility list	85	N/A	70	70

COMMENTS

The External and Internal Posting and Eligibility List have very little change from year to year on the average number of working days to adoption of a list. There are some years where there is no need to create an external eligibility list and other years where there is no need to create an internal eligibility list. On the other hand, sometimes there is a need to create 2-3 lists, depending on new police positions, retirements and resignations. If there is a high ranking vacancy, lists are needed of all job titles below it due to probable promotions.

P ARKS & RECREATION DEPARTMENT

DuWayne Konewko, Parks & Recreation Director
 duwayne.konewko@maplewoodmn.gov 651-249-2330



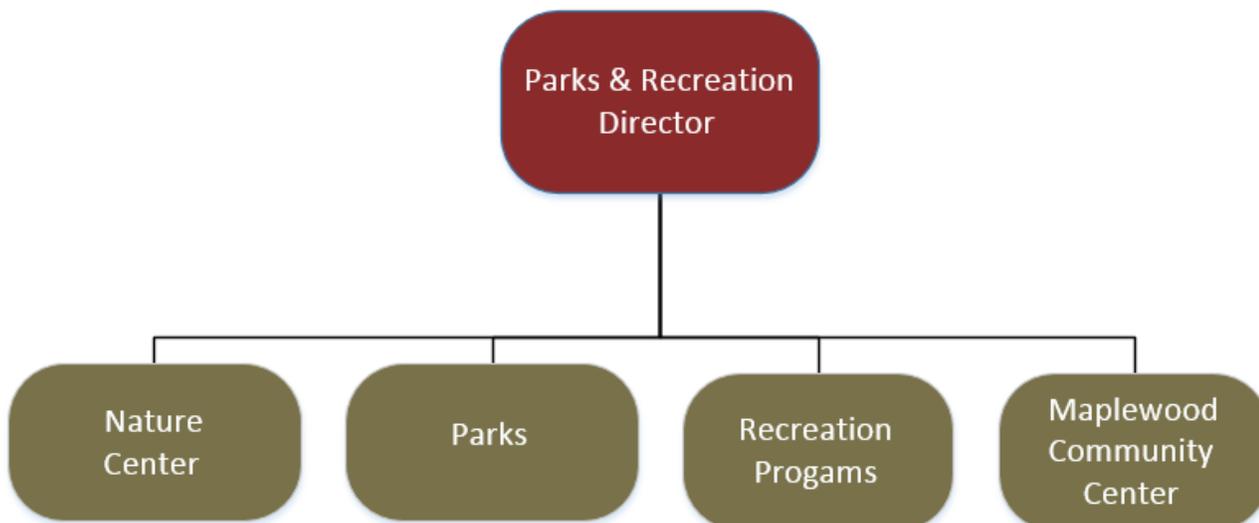
DEPARTMENT OVERVIEW

The Parks and Recreation Department is responsible for managing the Maplewood Community Center, 36 parks, 15 preserves, recreational programming and the nature center. The Maplewood Community Center is a 90,000 square foot facility with an aquatic center, banquet and meeting spaces, fitness programming, and a performing arts theater. The City parks and preserve system is over 930 acres including athletic facilities and neighborhood parks and an extensive trail system. Recreational programming includes opportunities ranging from youth and adult sports, community special events, music, and arts programs designed to bring wellness and specialty programs for all ages and ethnicities. The department works directly with the Maplewood Parks and Recreation Commission and the Heritage Preservation Commission which are volunteer advisory boards consisting of Maplewood residents.

SERVICE AREAS

- Adopt – A – Park
- Parks, Preserves, Open Space, Trails
- Maplewood Community Center
- Recreation Programs
- Greenways and Forestry
- Community Gardens
- Nature Center
- Fitness Programs
- Youth Scholarship Program
- Community Outreach
- Adult and Youth Athletics
- Performing Arts

DEPARTMENT ORGANIZATIONAL CHART



PARKS & RECREATION DEPARTMENT

MISSION STATEMENT

To provide diverse recreational opportunities for people of all ages and abilities, enhance and preserve our parks, facilities, and open spaces while promoting environmental stewardship through education and outreach.

2016 DEPARTMENTAL GOALS

- Continue to implement the Parks System Master Plan while building champions for our system within the community. In addition, we will work closely with the City Council on the possibility of a referendum to help finance this implementation.
- Continue to protect natural resources through restoring and managing natural areas, using sustainable landscaping practices at parks, and providing environmental and nature programs that enhance enjoyment and understanding of land, water and wildlife resources.
- Increase sponsorship and partnership opportunities for all MCC and Parks & Recreation related events.
- Continue to offer a minimum of five community wide special events per year. These events will serve diverse audiences and may include a Senior Wellness Fair, Early Childhood Education Fair, Women’s Expo, Movies in the Park, Maplewood Rec Run 5K etc.
- Continue to facilitate a successful partnership with Ashland Theatre of Performing Arts and expand our utilization of the performing arts theater to include fifteen MCC events and or concerts.
- Continue to offer comprehensive and diverse recreation programs designed to bring additional wellness, preventative and specialty programs advantageous for all ages, ethnicities, interests and fitness levels to Maplewood and surrounding communities.
- Continue to focus on increasing program participation by partnering with surrounding communities to expand our participation numbers and outreach.
- Continue to offer programming that includes, but is not limited to, youth and adult sports, community special events, music and arts programs, teen, senior and special populations programs and fitness and health and wellness classes.
- Continue to facilitate a successful partnership with the YMCA at the Maplewood Community Center that involves management of aquatic programming and facilitation of daily operations.

2016 STRATEGIC PLAN – ACTION STEPS

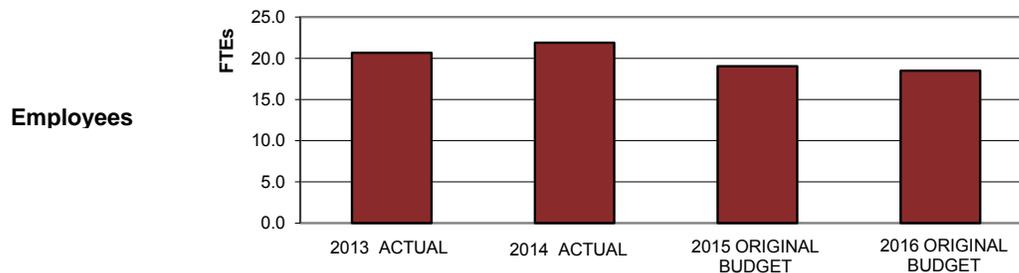
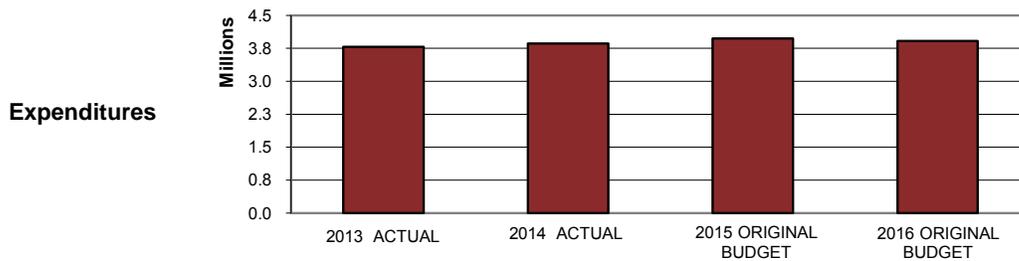
<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
<p>FINANCIAL STABILTIY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets.
<p>COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.

PARKS & RECREATION DEPARTMENT

<p>OPERATIONAL EFFECTIVENESS Collaboration/Shared Services</p>	<ul style="list-style-type: none"> • Work with Public Works on implementation of Park Master Plan Outcomes – Trails/Connectivity. • Ensure Partnership Agreement/Vision with the YMCA is successful.
<p>OPERATIONAL EFFECTIVENESS Survey Results</p>	<ul style="list-style-type: none"> • Survey MCC members/non-members and users. • Provide opportunities for participant surveys in all Parks programming offerings including MCC.

PARKS & RECREATION EXPENDITURE SUMMARY

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Total By Program					
Administration	\$183,485	\$199,090	\$209,200	\$218,560	4.5%
Community Center	2,559,630	2,595,188	2,628,910	2,567,520	-2.3%
Ice Arena Operations	31,298	20,056	30,160	26,740	-11.3%
Nature Center	258,618	279,825	287,210	287,460	0.1%
Open Space Management	71,070	72,834	75,100	75,070	0.0%
Recreation Programs	675,564	690,315	740,730	739,350	-0.2%
Tree Preservation	2,160	1,820	2,040	2,020	-1.0%
Totals	3,781,825	3,859,128	3,973,350	3,916,720	-1.4%
Total By Classification					
Personnel Services	2,158,649	2,202,144	2,248,220	2,005,510	-10.8%
Commodities	246,777	244,952	255,640	247,760	-3.1%
Contractual Services	1,122,294	1,153,407	1,215,730	1,405,760	15.6%
Capital Outlay and Depreciation	253,761	258,554	253,760	257,690	1.5%
Other Charges	344	71	0	0	N/A
Totals	3,781,825	3,859,128	3,973,350	3,916,720	-1.4%
Total By Fund					
General Fund	470,658	493,713	518,640	524,650	1.2%
Community Center	2,559,630	2,595,188	2,628,910	2,567,520	-2.3%
Environmental Utility Fund	73,813	78,092	83,030	83,180	0.2%
Recreation Program Fund	675,564	690,315	740,730	739,350	-0.2%
Tree Preservation Fund	2,160	1,820	2,040	2,020	-1.0%
Totals	\$3,781,825	\$3,859,128	\$3,973,350	\$3,916,720	-1.4%
Number of Employees (FTE)	20.68	21.88	19.03	18.50	-2.8%



Department: Parks & Recreation
Program: Administration

Fund # : 101
Program # : 601

Program Description

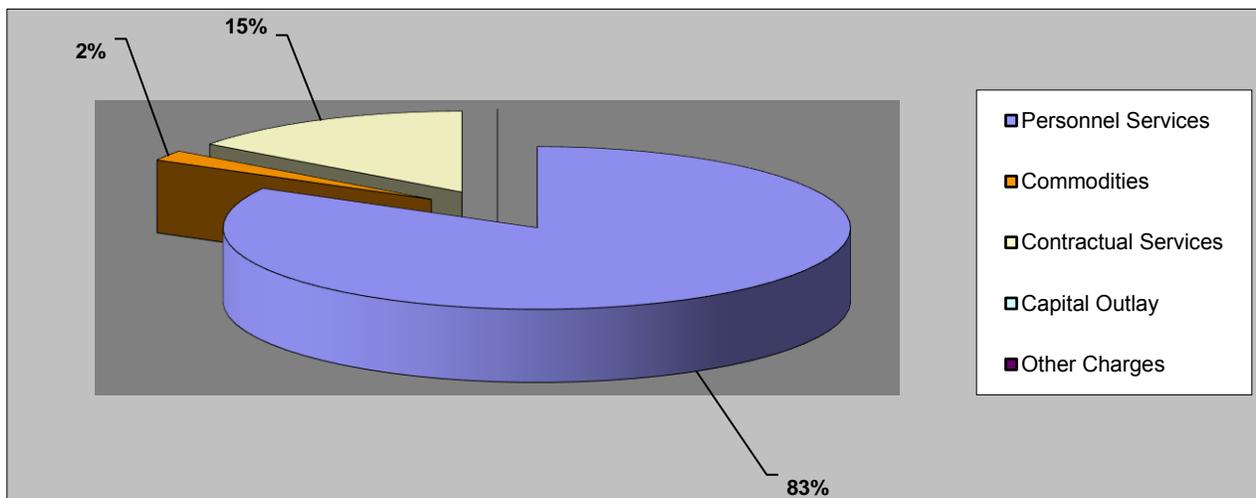
To develop and enhance a comprehensive park system for the residents including park development and re-development and the city wide trail system.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 139,877	\$ 164,743	\$ 169,130	\$ 181,540
Commodities	5,833	2,429	4,700	4,500
Contractual Services	37,775	31,918	35,370	32,520
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 183,485	\$ 199,090	\$ 209,200	\$ 218,560
Percent Change	13.7%	8.5%	5.1%	4.5%
 Full-Time Equivalent positions	 1.30	 1.40	 1.40	 1.40

Program Expenditures by Classification



Department:	Parks & Recreation	Fund #:	101
Program:	Administration	Program #:	601

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Enhancements to parks	5	9	6	8
Number of detailed projects completed	1	2	2	3
Number of public meetings (Parks & Rec Commission)	11	14	16	20
Commission items requiring formal action	16	24	30	35
<u>EFFECTIVENESS INDICATORS</u>				
Goals Parks Commission & City Council achieved	85%	95%	90%	95%
<u>EFFICIENCY MEASURES</u>				
Average number of days between recommendation from the commission to city council action on the item	14	14	14	14

COMMENTS

1. Continue implementation of the outcomes of the Parks System Master Plan.
2. Work closely with the City Council on seeking funding strategies to fund the Parks System Plan.
3. Work with Public Works to continue implementing sustainable maintenance practices.

The Parks and Recreation Commission is a nine-member volunteer resident advisory board to the City Council on all matters relating to parks, recreation, trails, open space and park development issues. The commission meets the third Wednesday of each month, but on occasion additional meetings are needed.

Parks & Recreation Department staff serves as the liaison between the Parks & Recreation Commission and City Council.

The commission does an excellent job in resolving public issues based on extensive surveying and coordinating the public input process to ensure community “buy-in” prior to submittal to the City Council.

Department: Parks & Recreation
Program: Community Center Operations

Fund # : 602
Program # : 611-614

Program Description

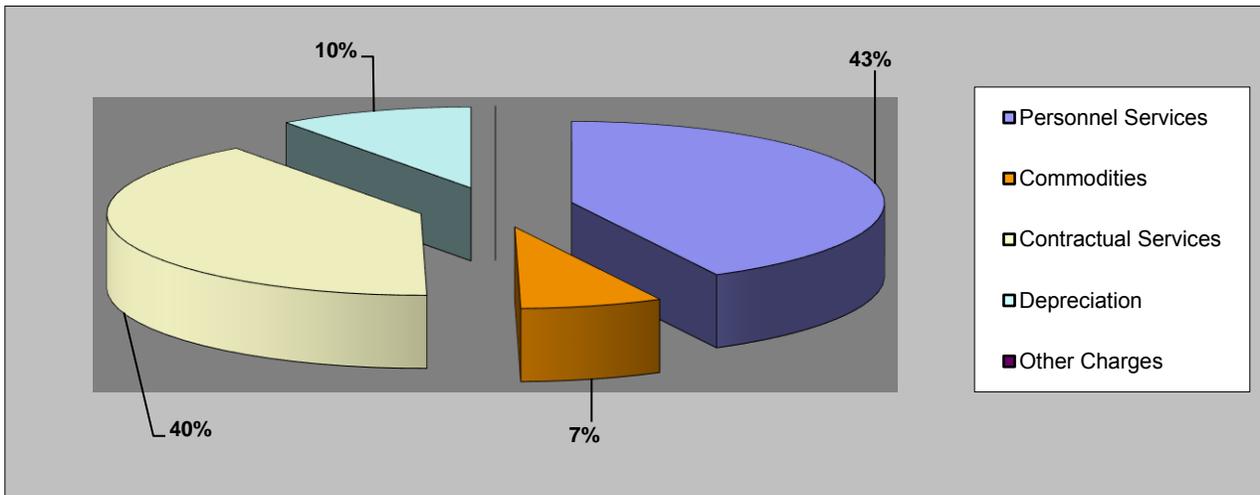
To serve the indoor recreation, entertainment and hospitality needs of families, businesses and groups in the northeast metropolitan area.

Program Expenditure Highlights

Staff continues to work toward achieving a sustainable budget in the next 3-5 years.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 1,337,464	\$ 1,333,670	\$ 1,326,170	\$ 1,088,230
Commodities	189,325	184,359	185,490	187,630
Contractual Services	779,127	818,701	863,490	1,033,970
Depreciation	253,761	258,554	253,760	257,690
Other Charges	(47)	(96)	-	-
Total	\$ 2,559,630	\$ 2,595,188	\$ 2,628,910	\$ 2,567,520
Percent Change	0.2%	1.4%	1.3%	(-2.3%)
Full-Time Equivalent positions	12.53	13.63	11.23	10.90

Program Expenditures by Classification



Department:	Parks & Recreation	Fund #:	602
Program:	Community Center Operations	Program #:	611-614

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of swim lesson packages	1,650	1,575	1,750	1,900
Number of membership packages sold	2,274	2,229	2,700	2,700
Number of group fitness participants	55,983	62,394	64,695	64,695
Number of weddings (and weekend events)	21	11	20 (45)	20 (45)
Number of member admission check-ins	264,349	256,422	275,000	275,000
<u>EFFECTIVENESS INDICATORS</u>				
Number of swim lesson participants	1,100	1,050	1,200	1,350
Number of SilverSneakers and Silver & Fit	1,791	1,879	2,000	1,975
Number of personal training sessions sold	1,940	2,029	2,110	2,110
Number of birthday party packages sold	322	345	440	375

COMMENTS

In April 2015, the City entered into a partnership with the YMCA to operate the aquatics center. We anticipate that we will see an increase in swim lesson and aquatic activities participation. Staff also anticipates increased traffic flow throughout the building which may drive up additional memberships, program participation, and banquet room rentals.

Patrons at the MCC continue to expect high quality fitness equipment, programs, and service. The cardiovascular equipment was new in the fall of 2012, purchased on a 5 year agreement. The equipment continues to serve members well.

We have seen steady growth in the number of patrons using our personal training services and engaging with the MCC through Specialty fitness classes. In the Fall of 2014, we brought Therapeutic Massage in house as a wellness offering of the fitness department.

Our Group Fitness program continues to be an area of high demand with new offerings now including Barre Boxing, PiYO, and Insanity. These classes are included in membership and tend to be key in member retention across the fitness industry.

We continue to reach out to different sectors through specialized small group training classes including TRX, Kettlebell Training, Senior Strength Training, Group Weight Loss, and our newest programs, Tennis Ball Therapy and Mat Pilates Technique class.

Department: Parks & Recreation
Program: Ice Arena Operations

Fund # : 101
Program # : 606

Program Description

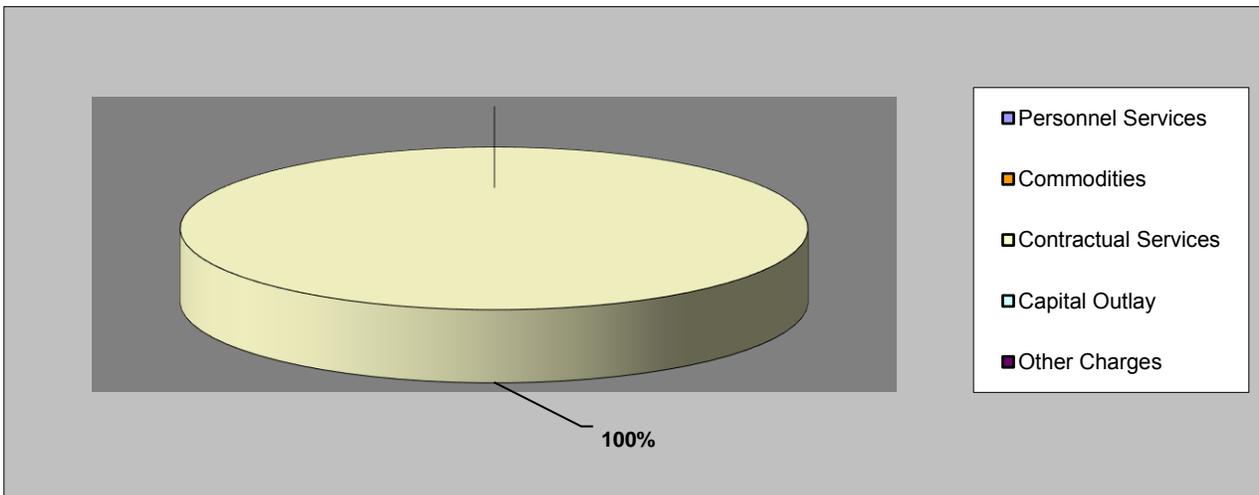
To provide a nine-month indoor skating venue for Maplewood and School District 622 residents at the Tartan Ice Arena located in Oakdale, Minnesota.

Program Expenditure Highlights

This budget is for city payments to Independent School District 622 for a portion of the costs for the operation and maintenance of the Tartan Ice Arena. The City of Oakdale and the school district also finance the ice arena.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-
Contractual Services	31,298	20,056	30,160	26,740
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 31,298	\$ 20,056	\$ 30,160	\$ 26,740
Percent Change	(-16.8%)	(-35.9%)	50.4%	(-11.3%)
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department: Parks & Recreation **Fund #: 101**
Program: Ice Arena Operations **Program #: 606**

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Number of actual ice hours sold	2,150	2,150	2,175	2,125
Number of Joint Powers Board meetings attended by City Council liaisons and/or Parks Staff	6	3	6	3

EFFECTIVENESS INDICATORS

Facility utilization rate	70%	70%	71%	69%
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COMMENTS

The city is a one-third owner of Tartan Ice Arena. The City Council provides two members as liaisons to the Tartan Ice Arena Joint Powers Board.

Department: Parks & Recreation
Program: Nature Center

Fund # : 101 & 604
Program # : 604

Program Description

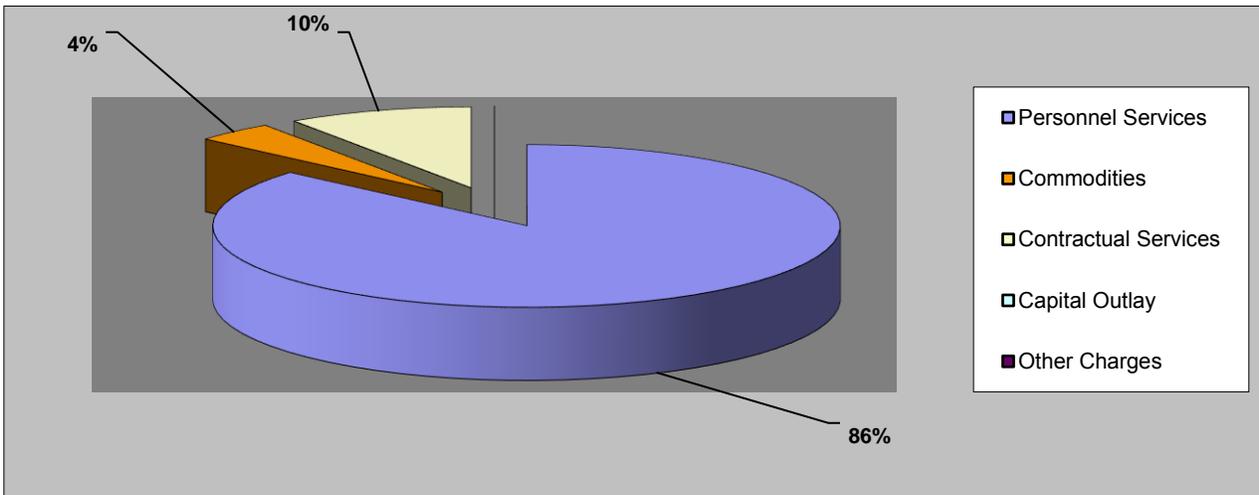
To enhance awareness and understanding of the land, water and wildlife resources; to empower the community to become stewards of the environment.

Program Expenditure Highlights

No significant change in the Nature Center budget for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 225,309	\$ 240,234	\$ 246,940	\$ 248,340
Commodities	10,576	15,298	13,750	11,670
Contractual Services	22,733	24,293	26,520	27,450
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 258,618	\$ 279,825	\$ 287,210	\$ 287,460
Percent Change	1.1%	8.2%	2.6%	0.1%
 Full-Time Equivalent positions	 2.85	 2.85	 2.85	 2.85

Program Expenditures by Classification



Department: Parks & Recreation **Fund #:** 101 & 604
Program: Nature Center **Program #:** 604

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Environmental education programs conducted thru the Nature Center.	281	264	220	250
Number of adult programs	24	32	30	30
Service projects completed	25	31	25	25
Number of water related programs	51	41	40	40
<u>EFFECTIVENESS INDICATORS</u>				
% of people satisfied or very satisfied with program	N/A	N/A	N/A	90
Total number of program participants and visitors	9,626	9,027	9,200	10,000
# of volunteer hours worked	2,720	2,553	2,500	3,000
# attending water related programs	1,784	1,182	1,200	1,200

COMMENTS

The Nature Center provides nature and environmental programs for the community and helps the city meet its NPDES requirement by presenting educational programs related to water quality and providing support for the city’s stormwater program. Naturalists play a key role in the city environmental programs including: stormwater management, native landscaping, invasive species, trees, Maplewood Seasons newsletter, Edgerton Community Gardens, and the Green Team. The center has an interactive computer exhibit, graphics panel and features in the visitor center yard to engage and educate children and adults about stormwater.

In 2015, the Nature Center partnered with the Maplewood Community Center and Parks staff to conduct the Outdoor Family Expo and later in spring, with the Ramsey-Washington Metro Watershed District to conduct watershed education with Maplewood School District. In September, with partners Great River Greening and the Xerces Society, as part of a 3 year LCCMR grant, nature center staff will hold the first of several pollinator educational programs and trainings for adults and youth.

Key projects for 2016 include: 1) Partner with Great River Greening, Xerces Society and local schools to educate about bumblebees and other pollinators as part of a LCCMR GRANT; 2) Partner with MCC on a special family event at the Community Center; 3) Partner with Maplewood schools to provide watershed and energy education; and 4) Build on partnerships to more effectively promote and educate about trees and environmental stewardship.

Department: Parks & Recreation
Program: Open Space Management

Fund # : 101
Program # : 605

Program Description

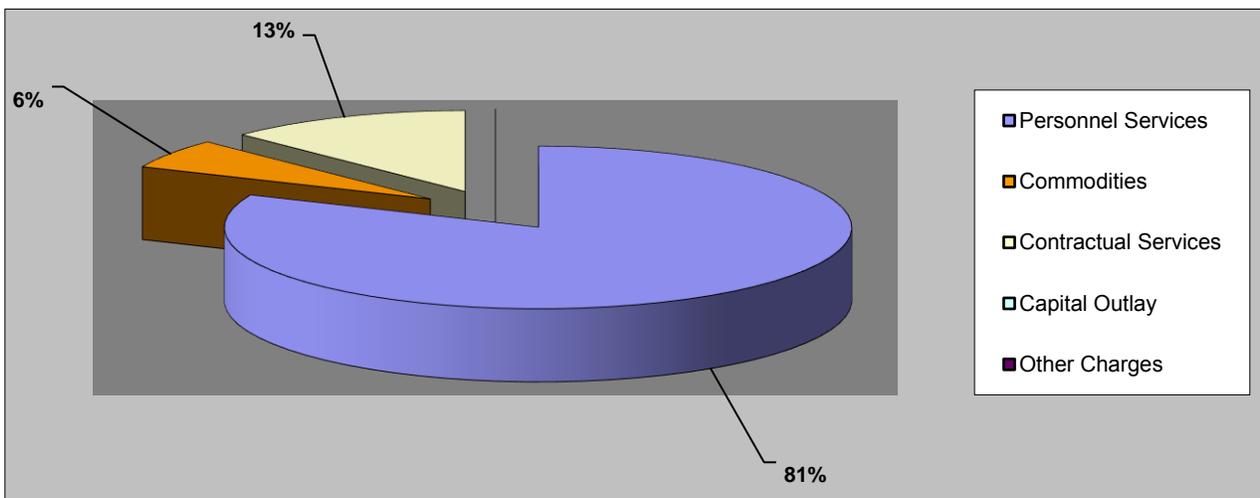
To provide for the preservation and conservation of ecological systems/natural resources and open space within the city.

Program Expenditure Highlights

This program has expanded beyond the neighborhood preserves to natural resources throughout Maplewood.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 51,714	\$ 57,869	\$ 60,660	\$ 61,180
Commodities	2,211	3,335	4,940	4,440
Contractual Services	17,145	11,630	9,500	9,450
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 71,070	\$ 72,834	\$ 75,100	\$ 75,070
Percent Change	9.8%	2.5%	3.1%	(-0.0%)
 Full-Time Equivalent positions	 0.55	 0.55	 0.55	 0.55

Program Expenditures by Classification



Department:	Parks & Recreation	Fund #:	101
Program:	Open Space Management	Program #:	605

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Master plans completed	0	0	1	1
Planting projects completed	1	3	2	2
Number of sites receiving active management	7	8	8	8
Miles of trail developed and/or maintained	8	8	8	9
Number of preserves monitored by volunteers	7	7	8	8

EFFECTIVENESS INDICATORS

Percentage survival or coverage of new plants by end of season	90%	90%	90%	90%
Percentage of participants satisfied with master plan and planning process	N/A	N/A	90%	90%

COMMENTS

The open space management budget supports natural resources management throughout the city, including management of the 15 Neighborhood Preserve.

In 2015, key projects include: 1) Implement improvements at Gladstone Savanna Phase (plant storm pond, install entries and trails along Frost and English), 2) Complete prairie seeding at Fish Creek, 3) Complete PRIORITY Preserve entry and overlook, 4) Continue citizen monitoring programs for preserves, frogs and toads, and invasive plants, 5) Conduct buckthorn seedling management at five sites and buckthorn removal at two sites, and 6) Continue working with Ramsey County on updating the Fish Creek Master Plan.

In 2016, key projects will include: 1) Prepare master plan and install trail at Spoon Lake, 2) Begin evaluating all City natural areas as proposed in Park System Master Plan, 3) Enhance pollinator habitat at Fish Creek by planting several thousand plugs (LCCMR grant via Great River Greening), 4) Develop interpretive signage for City Hall campus; and 5) Continue monitoring programs and management of invasive species.

Department: Parks & Recreation
Program: Recreation Programs

Fund # : 206
Program # : 603,623

Program Description

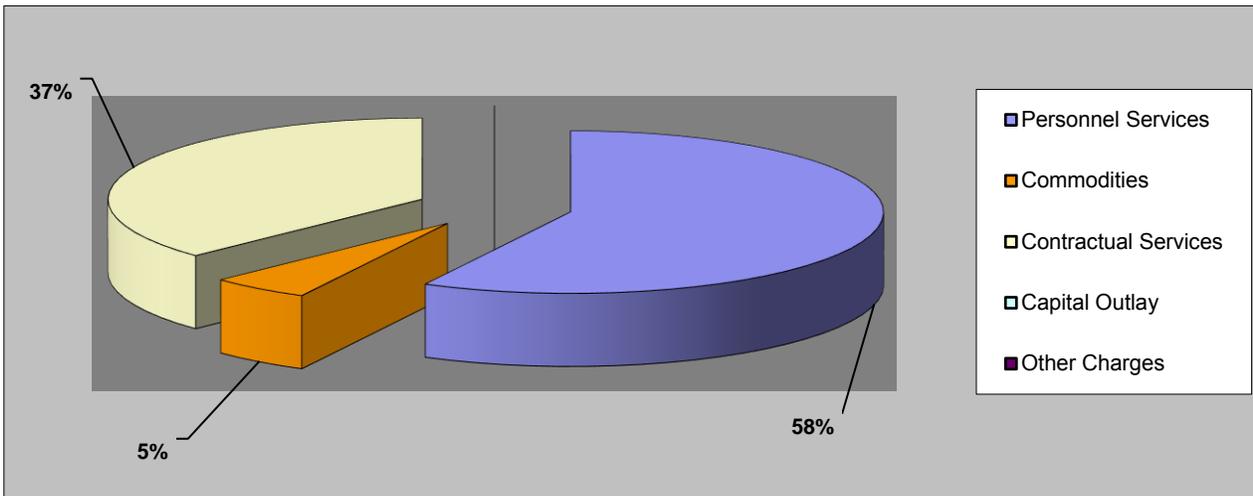
To provide a varied and diverse offering of recreational programs and activities year round for people of all ages in Maplewood and the surrounding communities.

Program Expenditure Highlights

There was a reallocation of some of the FTE's within the Parks & Recreation Department. Also, there were some cost increases in a couple of the programs being offered and increases to the marketing budget.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 404,201	\$ 405,628	\$ 445,320	\$ 426,220
Commodities	36,769	37,789	45,260	38,020
Contractual Services	234,216	246,739	250,150	275,110
Capital Outlay	-	-	-	-
Other Charges	378	159	-	-
Total	\$ 675,564	\$ 690,315	\$ 740,730	\$ 739,350
Percent Change	(-6.9%)	2.2%	7.3%	(-0.2%)
 Full-Time Equivalent positions	 <u>3.45</u>	 <u>3.45</u>	 <u>3.00</u>	 <u>2.80</u>

Program Expenditures by Classification



Department: Parks & Recreation **Fund #:** 206
Program: Recreation Programs **Program #:** 603, 623

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Tumbling/gymnastics participants	236	301	240	250
Adult softball, number of teams	136	124	150	150
Fall soccer teams	32	31	36	36
Basketball teams	79	86	95	115
T-ball teams	16	15	20	20
Youth volleyball teams	46	48	55	55
Intro. to soccer participants	209	264	250	260
Senior high basketball teams	39	39	45	50
Number of day camp participants	2,100	2,000	2,100	2,150
<u>EFFECTIVENESS INDICATORS</u>				
Percent of program evaluations rated satisfactory or better	95%	95%	96%	95%
Percent of programs formally evaluated	85%	85%	82%	85%
Increase year over year on number of participants using our Parks and Recreation social media	+100	+100	+125	+200

COMMENTS

Our revenue totals will be affected for 2016 due in part to the end of our contract with TC Sports, Inc.

Our youth volleyball league has continued to grow. In addition to Stillwater, Oakdale, North St. Paul and Little Canada, we added the communities of Mahtomedi and White Bear Lake to our program and expect their team numbers to grow in 2016.

Our adult summer softball program is projected to maintain the current level of teams despite the nationwide trend of decreasing participation in Adult softball leagues.

Our Sunday t-ball league numbers have remained strong and are expected to grow as we absorb participants from neighboring communities whose programs have folded.

Senior high basketball has seen a slight increase in numbers for the last three years and we expect that trend to continue.

We have added new programs (LaCrosse, Flag Football) that have proven successful in 2015 and we expect that growth to carry into 2016.

Tumbling/gymnastics numbers continue to build up strongly again and we have increased our offerings.

Department: Parks & Recreation
Program: Tree Preservation

Fund # : 219
Program # : 000

Program Description

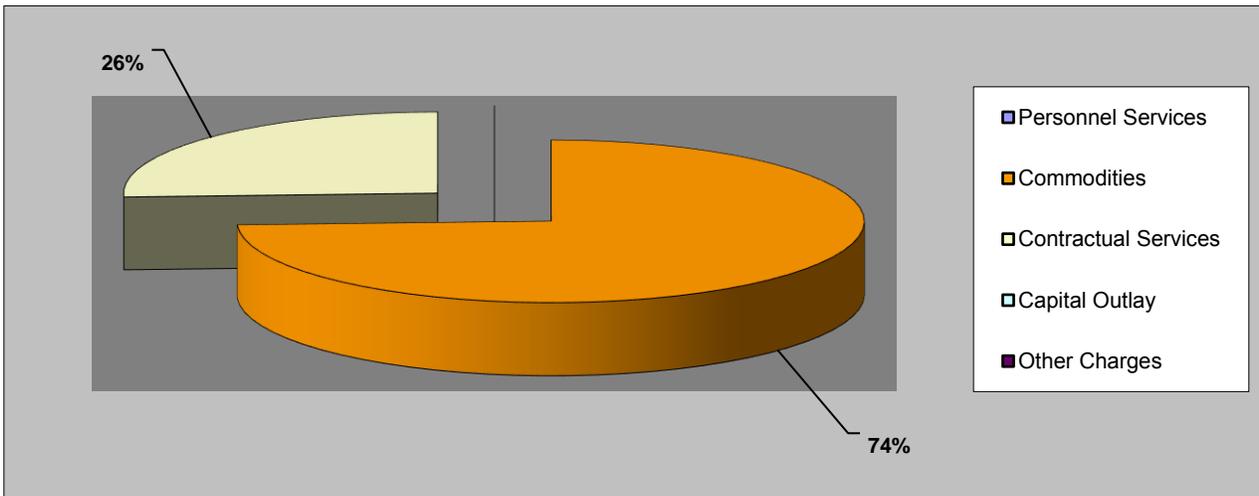
To protect and enhance Maplewood's urban forest and promote the planting of trees.

Program Expenditure Highlights

No significant change in the Tree Preservation budget for 2016.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 84	\$ -	\$ -	\$ -
Commodities	2,063	1,742	1,500	1,500
Contractual Services	-	70	540	520
Capital Outlay	-	-	-	-
Other Charges	13	8	-	-
Total	\$ 2,160	\$ 1,820	\$ 2,040	\$ 2,020
Percent Change	(-37.2%)	(-15.7%)	12.1%	(-1.0%)
 Full-Time Equivalent positions	 -	 -	 -	 -

Program Expenditures by Classification



Department: Parks & Recreation **Fund #:** 219
Program: Tree Preservation **Program #:** 000

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

# trees planted by residents thru tree rebate program	39	28	30	30
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EFFECTIVENESS INDICATORS

# residents participating in tree rebate program	20	16	20	20
# trees planted on city land	299+	64	50	50

COMMENTS

The tree preservation fund supports tree planting and enhancement of our urban forest. It funds the tree rebate cost-share program, tree planting, and tree education. It does not fund the diseased tree inspection program, tree removal or tree maintenance. Maplewood continues to meet requirements to maintain its status as a Tree City USA.

The tree rebate cost-share program for residents is a 50% cost-share rebate for residents to plant shade trees in their yards. Since its initiation in 2008, this program has assisted residents in planting over 410 trees.

The number of trees planted on public land varies greatly each year and the numbers above include trees planted on street reconstruction projects. In 2013, 299 trees were planted as part of the Highway 36 project. In addition, 500 seedlings were planted at Fish Creek. 2015 will be a big tree planting year in Maplewood with dozens of trees being planted on the Gladstone project and over 1000 tree seedlings planted at Fish Creek.

Project priorities for 2016 include: 1) work with commissions to complete street tree plan, 2) conduct Arbor Day event, 3) reapply for Tree City USA status (must apply annually), 4) provide cost-share program for tree-planting on residential property, and 5) one tree planting project on city land.

POLICE DEPARTMENT

Paul Schnell, Police Chief
 paul.schnell@maplewoodmn.gov 651-775-1520



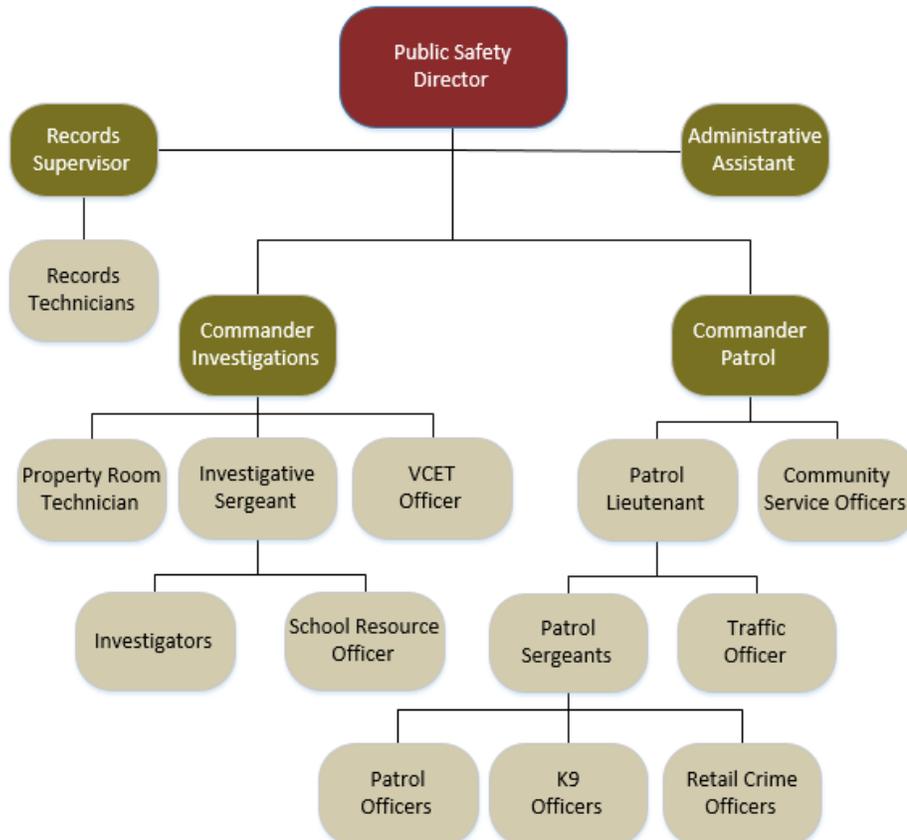
DEPARTMENT OVERVIEW

The department has an authorized strength of 52 sworn officers and 11 non-sworn staff. In addition to a proactive and call-for-service patrol division, the department has specialty personnel in criminal investigations, computer forensics, narcotics, and a school resource officer assignment. We utilize some of the latest technology offerings, which greatly aid preventative efforts, investigative processes, and institutional accountability. The department is focused on building community trust through regular outreach efforts, such as participation in community events and neighborhood block clubs. In addition, we attempt to apply a data-driven approach to our policing strategy by targeting resources to known problem areas.

SERVICE AREAS

- Patrol
- Traffic
- Animal control
- Investigations
- School Resource Officers
- Task forces
- Property and evidence
- Crime prevention

DEPARTMENT ORGANIZATIONAL CHART



POLICE DEPARTMENT

MISSION STATEMENT

The Maplewood Police Department, in partnership with its citizens, will work to solve problems relating to crime and the fear of crime, with an emphasis on meeting community needs.

2016 DEPARTMENTAL GOALS

- Continue collaboration efforts with other Criminal Justice Partners.
- Encourage community involvement through volunteer programs.
- Increase non-enforcement public contact and interaction such as community meetings and presentations.
- Continued interaction by officers in schools.
- Proactively address community public safety problems.
- Enhance the use of technology to improve the efficiency and quality of police services.
- Maintain a felony arrest rate of at least 30% of Part One offenses (i.e. murder, rape, robbery, aggravated assault).
- Deliver cost-effective police services below the national average per capita cost.
- Focused policing priorities:
 - Quality of life – Noise, disorderly persons, etc.
 - Code Enforcement
 - Traffic safety
 - Domestic and family violence

2016 STRATEGIC PLAN – ACTION STEPS

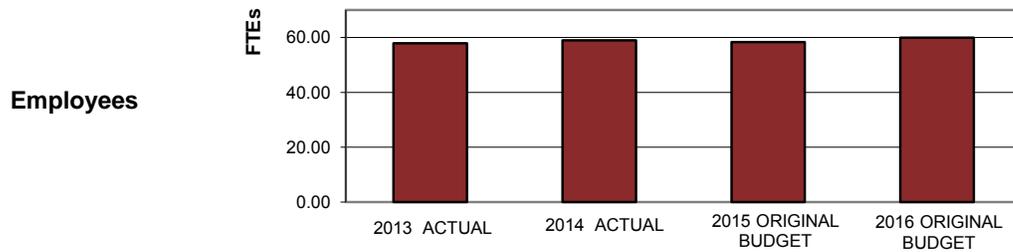
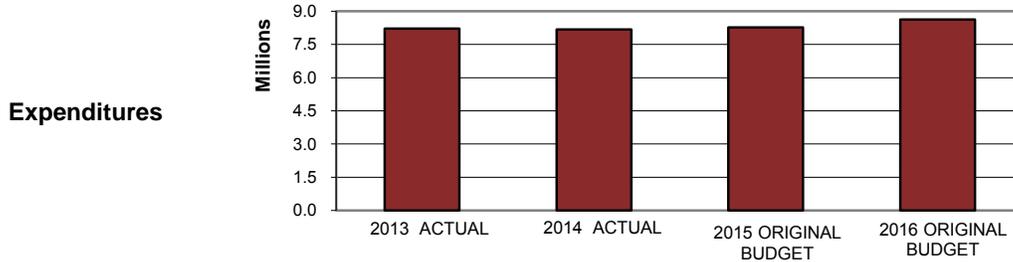
FINANCIAL STABILITY General Fund Reserves	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
FINANCIAL STABILTIY Budget	<ul style="list-style-type: none"> • Manage project budgets.
COORDINATED COMMUNICATION Communication	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.
TARGETED REDEVELOPMENT Vacant Commercial Space	<ul style="list-style-type: none"> • Assess crime and quality of life data in areas with high commercial vacancy rates for the purpose of developing and implementing targeted intervention strategies.
OPERATIONAL EFFECTIVENESS Collaboration/Shared Services	<ul style="list-style-type: none"> • Regional sharing of law enforcement records – Crime Analysis. • With the Parks Department, establish contracted youth prevention programming.

POLICE DEPARTMENT

OPERATIONAL EFFECTIVENESS Survey Results	<ul style="list-style-type: none">• Develop and implement police service satisfaction survey offering both web-based and paper/pencil options.
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**POLICE
EXPENDITURE SUMMARY**

Total By Program	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2016 BUDGET	PERCENT OVER(UNDER) 2015 BUDGET
Administration	\$935,984	\$1,093,087	\$1,066,230	\$1,293,500	21.3%
Animal Control	43,075	12,574	0	14,000	N/A
Investigations	1,146,666	1,131,081	842,390	1,522,050	80.7%
Police Services	6,087,522	5,937,580	6,362,840	5,796,310	-8.9%
Totals	8,213,247	8,174,322	8,271,460	8,625,860	4.3%
Total By Classification					
Personnel Services	6,549,069	6,774,880	6,966,890	7,147,130	2.6%
Commodities	498,857	306,063	326,330	311,820	-4.4%
Contractual Services	927,246	935,029	941,240	1,091,780	16.0%
Capital Outlay and Depreciation	237,919	158,101	36,600	74,660	104.0%
Other Charges	156	249	400	470	17.5%
Totals	8,213,247	8,174,322	8,271,460	8,625,860	4.3%
Total By Fund					
General Fund	8,193,666	8,170,469	8,234,460	8,550,730	3.8%
Police Services Fund	19,581	3,853	37,000	75,130	103.1%
Totals	\$8,213,247	\$8,174,322	\$8,271,460	\$8,625,860	4.3%
Number of Employees (FTE)	57.91	58.91	58.33	59.90	2.7%



Department: Police
Program: Administration

Fund # : 101
Program # : 401

Program Description

To provide vision, management and technical support for the Police Department, including fiscal and program management, record and information services, project development, and interdepartmental and interagency coordination.

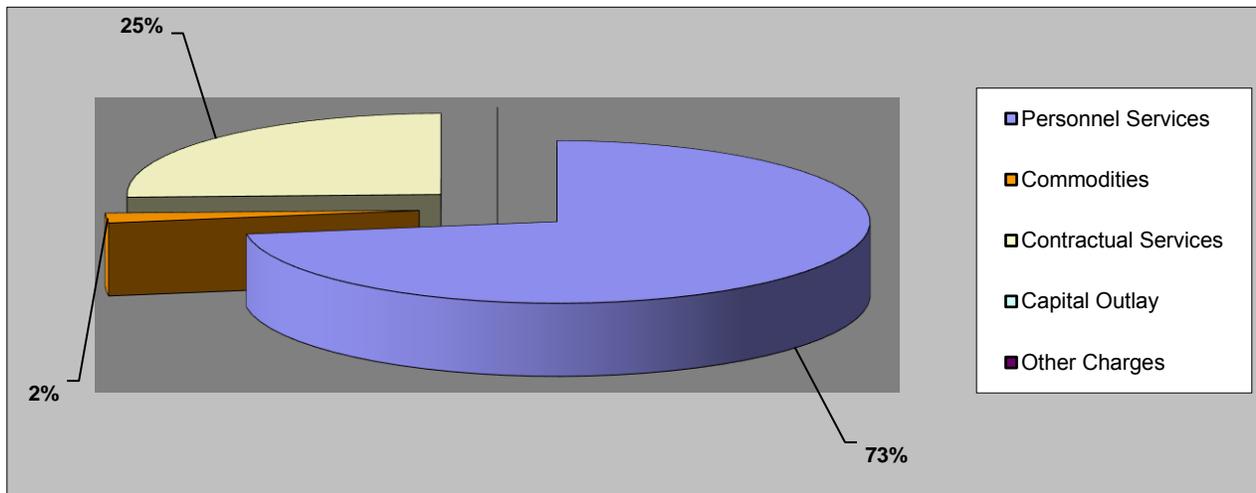
Program Expenditure Highlights

The FTE's for the police department have increased by 1.6 over 2015. The analyst position is now being budgeted for a full year as opposed to a partial year in 2015, additional CSO's were hired and some administrative hours were added.

Additional increases in this program are related to vehicle leases and analytical software.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 572,281	\$ 744,269	\$ 748,680	\$ 938,290
Commodities	35,247	24,981	28,450	24,900
Contractual Services	292,848	323,836	289,100	330,310
Capital Outlay	35,605	-	-	-
Other Charges	3	1	-	-
Total	\$ 935,984	\$ 1,093,087	\$ 1,066,230	\$ 1,293,500
Percent Change	2.5%	16.8%	(-2.5%)	21.3%
 Full-Time Equivalent positions	 <u>6.21</u>	 <u>6.21</u>	 <u>6.10</u>	 <u>8.40</u>

Program Expenditures by Classification



Department:	Police	Fund #:	101
Program:	Administration	Program #:	401

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Professional development hours (1)	96	103	114	110
Development and implementation of performance/ occurrence measures by departmental function (2)	N/A	N/A	N/A	06
Department budget – overall (3)	\$8.21 mil	\$8.17 mil	\$8.27 mil	\$8.62 mil
Number of FTE – Overall authorized (4a)	58	58	59	59
Sworn (4b)	52	52	52	52
<u>EFFECTIVENESS INDICATORS</u>				
Per capita cost for services	\$211	\$209	\$210	\$218
Percent of evaluations completed on time	100	100	100	100

COMMENTS

- (1) Continuing professional development by administrative staff assures our citizens that law enforcement services are delivered with the highest degree of professionalism and in line with industry standards.
- (2) Beginning in 2014, the department began implementation of a series of performance/occurrence measures and reporting – a. Community Safety Survey, b. Weekly crime/call for service statistical review, c. Annual review analysis by supervisor, d. Fleet telemetric monitoring, e. Performance Review re-write to better reflect core position functions, f. Monthly activity analysis by officer.
- (3) Annual department (overall)
- (4) Authorized strength – (4a) overall and (4b) sworn.

Note: Estimated population is as follows:
2013 – 38,950
2014 – 39,054
2015 – 39,314
2016 – 39,574

Department: Police
Program: Animal Control

Fund # : 101
Program # : 407

Program Description

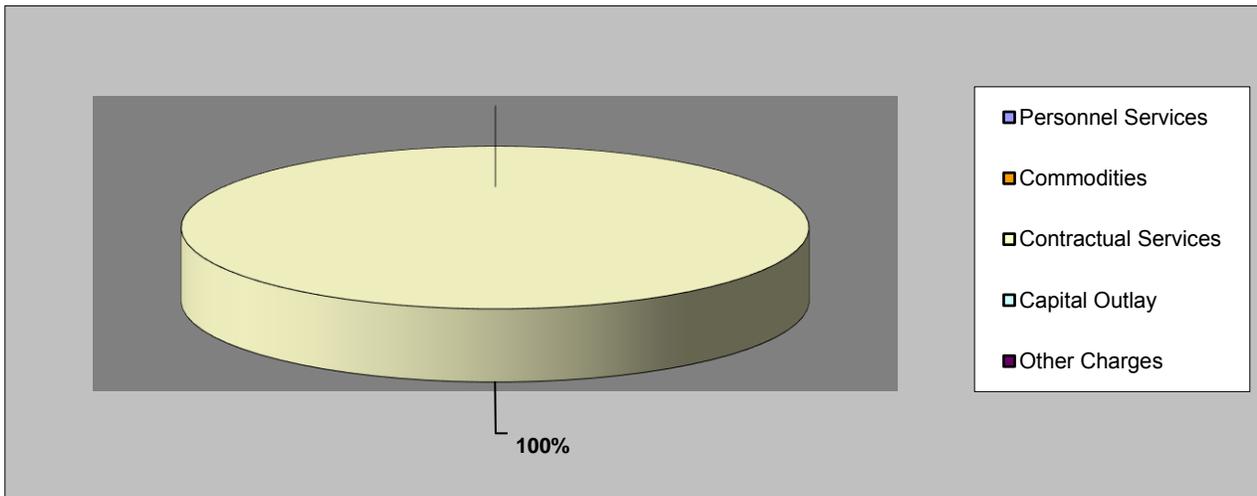
To provide animal control within the city and insure compliance with animal related ordinances.

Program Expenditure Highlights

The animal control contract was canceled and these duties are now handled by the Customer Service Officers accounted for in the Police Services program. Some funds are needed in contractual services to account for boarding and destruction fees.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-
Contractual Services	43,075	12,574	-	14,000
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 43,075	\$ 12,574	\$ -	\$ 14,000
Percent Change	(-5.2%)	(-70.8%)	(-100.0%)	100.0%
 Full-Time Equivalent positions	 -	 -	 -	 -

Program Expenditures by Classification



Department:	Police	Fund #:	101
Program:	Animal Control	Program #:	407

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
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OUTPUTS/WORKLOAD

Total licenses monitored	874	912	918	925
Total animal complaints	720	731	790	810

EFFECTIVENESS INDICATORS

Hours spent per 1,000 population on animal related calls for service	6.9 hrs	7.1 hrs	7.9 hrs	9.3 hrs
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COMMENTS

The total number of licensed animals fluctuates significantly every other year because the city has gone to a two-year license cycle. The total number of animal complaints includes those handled by patrol officers when the animal control officer is not on duty.

The number of animal complaints grew in 2014, including a spike in animal bites requiring potentially dangerous and dangerous dog hearings. The hours spent per 1,000 population was determined through dispatch records. In 2014, the department switched from using a contract animal control officer to employing several part-time Community Service Officers.

Department: Police
Program: Investigations

Fund # : 101
Program # : 409

Program Description

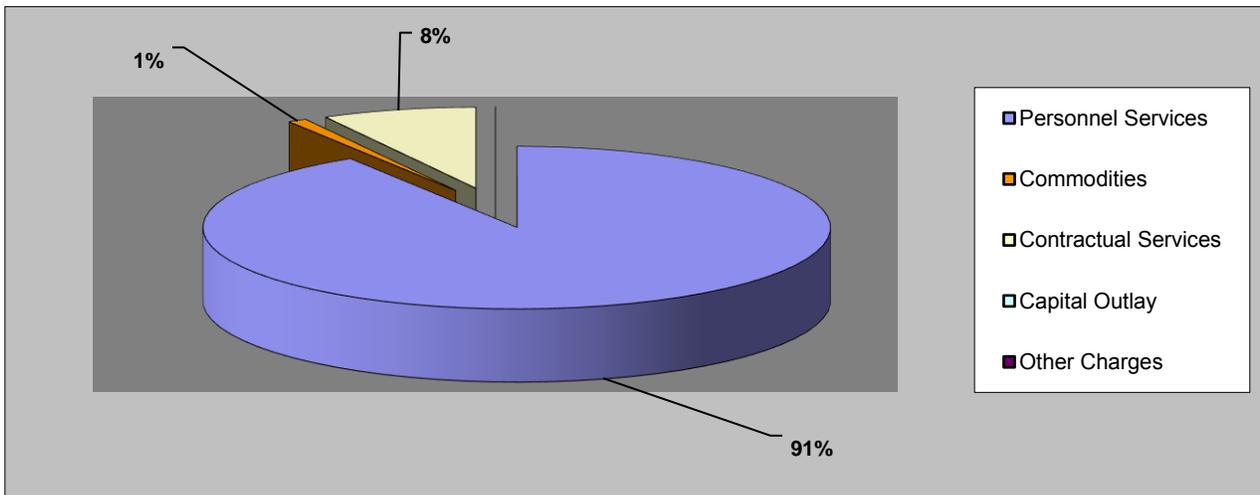
To provide investigative services to the Police Department and community and provide follow-up work to prepare cases for criminal charging.

Program Expenditure Highlights

Positions are reallocated between this program (Investigations) and Police Services based on need each year. There are also additional funds budgeted here to account for vehicle leases and contracting for forensic services.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 1,069,745	\$ 1,064,827	\$ 766,770	\$ 1,386,420
Commodities	18,976	17,595	22,270	14,600
Contractual Services	57,945	48,659	53,350	121,030
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 1,146,666	\$ 1,131,081	\$ 842,390	\$ 1,522,050
Percent Change	(-9.1%)	(-1.4%)	(-25.5%)	80.7%
 Full-Time Equivalent positions	 9.00	 9.00	 6.00	 11.00

Program Expenditures by Classification



Department: Police **Fund #:** 101
Program: Investigations **Program #:** 409

<u>Performance Measures</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
<u>OUTPUTS/WORKLOAD</u>				
Felony cases charged	133	149	150	180
Gross misdemeanor cases charged	271	312	355	375
<u>EFFECTIVENESS INDICATORS</u>				
Total cases assigned to investigators	3,150	3,306	2,900	2,950
Total cases cleared	3,207	3,170	2,750	2,365
Juveniles sent to Police Diversion Program	157	143	121	90

COMMENTS

The department's records management system allows case loads for individual investigators to be closely tracked. The department will implement a new system in 2015, which will allow for closer analysis of investigator caseload and specific case activity.

Through 2014, first time juvenile offenders were eligible to be sent to a contractual diversion program for certain low-level offenses. The program intends to keep petty offenders out of the court system for minor offenses and reduce the caseload for the juvenile courts. The department discontinued the contract juvenile diversion program in 2015. All youth are now referred to the County Attorney's Office where they are screened for participation in the County's contract diversion program.

Investigator case assignment did go down in 2015. This was due to the department's effort to assign cases on the basis of a solvability assessment. Only those cases of sufficient seriousness and/or with measureable solvability factors will be assigned to investigations personnel.

The department continues to see increases in both felony & gross misdemeanor cases charged. The above numbers reflect internal database statistics, which can be markedly different than typical Uniform Crime Report (UCR) data.

Department: Police
Program: Police Services

Fund # : 101 & 208
Program # : 402

Program Description

To provide public safety, investigative, and enforcement activities including neighborhood policing and public service programs.

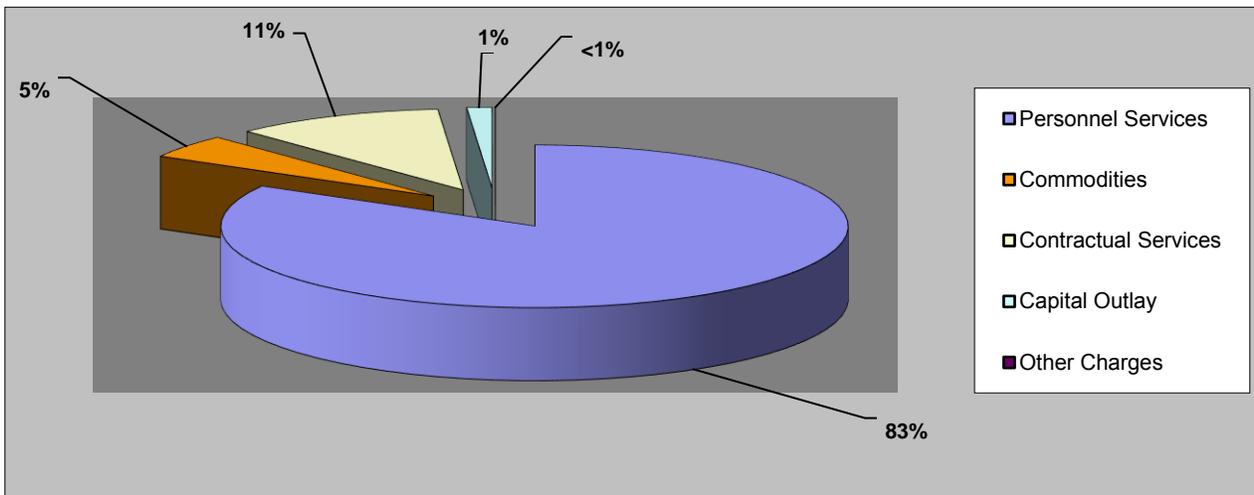
Program Expenditure Highlights

Positions are reallocated between this program (Police Services) and Investigations based on need each year.

For the most part, capital outlay will be funded out of a newly created Capital Projects Fund. The \$74,660 listed below is for two squads which will be purchased from the Police Services Fund.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 4,907,043	\$ 4,965,784	\$ 5,451,440	\$ 4,822,420
Commodities	444,634	263,487	275,610	272,320
Contractual Services	533,378	549,960	598,790	626,440
Capital Outlay	202,314	158,101	36,600	74,660
Other Charges	153	248	400	470
Total	\$ 6,087,522	\$ 5,937,580	\$ 6,362,840	\$ 5,796,310
Percent Change	5.4%	(-2.5%)	7.2%	(-8.9%)
 Full-Time Equivalent positions	 <u>42.70</u>	 <u>43.70</u>	 <u>46.23</u>	 <u>40.50</u>

Program Expenditures by Classification



Department: Police
Program: Police Services

Fund #: 101 & 208
Program #: 402

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Arrests for Part I & II crimes	2,012	3,412	3,100	3,500
DUI arrests per 1,000 population	5.4	4.9	5.8	5.6
Total arrests for Part I crimes per sworn FTE	16.2	21.2	16.6	18.6
<u>EFFECTIVENESS INDICATORS</u>				
Part I offenses per 1,000 population	61.3	64.7	74.5	78.5
Arrests for Part I crimes per 1000 population	22.5	25.1	23.2	26.2
Response time Priority level 2 calls from dispatch to on scene arrival	6.2 min	6.6 min	5.8 min	6.1 min
Satisfaction with police services from police department surveys (Above average and Excellent)	82.0%	82%	85%	88%

COMMENTS

2014 once again showed a small uptick in crime overall in Maplewood. Departmentally, we seek to implement an evidence-based approach to addressing crime growth. A new Records Management System, which offers built-in call for service and crime analysis capabilities, launched at the start of the second quarter of 2015. The department has identified a series of policing priorities for 2015 based on problem and crime analysis, as well as, community survey feedback. The plan continues to be a policing emphasis on known chronic offenders and locations that show a repeated pattern of calls for service by type. Intelligence information analyzed crime data will be routinely provided to patrol supervisors who will task patrol officers with developing measureable prevention and intervention strategies.

Priority Level 2 calls consists of most in-progress events with a threat to people or property. According to the Ramsey County Emergency Communications Center, Maplewood Police responded to more than 8,000 Priority Level 2 events in 2014.

The satisfaction with police services data was taken from the police department’s own surveys sent to random people who have had contact with a police officer, typically as the result of a reported crime or other incident. The surveys are spread out so that over time we may receive feedback regarding as many officers as possible. In 2014, the survey instrument was re-vamped and will now be available online. In addition, the Annual Community Safety Survey serves as a measurement of community satisfaction with police services.

PUBLIC WORKS DEPARTMENT
Michael Thompson, Public Works Director
 michael.thompson@maplewoodmn.gov 651-249-2403



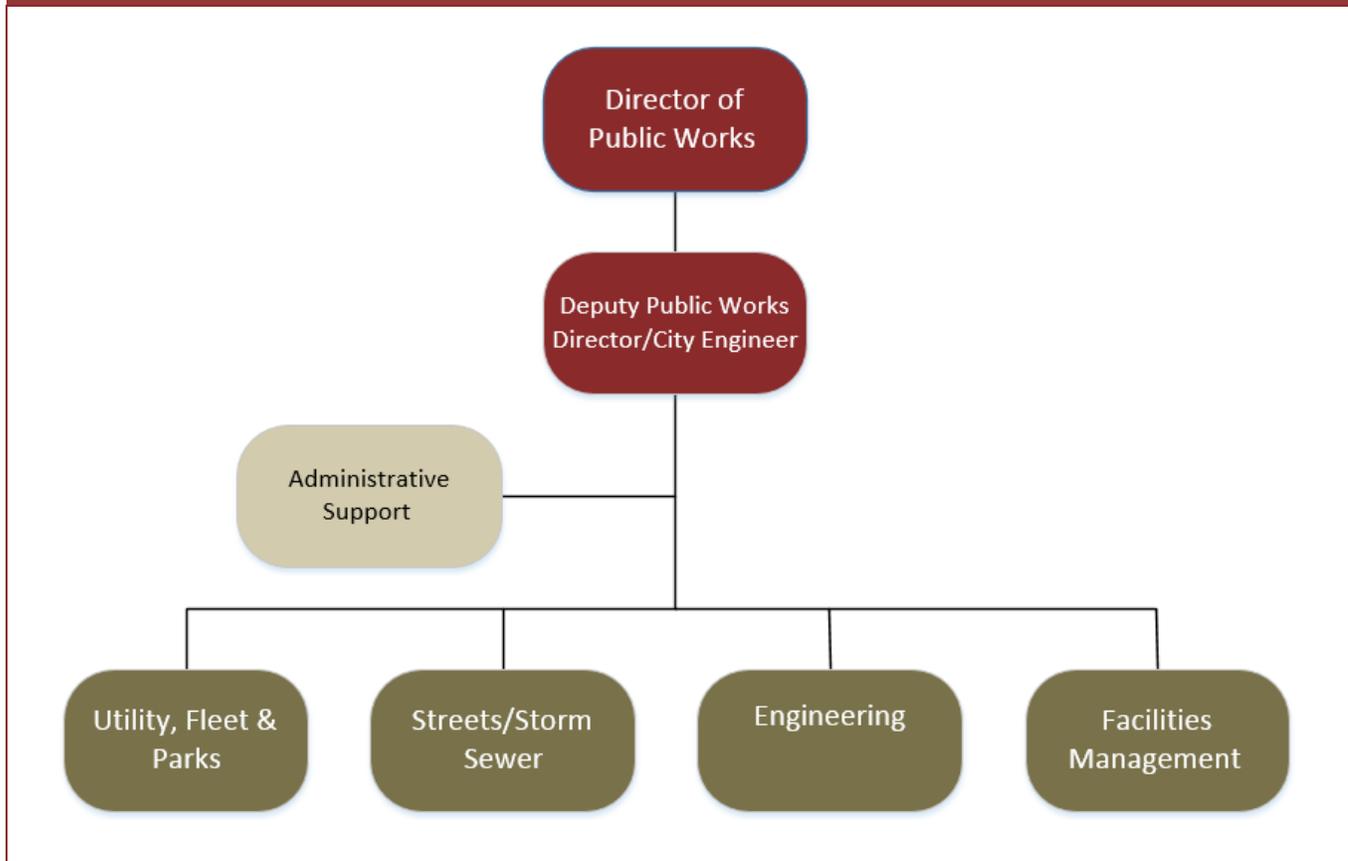
DEPARTMENT OVERVIEW

Public Works Department is responsible for Engineering, Park Maintenance, Streets, Utilities, Fleet, and Building Operations. Within each division a number of tasks are performed ranging from snow plowing, patching, sanitary sewer cleaning, ball field prep/mowing to engineering design/inspection services.

SERVICE AREAS

- Street Maintenance
- Snow Plowing
- Engineering
- Forestry
- Park Maintenance
- Sanitary and Storm Utility
- Permits
- Grading
- Driveway/Parking Lot
- Storm Sewer
- Septic
- Right-of-Way

DEPARTMENT ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT

MISSION STATEMENT

To deliver a sound infrastructure system and high quality maintenance operations, complemented by exceptional customer service.

2016 DEPARTMENTAL GOALS

- Finalize implementation of Phase 2 of the Gladstone Neighborhood Redevelopment/Savanna project located along Frost Avenue from Phalen Place to English Street. Construction of the public improvements and the first phase of Villages at Frost-English are slated for 2015.
- Maintain a steady Street Reconstruction program to revitalize older neighborhoods by replacing deteriorated streets and utilities, incorporating Living Streets design standards, and meeting federal and state mandates by implementing storm water best management practices.
- Successfully implement the additional street rehabilitation investment through franchise fee revenues. In 2016, the first of many street rehabilitation projects, using methods such as full depth reclaim and mill and overlay, will be completed as a result of this additional financial commitment approved by the City Council towards fixing city streets.
- Work with stakeholders along Century Avenue such as Oakdale, MnDOT, and Washington County to ensure planning efforts and due diligence is completed for a vision of the corridor along the western boundary of Maplewood to prepare for future reconstruction or upgrades.
- Finalize the revision of design standards, city codes, and policies to realize full implementation of the Living Streets approach for infrastructure addition and/or replacement.
- Continued successful administration of the new MS4 permit; including continuing the upgrade in internal tracking and enforcement on construction sites. Continue reductions of runoff volume and pollutant loading to the MS4 system through adherence to the Stormwater Ordinance and Standards. Meet the standards of the newly issued MS4 Permit.
- Implement a holistic asset management system for municipal buildings, streets, utilities, signs, and other city assets to assist in determining long-term capital investment needs.
- Implement capital improvement projects for municipal buildings based on the asset management report completed in 2015, while also leveraging existing public works staff to help complete minor improvements within normal operations.

2016 STRATEGIC PLAN – ACTION STEPS

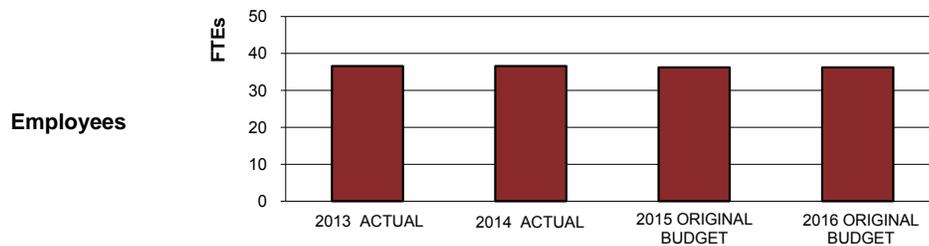
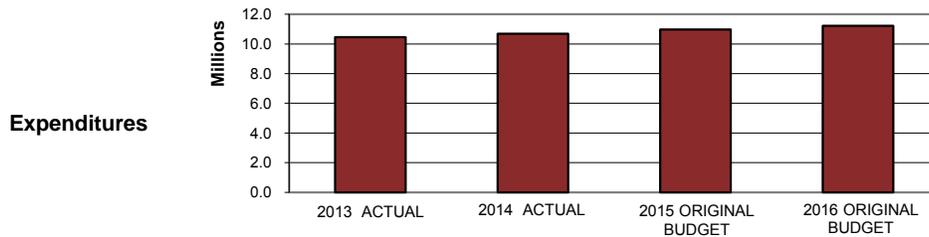
<p>FINANCIAL STABILITY Reserve Funding – Facilities and Equipment</p>	<ul style="list-style-type: none"> • Review all currently critical items and determine if they are operational or capital in nature. • Create a plan for operational items.
<p>FINANCIAL STABILITY General Fund Reserves</p>	<ul style="list-style-type: none"> • Set appropriate fees to recover cost of services. • Monitor expenditures within approved budgets.
<p>FINANCIAL STABILITY Budget</p>	<ul style="list-style-type: none"> • Manage project budgets.
<p>COORDINATED COMMUNICATION Communication</p>	<ul style="list-style-type: none"> • Department participation to successfully implement communication strategy.

PUBLIC WORKS DEPARTMENT

<p>TARGETED REDEVELOPMENT Gladstone Area Redevelopment</p>	<ul style="list-style-type: none"> • Deconstruct Maplewood Bowl building and complete all three phases of new construction. • Build solid relationships and seek relocation agreements with the automobile repair shops and other businesses along Frost Avenue. • New developments should reflect effects of new transit potential.
<p>TARGETED REDEVELOPMENT Redevelopment Corridors</p>	<ul style="list-style-type: none"> • Schedule meetings with all stake holders and develop a shared vision of street and land use strategies (Century Avenue Corridor).
<p>OPERATIONAL EFFECTIVENESS Collaboration/Shared Services</p>	<ul style="list-style-type: none"> • Work with Parks and Recreation on implementation of Park Master Plan Outcomes – Trails/Connectivity. • Leverage opportunities for joint operations or capital project partnerships by establishing regular work group in east metro.
<p>OPERATIONAL EFFECTIVENESS Survey Results</p>	<ul style="list-style-type: none"> • Gather statistically valid service delivery survey to track quality of delivery and responsiveness.

**PUBLIC WORKS
EXPENDITURE SUMMARY**

	2013	2014	2015	2016	PERCENT
Total By Program	ACTUAL	ACTUAL	ORIGINAL BUDGET	BUDGET	OVER(UNDER) 2015 BUDGET
Administration	\$205,914	\$231,801	\$251,170	\$248,150	-1.2%
Building Operations	644,346	561,198	576,350	617,230	7.1%
Engineering	759,842	690,712	646,930	661,480	2.2%
Fleet Management	917,174	988,955	943,190	928,230	-1.6%
Forestry	148,846	121,599	158,040	167,970	6.3%
Park Maintenance	879,628	804,574	854,450	866,000	1.4%
Sanitary Sewer Operations	4,104,201	4,285,774	4,525,100	4,650,240	2.8%
Snow and Ice Control	452,148	564,528	481,570	504,850	4.8%
Storm Sewer Maintenance	1,184,860	1,252,012	1,281,150	1,339,510	4.6%
Street Lights & Signals	226,423	224,975	250,550	238,500	-4.8%
Street Maintenance	733,863	689,700	732,880	720,870	-1.6%
Street Sweeping	202,127	271,032	270,660	270,220	-0.2%
Totals	10,459,372	10,686,860	10,972,040	11,213,250	2.2%
Total By Classification					
Personnel Services	3,295,858	3,336,603	3,488,110	3,579,240	2.6%
Commodities	693,626	643,775	682,500	623,110	-8.7%
Contractual Services	4,713,988	4,921,631	5,074,260	5,217,450	2.8%
Capital Outlay and Depreciation	1,244,783	1,250,318	1,188,420	1,236,450	4.0%
Other Charges	511,117	534,533	538,750	557,000	3.4%
Totals	10,459,372	10,686,860	10,972,040	11,213,250	2.2%
Total By Fund					
General Fund	3,824,587	3,664,112	3,701,390	3,786,550	2.3%
Sewer Fund	4,104,201	4,285,774	4,525,100	4,650,240	2.8%
Environmental Utility Fund	1,386,987	1,523,044	1,551,810	1,609,730	3.7%
Street Light Utility Fund	226,423	224,975	250,550	238,500	-4.8%
Fleet Management Fund	917,174	988,955	943,190	928,230	-1.6%
Totals	\$10,459,372	\$10,686,860	\$10,972,040	\$11,213,250	2.2%
Number of Employees (FTE)	36.55	36.55	36.25	36.25	0.0%



Department: Public Works
Program: Administration

Fund # : 101
Program # : 501

Program Description

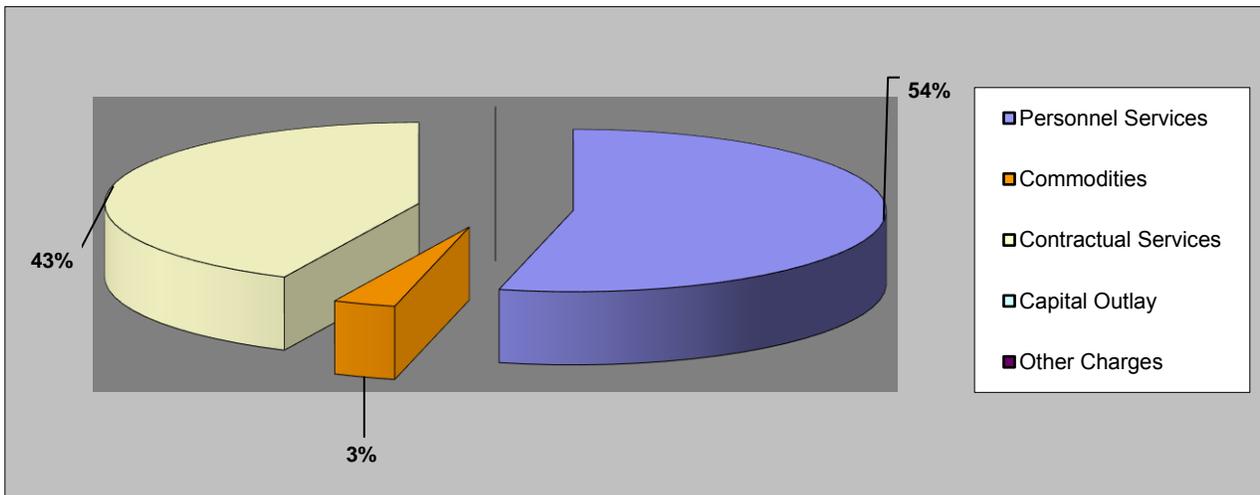
To provide accurate and timely administrative, clerical and financial support services for public works programs and to handle service requests, complaints and inquiries from the public in a courteous and helpful manner.

Program Expenditure Highlights

Consulting fees in the contractual services line are anticipated to decrease for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 78,490	\$ 92,633	\$ 129,230	\$ 133,500
Commodities	9,693	4,699	9,000	8,000
Contractual Services	117,731	134,469	112,940	106,650
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 205,914	\$ 231,801	\$ 251,170	\$ 248,150
Percent Change	6.4%	12.6%	8.4%	(-1.2%)
 Full-Time Equivalent positions	 0.85	 0.85	 1.25	 1.25

Program Expenditures by Classification



Department: Public Works **Fund #: 101**
Program: Administration **Program #: 501**

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Council agenda reports	76	66	70	70
Number of mechanic work orders processed	1,316	1,578	1,500	1,500
Number of new projects set up	12	23	25	25
Permits issued	145	168	160	160
E-mails to website requiring follow-up	67	24	50	50

COMMENTS

The number of active projects shows a slight increase due to improved tracking. The number of permits issued shows a slight increase with new permit requirements and are expected to remain at a consistent level

Administrative staff continues to provide quality service in a timely and efficient manner with a focus on customer satisfaction. Staff is also hoping to engage website visitors with better communication options with the new website.

Department: Public Works
Program: Building Operations

Fund # : 101
Program # : 115,110,117

Program Description

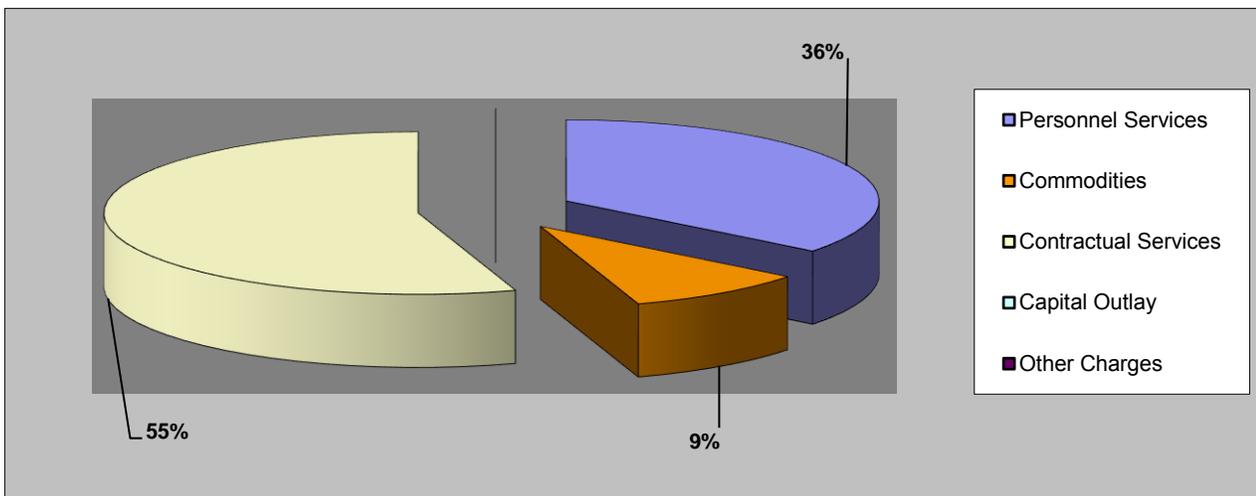
To provide a clean, well-maintained and comfortable environment for building users of the 1810 (Park Maintenance), 1830 (City Hall) and 1902 (Parks & Recreation, Public Works and Environmental & Economic Development) buildings.

Program Expenditure Highlights

Contractual services - utility costs are being budgeted based on historical data and expenditures for repairs and maintenance are anticipated to increase.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 232,343	\$ 205,999	\$ 218,280	\$ 219,830
Commodities	65,990	42,921	67,300	57,800
Contractual Services	346,013	312,278	290,770	339,600
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 644,346	\$ 561,198	\$ 576,350	\$ 617,230
Percent Change	21.2%	(-12.9%)	2.7%	7.1%
 Full-Time Equivalent positions	 <u>2.70</u>	 <u>2.70</u>	 <u>2.70</u>	 <u>2.70</u>

Program Expenditures by Classification



Department:	Public Works	Fund #:	101
Program:	Building Operations	Program #:	115

Performance Measures	2013* Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of help desk requests - MCC	N/A	417	420	410
Number of help desk requests – all other city buildings	N/A	460	450	425
Number of completed help desk requests - MCC	N/A	416	420	410
Number of completed help desk requests – all other city buildings	N/A	458	450	425
<u>EFFECTIVENESS INDICATORS</u>				
Percent of help desk requests completed - MCC	N/A	99%	100%	100%
Percent of help desk requests completed – all other city buildings	N/A	99%	100%	100%

COMMENTS

During 2014, Building Operations was moved from I.T. to Public Works. This program covers routine HVAC and building maintenance for the City Hall Complex, 1902 Building Complex, Park Maintenance Building, Community Center, Fire Stations and the Nature Center.

Staff anticipates seeing a decrease in requests annually due in part to an asset management study which was completed on all city buildings and a five-year CIP plan. This will allow for proactive replacements and repairs.

*All outputs and indicators are new and thus no information is available for 2013.

Department: Public Works
Program: Engineering

Fund # : 101
Program # : 503

Program Description

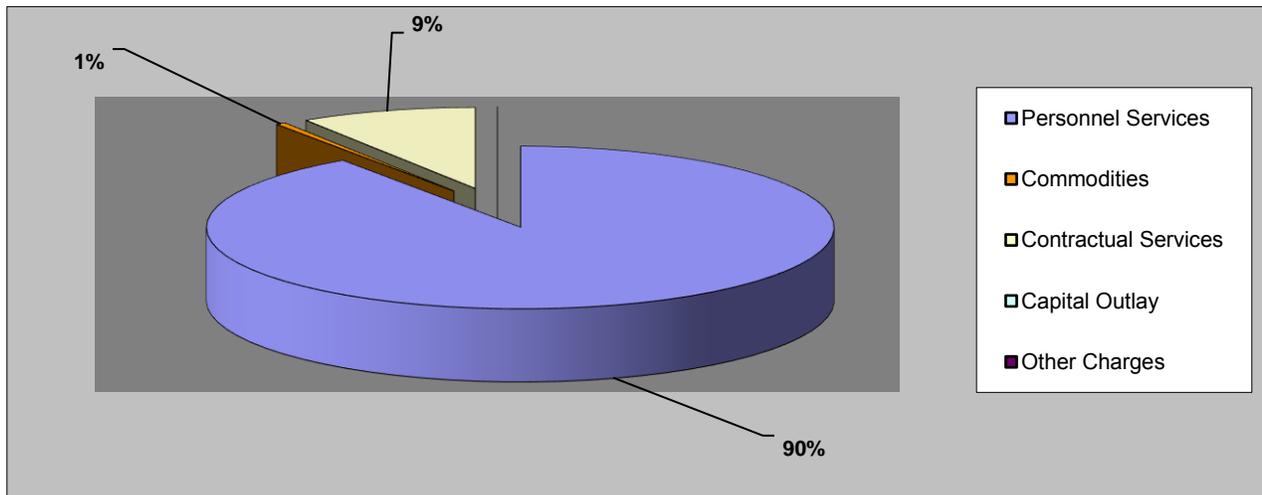
Provide technical support and design services for a strong infrastructure of streets, storm sewer management, sanitary sewer and water systems.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits. There is a proposed decrease in consulting fees for 2016 which falls under contractual services.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 669,986	\$ 628,846	\$ 571,970	\$ 598,140
Commodities	3,608	1,436	4,800	3,300
Contractual Services	43,275	60,430	70,160	60,040
Capital Outlay	42,973	-	-	-
Other Charges	-	-	-	-
Total	\$ 759,842	\$ 690,712	\$ 646,930	\$ 661,480
Percent Change	1.5%	(-9.1%)	(-6.3%)	2.2%
 Full-Time Equivalent positions	 <u>5.90</u>	 <u>5.90</u>	 <u>4.60</u>	 <u>4.60</u>

Program Expenditures by Classification



Department:	Public Works	Fund #:	101
Program:	Engineering	Program #:	503

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Revenue generated	\$957,180	\$800,523	\$825,000	\$790,000
Improvements (engineered in-house only)	\$2.4 mil	\$5.0 mil	\$0 mil	\$2.5 mil
Improvements (in-house and consultants)	\$23.6 mil	\$10.5 mil	\$4.7 mil	\$3.4 mil
Billable hours	9,645	7,775	7,756	7,756
Total staff hours available	13,858	10,390	10,390	10,390
<u>EFFECTIVENESS INDICATORS</u>				
Staff utilization rate	70%	75%	75%	75%
Percent of improvement costs engineered in-house	10%	48%	100%	74%

COMMENTS

The engineering program remains a revenue-producing program with revenues exceeding the program costs which allows for a contribution back into the general fund. The program continues to maintain a staff utilization rate well in excess of 50% which shows the program is continuing a high staff assignment rate to projects.

Over the past few years there has been a reduction in the street reconstruction program. With the approval of the gas franchise fee in 2015, an additional 2 miles of street reconditioning projects per year will be performed over the next 20 years. This additional investment will have significant impacts on the quality of the local roads in Maplewood.

Department: Public Works
Program: Fleet Management

Fund # : 702
Program # : 509

Program Description

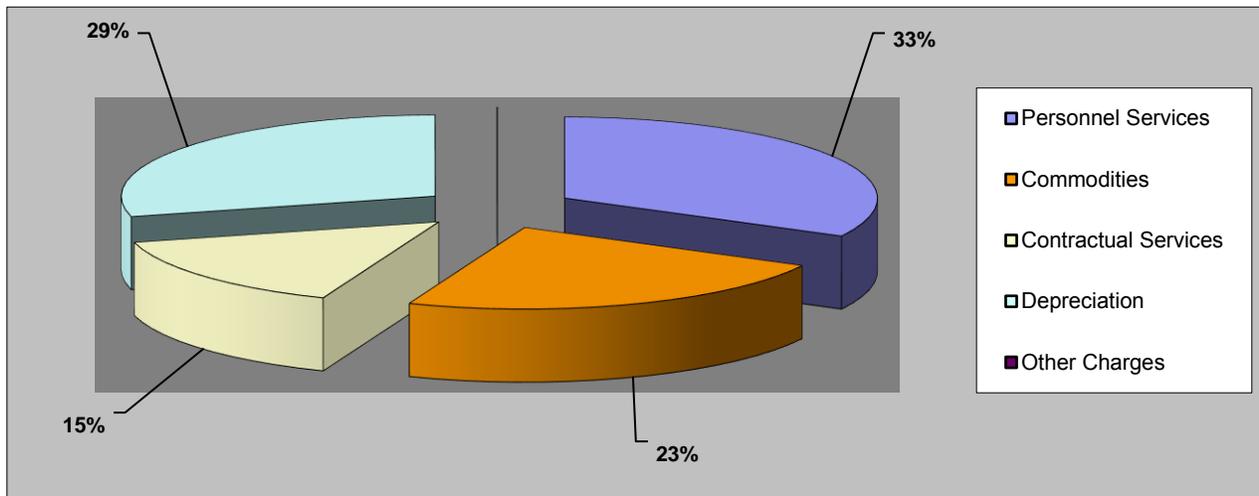
To maintain and repair the vehicles and equipment fleet so that other departments can perform their public services.

Program Expenditure Highlights

Under commodities, fuel costs are anticipated to decrease.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 271,853	\$ 276,635	\$ 298,130	\$ 304,080
Commodities	239,562	236,138	245,500	215,500
Contractual Services	137,198	191,010	131,310	138,750
Depreciation	268,250	285,172	268,250	269,760
Other Charges	311	-	-	140
Total	\$ 917,174	\$ 988,955	\$ 943,190	\$ 928,230
Percent Change	6.0%	7.8%	(-4.6%)	(-1.6%)
Less charges to other depts.	(851,232)	(851,232)	(921,700)	(940,130)
Net Total	65,942	137,723	21,490	(11,900)
 Full-Time Equivalent positions	 3.35	 3.35	 3.50	 3.50

Program Expenditures by Classification



Department:	Public Works	Fund #:	702
Program:	Fleet Management	Program #:	509

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Total vehicles in fleet	264	264	264	264
Hours on work orders	2,776	3,293	3,200	3,200
Total staff hours	4,658	5,225	5,100	5,100
Number of work orders	1,542	1,898	1,850	1,900
Average age of equipment/vehicle	9.3	9.5	9.7	9.9
<u>EFFECTIVENESS INDICATORS</u>				
Percent of chargeable time	60%	63%	61%	61%
Work orders per vehicle	5.8	7.2	6.0	6.0

COMMENTS

This program is showing an increase in the number of work orders per vehicle due to the rising average age of the fleet.

Department: Public Works
Program: Forestry

Fund # : 101
Program # : 516

Program Description

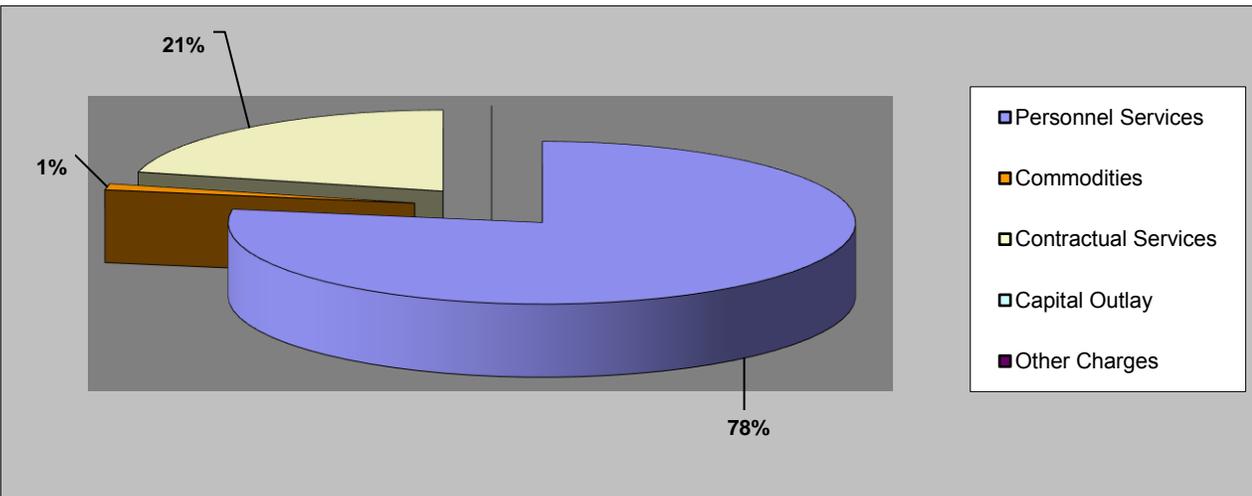
To maintain the City's urban forest which includes trimming, diseased tree removals and storm cleanup.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits. Fees for service in contractual services line are projected to increase by \$4,000.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 91,205	\$ 87,432	\$ 126,360	\$ 130,380
Commodities	1,177	1,587	1,400	2,000
Contractual Services	56,464	32,580	30,280	35,590
Capital Outlay	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 148,846	\$ 121,599	\$ 158,040	\$ 167,970
Percent Change	100.0%	(-18.3%)	30.0%	6.3%
 Full-Time Equivalent positions	 <u>1.70</u>	 <u>1.70</u>	 <u>1.65</u>	 <u>1.65</u>

Program Expenditures by Classification



Department:	Public Works	Fund #:	101
Program:	Forestry	Program #:	516

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of trees (city maintained parks and boulevards)	9,800	9,777	9,960	9,960
Number of calls for service	160	213	175	175
Number of trees removed from city project areas	146	54	150	150
Number of trees planted in city project areas	299	64	200	200
<u>EFFECTIVENESS INDICATORS</u>				
Percent of service calls resolved	80%	100%	100%	100%

COMMENTS

The forestry program was implemented in 2012. This program allows enhanced tracking of activities related to the urban forest where the city has maintenance responsibilities. The program encompasses customer service, tree inspections, tree removals, and regular maintenance activities such as trimming and cleanup.

This program is separate from the tree preservation program in the Parks and Recreation Department. That program will continue to fund tree plantings in coordination with the rebate program. This program will track the number of new trees planted.

Department: Public Works
Program: Park Maintenance

Fund # : 101
Program # : 602

Program Description

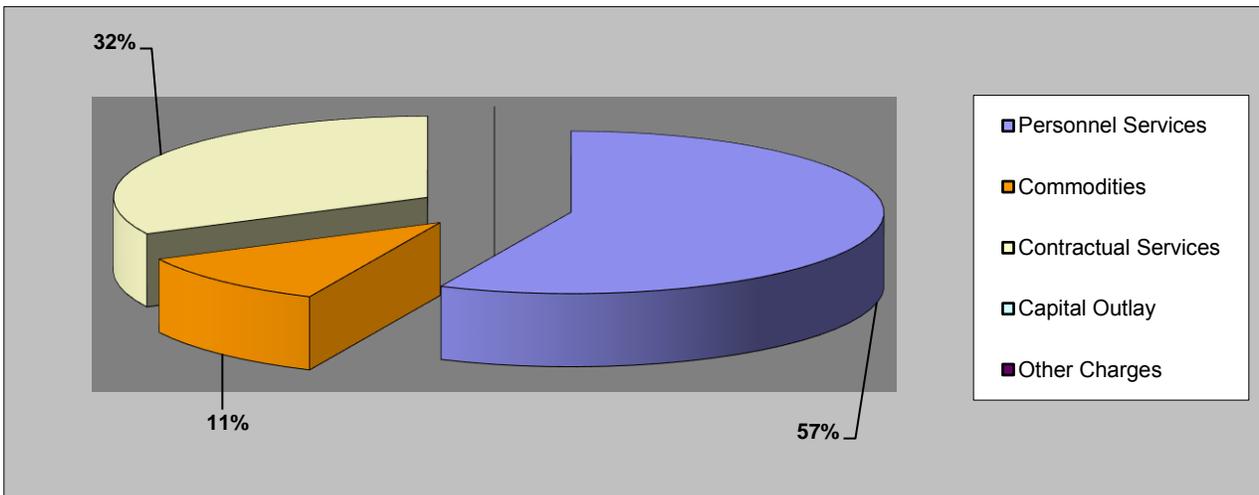
To preserve and maintain the parks, preserves, and campus grounds in a safe, clean and attractive condition for our city residents and visitors.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 452,670	\$ 461,090	\$ 474,640	\$ 491,830
Commodities	104,835	75,571	95,220	93,280
Contractual Services	314,867	259,061	284,590	280,890
Capital Outlay	7,256	8,852	-	-
Other Charges	-	-	-	-
Total	\$ 879,628	\$ 804,574	\$ 854,450	\$ 866,000
Percent Change	(-5.5%)	(-8.5%)	6.2%	1.4%
 Full-Time Equivalent positions	 5.65	 5.65	 5.65	 5.65

Program Expenditures by Classification



Department: Public Works **Fund #: 101**
Program: Park Maintenance **Program #: 602**

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of acres mowed per season	2,592	2,525	2,800	2,800
Number of work orders for removal of graffiti	20	12	20	20
Number of abatement actions for Code Enforcement	35	13	20	20
Number of times athletic fields are maintained	832	769	800	800
<u>EFFECTIVENESS INDICATORS</u>				
Percent of citizens rating the physical conditions of parks, preserves, open spaces, trails and recreation facilities as good or excellent	81%	83%*	83%	83%

COMMENTS

The major priority for park maintenance is to keep the parks well maintained and prepared for athletic activities. Park maintenance also leads the effort in removal of graffiti in addition to working with Code Enforcement to abate nuisances as needed.

A conscious effort continues to reduce mowing acreage annually with the creation of more natural areas consistent with a sustainability approach.

*Data from the 2014 Statistically Valid Park Survey.

Department: Public Works **Fund # :** 601
Program: Sanitary Sewer Operations **Program # :** 508

Program Description

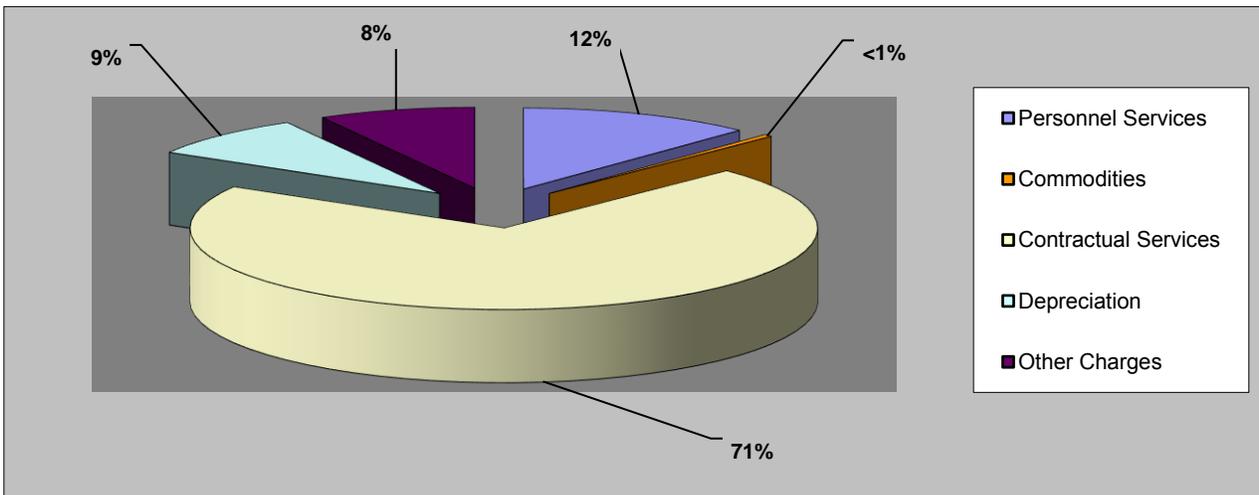
To clean, repair and operate the wastewater infrastructure to minimize interruptions to customers.

Program Expenditure Highlights

Sewage treatment is a majority of the total annual budget for this program and can fluctuate due to wet weather, resulting in high flow years and low flow years.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 470,600	\$ 508,050	\$ 551,040	\$ 562,120
Commodities	21,347	23,822	23,560	20,860
Contractual Services	2,875,260	2,997,107	3,208,850	3,298,740
Depreciation	385,956	405,465	385,960	393,170
Other Charges	351,038	351,330	355,690	375,350
Total	\$ 4,104,201	\$ 4,285,774	\$ 4,525,100	\$ 4,650,240
Percent Change	4.8%	4.4%	5.6%	2.8%
Full-Time Equivalent positions	5.55	5.55	5.70	5.70

Program Expenditures by Classification



Department:	Public Works	Fund #:	601
Program:	Sanitary Sewer Operations	Program #:	508

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Feet of sewer cleaned	319,554	273,312	300,000	300,000
Hours of sewer cleaning	481	337	400	400
Feet of sewer televised	28,356	26,433	30,000	30,000
Total miles of sewer	155	155	155	155
Sewage volume (MG)	1,625	1,625	1,625	1,625
<u>EFFECTIVENESS INDICATORS</u>				
Percent of system cleaned	39%	34%	37%	37%
Percent of system televised	3.5%	3.2%	3.7%	3.7%
Number of backup calls	31	56	45	45
Number of obstructions in sewer main	4	5	4	4
<u>EFFICIENCY MEASURES</u>				
Feet cleaned per hour	664	811	700	700

COMMENTS

The feet of sewer cleaned in 2014 was slightly lower due to an increase in sanitary sewer main rehabilitation and replacement of trouble spots/problem areas.

Department: Public Works
Program: Snow and Ice Control

Fund # : 101
Program # : 514

Program Description

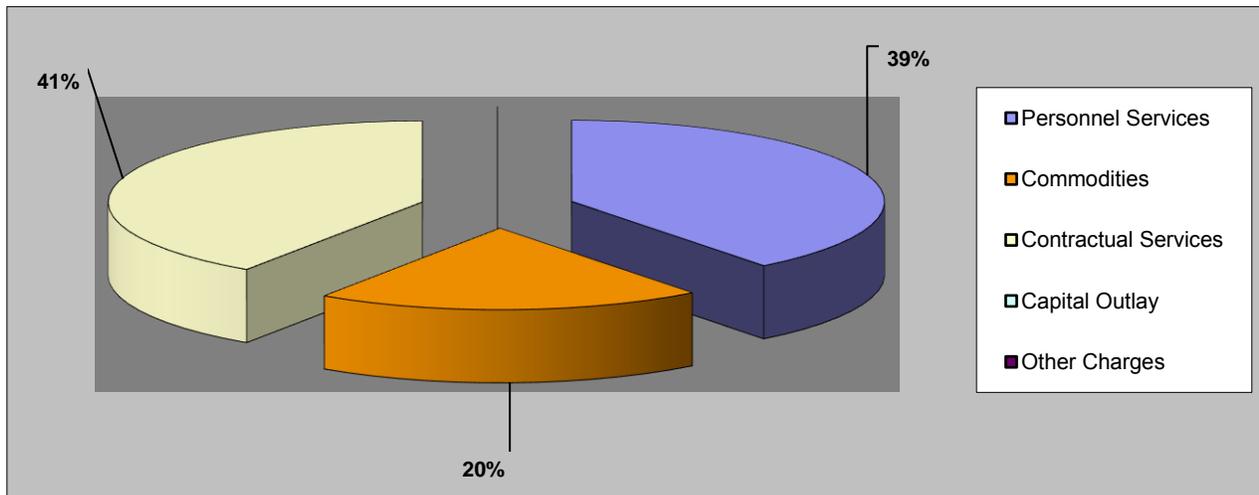
To provide safe winter driving conditions for the community through timely plowing and chemical applications completed within 8 hours after a 3+ inch snowfall; and plow all trails and sidewalks within 48 hours after the completion of all street operations.

Program Expenditure Highlights

There is an increase budgeted for maintenance materials in the commodities line based on historical data. The increase in contractual services is due to internal vehicle rental rates.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 227,494	\$ 252,966	\$ 198,410	\$ 199,600
Commodities	123,070	122,230	86,900	100,400
Contractual Services	95,444	189,332	196,260	204,850
Capital Outlay	6,140	-	-	-
Other Charges	-	-	-	-
Total	\$ 452,148	\$ 564,528	\$ 481,570	\$ 504,850
Percent Change	29.5%	24.9%	(-14.7%)	4.8%
Full-Time Equivalent positions	2.00	2.00	2.00	2.00

Program Expenditures by Classification



Department: Public Works **Fund #: 101**
Program: Snow & Ice Control **Program #: 514**

<u>Performance Measures</u>	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
<u>OUTPUTS/WORKLOAD</u>				
Hours of plowing and deicing	2,178	1,858	1,100	1,100
Number of plowing events	21	26	14	14
Hours of deicing	672	508	300	300
Number of deicing events	33	24	13	13
Lane miles maintained	271	271	271	271
Inches of snowfall	70	66	55	55
<u>EFFECTIVENESS INDICATORS</u>				
Dollars per lane-mile	\$1,668	\$2,083	\$1,777	\$1,863
<u>EFFICIENCY MEASURES</u>				
Average hours to plow event	7.1	7.1	7.8	7.8
Employee hours per deicing event	20	21	23	23

COMMENTS

This program remains very efficient. The department continues to cross-train employees within the department to assist in snow plow operations to meet the 8 hour goal. Increase in cost per lane-mile relates to amount of deicing materials purchased.

Department: Public Works
Program: Storm Sewer Maintenance

Fund # : 604
Program # : 512

Program Description

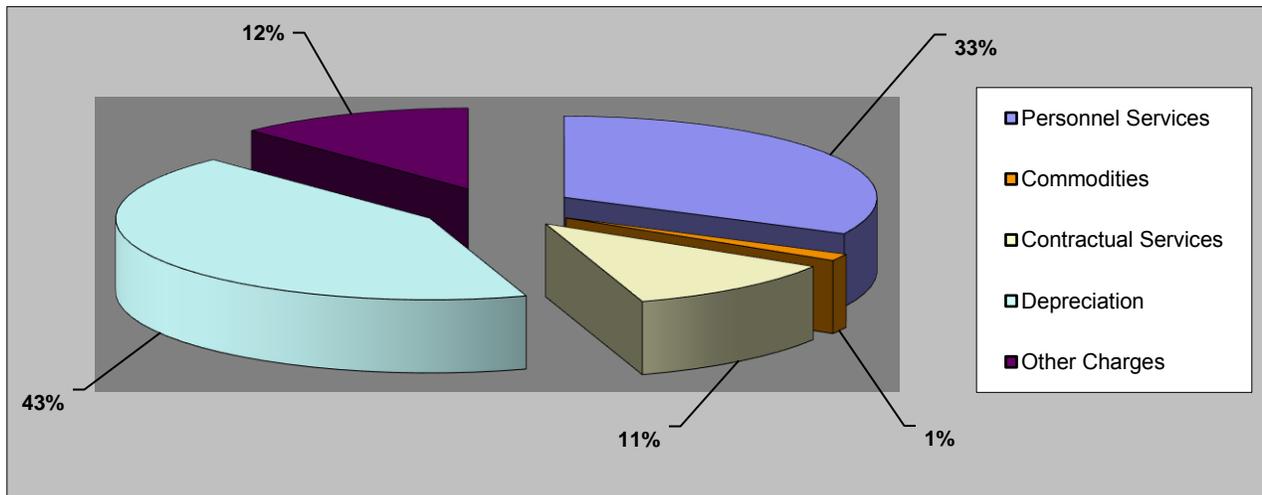
To protect the environment and public safety by providing an adequate storm water system and wetland management program that addresses and enhances the treatment of storm water runoff.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits. Also, depreciation expense is expected to increase based on the actual costs from 2014.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 304,188	\$ 351,413	\$ 419,560	\$ 434,200
Commodities	22,290	32,874	19,500	18,500
Contractual Services	180,806	151,465	143,930	150,680
Depreciation	534,208	550,829	534,210	573,520
Other Charges	143,368	165,431	163,950	162,610
Total	\$ 1,184,860	\$ 1,252,012	\$ 1,281,150	\$ 1,339,510
Percent Change	(-16.4%)	5.7%	2.3%	4.6%
 Full-Time Equivalent positions	 3.40	 3.40	 3.75	 3.75

Program Expenditures by Classification



Department:	Public Works	Fund #:	604
Program:	Storm Sewer Maintenance	Program #:	512

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Total # of water bodies	275	275	275	275
Water bodies inspected	0	0	137	138
Total outfalls	440	440	440	440
Outfalls inspected	0	0	220	220
Total sump structures	186	186	188	190
Sump structures inspected	186	186	188	190
Sump structures cleaned	64	75	60	60
Tons of sediment removed from sumps	143.5	39	40	40
<u>EFFECTIVENESS INDICATORS</u>				
Percent of water bodies and outfalls inspected	0%	0%	50%	50%
Percent of sump structures inspected	100%	100%	100%	100%

COMMENTS

This program was new in 2004 and shows the growth of information, inspection and the dedication of personnel to the storm sewer program responsibilities. This is a major growth program as the requirements of the National Pollutant Discharge Elimination System (NPDES) Permit require additional inspections and maintenance activities to meet the storm water goals of the region. The sump structures are now part of the performance indicators, with a goal of 100% sediment removal of all sump structures in need of sediment removal. In addition, with the mandates required by the NPDES MS4 Permit, which is 5-years in duration, the goal is to inspect all water bodies over that period.

Department: Public Works
Program: Street Lights and Signals

Fund # : 607
Program # : 506

Program Description

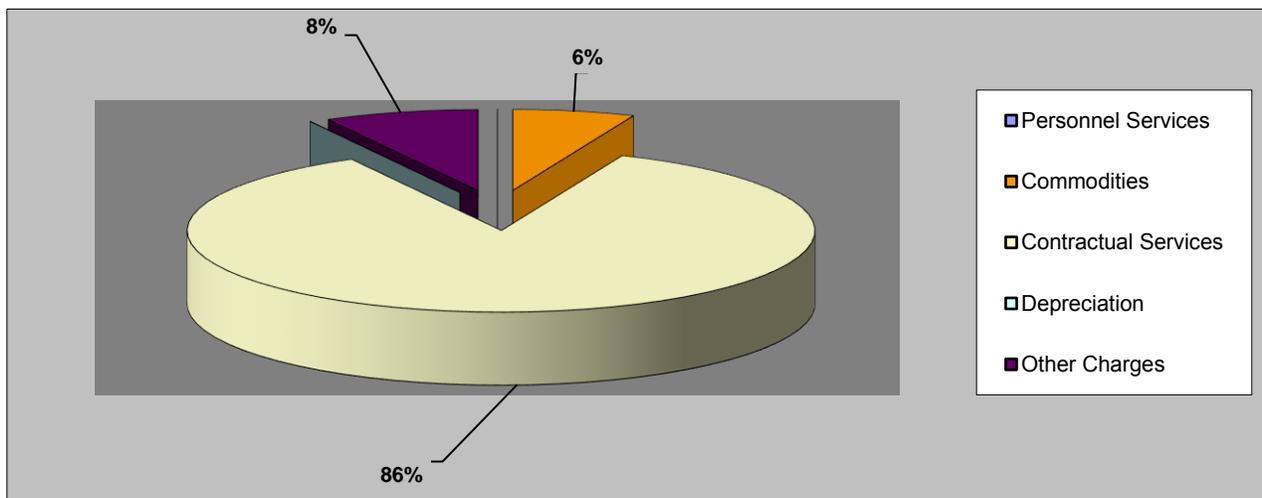
To maintain and operate street lights and traffic signals.

Program Expenditure Highlights

Utility costs are projected to decrease for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	17,351	15,000	15,000
Contractual Services	210,023	190,114	216,440	204,600
Depreciation	-	-	-	-
Other Charges	16,400	17,510	19,110	18,900
Total	\$ 226,423	\$ 224,975	\$ 250,550	\$ 238,500
Percent Change	7.8%	(-0.6%)	11.4%	(-4.8%)
Full-Time Equivalent positions	-	-	-	-

Program Expenditures by Classification



Department:	Public Works	Fund #:	607
Program:	Street Lights & Signals	Program #:	506

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Number of street lights	1,130	1,130	1,145	1,145
Number of traffic signals	51	51	51	51
<u>EFFECTIVENESS INDICATORS</u>				
Average cost per street light	\$200	\$199	\$219	\$208

COMMENTS

The number of street lights increased in 2011 as a result of the decorative pedestrian lighting installed near the Maplewood Mall on White Bear Avenue and County Rd D. The number also increased in 2012 with the installation of twenty new decorative pedestrian lights in the Gladstone area. In 2013, six new decorative lights were installed on the new English Bridge. The City of Saint Paul maintains the specialty lighting while Xcel Energy maintains the standard fixtures.

Department: Public Works
Program: Street Maintenance

Fund # : 101
Program # : 502

Program Description

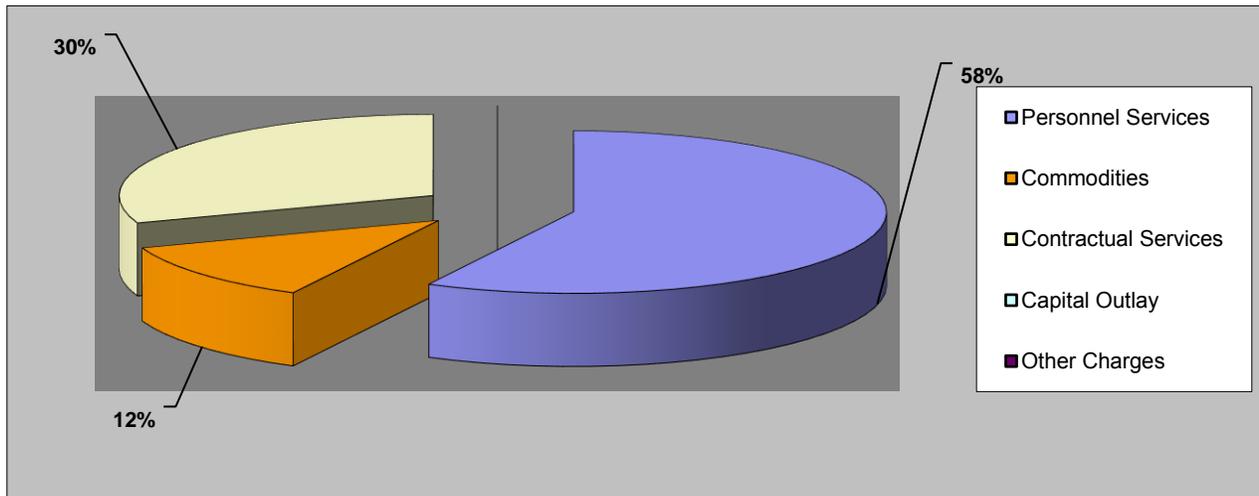
To keep the city streets in a safe and good condition through timely maintenance.

Program Expenditure Highlights

The increase in personnel services is due to pay increases and an increase in the cost of benefits. The commodities line is more in line with the 2014 actual expenditures. Contractual services reflects the increased cost for internal vehicle rental.

<u>Program Expenditures</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>
Personnel Services	\$ 397,157	\$ 382,793	\$ 410,920	\$ 415,370
Commodities	100,219	84,835	111,320	85,670
Contractual Services	236,487	221,810	210,640	219,830
Capital Outlay	-	-	-	-
Other Charges	-	262	-	-
Total	\$ 733,863	\$ 689,700	\$ 732,880	\$ 720,870
Percent Change	(-8.3%)	(-6.0%)	6.3%	(-1.6%)
 Full-Time Equivalent positions	 4.50	 4.50	 4.50	 4.50

Program Expenditures by Classification



Department:	Public Works	Fund #:	101
Program:	Street Maintenance	Program #:	502

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Total lane miles of streets	271	271	271	271
Lane miles rated	77	75	88	88
Lane miles above 70 PCI	153	156	158	164
Tonnage of repair material	579	560	550	550
<u>EFFECTIVENESS INDICATORS</u>				
Percent of lane miles over a 70 PCI rating	56%	59%	57%	59%
Percent of lane miles rated	28%	28%	32%	32%

COMMENTS

The investment in the City’s road reconstruction program is shown in the mileage of streets expected to be above the good rating of 70 PCI. The goal of the department is to get at least 75% of the streets into a category of good within the next 5 years. This program is a long term investment in the infrastructure of the City of Maplewood. It is the City’s goal to rate 1/3 of the City’s streets each year.

As the franchise fee revenue is put toward fixing an additional 2 miles per year, the percent of lane miles over a 70 PCI should steadily increase.

Department: Public Works
Program: Street Sweeping

Fund # : 604
Program # : 513

Program Description

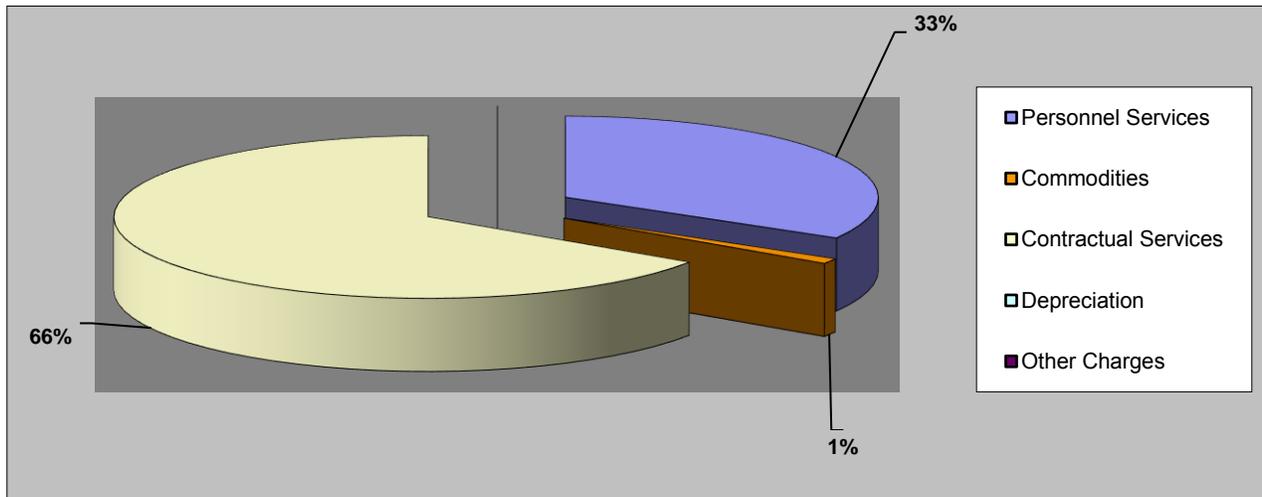
To provide clean streets and protect the environment through timely street sweeping with a goal of sweeping each street five times per year.

Program Expenditure Highlights

No significant change in the Street Sweeping budget for 2016.

<u>Program Expenditures</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Personnel Services	\$ 99,872	\$ 88,746	\$ 89,570	\$ 90,190
Commodities	1,835	311	3,000	2,800
Contractual Services	100,420	181,975	178,090	177,230
Depreciation	-	-	-	-
Other Charges	-	-	-	-
Total	\$ 202,127	\$ 271,032	\$ 270,660	\$ 270,220
Percent Change	6.3%	34.1%	(-0.1%)	(-0.2%)
 Full-Time Equivalent positions	 0.95	 0.95	 0.95	 0.95

Program Expenditures by Classification



Department:	Public Works	Fund #:	604
Program:	Street Sweeping	Program #:	513

Performance Measures	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
<u>OUTPUTS/WORKLOAD</u>				
Total lane miles	271	271	271	271
Lane miles swept	1,220	1,084	1,390	1,390
Employee hours sweeping	1,617	1,326	1,500	1,500
Tonnage collected	1,475	2,010	2,500	2,500
<u>EFFECTIVENESS INDICATORS</u>				
Times swept per year	4.5	4	5	5
1 st sweep completion date	4/22	5/14	4/15	4/15
<u>EFFICIENCY MEASURES</u>				
Cost per lane mile swept	\$166	\$250	\$195	\$194
Cost per capita	\$5.19	\$6.94	\$6.88	\$6.83

COMMENTS

This program is maintaining a steady pace of implementation. The indicators show that the average date of completion of the first sweep is in early April which typically allows much of the winter debris to be swept up prior to major rainstorm events.

The department is maintaining the employee hours dedicated to this program and has been able to provide every street with at least 3 sweepings per year, with goal of 5 times per year.

The number of times swept in 2014 was impacted by a late first round completion due to weather conditions.

The increase in cost is related to screening and disposal at Industrial Landfill.

Note: Cost per capita is based on estimated population provided by Environmental and Economic Development Department as follows:

- 2013 – 38,950
- 2014 – 39,054
- 2015 – 39,314
- 2016 - 39,574

FINANCIAL RESOURCES FOR OPERATING BUDGET

The City's Operating Budget is financed by several funds. Each fund is a separate fiscal and accounting entity. The following is a description of the funds which finance the Operating Budget.

General Fund - accounts for all financial resources except those required to be accounted for in another fund. This fund accounts for the majority of the City's operating budget.

Special Revenue Funds

Charitable Gambling Tax Fund - accounts for expenditures financed by the City gambling tax.

Maplewood Area EDA Fund – established to assist with development and redevelopment parcels and initiatives.

Police Services Fund - accounts for money that is legally restricted for police services. Most of the fund revenues are from confiscated money that is split between the city, county and state.

Recreation Programs Fund - accounts for the revenues and expenditures related to recreation programs.

Taste of Maplewood Fund - accounts for expenditures related to the annual Taste of Maplewood/July 4th celebration.

Tree Preservation Fund – accounts for the revenues and expenditures related to development activity and the furtherance of city tree goals.

Enterprise Funds

Ambulance Service Fund - accounts for customer service charges which are used to finance the operating expenses for ambulance services.

Community Center Operations Fund - accounts for revenues and expenses related to the operation of the community center building and related activities.

Environmental Utility Fund - accounts for revenues and expenses related to the administration, planning, implementation, and maintenance of the storm water management program.

Recycling Program Fund - accounts for the use of recycling charges that are levied to finance recycling costs and public education on solid waste reduction and recycling.

Sanitary Sewer Fund - accounts for customer sewer service charges which are used to finance the sewer system operating expenses.

Street Light Utility Fund - accounts for electric franchise fee revenues that are used to finance the street light expenses.

Internal Service Funds

Fleet Management Fund - accounts for the operating expenses of all City vehicles and major pieces of equipment (except for public safety vehicles). These operating expenses are used as a basis to establish rental rates that are charged to the departments using the vehicles.

Information Technology Fund - accounts for the maintenance, repair and operation of the City's computer hardware and software.

The following pages consist of a revenue and expenditures summary for each fund.



MAPLEWOOD

Together We Can

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CITY OF MAPLEWOOD, MINNESOTA
GENERAL FUND (101)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Revenues:					
Taxes - current property	\$12,287,233	\$12,143,410	\$12,357,290	\$12,295,300	\$12,948,050
Taxes - other	(26,382)	5,374	84,250	63,960	63,960
Special assessments	430	99,940	400	800	800
Licenses and permits	1,255,644	2,274,134	1,285,370	1,226,520	1,242,340
Fines and forfeits	270,308	236,295	227,600	229,000	229,000
Intergovernmental	1,079,224	870,239	890,430	883,510	909,710
Charges for services	3,627,478	3,392,814	3,200,120	3,204,650	3,251,820
Miscellaneous	203,089	139,652	114,420	215,750	210,490
Total revenues	18,697,023	19,161,857	18,159,880	18,119,490	18,856,170
Expenditures:					
Citizen Services	1,129,505	1,144,168	1,180,400	1,180,400	1,235,080
Env & Econ Development	1,184,353	1,181,243	1,102,360	1,102,360	1,012,650
Executive	904,595	850,817	964,730	964,730	1,098,090
Finance	743,043	751,157	757,160	757,160	702,690
Fire	1,853,243	1,870,529	1,853,670	1,853,670	1,931,370
Building Operations	644,346	561,198	576,350	576,350	617,230
Legislative	152,021	156,121	156,520	156,520	164,090
Parks	470,659	493,713	518,640	518,640	524,650
Police	8,193,666	8,170,469	8,234,460	8,234,460	8,550,730
Public Works	3,180,241	3,102,914	3,125,040	3,125,040	3,169,320
Projected unspent allocations			(283,410)	(283,410)	(148,490)
Total expenditures	18,455,671	18,282,329	18,185,920	18,185,920	18,857,410
Excess (deficit) of revenues over expenditures	241,352	879,529	(26,040)	(66,430)	(1,240)
Other financing sources (uses):					
Proceeds - Sale of Capital Assets	46,631	10,908	45,540	29,240	29,240
Transfers in (out):					
Capital Improvement Projects Fund	0	(10,000)	0	0	0
General Building Replacement Fund	0	0	0	(250,000)	0
Community Center Operations Fund	(575,135)	(150,000)	0	0	0
Fire Station Fund	0	(350,000)	0	0	0
Police Department Expansion Fund	(100,000)	(23,500)	0	0	0
PIP fund	0	0	0	(350,000)	0
Taste of Maplewood	(17,021)	(19,858)	(19,500)	(19,500)	(28,000)
Total other financing sources (uses)	(645,525)	(542,450)	26,040	(590,260)	1,240
Net change in fund balance	(404,172)	337,079	0	(656,690)	0
Fund balance - January 1	8,431,416	8,027,244	7,610,159	8,364,322	7,707,632
Fund balance - December 31	\$8,027,244	\$8,364,322	\$7,610,159	\$7,707,632	\$7,707,632
Fund balance/revenues	42.9%	43.7%	41.9%	42.5%	40.9%
Fund balance/expenditures	43.5%	45.8%	41.8%	42.4%	40.9%

CITY OF MAPLEWOOD
GENERAL FUND (101)
 FIVE YEAR FINANCIAL PROJECTIONS

2017	2018	2019	2020	2021
13,342,710	14,007,780	14,218,360	14,745,030	15,074,310
500	500	500	500	500
1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
230,000	230,000	230,000	230,000	230,000
900,000	900,000	900,000	900,000	900,000
3,300,000	3,300,000	3,300,000	3,300,000	3,300,000
160,000	160,000	160,000	160,000	160,000
19,233,210	19,898,280	20,108,860	20,635,530	20,964,810
14,405,140	14,693,240	14,987,100	15,286,840	15,592,580
862,780	880,040	897,640	915,590	933,900
3,934,000	4,012,680	4,092,930	4,174,790	4,258,290
0	0	0	0	0
32,640	33,290	33,960	34,640	35,330
19,234,560	19,619,250	20,011,630	20,411,860	20,820,100
15,000	15,000	15,000	15,000	15,000
0	0	0	0	0
(28,000)	(28,000)	(28,000)	(28,000)	(28,000)
(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
(14,350)	266,030	84,230	210,670	131,710
7,693,282	7,959,312	8,043,542	8,254,212	8,385,922
40.0%	40.0%	40.0%	40.0%	40.0%
20,081,970	20,747,040	20,957,620	21,484,290	21,813,570
1.7%	3.3%	1.0%	2.5%	1.5%
5 year average increase in tax levy = 2% per year				

Revenue Assumptions

History has shown that total revenues other than property taxes have remained flat when analyzed over an extended period of time. There are spikes when building activity increases, but the City will utilize this revenue to offset economic downturns and capital items.

Property tax revenue is plugged to maintain a 40% fund balance level.

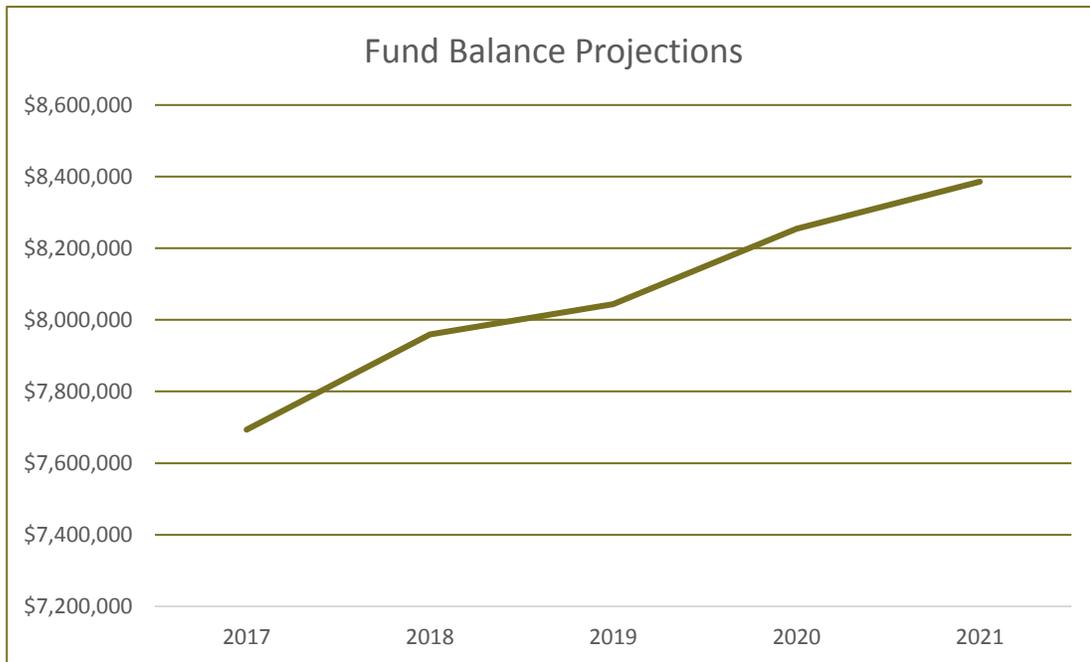
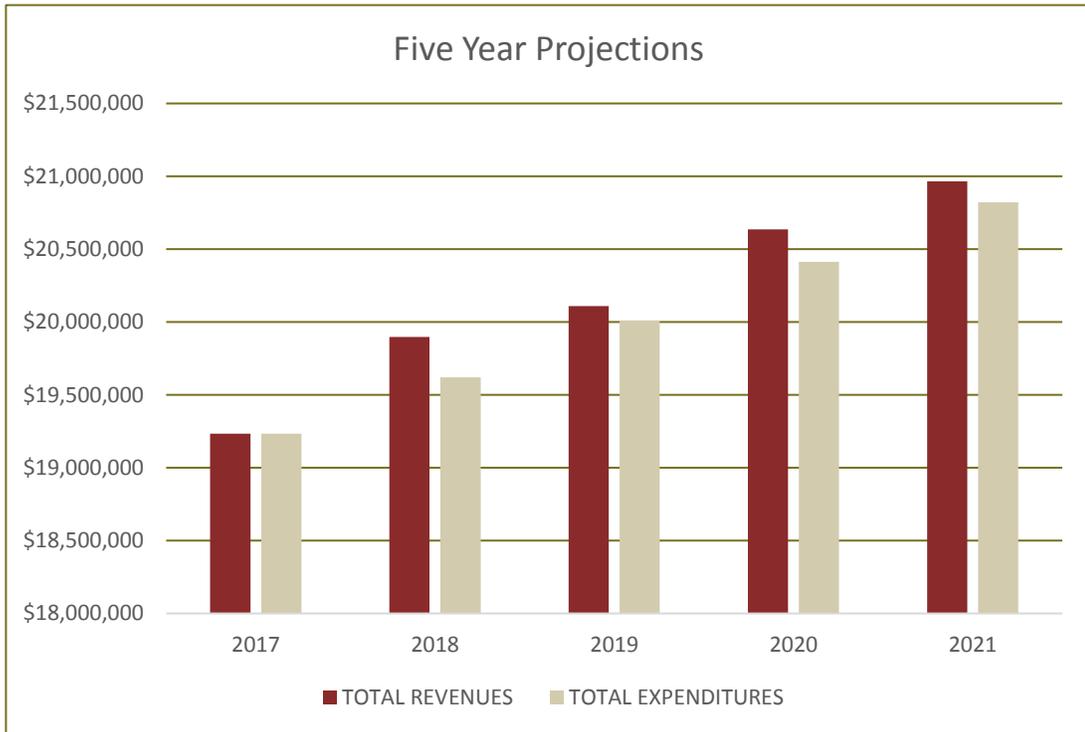
Expenditure Assumptions

Current expenditures - factor in a 2% increase each year.

Capital outlay expenditures are accounted for in Capital Project Funds.

The City Tax Levy figure does not take into account any changes needed in the debt or capital levy's.

CITY OF MAPLEWOOD
GENERAL FUND (101)
 FIVE YEAR FINANCIAL PROJECTIONS



CITY OF MAPLEWOOD
CHARITABLE GAMBLING FUND (205)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Taxes:</u>					
3021 Taxes - charitable gambling	27,135	25,410	27,200	27,200	25,400
Total revenues	<u>27,135</u>	<u>25,410</u>	<u>27,200</u>	<u>27,200</u>	<u>25,400</u>
<u>Expenditures:</u>					
4480 Fees for service	28,536	28,427	30,000	30,000	30,000
Total expenditures	<u>28,536</u>	<u>28,427</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Excess (deficit) of revenue over expenditures	(1,401)	(3,017)	(2,800)	(2,800)	(4,600)
Fund balance - January 1	28,915	27,514	22,714	24,497	21,697
Fund balance - December 31	<u><u>27,514</u></u>	<u><u>24,497</u></u>	<u><u>19,914</u></u>	<u><u>21,697</u></u>	<u><u>17,097</u></u>

CITY OF MAPLEWOOD
MAPLEWOOD AREA EDA FUND (280)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>					
3011 Current	87,747	87,915	88,460	88,460	88,020
3012 Delinquent	-	182	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	5,152	3,483	1,750	1,750	-
3809 Miscellaneous	19	6,652	-	-	-
Total revenues	<u>92,918</u>	<u>98,232</u>	<u>90,210</u>	<u>90,210</u>	<u>88,020</u>
<u>Expenditures:</u>					
Personnel	-	-	24,220	24,220	24,220
Commodities	-	-	1,000	1,000	1,000
Contractual services	496	81,530	12,150	12,150	12,360
Land	-	-	100,000	100,000	100,000
4752 Outside engineering fees	12,375	-	-	-	-
Total expenditures	<u>12,871</u>	<u>81,530</u>	<u>137,370</u>	<u>137,370</u>	<u>137,580</u>
Excess (deficit) of revenue over expenditures	80,047	16,702	(47,160)	(47,160)	(49,560)
Fund balance - January 1	178,542	258,588	237,288	275,290	228,130
Fund balance - December 31	<u>258,588</u>	<u>275,290</u>	<u>190,128</u>	<u>228,130</u>	<u>178,570</u>

CITY OF MAPLEWOOD
POLICE SERVICES FUND (208)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Fines and Forfeits:</u>					
3403 Confiscated property	28,119	61,150	10,000	45,000	45,000
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	58	263	660	660	590
Total revenues	<u>28,177</u>	<u>61,413</u>	<u>10,660</u>	<u>45,660</u>	<u>45,590</u>
<u>Expenditures:</u>					
4120 Program supplies	100	-	-	-	-
4160 Supplies	-	3,605	-	-	-
4165 Small equipment	1,731	-	-	-	-
4610 Vehicles	17,597	-	36,600	36,600	74,660
4930 Investment management fees	153	248	400	400	470
Total expenditures	<u>19,581</u>	<u>3,853</u>	<u>37,000</u>	<u>37,000</u>	<u>75,130</u>
Excess (deficit) of revenue over expenditures	8,595	57,560	(26,340)	8,660	(29,540)
Fund balance - January 1	43,305	51,901	88,051	109,461	118,121
Fund balance - December 31	<u>51,901</u>	<u>109,461</u>	<u>61,711</u>	<u>118,121</u>	<u>88,581</u>

CITY OF MAPLEWOOD
RECREATION PROGRAMS FUND (206)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Taxes:</u>					
3011 Taxes	170,655	171,765	158,550	158,550	197,200
<u>Intergovernmental Revenue:</u>					
Other government - JPA	10,266	-	-	-	-
<u>Charges for Services:</u>					
Recreation program fees	374,363	377,380	467,240	467,240	462,940
<u>Miscellaneous Revenue:</u>					
Investment earnings	142	168	-	-	-
Miscellaneous	36	(212)	-	-	-
Advertising	4,000	-	12,000	12,000	12,000
Snack bar sales	2,536	2,600	2,700	2,700	3,500
Rentals - room	82,876	70,916	61,000	61,000	55,000
Total revenues	<u>644,874</u>	<u>622,617</u>	<u>701,490</u>	<u>701,490</u>	<u>730,640</u>
Total expenditures	<u>675,564</u>	<u>690,315</u>	<u>740,730</u>	<u>740,730</u>	<u>739,350</u>
Net increase (decrease) in fund balance	(30,690)	(67,698)	(39,240)	(39,240)	(8,710)
Fund balance - January 1	113,951	83,262	63,272	15,564	(23,676)
Fund balance - December 31	<u>83,262</u>	<u>15,564</u>	<u>24,032</u>	<u>(23,676)</u>	<u>(32,386)</u>

CITY OF MAPLEWOOD
TASTE OF MAPLEWOOD FUND (220)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Licenses and Permits:</u>					
Miscellaneous	1,900	1,500	1,900	1,900	1,700
<u>Miscellaneous Revenue:</u>					
Investment earnings	(25)	-	-	-	-
Other	1,734	1,147	-	-	1,400
Advertising	5,300	3,000	11,080	11,080	4,140
Total revenues	<u>8,909</u>	<u>5,647</u>	<u>12,980</u>	<u>12,980</u>	<u>7,240</u>
<u>Expenditures:</u>					
Personnel	1,655	1,520	1,450	1,450	1,800
Commodities	123	249	-	-	350
Contractual services	24,159	23,729	31,030	31,030	33,090
Total expenditures	<u>25,938</u>	<u>25,497</u>	<u>32,480</u>	<u>32,480</u>	<u>35,240</u>
Excess (deficit) of revenue over expenditures	(17,028)	(19,850)	(19,500)	(19,500)	(28,000)
Other financing sources (uses):					
Transfers in (out)					
General fund	17,021	19,858	19,500	19,500	28,000
Net increase (decrease) in fund balance	<u>(8)</u>	<u>8</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balance - January 1	0	(8)	2	0	0
Fund balance - December 31	<u>(8)</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>

CITY OF MAPLEWOOD
TREE PRESERVATION FUND (219)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	5	9	-	-	-
3854 Tree preservation revenue	1,800	4,920	1,000	1,000	5,000
Total revenues	1,805	4,929	1,000	1,000	5,000
<u>Expenditures:</u>					
Personnel	84	-	-	-	-
4290 Miscellaneous commodities	2,063	1,741	1,500	1,500	1,500
4290 EAB Ash removal & replanting	-	-	40	40	-
4370 Insurance	-	70	-	-	20
4490 Consulting	-	-	500	500	500
4930 Investment management fees	13	8	-	-	-
Total expenditures	2,159	1,820	2,040	2,040	2,020
Net increase (decrease) in fund balance	(355)	3,109	(1,040)	(1,040)	2,980
Fund balance - January 1	2,936	2,581	1,031	5,690	4,650
Fund balance - December 31	2,581	5,690	(9)	4,650	7,630

CITY OF MAPLEWOOD
AMBULANCE SERVICE FUND (606)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Operating revenues:</u>					
3621 Ambulance fees	2,380,372	2,456,703	2,266,500	2,266,500	2,359,250
Miscellaneous	3,211	101	-	-	-
Total revenues	<u>2,383,583</u>	<u>2,456,804</u>	<u>2,266,500</u>	<u>2,266,500</u>	<u>2,359,250</u>
<u>Operating expenses:</u>					
Personnel services	1,544,300	1,652,704	1,656,020	1,656,020	1,741,810
Commodities	121,736	120,698	126,100	126,100	127,500
Contractual services	408,219	409,547	414,170	414,140	425,320
4950 Administration	212,030	212,030	214,090	214,090	223,750
4795 Depreciation	66,647	54,575	66,650	66,650	73,170
Total expenses	<u>2,352,932</u>	<u>2,449,554</u>	<u>2,477,030</u>	<u>2,477,000</u>	<u>2,591,550</u>
Operating income (loss)	30,650	7,251	(210,530)	(210,500)	(232,300)
<u>Nonoperating revenues (expenses):</u>					
Property taxes	444,378	442,109	331,970	331,970	305,660
Special assessments	604	19	-	-	-
Federal grants	17,862	-	-	-	-
State fire aid	100,110	130,386	136,530	136,530	131,850
Investment earnings	(2,915)	(7,345)	(11,210)	(11,210)	(8,140)
Total nonoperating revenues (expenses)	<u>560,040</u>	<u>565,170</u>	<u>457,290</u>	<u>457,290</u>	<u>429,370</u>
Change in net assets	590,690	572,421	246,760	246,790	197,070
Net assets - January 1	(1,112,359)	(521,668)	(201,068)	50,752	297,542
Net assets - December 31	<u>(521,668)</u>	<u>50,752</u>	<u>45,692</u>	<u>297,542</u>	<u>494,612</u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Net income (loss) before contributions and transfers	590,690	572,421	246,760	246,790	197,070
Add depreciation	66,647	54,575	66,650	66,650	73,170
Change in current assets	(149,732)	(120,120)	-	-	-
Change in current liabilities	(8,241)	17,663	-	-	-
Purchase of fixed assets	(13,818)	(206,962)	(30,000)	(30,000)	(200,000)
Net increase (decrease) in cash	<u>485,546</u>	<u>317,576</u>	<u>283,410</u>	<u>283,440</u>	<u>70,240</u>
Cash balance - January 1	(2,172,074)	(1,686,528)	(1,494,278)	(1,368,952)	(1,085,512)
Cash balance - December 31	<u>(1,686,528)</u>	<u>(1,368,952)</u>	<u>(1,210,868)</u>	<u>(1,085,512)</u>	<u>(1,015,272)</u>

CITY OF MAPLEWOOD
COMMUNITY CENTER OPERATIONS FUND (602)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015		2016
			ORIGINAL BUDGET	2015 RE-EST.	
<u>Operating revenues:</u>					
Memberships and daily fees	1,732,477	1,677,880	1,881,210	1,881,210	1,766,500
Commodity sales	21,745	20,133	38,200	38,200	78,250
Room and equipment rental	150,838	162,073	177,030	177,030	197,100
Advertising	-	-	2,500	2,500	2,500
Total revenues	<u>1,905,061</u>	<u>1,860,086</u>	<u>2,098,940</u>	<u>2,098,940</u>	<u>2,044,350</u>
<u>Operating expenses:</u>					
Personnel services	1,337,464	1,333,671	1,326,170	1,326,170	1,088,230
Materials and supplies	189,325	184,359	185,490	185,490	187,630
Contractual services	754,345	818,701	863,490	863,490	1,033,970
Total expenses	<u>2,281,134</u>	<u>2,336,730</u>	<u>2,375,150</u>	<u>2,375,150</u>	<u>2,309,830</u>
Operating income (loss)	(376,073)	(476,645)	(276,210)	(276,210)	(265,480)
Nonoperating revenues (expenses):					
Property taxes	453,054	516,407	495,480	495,480	493,000
Miscellaneous revenues (expenses)	32,169	331	-	-	-
Depreciation	(253,761)	(258,554)	(253,760)	(253,760)	(257,690)
Extraordinary items	(24,782)	-	-	-	-
Gain/(loss) on disposal of property	(19,691)	-	-	-	-
Investment earnings	(1,542)	(2,244)	(1,970)	(1,970)	(510)
Total nonoperating revenues (expenses)	<u>185,447</u>	<u>255,940</u>	<u>239,750</u>	<u>239,750</u>	<u>234,800</u>
Net income (loss) before contributions and transfers	(190,626)	(220,704)	(36,460)	(36,460)	(30,680)
Transfers in (out):					
General Fund	575,135	150,000	-	-	-
Change in net assets	<u>384,509</u>	<u>(70,704)</u>	<u>(36,460)</u>	<u>(36,460)</u>	<u>(30,680)</u>
Net assets - January 1	6,979,233	7,363,742	7,391,422	7,293,038	7,256,578
Net assets - December 31	<u>7,363,742</u>	<u>7,293,038</u>	<u>7,354,962</u>	<u>7,256,578</u>	<u>7,225,898</u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015		2016
			ORIGINAL BUDGET	2015 RE-EST.	
Net income (loss) before contributions and transfers	(190,626)	(220,704)	(36,460)	(36,460)	(30,680)
Add depreciation	253,761	258,554	253,760	253,760	257,690
Change in deferred revenue	(56,788)	(20,039)	-	-	-
Change in current assets	(1,362)	(13,736)	-	-	-
Change in current liabilities	(2,613)	(23,666)	-	-	-
Purchase of fixed assets	(395,883)	-	-	-	-
Sale of fixed assets/non-cash activity	19,691	-	-	-	-
Transfers in (out)	575,135	150,000	-	-	-
Net increase (decrease) in cash	<u>201,314</u>	<u>130,408</u>	<u>217,300</u>	<u>217,300</u>	<u>227,010</u>
Cash balance - January 1	(617,224)	(415,910)	(263,160)	(285,502)	(68,202)
Cash balance - December 31	<u>(415,910)</u>	<u>(285,502)</u>	<u>(45,860)</u>	<u>(68,202)</u>	<u>158,808</u>

CITY OF MAPLEWOOD
ENVIRONMENTAL UTILITY FUND (604)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	ORIGINAL BUDGET	RE-EST.	
<u>Operating revenues:</u>					
3651 Environmental utility charges	2,331,328	2,441,228	2,487,450	2,487,450	2,562,070
Total revenues	2,331,328	2,441,228	2,487,450	2,487,450	2,562,070
<u>Operating expenses:</u>					
Nature center	73,813	78,092	83,030	83,030	83,180
Planning	268,493	291,404	271,700	271,700	236,940
Storm sewer maintenance	461,154	486,301	536,790	536,790	553,380
Street sweeping	202,127	271,032	270,660	270,660	270,220
4485 Billing	46,130	49,450	46,200	46,200	50,000
4950 Administration	136,370	162,310	162,310	162,310	162,310
4795 Depreciation	534,208	550,829	534,210	534,210	573,520
Total expenses	1,722,296	1,889,418	1,904,900	1,904,900	1,929,550
Operating income (loss)	609,033	551,810	582,550	582,550	632,520
<u>Nonoperating revenues (expenses):</u>					
Intergovernmental	-	28,036	-	-	-
Investment earnings	1,617	3,306	2,740	2,740	500
Miscellaneous income	(2,652)	6,441	-	-	-
Gain/(loss) on disposal of property	(10,393)	(103,781)	-	-	-
Investment management fees	(4,298)	(3,121)	(1,640)	(1,640)	(300)
Total nonoperating revenues (expenses)	(15,726)	(69,120)	1,100	1,100	200
Net income (loss) before contributions and transfers	593,307	482,690	583,650	583,650	632,720
<u>Transfers in (out):</u>					
Public Improvement Projects fund (net)	(602,000)	(460,000)	(335,000)	(911,820)	(267,150)
Debt Service	(399,690)	(396,520)	(390,680)	(390,680)	(394,870)
Storm Cleanup	(270,000)	-	(64,000)	(64,000)	(30,000)
Pond clean up/dredging projects	-	(182,000)	-	-	(100,000)
City Dump Remediation	-	7,544	-	-	-
Capital contributions	3,715,662	2,547,131	-	-	-
Change in net assets	3,037,278	1,998,844	(206,030)	(782,850)	(159,300)
Net assets - January 1	20,725,809	23,763,087	23,360,461	25,761,932	24,979,082
Net assets - December 31	23,763,087	25,761,932	23,154,431	24,979,082	24,819,782

STATEMENT OF CASH FLOWS

	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	ORIGINAL BUDGET	RE-EST.	
Net income (loss) before contributions and transfers	593,307	482,690	583,650	583,650	632,720
Add depreciation	534,208	550,829	534,210	534,210	573,520
Change in current assets	(21,380)	(50,326)	-	-	-
Change in current liabilities	5,366	8,888	-	-	-
Sale of fixed assets/non-cash activity	10,393	105,805	-	-	-
Transfers in (out)	(1,271,690)	(1,030,976)	(789,680)	(1,366,500)	(792,020)
Net increase (decrease) in cash	(149,796)	66,910	328,180	(248,640)	414,220
Cash balance - January 1	398,417	248,621	326,695	315,531	66,891
Cash balance - December 31	248,621	315,531	654,875	66,891	481,111

CITY OF MAPLEWOOD
RECYCLING PROGRAM FUND (605)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Operating revenues:</u>					
3781 Recycling charges	476,709	549,248	564,140	564,140	606,450
Total revenues	<u>476,709</u>	<u>549,248</u>	<u>564,140</u>	<u>564,140</u>	<u>606,450</u>
<u>Operating expenses:</u>					
Personnel services	79,816	86,518	51,510	51,510	70,640
Commodities	3,929	1,514	1,000	1,000	1,500
Contractual services	384,983	493,824	528,350	528,350	569,380
4950 Administration	49,580	49,580	49,580	49,580	52,500
Total expenses	<u>518,308</u>	<u>631,436</u>	<u>630,440</u>	<u>630,440</u>	<u>694,020</u>
Operating income (loss)	(41,599)	(82,188)	(66,300)	(66,300)	(87,570)
<u>Nonoperating revenues (expenses):</u>					
3534 County - other grants	78,629	79,766	78,630	78,630	79,770
3801 Investment earnings	505	1,559	1,800	1,800	2,560
4930 Investment management fees	(1,341)	(1,472)	(1,080)	(1,080)	(1,540)
Total nonoperating revenues (expenses)	<u>77,793</u>	<u>79,853</u>	<u>79,350</u>	<u>79,350</u>	<u>80,790</u>
Change in net assets	36,194	(2,334)	13,050	13,050	(6,780)
Net assets - January 1	327,782	363,976	359,566	361,641	374,691
Net assets - December 31	<u><u>363,976</u></u>	<u><u>361,641</u></u>	<u><u>372,616</u></u>	<u><u>374,691</u></u>	<u><u>367,911</u></u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Net income (loss) before contributions and transfers	36,194	(2,334)	13,050	13,050	(6,780)
Change in current assets	(22,107)	100,934	-	-	-
Change in current liabilities	(1,058)	12,671	-	-	-
Net increase (decrease) in cash	<u>13,028</u>	<u>111,270</u>	<u>13,050</u>	<u>13,050</u>	<u>(6,780)</u>
Cash balance - January 1	204,497	217,525	213,115	328,795	341,845
Cash balance - December 31	<u><u>217,525</u></u>	<u><u>328,795</u></u>	<u><u>226,165</u></u>	<u><u>341,845</u></u>	<u><u>335,065</u></u>

CITY OF MAPLEWOOD
SANITARY SEWER FUND (601)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2015				
	2013 ACTUAL	2014 ACTUAL	ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Operating revenues:</u>					
3305 Sewer permits	3,396	5,925	4,300	4,300	4,300
3651 Sewer billings	5,245,773	5,174,723	4,900,000	4,900,000	4,900,000
3808 Connection charges	8,800	22,750	-	-	-
Total revenues	<u>5,257,968</u>	<u>5,203,398</u>	<u>4,904,300</u>	<u>4,904,300</u>	<u>4,904,300</u>
<u>Operating expenses:</u>					
Personnel services	470,600	508,050	551,040	551,040	562,120
Commodities	21,347	23,822	23,560	23,560	20,860
Contractual services	221,642	184,398	219,040	219,040	209,700
4485 Billing	46,130	49,450	46,000	50,000	50,000
4510 Sewage treatment	2,607,488	2,763,259	2,943,810	2,943,810	3,039,040
4950 Administration	335,630	335,630	339,170	339,170	355,510
4795 Depreciation	385,956	405,465	385,960	385,960	393,170
Total expenses	<u>4,088,793</u>	<u>4,270,073</u>	<u>4,508,580</u>	<u>4,512,580</u>	<u>4,630,400</u>
Operating income (loss)	1,169,175	933,325	395,720	391,720	273,900
<u>Nonoperating revenues (expenses):</u>					
Investment earnings	4,421	13,835	24,200	24,200	29,740
Intergovernmental	-	109	-	-	-
Miscellaneous revenues	6,456	5,515	-	-	-
Miscellaneous expenses	(3,661)	(2,638)	(2,000)	(2,000)	(2,000)
Gain/(loss) on disposal of property	851	-	-	-	-
Investment management fees	(11,747)	(13,062)	(14,520)	(14,520)	(17,840)
Total nonoperating revenues (expenses)	<u>(3,680)</u>	<u>3,759</u>	<u>7,680</u>	<u>7,680</u>	<u>9,900</u>
Net income (loss) before contributions and transfers	1,165,495	937,083	403,400	399,400	283,800
<u>Transfers in (out):</u>					
Public Improvement Projects fund (net)	(315,000)	(279,000)	(60,800)	(133,500)	(214,790)
Debt Service	(264,710)	(253,470)	(248,900)	(248,900)	(244,340)
Sewer Lift Station projects	(250,000)	7,258	-	-	-
Public Safety Training Facility	(50,000)	-	-	-	-
Capital contributions	991,060	556,751	-	-	-
Change in net assets	<u>1,276,845</u>	<u>968,622</u>	<u>93,700</u>	<u>17,000</u>	<u>(175,330)</u>
Net assets - January 1	14,518,989	15,795,834	15,924,224	16,764,456	16,781,456
Net assets - December 31	<u>15,795,834</u>	<u>16,764,456</u>	<u>16,017,924</u>	<u>16,781,456</u>	<u>16,606,126</u>

STATEMENT OF CASH FLOWS

	2015				
	2013 ACTUAL	2014 ACTUAL	ORIGINAL BUDGET	2015 RE-EST.	2016
Net income (loss) before contributions and transfers	1,165,495	937,083	403,400	399,400	283,800
Add depreciation	385,956	405,465	385,960	385,960	393,170
Change in current assets	147,704	(23,902)	-	-	-
Change in current liabilities	(5,148)	3,806	-	-	-
Purchase of fixed assets	-	-	(75,000)	(75,000)	(65,000)
Transfers in (out)	(879,710)	(525,212)	(309,700)	(382,400)	(459,130)
Net increase (decrease) in cash	<u>814,297</u>	<u>797,240</u>	<u>404,660</u>	<u>327,960</u>	<u>152,840</u>
Cash balance - January 1	2,026,122	2,840,419	3,300,219	3,637,659	3,965,619
Cash balance - December 31	<u>2,840,419</u>	<u>3,637,659</u>	<u>3,704,879</u>	<u>3,965,619</u>	<u>4,118,459</u>

CITY OF MAPLEWOOD
STREET LIGHT UTILITY FUND (607)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015		2016
			ORIGINAL BUDGET	2015 RE-EST.	
<u>Operating revenues:</u>					
3032 Electric franchise tax	294,811	476,269	477,260	477,260	477,260
Total revenues	294,811	476,269	477,260	477,260	477,260
<u>Operating expenses:</u>					
Commodities	-	17,351	15,000	15,000	15,000
Contractual services	18,115	13,685	16,440	16,440	16,600
4320 Utilities	191,907	176,429	200,000	200,000	188,000
4950 Administration	16,400	17,510	18,900	18,900	18,900
Total expenses	226,423	224,975	250,340	250,340	238,500
Operating income (loss)	68,389	251,293	226,920	226,920	238,760
Nonoperating revenues (expenses):					
Investment earnings	(274)	(443)	350	350	(3,640)
Investment management fees	-	-	(210)	(210)	-
Total nonoperating revenues (expenses)	(274)	(443)	140	140	(3,640)
Net income (loss) before contributions and transfers	68,115	250,850	227,060	227,060	235,120
Transfers in (out):					
Public Improvement Projects fund (net)	-	-	(561,000)	(600,150)	-
Change in net assets	68,115	250,850	(333,940)	(373,090)	235,120
Net assets - January 1	(197,065)	(128,950)	106,510	121,899	(251,191)
Net assets - December 31	(128,950)	121,899	(227,430)	(251,191)	(16,071)

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015		2016
			ORIGINAL BUDGET	2015 RE-EST.	
Net income (loss) before contributions and transfers	68,115	250,850	227,060	227,060	235,120
Change in current assets	(6,190)	(40,838)	-	-	-
Change in current liabilities	1,555	(1,851)	-	-	-
Purchase of fixed assets	-	-	(131,500)	(131,500)	(206,500)
Transfers in (out)	-	-	(561,000)	(600,150)	-
Net increase (decrease) in cash	63,479	208,161	(465,440)	(504,590)	28,620
Cash balance - January 1	(252,508)	(189,028)	46,432	19,133	(485,457)
Cash balance - December 31	(189,028)	19,133	(419,008)	(485,457)	(456,837)

CITY OF MAPLEWOOD
FLEET MANAGEMENT FUND (702)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Operating revenues:</u>					
3802 Billings to departments	851,232	903,010	921,700	921,700	940,130
3671 Miscellaneous	43,713	49,740	57,700	57,700	58,850
Total revenues	<u>894,945</u>	<u>952,750</u>	<u>979,400</u>	<u>979,400</u>	<u>998,980</u>
<u>Operating expenses:</u>					
Personnel services	271,853	276,635	298,130	298,130	304,080
Commodities	239,562	236,138	245,500	245,500	215,500
Contractual services	137,198	191,010	131,310	131,310	138,750
Depreciation	268,249	285,172	268,250	268,250	269,760
Total expenses	<u>916,863</u>	<u>988,955</u>	<u>943,190</u>	<u>943,190</u>	<u>928,090</u>
Operating income (loss)	(21,918)	(36,205)	36,210	36,210	70,890
Nonoperating revenues (expenses):					
Investment earnings	117	(270)	-	-	230
Intergovernmental	-	16,620	-	-	-
Miscellaneous	320	453	-	-	-
Gain/(loss) on disposal of property	39,920	(1,052)	-	-	-
Investment management fees	(311)	-	-	-	(140)
Total nonoperating revenues (expenses)	<u>40,046</u>	<u>15,751</u>	<u>-</u>	<u>-</u>	<u>90</u>
Change in net assets	18,128	(20,454)	36,210	36,210	70,980
Net assets - January 1	2,231,894	2,250,022	2,313,662	2,229,568	2,265,778
Net assets - December 31	<u>2,250,022</u>	<u>2,229,568</u>	<u>2,349,872</u>	<u>2,265,778</u>	<u>2,336,758</u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Net income (loss) before contributions and transfers	18,128	(20,454)	36,210	36,210	70,980
Add depreciation	268,249	285,172	268,250	268,250	269,760
Change in current assets	(16,583)	1,231	-	-	-
Change in current liabilities	50,444	(199,097)	-	-	-
Purchase of fixed assets	(395,383)	(224,838)	(302,550)	(302,550)	(302,000)
Sale of fixed assets/non-cash activity	50,899	62,316	-	-	-
Transfers in (out)	-	-	-	-	-
Net increase (decrease) in cash	<u>(24,246)</u>	<u>(95,670)</u>	<u>1,910</u>	<u>1,910</u>	<u>38,740</u>
Cash balance - January 1	148,600	124,353	128,033	28,683	30,593
Cash balance - December 31	<u>124,353</u>	<u>28,683</u>	<u>129,943</u>	<u>30,593</u>	<u>69,333</u>

CITY OF MAPLEWOOD
INFORMATION TECHNOLOGY FUND (703)
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Operating revenues:</u>					
3802 Billings to departments:					
I.T. services	693,680	743,680	773,680	773,680	803,680
Total revenues	<u>693,680</u>	<u>743,680</u>	<u>773,680</u>	<u>773,680</u>	<u>803,680</u>
<u>Operating expenses:</u>					
<u>I.T. services</u>					
Personnel services	365,801	354,027	368,880	368,880	375,530
Commodities	69,842	96,077	94,100	94,100	99,800
Contractual services	252,389	276,553	302,920	302,920	288,410
Depreciation	21,354	19,229	21,350	21,350	22,870
Total expenses	<u>709,386</u>	<u>745,886</u>	<u>787,250</u>	<u>787,250</u>	<u>786,610</u>
Operating income (loss)	(15,706)	(2,206)	(13,570)	(13,570)	17,070
Nonoperating revenues (expenses):					
Investment earnings	690	(39)	-	-	980
Miscellaneous	-	8,123	-	-	-
Gain/(loss) on disposal of property	790	1,848	-	-	-
Investment management fees	(1,833)	-	-	-	(590)
Total nonoperating revenues (expenses)	<u>(353)</u>	<u>9,932</u>	<u>-</u>	<u>-</u>	<u>390</u>
Net income (loss) before contributions and transfers	(16,059)	7,726	(13,570)	(13,570)	17,460
Transfers in (out):					
Capital Contributions	8,349	21,985	-	-	-
Change in net assets	<u>(7,710)</u>	<u>29,711</u>	<u>(13,570)</u>	<u>(13,570)</u>	<u>17,460</u>
Net assets - January 1	249,350	241,640	206,870	271,351	257,781
Net assets - December 31	<u><u>241,640</u></u>	<u><u>271,351</u></u>	<u><u>193,300</u></u>	<u><u>257,781</u></u>	<u><u>275,241</u></u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Net income (loss) before contributions and transfers	(16,059)	7,726	(13,570)	(13,570)	17,460
Add depreciation	21,354	19,229	21,350	21,350	22,870
Change in current assets	(55)	(8)	-	-	-
Change in current liabilities	6,321	5,340	-	-	-
Purchase of fixed assets	(9,256)	(14,377)	(40,000)	(40,000)	(90,000)
Sale of fixed assets/non-cash activity	251	-	-	-	-
Net increase (decrease) in cash	<u>2,556</u>	<u>17,910</u>	<u>(32,220)</u>	<u>(32,220)</u>	<u>(49,670)</u>
Cash balance - January 1	142,905	145,461	129,921	163,371	131,151
Cash balance - December 31	<u><u>145,461</u></u>	<u><u>163,371</u></u>	<u><u>97,701</u></u>	<u><u>131,151</u></u>	<u><u>81,481</u></u>



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CAPITAL IMPROVEMENTS BUDGET

The Capital Improvement Plan (C.I.P.) is a planning tool used to identify needed capital projects and to coordinate the timing and financing of projects. Capital projects for the Maplewood C.I.P. are defined as major equipment purchases and construction projects costing in excess of \$50,000. The 2016-2020 C.I.P. was adopted by the Council on July 27, 2015. The following tables are an excerpt from the 2016-2020 C.I.P. and provide a summary of the project categories and funding sources over the next five years.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN PROJECTS BY PROJECT CATEGORY						
PROJECT CATEGORY	ALLOCATION OF COSTS BY YEAR					
	TOTAL	2016	2017	2018	2019	2020
BUILDINGS	\$3,400,000	\$0	\$1,400,000	\$2,000,000	\$0	\$0
REDEVELOPMENT	3,540,000	180,000	650,000	80,000	2,550,000	80,000
EQUIPMENT	4,520,720	1,197,120	1,202,010	707,340	934,270	479,980
PARKS	2,370,000	640,000	1,015,000	355,000	260,000	100,000
PUBLIC WORKS	21,367,500	3,036,500	2,570,000	3,632,000	4,229,000	7,900,000
TOTAL	\$35,198,220	\$5,053,620	\$6,837,010	\$6,774,340	\$7,973,270	\$8,559,980

FIVE-YEAR CAPITAL IMPROVEMENT PLAN PROJECTS BY FUNDING SOURCE						
FUNDING SOURCE	TOTAL	ALLOCATIONS OF COSTS BY YEAR				
		2016	2017	2018	2019	2020
AMBULANCE SERVICE	\$420,000	\$200,000	\$0	\$220,000	\$0	\$0
BONDS-G.O. IMPROVEMENT	7,444,750	986,370	982,400	1,996,180	100,000	3,379,800
BONDS-M.S.A.	215,000	0	0	100,000	115,000	0
BONDS-SP. ASSESSMENT	2,328,600	419,880	630,700	449,820	0	828,200
BONDS-TAX ABATEMENT	0	0	0	0	0	0
BONDS-TAX INCREMENT	1,900,000	0	0	0	1,900,000	0
C.I.P. FUND	1,008,480	393,480	190,000	145,000	145,000	135,000
ENVIRONMENTAL UTILITY	3,071,250	340,750	443,500	565,000	40,000	1,682,000
FIRE TRUCK REPLACEMENT	863,490	70,000	493,490	0	300,000	0
FLEET MANAGEMENT	1,578,000	302,000	317,000	309,000	300,000	350,000
GRANTS	403,000	75,000	318,000	10,000	0	0
INFORMATION TECHNOLOGY	340,000	90,000	90,000	0	100,000	60,000
MnDOT	1,185,000	0	0	0	1,185,000	0
PARK DEVELOPMENT	1,290,000	445,000	460,000	235,000	150,000	0
RAMSEY COUNTY	107,000	0	107,000	0	0	0
REDEVELOPMENT	240,000	80,000	0	80,000	0	80,000
SANITARY SEWER	1,330,050	245,950	191,100	265,000	20,000	608,000
ST. PAUL WAC	510,550	57,450	71,100	87,000	0	295,000
ST. PAUL WATER	1,279,800	54,600	271,200	87,000	0	867,000
STATE AID	725,000	725,000	0	0	0	0
STREET LIGHT UTILITY	206,500	206,500	0	0	0	0
RAMSEY WASHINGTON WATERSHED	25,000	25,000	0	0	0	0
ECONOMIC DEVELOPMENT AUTH.	1,400,000	100,000	650,000	0	650,000	0
SALE OF PROPERTY	3,400,000	0	1,400,000	2,000,000	0	0
POLICE SERVICES	273,350	74,660	38,080	38,840	39,620	82,150
PD VEHICLE/EQUIP REPLACEMENT	914,400	161,980	183,440	186,500	189,650	192,830
OTHER CITY FUNDS	2,739,000	0	0	0	2,739,000	0
TOTALS	\$35,198,220	\$5,053,620	\$6,837,010	\$6,774,340	\$7,973,270	\$8,559,980

Additional information is in the C.I.P. document that is available online at www.maplewoodmn.gov.

Revenues for the 2016 Capital Improvements Budget total \$4,040,360 and consist of property taxes, intergovernmental revenue, charges for services and miscellaneous items. Property tax revenue totals \$2,262,730 and is derived from tax increment districts and a \$717,470 tax levy.

The property tax levy revenues by fund for 2016 are as follows:

Capital Improvements Projects	\$288,560
Fire Truck Replacement	59,160
General Building Replacement	49,300
Police Vehicle & Equipment	295,800
Redevelopment	<u>24,650</u>
Total	\$717,470

Intergovernmental revenue of \$1,030,960 consists of Local Government Aid in the amount of \$128,290 and State Street Aid in the amount of \$902,670. Charges for services total \$425,440 and include \$10,000 for right-of-way permit fees, \$325,900 from a 7.0% surcharge on St. Paul water bills for Maplewood property owners and \$11,540 from a \$1.20 per month surcharge on North St. Paul water bills for Maplewood property owners. This revenue will be used to finance future water system improvements that cannot be financed by special assessments. It also includes \$78,000 in cart fees collected from trash customers to cover the annual debt service costs on the 2012 Equipment Certificates. Miscellaneous revenues consist of \$23,830 from water availability charges, \$260,000 from park availability charges and \$37,400 from investment earnings.

The projects included in the 2016 Capital Improvements Budget are listed by fund in the table below.

	<u>Capital Improvement Projects Fund</u>
\$100,000	Park Upgrades to Existing Parks
20,000	Deer Removal
35,000	800 mhz radios
45,000	Election Equipment
	<u>Fire Truck Replacement Fund</u>
70,000	Grass Rig
	<u>Police Vehicle and Equipment Fund</u>
111,990	Squad Replacement
30,000	Records Management System
19,990	Squad Computer Replacement
	<u>Pond Clean Out/Dredging Fund</u>
100,000	Pond clean out projects
	<u>Redevelopment Fund</u>
80,000	Housing Replacement Program
	<u>Storm Cleanup Fund</u>
30,000	Flood Remediation

	<u>Park Development Fund</u>
25,000	Wakefield Park
75,000	Open Space Improvements
50,000	Park System Plan
<u>295,000</u>	Gladstone Savanna Improvements
\$1,086,980	Total

IMPACT OF CAPITAL IMPROVEMENTS ON THE OPERATING BUDGET

Most of the City's capital improvements will be for street reconstruction. While not easily quantifiable, new street surface and subsurface cuts back on maintenance costs. Since 2007, the tons of repair material has reduced from 909 in 2007 to 550 in 2016.

Vehicles are held until maintenance costs for them reach a level that points to replacement. These decisions are made by respective departments as well as Fleet Management.

As the City develops new parks, the on-going costs associated with the improvements may actually increase as, for instance, new trails require on-going snow removal or new park equipment will require maintenance.

Expansions and additions to public buildings add more usable square footage to our city facilities which does relate to increased operating expenses. If mechanical equipment is required to be added or replace, the new equipment is much more energy efficient.

The City Council and City Manager remain committed to maintenance of city infrastructure, equipment and improvements.

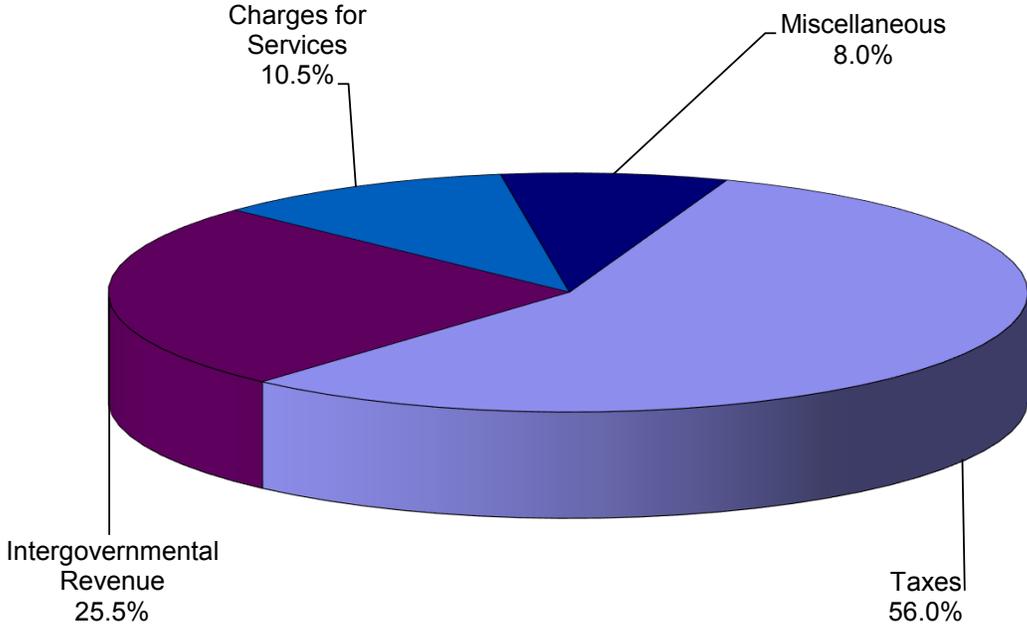


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2016 CAPITAL IMPROVEMENTS BUDGET
Summary of Revenues



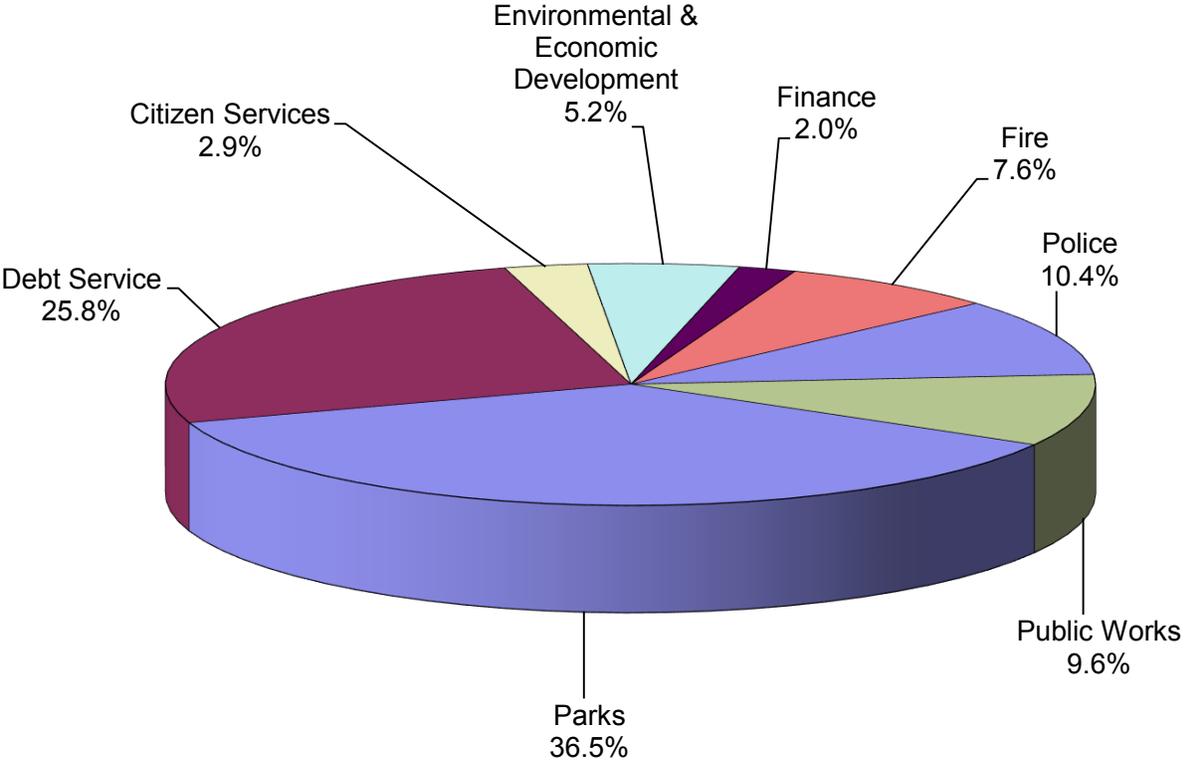
Revenues by Source
\$4.0 Million

**CAPITAL IMPROVEMENT BUDGET
REVENUE SUMMARY**

<u>Total By Fund</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Capital Improvement Projects	\$182,515	\$177,006	\$482,790	\$417,280
City Dump	16	28	0	0
Fire Station (3M site)	(103)	(270)	8,930	11,870
Fire Truck Replacement	49,863	51,198	4,880	64,040
General Building Replacement	0	0	0	51,050
Legacy Village Park Development District	16	49	50	50
Legacy Village Tax Abatement District	1,830	4,751	4,990	4,990
Park Development	387,786	628,816	504,000	265,830
Pond Clean Out/Dredging	0	(17)	0	0
Police Department Expansion	263,562	24,186	0	0
Police Department Vehicles & Equipment	0	0	252,700	294,640
Public Safety Training Facility	1,499,409	2,572,598	0	0
Public Improvement Projects	19,656,713	1,566,689	671,670	902,670
Redevelopment	19,784	39,831	390	26,030
Right-of-Way	10,289	12,622	100	10,020
Sewer Lift Station #14	(77)	83	0	0
Storm Cleanup	38,394	3,994	0	0
Street Use Revitalization	0	0	0	467,830
Tax Increment Economic Development District #1-5	(24,582)	0	0	0
Tax Increment Economic Development District #1-11	(318)	25,220	(2,410)	17,830
Tax Increment Economic Development District #1-12	6,774	(276)	0	200,000
Tax Increment Housing District #1-1	8	299,559	150,070	150,080
Tax Increment Housing District #1-2	6	413,571	190,070	190,100
Tax Increment Housing District #1-3	55,751	59,162	55,010	55,030
Tax Increment Housing District #1-4	46,192	48,275	50,020	50,030
Tax Increment Housing District #1-5	35,927	39,357	40,020	40,020
Tax Increment Housing District #1-6	119,006	103,566	105,290	105,050
Tax Increment Housing District #1-7	21,280	22,781	23,000	23,020
Tax Increment Housing District #1-8	68,564	67,977	65,430	65,520
Tax Increment Housing District #1-10	1,783	184,319	174,700	179,950
Tax Increment Redevelopment District #1-13	0	6,757	0	30
Trash Carts	82,468	84,214	78,320	78,410
Water Availability Charge - No. St. Paul	11,384	11,353	11,090	11,380
Water Availability Charge - St. Paul	342,840	406,569	370,310	357,610
Totals	22,877,080	6,853,968	3,241,420	4,040,360
<u>Total By Source</u>				
Taxes	851,342	1,559,376	1,492,180	2,262,730
Special Assessments	634	4,342	0	0
Intergovernmental Revenue	20,779,801	4,132,854	768,070	1,030,960
Charges for Services	425,101	455,838	431,970	425,440
Miscellaneous	820,202	701,558	549,200	321,230
Totals	\$22,877,080	\$6,853,968	\$3,241,420	\$4,040,360
Percent Change Over Prior Year	256.1%	-70.0%	-52.7%	24.6%

2016 CAPITAL IMPROVEMENTS BUDGET

Summary of Expenditures



Expenditures by Department
\$1.6 Million

**CAPITAL IMPROVEMENT BUDGET
EXPENDITURE SUMMARY**

<u>Total By Fund</u>	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET
Capital Improvement Projects	\$103,430	\$287,568	\$227,030	\$200,340
City Dump	868	11	0	0
Fire Station (3M site)	345,970	4,198,252	7,140	9,500
Fire Truck Replacement	26,767	1,964	3,900	73,900
General Building Replacement	0	0	0	1,400
Legacy Village Park Development District	42	47	40	40
Legacy Village Tax Abatement District	4,862	5,236	3,990	3,990
Park Development	12,928	128,076	828,200	449,660
Pond Clean Out/Dredging	1,026	144,524	0	100,000
Police Department Expansion	1,693,801	2,667,503	0	0
Police Department Vehicles & Equipment	0	0	407,320	161,980
Public Safety Training Facility	754,989	3,142,519	0	0
Public Improvement Projects	23,609,078	8,175,544	0	0
Redevelopment	321	420	310	81,100
Right-of-Way	324	397	80	20
Sewer Lift Station #14	236,794	5,954	0	0
Storm Cleanup	133,943	34,819	64,000	30,000
Street Use Revitalization	0	0	0	30
Tax Increment Economic Development District #1-5	(22,124)	0	0	0
Tax Increment Economic Development District #1-11	41,755	465	0	0
Tax Increment Economic Development District #1-12	66,998	0	0	166,000
Tax Increment Housing District #1-1	6,865	3,540	5,060	5,010
Tax Increment Housing District #1-2	9,216	5,108	6,260	6,280
Tax Increment Housing District #1-3	3,090	1,593	2,160	2,170
Tax Increment Housing District #1-4	404	387	620	470
Tax Increment Housing District #1-5	389	381	620	470
Tax Increment Housing District #1-6	1,220	428	830	490
Tax Increment Housing District #1-7	21,428	22,218	22,810	22,760
Tax Increment Housing District #1-8	65,432	62,899	61,290	61,320
Tax Increment Housing District #1-10	2,033	166,391	163,250	167,900
Trash Carts	0	437	610	730
Water Availability Charge - No. St. Paul	1,551	1,504	1,550	1,550
Water Availability Charge - St. Paul	5,155	5,643	8,480	13,150
Totals	27,128,555	19,063,828	1,815,550	1,560,260
<u>Total By Department</u>				
Parks	115,317	409,127	958,240	569,700
Debt Service	61,193	248,456	237,620	402,120
Citizen Services	0	0	40,000	45,000
Environmental & Economic Development	321	857	920	81,830
Finance	107,676	15,018	25,280	31,090
Fire	1,127,726	7,342,735	68,070	118,400
Police	1,681,406	2,667,503	407,320	161,980
Public Works	24,034,916	8,373,632	78,100	150,140
Totals	27,128,555	19,057,328	1,815,550	1,560,260
<u>Total By Type</u>				
Personnel Services	0	0	0	0
Commodities	1,262	5,066	0	0
Contractual Services	325,943	497,684	92,090	83,000
Capital Outlay and Depreciation	25,313,259	17,324,209	1,443,350	1,016,980
Debt Service	61,193	248,456	237,620	402,120
Other Charges	1,426,898	988,413	42,490	58,160
Totals	\$27,128,555	\$19,063,828	\$1,815,550	\$1,560,260
Percent Change Over Prior Year	77.4%	-29.7%	-90.5%	-14.1%

FINANCIAL RESOURCES FOR CAPITAL IMPROVEMENTS BUDGET

The City's Capital Improvements Budget includes 29 Capital Project Funds that have anticipated financial activity in 2016. These funds account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds. The City of Maplewood has the following Capital Project Funds:

Capital Improvement Projects Fund – established to finance major capital outlay expenditures that individually cost in excess of \$50,000 and that cannot be easily financed by alternative sources. Property taxes are levied periodically for this fund.

City Dump Fund – established to evaluate current remediation efforts and future plans for a former City dump site. The placing of street sweepings to maintain cover over the materials in the dump, as the garbage under the cover deteriorates, is running in conflict with the placement of fill material being placed into the creek buffer area, which is possibly a wetland area. These conflicts and the future plan for the dump site need to be evaluated.

Fire Station Fund – accounts for revenues and expenditures related to maintaining and/or constructing buildings related to the Fire Department.

Fire Truck Replacement Fund – established in 1999 to account for all future purchases of fire trucks with the use of property tax revenues.

General Building Replacement Fund – was created in 2015 to collect revenues dedicated to the replacement and/or rehabilitation of city buildings.

Legacy Village Park Development Fund – established in 2004 to account for the expenditure of the proceeds from the Tax Abatement Bonds of 2004 for park construction in the Legacy Village.

Legacy Village Tax Abatement District Fund – established in 2004 to account for the expenditure of the proceeds from the Tax Abatement Bonds of 2004 for costs in the Legacy Village development.

Park Development Fund – accounts for the use of park availability charges, grants and tax revenues that are dedicated for the acquisition and improvement of City parks. Park availability charges are levied against all new buildings constructed.

Pond Clean Out / Dredging Fund – established to maintain the City's stormwater ponds. Due to the buildup of sediment over time, maintenance is required to ensure stormwater ponds are providing the designed rate control and are maintaining their ability to improve quality of stormwater runoff.

Police Department Expansion Fund – accounts for revenues and expenditures related to maintaining and/or constructing buildings related to the expansion of the Police Department.

Police Department Vehicle and Equipment Fund – established to finance capital outlay expenditures (vehicles & equipment) for the Police Department that had previously been funded from the General Fund.

Public Safety Training Facility Fund – established in 2010 to account for the addition of an East Metro Public Safety Training Facility which will be operated under a joint powers agreement with surrounding communities.

Public Improvement Projects Fund – established in 1987 to account for public works construction projects that are often partially or wholly financed by special assessments levied against properties that benefit from the public improvements.

Redevelopment Fund – originally established in 1999 as a special revenue fund. This fund was renamed and reclassified in 2004 to account for acquisition and redevelopment of residential and commercial property. The mission of the fund is to revitalize and reinvest in housing stock and commercial properties to create economical, viable and diversified neighborhoods for the changing population.

Right-of-Way Fund – accounts for the accumulation of funds received for degradation of City streets and right-of-ways. The funds are used for repairs.

Sewer Lift Station #14 Fund – established in 2013 with a transfer of money from the Sanitary Sewer Fund. The fund will be used to finance the repair/replacement of lift station number 14.

Storm Cleanup Fund – established in 2011 for the purpose of analyzing locations and identifying improvements for areas that experienced localized flooding.

Street Use Revitalization Fund – accounts for gas franchise fee revenues that are used to finance certain street projects.

Tax Increment Economic Development District 1-5 – this fund is used to account for all revenues and expenditures for the tax increment district established in 2001 for the expansion of the Schroeder Milk Company.

Tax Increment Economic Development District 1-11 – this fund is used to account for all revenue and expenditures for the tax increment district established in 2011 for the Maplewood Mall area improvements.

Tax Increment Economic Development District 1-12 – this fund is used to account for all revenue and expenditures for the tax increment district established in 2013 for the 3M Research and Development Facility.

Tax Increment Housing District 1-1 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1986 for the Maple Ridge Apartments on County Road D.

Tax Increment Housing District 1-2 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1986 for the Maple Ridge Apartments on Stillwater Road.

Tax Increment Housing District 1-3 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1987 for the Cottages of Maplewood on Woodlyn Avenue.

Tax Increment Housing District 1-4 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1993 for the Carefree Cottages of Maplewood-Phase I on Gervais Avenue.

Tax Increment Housing District 1-5 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1993 for the Carefree Cottages of Maplewood-Phase II on Gervais Avenue.

Tax Increment Housing District 1-6 – this fund is used to account for all revenues and expenditures for the tax increment district established in 1995 for the Carefree Cottages of Maplewood-Phase III on Gervais Avenue.

Tax Increment Housing District 1-7 – this fund is used to account for all revenues and expenditures for

the tax increment district established in 2003 for the Van Dyke Village project on Van Dyke Street.

Tax Increment Housing District 1-8 – this fund is used to account for all revenues and expenditures for the tax increment district established in 2003 for the Sibley Cove Apartments on County Road D.

Tax Increment Housing District 1-10 – this fund is used to account for all revenues and expenditures for the tax increment district established in 2011 for the Shores Senior Living development.

Tax Increment Redevelopment District 1-13 – this fund is used to account for all revenue and expenditures for the tax increment district established in 2015 for development at the old Maplewood Bowl site.

Trash Cart Fund – The City purchased its own trash carts in 2012 by issuing Equipment Certificates. This fund accounts for the receipt of cart fees collected from its customers and expenditures related to the replacement of the trash carts.

Water Availability Charge Fund – North St. Paul Water Service District - accounts for the receipt of water availability charge revenues collected in the North St. Paul Water Service District. Disbursements are made from this fund to finance unassessed water system improvements.

Water Availability Charge Fund – St. Paul Water Service District - accounts for the receipt of water availability charge and water surcharge revenues collected in the St. Paul Water Service District. Disbursements are made from this fund to finance unassessed water system improvements.

The following pages consist of a revenue and expenditures summary for each fund.

CITY OF MAPLEWOOD
CAPITAL IMPROVEMENT PROJECTS FUND (405)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013	2014	2015		2016
	ACTUAL	ACTUAL	ORIGINAL BUDGET	2015 RE-EST.	
<u>Property Taxes:</u>					
3011 Current	176,928	177,268	386,480	386,480	288,560
3012 Delinquent	141	(200)	-	-	-
3017 Interest	2	90	-	-	-
<u>Intergovernmental:</u>					
3517 Federal grants	-	-	-	366,870	-
3521 Local government aid	-	-	96,400	96,400	128,290
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	408	67	(90)	(90)	430
3803 Donations	5,000	-	-	-	-
3809 Miscellaneous	38	(218)	-	-	-
Total revenues	<u>182,515</u>	<u>177,006</u>	<u>482,790</u>	<u>849,660</u>	<u>417,280</u>
<u>Expenditures:</u>					
4160 Supplies	-	1,691	-	-	-
4290 Misc commodities	-	-	-	19,010	-
4480 Fees for service	-	10,432	30,000	18,000	20,000
4640 Equipment	90,000	166,500	97,030	895,110	80,000
4720 Land improvement	6,120	84,835	100,000	116,010	100,000
4730 Building improvement	-	24,047	-	-	-
4759 Other construction costs	6,227	-	-	-	-
4930 Investment management fees	1,083	64	-	-	340
Total expenditures	<u>103,431</u>	<u>287,568</u>	<u>227,030</u>	<u>1,048,130</u>	<u>200,340</u>
Excess (deficit) of revenue over expenditures	79,085	(110,561)	255,760	(198,470)	216,940
Other financing sources (uses):					
Bond sale proceeds	-	628,116	-	-	-
Transfers in (out)					
Fire Training Facility	(235,000)	-	-	-	-
General Fund	-	10,000	-	-	-
Public Improvement Projects	(20,000)	-	(250,000)	(250,000)	(250,000)
Net increase (decrease) in fund balance	<u>(175,915)</u>	<u>527,554</u>	<u>5,760</u>	<u>(448,470)</u>	<u>(33,060)</u>
Fund balance - January 1	140,165	(35,750)	(8,520)	491,804	43,334
Fund balance - December 31	<u>(35,750)</u>	<u>491,804</u>	<u>(2,760)</u>	<u>43,334</u>	<u>10,274</u>
<u>Projects/CIP items</u>					
4290 Shooting range				10,000	
4290 Reconfigure P&R offices - 1902				9,010	
4480 Deer management			30,000	18,000	20,000
4640 Solar display		6,500			
4640 Election equipment			40,000	45,000	45,000
4640 Playground equipment	90,000				
4640 AFG grant match 10%			57,030	40,760	
4640 MCC equipment		175,200		442,480	
4640 800 mhz radios					35,000
4720 Community Field upgrades	7,018	84,835	50,000	66,010	50,000
4720 Park equip, fence, court replacement			50,000	50,000	50,000
4730 Fire training facility	235,000				
4730 1902 P&R entrance		8,847			
4759 Tom Kelly field	5,329				
4999 Bartelmy-Meyer 11-14	20,000				
4999 TH36/English project deficit			250,000	250,000	250,000
	<u>357,347</u>	<u>275,382</u>	<u>477,030</u>	<u>931,260</u>	<u>450,000</u>

CITY OF MAPLEWOOD
CITY DUMP REMEDIATION FUND (446)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3801 Investment earnings	17	28	-	-	-
Total revenues	<u>17</u>	<u>28</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Expenditures:</u>					
4960 Engineering fees - in house	824	-	-	-	-
4930 Investment management fees	44	11	-	-	-
Total expenditures	<u>868</u>	<u>11</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (deficit) of revenue over expenditures	(852)	17	-	-	-
Other financing sources (uses):					
Transfers in (out)					
Environmental Utility Fund	-	(7,544)	-	-	-
Net increase (decrease) in fund balance	<u>(852)</u>	<u>(7,527)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balance - January 1	8,379	7,527	-	0	0
Fund balance - December 31	<u><u>7,527</u></u>	<u><u>0</u></u>	<u><u>-</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

CITY OF MAPLEWOOD
FIRE STATION (3M SITE) FUND (432)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	(103)	(2,417)	8,930	9,610	11,870
3804 Sale of property	-	2,147	-	1,457,420	-
3809 Other	-	-	-	7,320	-
Total revenues	(103)	(270)	8,930	1,474,350	11,870
<u>Expenditures:</u>					
4160 Supplies - equipment	-	3,375	-	910	-
4480 Fees for service	10,897	14,837	-	1,000	-
4481 Bond issuance costs	-	67,806	-	-	-
4640 Equipment	-	7,811	-	-	-
4660 Building	9,740	3,801,460	-	206,160	-
4752 Engineering	306,552	284,631	-	30,040	-
4930 Investment management fees	-	261	7,140	3,540	9,500
4960 Engineering - in house	18,781	18,071	-	4,970	-
Total expenditures	345,970	4,198,251	7,140	246,620	9,500
Excess (deficit) of revenue over expenditures	(346,073)	(4,198,521)	1,790	1,227,730	2,370
Other financing sources (uses):					
Transfers in (out)					
General Fund	100,000	350,000	-	-	-
Bond Proceeds	-	4,082,752	-	-	-
Net increase (decrease) in fund balance	(246,073)	234,231	1,790	1,227,730	2,370
Fund balance - January 1	(28,627)	(274,701)	893,189	(40,470)	1,187,260
Fund balance - December 31	(274,701)	(40,470)	894,979	1,187,260	1,189,630

Estimated project costs - \$4,350,000.

CITY OF MAPLEWOOD
FIRE TRUCK REPLACEMENT FUND (424)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>					
3011 Current	49,146	49,242	-	-	59,160
3012 Delinquent	48	(94)	-	-	-
3017 Interest	1	31	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	657	2,080	4,880	4,880	4,880
3804 Sale of property	-	-	-	100,000	-
3809 Other	10	(61)	-	-	-
Total revenues	<u>49,863</u>	<u>51,198</u>	<u>4,880</u>	<u>104,880</u>	<u>64,040</u>
<u>Expenditures:</u>					
4610 Fire trucks	25,021	-	-	-	70,000
4930 Investment management fees	1,746	1,964	3,900	3,900	3,900
Total expenditures	<u>26,767</u>	<u>1,964</u>	<u>3,900</u>	<u>3,900</u>	<u>73,900</u>
Net increase (decrease) in fund balance	23,096	49,235	980	100,980	(9,860)
Fund balance - January 1	439,125	462,221	512,621	511,455	612,435
Fund balance - December 31	<u>462,221</u>	<u>511,455</u>	<u>513,601</u>	<u>612,435</u>	<u>602,575</u>

CITY OF MAPLEWOOD
GENERAL BUILDING REPLACEMENT (401)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>				
3011 Current	-	-	-	49,300
<u>Miscellaneous Revenue:</u>				
3801 Investment earnings	-	-	-	1,750
Total revenues	-	-	-	51,050
<u>Expenditures:</u>				
4640 Equipment	-	-	75,477	-
4930 Investment management fees	-	-	-	1,400
Total expenditures	-	-	75,477	1,400
Excess (deficit) of revenue over expenditures	-	-	(75,477)	49,650
Other financing sources (uses):				
Transfers in (out) General Fund	-	-	250,000	-
Net increase (decrease) in fund balance	-	-	174,523	49,650
Fund balance - January 1	-	-	-	174,523
Fund balance - December 31	-	-	174,523	224,173
 <u>Projects/CIP items</u>				
4640 City hall VAV boxes			75,477	
	-	-	75,477	-

CITY OF MAPLEWOOD
LEGACY VILLAGE PARK DEVELOPMENT FUND (433)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	16	49	50	50	50
Total revenues	<u>16</u>	<u>49</u>	<u>50</u>	<u>50</u>	<u>50</u>
<u>Expenditures:</u>					
4930 Investment management fees	42	47	40	40	40
Total expenditures	<u>42</u>	<u>47</u>	<u>40</u>	<u>40</u>	<u>40</u>
Excess (deficit) of revenue over expenditures	(26)	3	10	10	10
Fund balance - January 1	4,921	4,895	4,905	4,897	4,907
Fund balance - December 31	<u><u>4,895</u></u>	<u><u>4,897</u></u>	<u><u>4,915</u></u>	<u><u>4,907</u></u>	<u><u>4,917</u></u>

CITY OF MAPLEWOOD
LEGACY VILLAGE TAX ABATEMENT DISTRICT FUND (431)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	1,830	4,751	4,990	4,990	4,990
Total revenues	<u>1,830</u>	<u>4,751</u>	<u>4,990</u>	<u>4,990</u>	<u>4,990</u>
<u>Expenditures:</u>					
4480 Fees for service	-	750	-	-	-
4810 Principal payments	-	-	-	307,520	-
4930 Investment management fees	4,862	4,486	3,990	3,990	3,990
Total expenditures	<u>4,862</u>	<u>5,236</u>	<u>3,990</u>	<u>311,510</u>	<u>3,990</u>
Excess (deficit) of revenue over expenditures	(3,032)	(485)	1,000	(306,520)	1,000
Other financing sources (uses):					
Transfers in (out)					
2004C Tax Abatement Bonds	-	(709,000)	-	(98,700)	(98,700)
Net increase (decrease) in fund balance	<u>(3,032)</u>	<u>(709,485)</u>	<u>1,000</u>	<u>(405,220)</u>	<u>(97,700)</u>
Fund balance - January 1	1,279,141	1,276,109	566,359	566,624	161,404
Fund balance - December 31	<u><u>1,276,109</u></u>	<u><u>566,624</u></u>	<u><u>567,359</u></u>	<u><u>161,404</u></u>	<u><u>63,704</u></u>

In 2004, the City became indebted in the amount of \$2,888,000 to Legacy Holding LLC for the purchase of real estate to be used in a tax abatement development district. The City's obligations under the Note were terminated in 2009. The City will make principal payments to the developer from tax abatement bond proceeds on the remaining parcels upon submission to the City of evidence of financing for each such phase and the issuance of a building permit for the improvement on such phase. The amount due will equal the amount currently due to pay off the special assessments on such phase as of October 15 of the year in which a building permit for the improvement on such phase is issued and will not include any portion of unpaid real estate taxes, installment of special assessment penalties or interest and any interest or penalties that accrue as a result of a late payment. The payments will be made as each phase of the development occurs in the form of credits on special assessments. It was anticipated that the final payment on this note would be made in 2006.

CITY OF MAPLEWOOD
PARK DEVELOPMENT FUND (403)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.		2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
	<u>Property Taxes:</u>					
3011	Current	29,488	29,545	-	-	-
3012	Delinquent	-	61	-	-	-
	<u>Miscellaneous Revenue:</u>					
3801	Investment earnings	851	3,971	4,000	4,000	5,830
3802	Rent	725	2,327	-	-	-
3803	Donations and contributions	1,200	1,450	-	-	-
3809	Other	6	(36)	-	-	-
3811	Advertising	2,395	1,900	-	-	-
3851	Park availability charges - residential	57,057	66,858	100,000	60,000	60,000
3852	Park availability charges - non-residential	296,064	522,740	400,000	434,670	200,000
	Total revenues	<u>387,787</u>	<u>628,816</u>	<u>504,000</u>	<u>498,670</u>	<u>265,830</u>
	<u>Expenditures:</u>					
4160	Supplies	1,047	-	-	-	-
4360	Publishing	-	230	-	-	-
4480	Fees for service	-	1,763	-	-	-
4490	Consulting	7,849	119,336	50,000	37,580	50,000
4720	Park development projects	1,771	2,998	775,000	424,120	395,000
4930	Investment management fees	2,261	3,749	3,200	3,200	4,660
	Total expenditures	<u>12,928</u>	<u>128,076</u>	<u>828,200</u>	<u>464,900</u>	<u>449,660</u>
	Excess (deficit) of revenue over expenditures	374,858	500,739	(324,200)	33,770	(183,830)
	Other financing sources (uses):					
	Transfers in (out)					
	Public Improvement Project Fund	(125,000)	(353,335)	(280,000)	(405,940)	-
	Net increase (decrease) in fund balance	<u>249,858</u>	<u>147,405</u>	<u>(604,200)</u>	<u>(372,170)</u>	<u>(183,830)</u>
	Fund balance - January 1	558,005	807,863	728,713	955,268	583,098
	Fund balance - December 31	<u>807,863</u>	<u>955,268</u>	<u>124,513</u>	<u>583,098</u>	<u>399,268</u>
	<u>Projects/CIP items</u>					
396	Goodrich Park			375,000	-	-
351/357	Joy Park		1,500		198,500	
PIP	Gladstone Phase II			130,000	234,670	
356	Gladstone Savanna - need developer funding			250,000	-	295,000
	Wakefield Park					25,000
392	Open Space			150,000	150,000	75,000
358	Beaver Creek carryover 2011 to 2012	1,771	1,498		620	
338	Park planning				37,580	50,000
PIP	Sidewalk & Trail improvements			150,000	171,270	
	Tuj Lub - Keller Park				75,000	
	Fish Creek Open Space	125,000	353,335			
		<u>126,771</u>	<u>356,333</u>	<u>1,055,000</u>	<u>867,640</u>	<u>445,000</u>

CITY OF MAPLEWOOD
POND CLEAN OUT / DREDGING FUND (450)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3801 Investment earnings	0	(17)	-	360	-
Total revenues	<u>0</u>	<u>(17)</u>	<u>-</u>	<u>360</u>	<u>-</u>
<u>Expenditures:</u>					
Construction costs	1,025	144,524	-	-	100,000
4930 Investment management fees	1	-	-	150	-
Total expenditures	<u>1,026</u>	<u>144,524</u>	<u>-</u>	<u>150</u>	<u>100,000</u>
Excess (deficit) of revenue over expenditures	(1,026)	(144,541)	-	210	(100,000)
<u>Other financing sources (uses):</u>					
Transfers in (out)					
Environmental Utility Fund	-	182,000	-	-	100,000
Net increase (decrease) in fund balance	<u>(1,026)</u>	<u>37,459</u>	<u>-</u>	<u>210</u>	<u>-</u>
Fund balance - January 1	-	(1,026)	24	36,433	36,643
Fund balance - December 31	<u>(1,026)</u>	<u>36,433</u>	<u>24</u>	<u>36,643</u>	<u>36,643</u>

CITY OF MAPLEWOOD
POLICE DEPARTMENT EXPANSION FUND (442)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>					
Taxes	255,759	(129)	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	4,768	11,282	-	610	-
3809 Other	3,036	13,033	-	-	-
Total revenues	<u>263,563</u>	<u>24,187</u>	-	610	-
<u>Expenditures:</u>					
4480 Fees for service	157,965	41,726	-	5,400	-
4660 Building	1,050,070	2,530,611	-	1,250	-
4752 Engineering	473,371	87,058	-	-	-
4930 Investment management fees	12,395	8,109	-	250	-
Total expenditures	<u>1,693,801</u>	<u>2,667,504</u>	-	6,900	-
Excess (deficit) of revenue over expenditures	(1,430,238)	(2,643,317)	-	(6,290)	-
Other financing sources (uses):					
Transfers in (out)					
General Fund	-	23,500	-	-	-
Bond Proceeds	3,487,239	-	-	-	-
Net increase (decrease) in fund balance	<u>2,057,001</u>	<u>(2,619,817)</u>	-	(6,290)	-
Fund balance - January 1	569,113	2,626,114	4	6,297	7
Fund balance - December 31	<u><u>2,626,114</u></u>	<u><u>6,297</u></u>	<u><u>4</u></u>	<u><u>7</u></u>	<u><u>7</u></u>

Estimated project costs - \$4,370,000.

CITY OF MAPLEWOOD
POLICE VEHICLES & EQUIPMENT (406)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>				
3011 Current	-	252,700	252,700	295,800
<u>Miscellaneous Revenue:</u>				
3801 Investment earnings	-	-	-	(1,160)
Total revenues	-	252,700	252,700	294,640
<u>Expenditures:</u>				
4610 Vehicles	-	147,600	147,600	111,990
4640 Equipment	-	259,720	221,320	49,990
Total expenditures	-	407,320	368,920	161,980
Excess (deficit) of revenue over expenditures	-	(154,620)	(116,220)	132,660
Other financing sources (uses):				
Bond sale proceeds	-	157,000	-	-
Net increase (decrease) in fund balance	-	2,380	(116,220)	132,660
Fund balance - January 1	-	-	-	(116,220)
Fund balance - December 31	-	2,380	(116,220)	16,440
 <u>Projects/CIP items</u>				
4610 Squad - marked		109,800	109,800	111,990
4610 Squad - marked CSO/Animal Control		37,800	37,800	
4640 Records Mgmt System		88,040	206,620	30,000
4640 Squad laptops		14,700	14,700	19,990
4640 Mobile video equipment		156,980	-	-
		-	407,320	368,920
				161,980

CITY OF MAPLEWOOD
PUBLIC SAFETY TRAINING FACILITY FUND (440)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Intergovernmental:</u>					
3530 State grant	1,339,133	2,573,387	-	839,480	-
3542 Other Govt JPA	161,902	-	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	(1,626)	(789)	-	(2,630)	-
3802 Rent	-	-	-	32,890	-
Total revenues	<u>1,499,409</u>	<u>2,572,598</u>	<u>-</u>	<u>869,740</u>	<u>-</u>
<u>Expenditures:</u>					
4320 Utilities	-	1,960	-	11,450	-
4480 Fees for service	13,811	1,803	-	2,340	-
4751 Construction - building	355,619	2,901,970	-	655,870	-
4752 Engineering	279,142	157,560	-	18,960	-
4759 Other construction costs	80,169	60,239	-	3,410	-
4960 Engineering - in house	26,249	18,987	-	2,840	-
Total expenditures	<u>754,990</u>	<u>3,142,519</u>	<u>-</u>	<u>694,870</u>	<u>-</u>
Excess (deficit) of revenue over expenditures	744,419	(569,921)	-	174,870	-
Other financing sources (uses):					
Transfers in (out)					
Capital Improvement Projects Fund	235,000	-	-	-	-
Sewer Fund	50,000	-	-	-	-
WAC Fund - St. Paul	50,000	-	-	-	-
Net increase (decrease) in fund balance	<u>1,079,419</u>	<u>(569,921)</u>	<u>-</u>	<u>174,870</u>	<u>-</u>
Fund balance - January 1	(696,883)	382,536	3	(187,385)	(12,515)
Fund balance - December 31	<u>382,536</u>	<u>(187,385)</u>	<u>3</u>	<u>(12,515)</u>	<u>(12,515)</u>

A project budget of \$4,335,000 was established in 2012. The City was awarded an additional \$1,650,000 in 2014 of State Bonding money.

This facility will allow firefighters to enhance their skills in a safe environment. It will allow for better training with the addition of a burn building, confined space area, tower burn building, a training room and other training props as needed. The facility is being built on five acres and will be environmentally friendly utilizing wind, solar and geothermal.

CITY OF MAPLEWOOD
PUBLIC IMPROVEMENT PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Special Assessments:</u>					
3110 Current	-	3,843	-	6,000	-
3160 Penalties/Interest	-	363	-	-	-
<u>Intergovernmental Revenue:</u>					
3517 Federal aid	7,943,721	428,708	-	399,440	-
3521 Local government aid	-	530,709	-	-	-
3522 State bridge bond aid	5,439,208	-	-	-	-
3525 State street construction aid	539,353	-	671,670	831,200	902,670
3530 Miscellaneous state grants	1,700,722	27,348	-	202,650	-
3534 County grants	775,866	-	-	420,410	-
3544 Miscellaneous grants	2,841,243	569,135	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	(6,219)	(17,837)	-	(40,000)	-
3803 Donations	-	6,294	-	-	-
3804 Sale of property	397,820	-	-	-	-
3805 Developer charges	-	-	-	219,400	-
3809 Miscellaneous	24,999	18,125	-	-	-
Total revenues	<u>19,656,713</u>	<u>1,566,689</u>	<u>671,670</u>	<u>2,039,100</u>	<u>902,670</u>
<u>Expenditures:</u>					
Capital projects	23,597,035	8,169,980	-	5,097,140	-
4930 Investment management fees	12,043	5,563	-	2,000	-
Total expenditures	<u>23,609,078</u>	<u>8,175,544</u>	<u>-</u>	<u>5,099,140</u>	<u>-</u>
Excess (deficit) of revenue over expenditures	(3,952,365)	(6,608,855)	671,670	(3,060,040)	902,670
Other financing sources (uses):					
Bond sale proceeds	2,462,178	3,377,169	-	816,560	-
Transfers in (out)					
General Fund	-	-	-	350,000	-
CIP Fund	20,000	-	250,000	250,000	250,000
Environmental Utility Fund	602,000	460,000	335,000	911,820	267,150
Debt Service Fund	-	(377,485)	-	-	-
Sewer Fund	315,000	279,000	60,800	133,500	214,790
Park Development Fund	125,000	353,335	280,000	405,940	-
ROW Fund	-	-	-	95,000	-
St. Paul WAC Fund	200,000	58,000	-	161,570	91,290
Street Light Utility Fund	-	-	561,000	600,150	-
Street Use Revitalization Fund	-	-	-	60,000	524,370
Net increase (decrease) in fund balance	<u>(228,187)</u>	<u>(2,458,836)</u>	<u>2,158,470</u>	<u>724,500</u>	<u>2,250,270</u>
Fund balance - January 1	(5,205,996)	(5,434,183)	(7,289,483)	(7,893,020)	(7,168,520)
Fund balance - December 31	<u>(5,434,183)</u>	<u>(7,893,020)</u>	<u>(5,131,013)</u>	<u>(7,168,520)</u>	<u>(4,918,250)</u>

The 2016 transfers in from other funds listed above will be necessary if the projects in the Capital Improvement Plan for 2016-2020 are ordered by the City Council.

CITY OF MAPLEWOOD
REDEVELOPMENT FUND (430)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Property Taxes:</u>					
3011 Current	19,659	39,393	-	-	24,650
3012 Delinquent	-	41	-	-	-
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	121	445	390	390	1,380
3809 Other	4	(49)	-	-	-
Total revenues	<u>19,784</u>	<u>39,831</u>	<u>390</u>	<u>390</u>	<u>26,030</u>
<u>Expenditures:</u>					
4720 Land improvement	-	-	-	-	80,000
4930 Investment management fees	321	420	310	310	1,100
Total expenditures	<u>321</u>	<u>420</u>	<u>310</u>	<u>310</u>	<u>81,100</u>
Net increase (decrease) in fund balance	19,463	39,411	80	80	(55,070)
Fund balance - January 1	79,451	98,914	38,644	138,325	138,405
Fund balance - December 31	<u>98,914</u>	<u>138,325</u>	<u>38,724</u>	<u>138,405</u>	<u>83,335</u>

CITY OF MAPLEWOOD
RIGHT OF WAY FUND (409)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3320 Right of way permits	10,168	12,201	-	10,150	10,000
3801 Investment earnings	122	420	100	100	20
Total revenues	<u>10,290</u>	<u>12,622</u>	<u>100</u>	<u>10,250</u>	<u>10,020</u>
<u>Expenditures:</u>					
4930 Investment management fees	324	397	80	80	20
Total expenditures	<u>324</u>	<u>397</u>	<u>80</u>	<u>80</u>	<u>20</u>
Excess (deficit) of revenue over expenditures	9,966	12,225	20	10,170	10,000
Other financing sources (uses):					
Transfers in (out)					
Public Improvement Projects	-	-	-	(95,000)	-
Net increase (decrease) in fund balance	<u>9,966</u>	<u>12,225</u>	<u>20</u>	<u>(84,830)</u>	<u>10,000</u>
Fund balance - January 1	83,006	92,971	101,591	105,196	20,366
Fund balance - December 31	<u>92,971</u>	<u>105,196</u>	<u>101,611</u>	<u>20,366</u>	<u>30,366</u>

CITY OF MAPLEWOOD
SEWER LIFT STATION #14 REHAB FUND (447)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3801 Investment earnings	(77)	82	-	-	-
Total revenues	<u>(77)</u>	<u>82</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Expenditures:</u>					
Construction costs	236,793	5,876	-	-	-
4930 Investment management fees	-	78	-	-	-
Total expenditures	<u>236,793</u>	<u>5,954</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (deficit) of revenue over expenditures	(236,871)	(5,871)	-	-	-
<u>Other financing sources (uses):</u>					
Transfers in (out) Sewer Fund	250,000	(7,258)	-	-	-
Net increase (decrease) in fund balance	<u>13,129</u>	<u>(13,129)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balance - January 1	-	13,129	9,119	0	0
Fund balance - December 31	<u>13,129</u>	<u>0</u>	<u>9,119</u>	<u>0</u>	<u>0</u>

Estimated project costs - \$250,000.

CITY OF MAPLEWOOD
STORM CLEAN UP 7/16/11 FUND (444)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3544 Other grants	38,653	3,566	-	-	-
3801 Investment earnings	(259)	429	-	-	-
Total revenues	<u>38,393</u>	<u>3,995</u>	-	-	-
<u>Expenditures:</u>					
4480 Fees for service	-	-	-	-	-
4751 Awarded construction contracts	49,965	3,800	-	-	-
4752 Engineering fees	35,225	3,195	-	-	-
4759 Other construction costs	35,854	1,655	64,000	64,000	30,000
4960 Engineering fees - in house	12,899	25,764	-	-	-
4930 Investment management fees	-	405	-	-	-
Total expenditures	<u>133,943</u>	<u>34,819</u>	64,000	64,000	30,000
Excess (deficit) of revenue over expenditures	(95,550)	(30,824)	(64,000)	(64,000)	(30,000)
Other financing sources (uses):					
Transfers in (out)					
Environmental Utility Fund	270,000	-	64,000	64,000	30,000
Net increase (decrease) in fund balance	<u>174,450</u>	<u>(30,824)</u>	-	-	-
Fund balance - January 1	(70,966)	103,485	73,085	72,660	72,660
Fund balance - December 31	<u><u>103,485</u></u>	<u><u>72,660</u></u>	<u><u>73,085</u></u>	<u><u>72,660</u></u>	<u><u>72,660</u></u>

Over the past few years the City has made improvements to the local drainage system on private property by acquiring easements and improving overflow elevations and installing new overflow piping outlets. Identifying minor improvements such as these in addition to more substantial improvements are expected.

CITY OF MAPLEWOOD
STREET USE REVITALIZATION FUND (499)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Charges for Services:</u>					
3033 Gas Franchise Fee	-	-	-	116,810	467,260
<u>Miscellaneous Revenue:</u>					
3801 Investment earnings	-	-	-	-	570
Total revenues	-	-	-	116,810	467,830
<u>Expenditures:</u>					
4930 Investment management fees	-	-	-	-	30
Total expenditures	-	-	-	-	30
Excess (deficit) of revenue over expenditures	-	-	-	116,810	467,800
<u>Other financing sources (uses):</u>					
Transfers in (out)					
Public Improvement Projects Fund (net)	-	-	-	(60,000)	(524,370)
Net increase (decrease) in fund balance	-	-	-	56,810	(56,570)
Fund balance - January 1	-	-	-	-	56,810
Fund balance - December 31	-	-	-	56,810	240
 <u>Projects/CIP items</u>					
Lakewood/Sterling				60,000	483,950
Hillwood/Crestview Forest					60,000
cost reductions needed					(19,580)
	-	-	-	60,000	524,370

CITY OF MAPLEWOOD
TAX INCREMENT ECONOMIC DEVELOPMENT DISTRICT #1-5 FUND (426)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	(24,582)	-	-	-	-
Total revenues	<u>(24,582)</u>	-	-	-	-
<u>Expenditures:</u>					
4820 Interest payments	(22,124)	-	-	-	-
Total expenditures	<u>(22,124)</u>	-	-	-	-
Excess (deficit) of revenue over expenditures	(2,458)	-	-	-	-
Other financing sources (uses):					
Transfers in (out)					
TIF Housing District #1-2	(7,991)	-	-	-	-
TIF Housing District #1-9	(1,008)	-	-	-	-
Net increase (decrease) in fund balance	<u>(11,457)</u>	-	-	-	-
Fund balance - January 1	11,457	-	-	-	-
Fund balance - December 31	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

The tax increment district has a 9-year life. The agreement with Schroeder Milk Company provides that 90% of the annual tax increment revenues on the project be paid to the company. This district was decertified in 2012.

CITY OF MAPLEWOOD
TAX INCREMENT ECONOMIC DEVELOPMENT DISTRICT #1-11 FUND (443)
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	-	26,296	-	(230)	20,000
3801 Investment earnings	(318)	(1,075)	(2,410)	(2,020)	(2,170)
Total revenues	<u>(318)</u>	<u>25,221</u>	<u>(2,410)</u>	<u>(2,250)</u>	<u>17,830</u>
<u>Expenditures:</u>					
4480 Fees for service	440	465	-	480	-
Capital projects	41,315	-	-	-	-
Total expenditures	<u>41,755</u>	<u>465</u>	<u>-</u>	<u>480</u>	<u>-</u>
Excess (deficit) of revenue over expenditures	(42,073)	24,756	(2,410)	(2,730)	17,830
Fund balance - January 1	(196,591)	(238,664)	(241,034)	(213,909)	(216,639)
Fund balance - December 31	<u>(238,664)</u>	<u>(213,909)</u>	<u>(243,444)</u>	<u>(216,639)</u>	<u>(198,809)</u>

The tax increment district has a 9-year life. The agreement calls for the utilization of tax increment to finance the city's public improvements which include construction of additional sidewalks along the ring-road around the Maplewood Mall and roadways adjacent to the site and other public improvements and infrastructure needs in the district.

CITY OF MAPLEWOOD
TAX INCREMENT ECONOMIC DEVELOPMENT DISTRICT #1-12 FUND (448)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	-	-	-	-	200,000
3801 Investment earnings	14	(276)	-	(600)	-
3809 Other	6,760	-	-	-	-
Total revenues	<u>6,774</u>	<u>(276)</u>	<u>-</u>	<u>(600)</u>	<u>200,000</u>
<u>Expenditures:</u>					
4480 Fees for service	66,961	-	-	400	-
4820 Interest payments	-	-	-	-	160,000
4930 Investment management fees	37	-	-	-	-
4950 Administrative charges	-	-	-	-	6,000
Total expenditures	<u>66,998</u>	<u>-</u>	<u>-</u>	<u>400</u>	<u>166,000</u>
Net increase (decrease) in fund balance	(60,224)	(276)	-	(1,000)	34,000
Fund balance - January 1	(1,001)	(61,225)	(61,225)	(61,501)	(62,501)
Fund balance - December 31	<u>(61,225)</u>	<u>(61,501)</u>	<u>(61,225)</u>	<u>(62,501)</u>	<u>(28,501)</u>

The tax increment district has a 26-year life. The agreement with 3M provides that 80% of the annual tax increment revenues on the project be paid to the company. The remaining increment is required to be spent within the boundaries of the Project Area which includes the current 3M campus and adjoining right of way.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-1 FUND (413)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	-	299,429	150,000	150,900	150,000
3801 Investment earnings	8	130	70	70	80
Total revenues	<u>8</u>	<u>299,559</u>	<u>150,070</u>	<u>150,970</u>	<u>150,080</u>
<u>Expenditures:</u>					
4480 Fees for service	323	-	500	500	450
4930 Investment management fees	21	123	60	60	60
4950 Administrative charges	6,521	3,418	4,500	4,500	4,500
Total expenditures	<u>6,865</u>	<u>3,540</u>	<u>5,060</u>	<u>5,060</u>	<u>5,010</u>
Excess (deficit) of revenue over expenditures	(6,857)	296,019	145,010	145,910	145,070
Other financing sources (uses):					
Transfers in (out)					
1993/2002C/2010B TIF Bonds	-	(287,120)	(144,120)	(145,810)	(145,110)
Net increase (decrease) in fund balance	<u>(6,857)</u>	<u>8,899</u>	<u>890</u>	<u>100</u>	<u>(40)</u>
Fund balance - January 1	5,401	(1,456)	6,614	7,443	7,543
Fund balance - December 31	<u>(1,456)</u>	<u>7,443</u>	<u>7,504</u>	<u>7,543</u>	<u>7,503</u>

This fund has been used to finance transfers made annually to debt service funds for tax increment bond issues. Transfer amounts are sized to leave an ending fund balance equal to 5% of the anticipated revenues.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-2 FUND (414)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	-	413,360	190,000	192,730	190,000
3801 Investment earnings	6	211	70	70	100
Total revenues	<u>6</u>	<u>413,572</u>	<u>190,070</u>	<u>192,800</u>	<u>190,100</u>
<u>Expenditures:</u>					
4480 Fees for service	658	-	500	500	500
4930 Investment management fees	17	199	60	60	80
4950 Administrative charges	8,541	4,909	5,700	5,700	5,700
Total expenditures	<u>9,216</u>	<u>5,108</u>	<u>6,260</u>	<u>6,260</u>	<u>6,280</u>
Excess (deficit) of revenue over expenditures	(9,209)	408,463	183,810	186,540	183,820
Other financing sources (uses):					
Transfers in (out)					
1993/2002C/2010B TIF Bonds	(1,340)	(403,350)	(182,980)	(186,300)	(183,960)
TIF Economic Development District #1-5	7,991	-	-	-	-
Net increase (decrease) in fund balance	<u>(2,558)</u>	<u>5,113</u>	<u>830</u>	<u>240</u>	<u>(140)</u>
Fund balance - January 1	6,846	4,287	8,667	9,400	9,640
Fund balance - December 31	<u><u>4,287</u></u>	<u><u>9,400</u></u>	<u><u>9,497</u></u>	<u><u>9,640</u></u>	<u><u>9,500</u></u>

This fund has been used to finance transfers made annually to debt service funds for tax increment bond issues. Transfer amounts are sized to leave an ending fund balance equal to 5% of the anticipated revenues.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-3 FUND (415)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	55,719	59,128	55,000	58,670	55,000
3801 Investment earnings	32	34	10	10	30
Total revenues	<u>55,751</u>	<u>59,162</u>	<u>55,010</u>	<u>58,680</u>	<u>55,030</u>
<u>Expenditures:</u>					
4480 Fees for service	346	368	500	500	500
4930 Investment management fees	85	32	10	10	20
4950 Administrative charges	2,658	1,193	1,650	1,650	1,650
Total expenditures	<u>3,090</u>	<u>1,593</u>	<u>2,160</u>	<u>2,160</u>	<u>2,170</u>
Excess (deficit) of revenue over expenditures	52,661	57,569	52,850	56,520	52,860
Other financing sources (uses):					
Transfers in (out)					
1993/2002C/2010B TIF Bonds	(54,010)	(56,320)	(51,570)	(56,320)	(53,050)
Net increase (decrease) in fund balance	<u>(1,349)</u>	<u>1,249</u>	<u>1,280</u>	<u>200</u>	<u>(190)</u>
Fund balance - January 1	2,836	1,487	1,467	2,736	2,936
Fund balance - December 31	<u><u>1,487</u></u>	<u><u>2,736</u></u>	<u><u>2,747</u></u>	<u><u>2,936</u></u>	<u><u>2,746</u></u>

This fund has been used to finance transfers made annually to debt service funds for tax increment bond issues. Transfer amounts are sized to leave an ending fund balance equal to 5% of the anticipated revenues.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-4 FUND (416)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	46,166	48,243	50,000	51,390	50,000
3801 Investment earnings	26	33	20	20	30
Total revenues	<u>46,192</u>	<u>48,276</u>	<u>50,020</u>	<u>51,410</u>	<u>50,030</u>
<u>Expenditures:</u>					
4480 Fees for service	335	356	600	600	450
4930 Investment management fees	69	31	20	20	20
Total expenditures	<u>404</u>	<u>387</u>	<u>620</u>	<u>620</u>	<u>470</u>
Excess (deficit) of revenue over expenditures	45,788	47,888	49,400	50,790	49,560
Other financing sources (uses):					
Transfers in (out)					
1999 TIF Bonds	(45,540)	(47,700)	(49,180)	(50,710)	(49,630)
Net increase (decrease) in fund balance	<u>248</u>	<u>188</u>	<u>220</u>	<u>80</u>	<u>(70)</u>
Fund balance - January 1	2,056	2,304	2,284	2,492	2,572
Fund balance - December 31	<u><u>2,304</u></u>	<u><u>2,492</u></u>	<u><u>2,504</u></u>	<u><u>2,572</u></u>	<u><u>2,502</u></u>

This tax increment district has a 25-year life. The agreement with the developer for the Carefree Cottage of Maplewood - Phase I provides that 100% of the annual tax increment revenues on the project be paid to the developer for the first 14.5 years. Then the City will receive the tax increments as reimbursement for sanitary sewer improvements related to the project that cost \$429,586.45 with interest at 6.0%. The final half-year of tax increment will be paid to the developer.

Tax increment bonds were issued in 1999 to finance the sanitary sewer improvements related to the project. The tax increments that the City receives will be transferred to the debt service fund for the 1999 tax increment bonds when not being paid to the developer.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-5 FUND (417)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	35,907	39,330	40,000	41,950	40,000
3801 Investment earnings	20	26	20	20	20
Total revenues	<u>35,927</u>	<u>39,357</u>	<u>40,020</u>	<u>41,970</u>	<u>40,020</u>
<u>Expenditures:</u>					
4480 Fees for service	335	356	600	600	450
4930 Investment management fees	54	25	20	20	20
Total expenditures	<u>388</u>	<u>381</u>	<u>620</u>	<u>620</u>	<u>470</u>
Excess (deficit) of revenue over expenditures	35,539	38,976	39,400	41,350	39,550
Other financing sources (uses):					
Transfers in (out)					
1999 TIF Bonds	(35,280)	(38,780)	(39,170)	(41,240)	(39,650)
Net increase (decrease) in fund balance	<u>259</u>	<u>196</u>	<u>230</u>	<u>110</u>	<u>(100)</u>
Fund balance - January 1	1,532	1,790	1,770	1,986	2,096
Fund balance - December 31	<u>1,790</u>	<u>1,986</u>	<u>2,000</u>	<u>2,096</u>	<u>1,996</u>

This tax increment district has a 25-year life. The agreement with the developer for the Carefree Cottage of Maplewood - Phase II provides that 100% of the annual tax increment revenues on the project be paid to the developer for the first 14.5 years. Then the City will receive the tax increments as reimbursement for sanitary sewer improvements related to the project that cost \$429,586.45 with interest at 6.0%. The final half-year of tax increment will be paid to the developer.

Tax increment bonds were issued in 1999 to finance the sanitary sewer improvements related to the project. The tax increments that the City receives will be transferred to the debt service fund for the 1999 tax increment bonds when not being paid to the developer.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-6 FUND (418)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	118,673	103,491	105,000	109,120	105,000
3801 Investment earnings	333	75	290	290	50
Total revenues	<u>119,006</u>	<u>103,566</u>	<u>105,290</u>	<u>109,410</u>	<u>105,050</u>
<u>Expenditures:</u>					
4480 Fees for service	335	356	600	600	450
4930 Investment management fees	886	71	230	230	40
Total expenditures	<u>1,220</u>	<u>428</u>	<u>830</u>	<u>830</u>	<u>490</u>
Excess (deficit) of revenue over expenditures	117,786	103,139	104,460	108,580	104,560
Other financing sources (uses):					
Transfers in (out)					
1999 TIF Bonds	(303,040)	(103,850)	(128,070)	(108,350)	(104,760)
Net increase (decrease) in fund balance	<u>(185,254)</u>	<u>(711)</u>	<u>(23,610)</u>	<u>230</u>	<u>(200)</u>
Fund balance - January 1	191,188	5,934	28,864	5,222	5,452
Fund balance - December 31	<u><u>5,934</u></u>	<u><u>5,222</u></u>	<u><u>5,254</u></u>	<u><u>5,452</u></u>	<u><u>5,252</u></u>

This tax increment district has a 25-year life. The agreement with the developer for the Carefree Cottage of Maplewood - Phase III provides that 90% of the annual tax increment revenues on the project be paid to the developer for the first 15 years.

Tax increment bonds were issued in 1999 to finance the sanitary sewer improvements related to the project. The tax increments that the City receives will be transferred to the debt service fund for the 1999 tax increment bonds beginning in 2013 when the principal and interest payments begin.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-7 FUND (428)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	21,280	22,775	23,000	23,970	23,000
3801 Investment earnings	(0)	5	-	-	20
Total revenues	<u>21,280</u>	<u>22,781</u>	<u>23,000</u>	<u>23,970</u>	<u>23,020</u>
<u>Expenditures:</u>					
4480 Fees for service	323	344	500	500	450
4820 Interest payments	20,003	21,409	21,620	21,620	21,620
4930 Investment management fees	-	5	-	-	-
4950 Administrative charges	1,103	459	690	690	690
Total expenditures	<u>21,429</u>	<u>22,217</u>	<u>22,810</u>	<u>22,810</u>	<u>22,760</u>
Excess (deficit) of revenue over expenditures	(149)	563	190	1,160	260
Fund balance - January 1	293	145	335	708	1,868
Fund balance - December 31	<u>145</u>	<u>708</u>	<u>525</u>	<u>1,868</u>	<u>2,128</u>

This tax increment district has a 25-year life. The agreement with the developer for the Van Dyke Village project provides that 94% of the annual tax increment revenues on the project be paid to the developer.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-8 FUND (429)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	68,512	67,791	65,000	68,870	65,000
3801 Investment earnings	52	185	430	430	520
Total revenues	<u>68,564</u>	<u>67,976</u>	<u>65,430</u>	<u>69,300</u>	<u>65,520</u>
<u>Expenditures:</u>					
4480 Fees for service	323	344	500	500	450
4820 Interest payments	61,661	61,012	58,500	58,500	58,500
4930 Investment management fees	138	175	340	340	420
4950 Administrative charges	3,310	1,367	1,950	1,950	1,950
Total expenditures	<u>65,432</u>	<u>62,899</u>	<u>61,290</u>	<u>61,290</u>	<u>61,320</u>
Excess (deficit) of revenue over expenditures	3,132	5,078	4,140	8,010	4,200
Fund balance - January 1	35,800	38,932	43,042	44,010	52,020
Fund balance - December 31	<u>38,932</u>	<u>44,010</u>	<u>47,182</u>	<u>52,020</u>	<u>56,220</u>

This tax increment district has a 25-year life. The agreement with the developer for the Sibley Cove Apartments provides that 90% of the annual tax increment revenues on the project be paid to the developer.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-9 FUND (438)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	-	-	-	-	-
Total revenues	-	-	-	-	-
<u>Expenditures:</u>					
4480 Fees for service	-	-	-	-	-
Total expenditures	-	-	-	-	-
Excess (deficit) of revenue over expenditures	-	-	-	-	-
Other financing sources (uses):					
Transfers in (out)					
TIF Economic Development District #1-5	1,008	-	-	-	-
Net increase (decrease) in fund balance	1,008	-	-	-	-
Fund balance - January 1	(1,008)	-	-	-	-
Fund balance - December 31	-	-	-	-	-

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-10 FUND (441)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3015 Tax increments	1,837	184,483	175,000	179,290	180,000
3801 Investment earnings	(55)	(164)	(300)	(300)	(50)
Total revenues	<u>1,783</u>	<u>184,319</u>	<u>174,700</u>	<u>178,990</u>	<u>179,950</u>
<u>Expenditures:</u>					
4480 Fees for service	335	356	500	500	500
4820 Interest payments	1,654	166,035	157,500	157,500	162,000
4950 Administrative charges	45	-	5,250	5,250	5,400
Total expenditures	<u>2,033</u>	<u>166,391</u>	<u>163,250</u>	<u>163,250</u>	<u>167,900</u>
Excess (deficit) of revenue over expenditures	(250)	17,928	11,450	15,740	12,050
Fund balance - January 1	(37,963)	(38,213)	(29,823)	(20,285)	(4,545)
Fund balance - December 31	<u>(38,213)</u>	<u>(20,285)</u>	<u>(18,373)</u>	<u>(4,545)</u>	<u>7,505</u>

This tax increment district has a 25-year life. The agreement with the developer for the Shores Senior Living provides that 90% of the annual tax increment revenues on the project be paid to the developer.

CITY OF MAPLEWOOD
TAX INCREMENT HOUSING DISTRICT #1-13 FUND (449)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Revenues:</u>					
3801 Investment earnings	-	(3)	-	70	30
3809 Miscellaneous	-	6,760	-	-	-
Total revenues	-	6,757	-	70	30
<u>Expenditures:</u>					
4480 Fees for service	-	-	-	3,320	-
4930 Investment management fees	-	-	-	30	-
Total expenditures	-	-	-	3,350	-
Excess (deficit) of revenue over expenditures	-	6,757	-	(3,280)	30
Fund balance - January 1	-	-	-	6,757	3,477
Fund balance - December 31	-	6,757	-	3,477	3,507

CITY OF MAPLEWOOD
TRASH CARTS REPLACEMENT (404)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3782 Trash cart fees	78,648	78,922	78,000	78,000	78,000
3801 Investment earnings	-	41	320	320	410
3809 Miscellaneous	3,820	5,251	-	-	-
Total revenues	<u>82,468</u>	<u>84,214</u>	<u>78,320</u>	<u>78,320</u>	<u>78,410</u>
<u>Expenditures:</u>					
4330 Postage	-	399	350	350	400
4930 Investment management fees	-	39	260	260	330
Total expenditures	<u>-</u>	<u>437</u>	<u>610</u>	<u>610</u>	<u>730</u>
Excess (deficit) of revenue over expenditures	82,468	83,777	77,710	77,710	77,680
Other financing sources (uses):					
Transfers in (out)					
Debt Service (2012A Bonds)	(77,960)	(76,440)	(75,070)	(75,070)	(73,710)
Net increase (decrease) in fund balance	<u>4,508</u>	<u>7,337</u>	<u>2,640</u>	<u>2,640</u>	<u>3,970</u>
Fund balance - January 1	26,867	31,375	32,085	38,712	41,352
Fund balance - December 31	<u><u>31,375</u></u>	<u><u>38,712</u></u>	<u><u>34,725</u></u>	<u><u>41,352</u></u>	<u><u>45,322</u></u>

CITY OF MAPLEWOOD
WATER AVAILABILITY CHARGE FUND - NORTH ST. PAUL WATER DISTRICT (408)
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
<u>Miscellaneous Revenue:</u>					
3651 Utility billings	11,446	11,510	11,350	11,540	11,540
3801 Investment earnings	(62)	(158)	(260)	(260)	(160)
Total revenues	<u>11,384</u>	<u>11,352</u>	<u>11,090</u>	<u>11,280</u>	<u>11,380</u>
<u>Expenditures:</u>					
4485 Fees for utility billing	1,551	1,504	1,550	1,550	1,550
Total expenditures	<u>1,551</u>	<u>1,504</u>	<u>1,550</u>	<u>1,550</u>	<u>1,550</u>
Net increase (decrease) in fund balance	9,834	9,848	9,540	9,730	9,830
Fund balance - January 1	(45,724)	(35,890)	(26,450)	(26,042)	(16,312)
Fund balance - December 31	<u>(35,890)</u>	<u>(26,042)</u>	<u>(16,910)</u>	<u>(16,312)</u>	<u>(6,482)</u>

CITY OF MAPLEWOOD
WATER AVAILABILITY CHARGE FUND - ST. PAUL WATER DISTRICT (407)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	4,938,775.85 4,724,839.47		2015		2016
	2013 ACTUAL	2014 ACTUAL	ORIGINAL BUDGET	2015 RE-EST.	
<u>Property Taxes:</u>					
3012	(3,342)	(1,159)	-	-	-
<u>Special Assessments:</u>					
3110	634	-	-	-	-
3130	-	16	-	-	-
3160	-	1	-	-	-
<u>Miscellaneous Revenue:</u>					
3651	321,020	354,363	342,620	359,100	325,900
3801	697	1,815	3,860	3,860	7,880
3808	23,830	51,533	23,830	23,830	23,830
Total revenues	342,840	406,569	370,310	386,790	357,610
<u>Expenditures:</u>					
	8	-	-	-	-
4485	3,295	3,929	5,390	6,290	6,850
4930	1,852	1,714	3,090	3,090	6,300
Total expenditures	5,155	5,643	8,480	9,380	13,150
Excess (deficit) of revenue over expenditures	337,685	400,926	361,830	377,410	344,460
Other financing sources (uses):					
Transfers in (out)					
Public Improvement Projects	(250,000)	(58,000)	-	(161,570)	(91,290)
Debt service funds	(45,760)	(45,310)	(44,800)	(44,800)	(41,870)
Net increase (decrease) in fund balance	41,925	297,616	317,030	171,040	211,300
Fund balance - January 1	277,818	319,743	533,193	617,359	788,399
Fund balance - December 31	319,743	617,359	850,223	788,399	999,699



MAPLEWOOD

Together We Can

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DEBT SERVICE BUDGET

The fact that Maplewood has debt is not unusual; most cities have debt just like most homeowners have a mortgage. Maplewood's debt consists of public works improvement bonds, tax increment bonds, equipment certificates, capital improvement plan bonds, state street aid bonds and bond issues approved by voters in referendums. Minnesota cities are prohibited by state law from issuing bonds to finance their operating budget.

The City's Debt Service Budget is financed by the Debt Service Fund which accounts for the accumulation and use of financial resources to pay principal and interest on long-term debt. A separate Debt Service Sub-Fund is required for each bond issue.

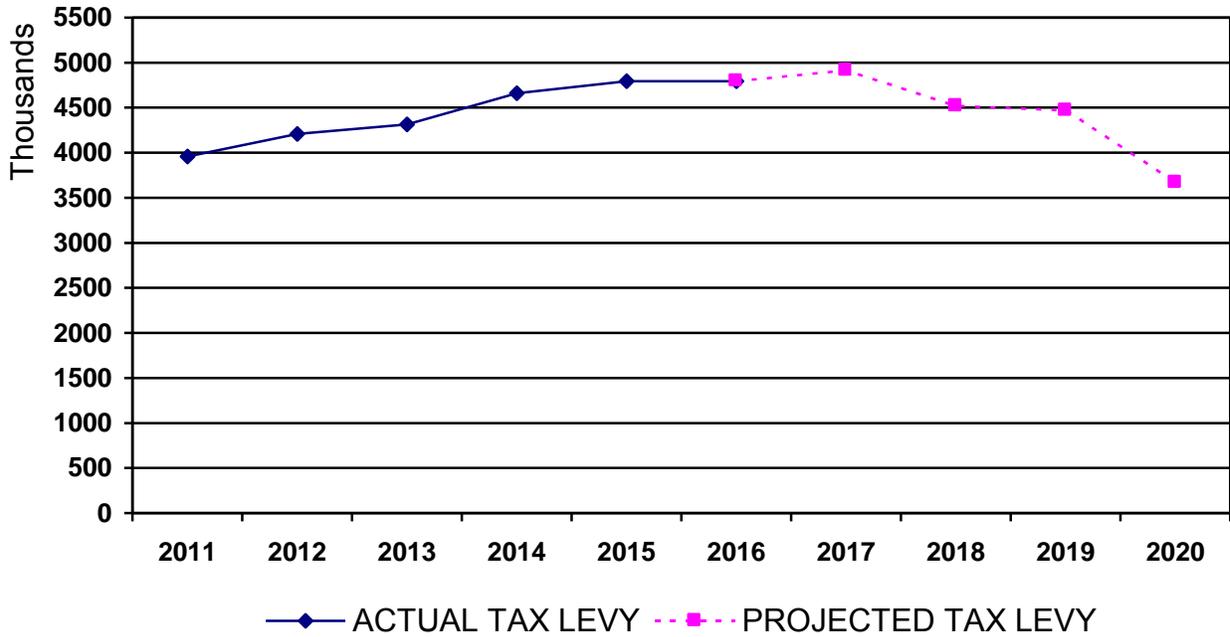
The 2016 Budget for the Debt Service Fund includes a tax levy of \$4,792,820 which is a 0.0% increase over 2015. The following table lists a breakdown by bond issue type along with a comparison for 2015:

BREAKDOWN OF LEVY BY BOND ISSUE TYPE		
2015	2016	
\$3,556,870	\$3,528,470	Public Works Improvement Bonds
399,400	355,300	Tax Abatement Bonds
504,810	531,190	Capital Improvement Plan Bonds
297,300	316,060	Fire Safety Bonds
34,440	61,800	Equipment Certificates
\$4,792,820	\$4,792,820	TOTAL

Annually the tax levies scheduled for each bond issue are adjusted. The adjustment of levies originally scheduled is based upon an amortization of the projected surplus or deficit for each bond issue. Also, there is an adjustment to "even out" the annual increase over the next five years.

The graph below shows how debt service tax levies have changed annually over the past five years and how they will change annually through 2020. The amounts listed are for existing bond issues.

DEBT SERVICE TAX LEVIES 2011 TO 2020 - ACTUAL AND PROJECTED



Revenues for the 2016 Debt Service Budget total \$7,469,510 and consist of property taxes, special assessments, intergovernmental aid and investment interest. Property tax revenue totals \$4,725,730 and is based upon the assumption that 98.6% of the tax levy will be collected. Anticipated 2016 revenues from special assessments are \$1,470,170, state street aid is \$709,880, state local government aid is \$530,710 and investment interest will be approximately \$33,020.

Expenditures for the 2016 Debt Service Budget total \$13,419,790 and consist primarily of principal and interest payments on bond issues. The difference between expenditures and revenues in the 2016 Debt Service Budget will be financed by fund balances and transfers in from other funds.

On December 31, 2015, the City's net debt outstanding will be \$66,676,356. This is a decrease of 10.4% from the balance on December 31, 2014. On December 31, 2016, the City's net debt outstanding will be \$64,174,529, which is a decrease of 3.7% from the balance on December 31, 2015.

Two Year Comparison of Changes in General Long-Term Debt Payable		
Debt payable - January 1:	2015	2016
Tax Increment Bonds	\$1,885,167	\$1,439,630
Public Works Improvement Bonds	53,150,000	48,895,000
Sewer Revenue Bonds	1,305,000	1,140,000
Environmental Utility Revenue Bonds	3,325,000	3,085,000
St. Paul Water Utility Revenue Bonds	420,000	370,000
Equipment Certificates	955,000	1,300,000
Fire Safety Bonds	1,695,000	1,465,000
Tax Abatement Bonds	3,565,000	1,255,000
MSA Bonds	7,845,000	4,920,000
Capital Improvement Plan Bonds	6,985,000	6,400,000
Total debt payable – January 1	81,130,167	70,269,630
New debt issues	12,995,000	5,091,000
Debt retired/refunded	23,855,537	11,186,101
Total debt payable - December 31	70,269,630	64,174,529
Escrow balance for bonds to be called	(3,593,274)	(0)
Net debt outstanding – December 31	\$66,676,356	\$64,174,529
Percent increase (decrease)	-10.4%	-3.7%

The anticipated new debt for 2016 of \$5,091,000 is for public improvements, city buildings and park improvements.

DEBT CAPACITY

During the preparation of the Capital Improvement Plan, the City's present and future debt capacity was evaluated. This was done to determine the amount of additional bonds that could be issued to finance the projects that were requested by departments for the Capital Improvement Plan. The primary emphasis of the debt capacity analysis was to determine the amount of debt that could be issued without causing a downgrading of the City's bond rating. Also, the analysis included a projection of the City's legal debt margin which is the difference between the maximum debt allowed under state law and the amount of debt outstanding. It is the City's policy to minimize the issuance of debt when possible especially if it would cause a downgrading of the City's bond rating.

Bond ratings are based on economic, debt, administrative, and fiscal factors. Consequently, ratings are subjective and there is not a formula that can be followed to calculate a bond rating. However, there are two measures for comparing relative debt burdens: debt per capita and the ratio of debt to tax base. Unfortunately there are not any absolute benchmarks as to what these ratios should be.

The analysis of Maplewood's debt capacity included a review of data for the past five years on debt ratios and bond ratings. Also, the analysis included a projection of future debt transactions, population changes, tax base growth, and debt ratios. The projected debt ratios indicate that Maplewood will likely be able to maintain its present bond rating through 2020.

LEGAL DEBT LIMIT

The State legal debt limit is 3.0% of the assessor's market value of the City's tax base. Bond issues covered by this limit are those that are financed by property taxes unless at least 20% of the annual debt service costs are financed by special assessments or tax increments. Maplewood will have five bond issues that will be subject to the debt limit: Equipment Certificates, Series 2012A; Capital Improvement Plan Bonds, Series 2013A; Fire Safety Refunding Bonds, Series 2013B; Capital Improvement Plan Bonds/Equipment Certificates, Series 2014A; and Equipment Certificates, Series 2015B.

The difference between the statutory debt limit and the bonds outstanding that are covered by the debt limit is referred to as the legal debt margin. The table on the next page shows Maplewood's legal debt margin for the years 2016-2020. It indicates that the City is and will be significantly under the legal debt limit for the entire period.

Projection of Legal Debt Margin December 31

	2016	2017	2018	2019	2020
Market value of taxable property	\$3,566,156,000	\$3,673,141,000	\$3,783,335,000	\$3,896,835,000	\$4,013,740,000
Statutory debt limit: 3.0% of market value	106,984,680	110,194,230	113,500,050	116,905,050	120,412,200
<u>Amount of debt applicable to debt limit:</u>					
Equipment Certificates 2012A	260,000	195,000	130,000	65,000	0
Police Dept Expansion/CIP Refund 2013A	3,410,000	3,195,000	2,975,000	2,750,000	2,520,000
Fire Safety Refunding Bonds 2013B	1,235,000	995,000	750,000	500,000	255,000
CIP Bonds/Equip Certs 2014A	3,230,000	3,065,000	2,895,000	2,725,000	2,550,000
Equipment Certificates 2015B	1,215,000	1,135,000	1,050,000	960,000	870,000
Total debt applicable to debt limit	9,350,000	8,585,000	7,800,000	7,000,000	6,195,000
Legal debt margin	97,634,680	101,609,230	105,700,050	109,905,050	114,217,200

BOND RATINGS

The City has utilized two different rating agencies over the years - Moody's Investor Services and Standard and Poor's. In 1989, Moody's improved the City's rating from 'A-1' to 'Aa'. The improved rating was due to "continued growth and diversification of the City's economy, strength and long-term stability of its dominant taxpayer and well maintained finances" according to the Moody's Credit Report.

In 1997 Moody's revised their rating scale and the 'Aa' rating was replaced with 'Aa2' and 'Aa3' ratings. Maplewood had the 'Aa2' rating which is the higher of the two new ratings. Only 13.7% of Moody's ratings nationwide were 'Aa2' or better in November 2005.

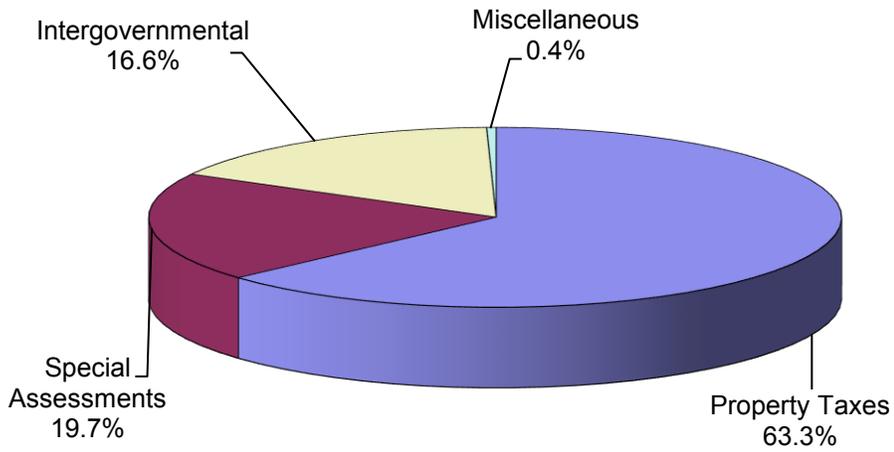
For the 2010 bond issues, the City used Standard & Poor's Ratings Services. Maplewood was assigned an 'AA+' rating with a stable outlook. The secure range scale ratings from highest to lowest are 'AAA', 'AA', 'A', and 'BBB'.

For the 2011 bond issue, the City returned to Moody's Investor Services and was assigned a rating of Aa1, which is equivalent to the AA+ assigned by Standard and Poor's. This is the second highest investment grade in the scale. Part of Moody's rationale for their decision was "stable financial operations, supported by satisfactory General Fund reserves and sound fiscal policies". The Aa1 rating was reaffirmed for the 2012 and 2013 bond issues.

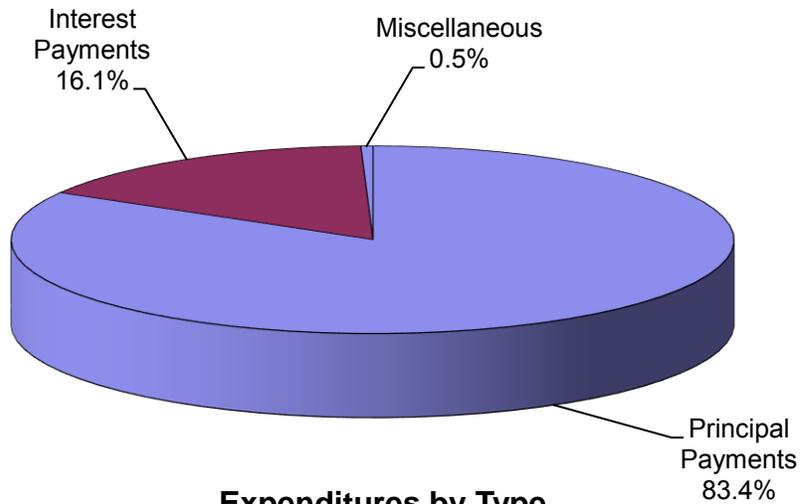
For the 2014 bond issue, the City used Standard & Poor's Ratings Services. Maplewood was assigned a rating of 'AA+' with a stable outlook. The AA+ rating was reaffirmed for the 2015 bond issues.

2016 DEBT SERVICE BUDGET

Summary of Revenues and Expenditures



Revenues by Source
\$7.5 Million



Expenditures by Type
\$13.4 Million

CITY OF MAPLEWOOD
DEBT SERVICE BUDGET
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016
Revenues:					
<u>Property Taxes:</u>					
3011 Current	4,241,741	4,589,183	4,749,520	4,749,520	4,725,730
3012 Delinquent	(16,776)	(12,153)	-	-	-
<u>Special Assessments:</u>					
3110 Current	1,924,087	1,898,523	1,587,970	2,004,650	1,470,170
3130 Delinquent	75,326	235,935	-	-	-
3140 Deferred	826,337	617,451	-	-	-
3160 Penalties	24,093	50,743	-	-	-
3190 Deferred - County	19,487	25,724	-	-	-
<u>Intergovernmental Revenue:</u>					
3517 Federal grant	145,567	133,858	139,020	139,020	-
3521 State local government aid	-	-	530,710	530,710	530,710
3525 State street construction aid	540,000	1,163,112	540,000	540,000	570,000
3526 State street maintenance aid	255,006	234,925	186,370	186,370	139,880
<u>Miscellaneous Revenue:</u>					
3809 Miscellaneous	(1,931)	(5,410)	-	-	-
3801 Investment earnings	14,437	40,651	54,750	36,550	33,020
Total revenues	8,047,374	8,972,542	7,788,340	8,186,820	7,469,510
Expenditures:					
<u>Debt Service:</u>					
4810 Principal:					
Regular	7,552,458	7,919,672	7,965,540	7,960,540	7,686,100
Called bonds	-	1,755,000	7,460,000	15,895,000	3,500,000
4820 Interest	2,997,047	2,789,308	2,502,220	2,789,770	2,160,990
4840 Paying agent fees	6,821	9,275	9,890	12,380	9,000
<u>Other Charges:</u>					
4480 Fees for service	97,600	40,064	97,470	186,730	12,600
4930 Investment management fees	21,768	23,066	54,470	38,340	51,100
Total expenditures	10,675,693	12,536,385	18,089,590	26,882,760	13,419,790
Excess (deficit) of revenue over expenditures	(2,628,320)	(3,563,842)	(10,301,250)	(18,695,940)	(5,950,280)
Other financing sources (uses):					
Bond sale proceeds (net)	4,213,906	1,281,242	3,979,800	12,084,070	-
Transfers in (out)					
Debt Service Sub-Fund (in)	-	1,972,040	6,518,860	14,136,870	3,463,190
Debt Service Sub-Fund (out)	-	(1,972,040)	(6,518,860)	(14,136,870)	(3,463,190)
Public Improvement Project	-	377,485	-	-	-
Tax Abatement District	-	709,000	-	98,700	98,700
Environmental Utility Fund	399,690	396,520	390,680	390,680	394,870
Recycling/Trash Fund	77,960	76,440	75,070	75,070	73,710
Sewer Fund	264,710	253,470	248,900	248,900	244,340
Tax Increment Funds	439,210	937,120	595,090	588,730	576,160
St. Paul WAC Fund	45,760	45,310	44,800	44,800	41,870
Net increase (decrease) in fund balance	2,812,917	512,744	(4,966,910)	(5,164,990)	(4,520,630)
Fund balance - January 1	12,390,120	15,203,036	14,907,126	15,715,781	10,550,791
Fund balance - December 31	15,203,036	15,715,781	9,940,216	10,550,791	6,030,161

**DEBT SERVICE BUDGET
BUDGETED CHANGES IN FUND BALANCES**

SUB- FUND NO.	BALANCE 01-01-16	REVENUES	EXPENDITURES	OTHER SOURCES & USES	BALANCE 12-31-16	
336	G.O. Tax Increment Bonds - 1999B	379,523	2,420	152,490	194,040	423,493
348	G.O. Improvement Bonds - 2004B	100,917	782,650	872,680	0	10,887
349	G.O. Tax Abatement Bonds - 2004C	441	0	0	0	441
354	G.O. Improvement Bonds 2006A	74,821	452,870	3,990,800	3,463,190	81
356	G.O. Improvement Bonds - 2007A	842,181	392,390	864,360	51,120	421,331
357	G.O. Improvement Bonds - 2007B	286,873	306,840	447,700	90,240	236,253
358	G.O. Bonds - 2008A	364,553	594,440	924,140	150,360	185,213
359	G.O. Improvement & Refunding Bonds - 2008B	106,183	33,740	57,210	0	82,713
360	G.O. Improvement Bonds - 2009A	105,658	432,600	512,230	0	26,028
361	G.O. Improvement Bonds - 2009B	96,118	327,920	366,320	0	57,718
363	G.O. Refunding Bonds - 2010B	463,295	77,060	369,170	494,170	665,355
364	G.O. Improvement Bonds - 2011A	572,702	516,800	781,380	146,070	454,192
365	G.O. Improvement Bonds - 2012A	1,425,310	430,540	683,250	73,710	1,246,310
366	G.O. State Aid Street Refunding Bonds - 2012B	123,064	350,080	350,300	0	122,844
367	G.O. Improvement Bonds - 2013A	405,816	494,410	553,490	0	346,736
368	G.O. Refunding Bonds - 2013B	127,569	369,320	344,770	0	152,119
369	G.O. Improvement Bonds - 2014A	443,158	486,000	486,310	0	442,848
370	G.O. Refunding Bonds - 2014B	44,494	350,510	296,940	98,700	196,764
371	G.O. Refunding Bonds - 2015A	3,690,175	440,050	326,610	(3,463,190)	340,425
372	G.O. Improvement/TIF/Equip Bonds - 2015B	2,530	70,910	32,240	0	41,200
373	G.O. Refunding Bonds - 2015C	895,410	557,960	1,007,400	131,240	577,210
Grand Total		10,550,791	7,469,510	13,419,790	1,429,650	6,030,161

Principal and interest payments due over the life of the City's bonds are as follows:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u>
2016	11,186,101	2,161,007	13,347,108
2017	7,677,817	1,795,016	9,472,833
2018	7,184,227	1,588,947	8,773,174
2019	6,661,288	1,400,037	8,061,325
2020	5,643,033	1,229,398	6,872,431
2021	5,399,354	1,051,091	6,450,445
2022	4,799,724	869,707	5,669,431
2023	4,633,086	712,255	5,345,341
2024	3,815,000	494,733	4,309,733
2025	2,690,000	392,407	3,082,407
2026	2,500,000	314,520	2,814,520
2027	1,740,000	245,922	1,985,922
2028	1,510,000	194,888	1,704,888
2029	1,380,000	147,750	1,527,750
2030	1,300,000	101,625	1,401,625
2031	950,000	61,444	1,011,444
2032	655,000	31,537	686,537
2033	175,000	16,012	191,012
2034	180,000	9,800	189,800
2035	190,000	3,325	193,325
TOTAL	<u>70,269,630</u>	<u>12,821,421</u>	<u>83,091,051</u>

54.6% of the principal is due within 5 years and 84.9% of the principal is due within 10 years.



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BUDGET PROCESS

BUDGET PREPARATION

The budget is a financial plan to provide city services and accomplish city goals. The budget is for the calendar year which is the city's fiscal year. Preparation of the budget begins in March of each year in the Finance Department. Financial projections for the debt service portion of the budget are prepared for existing bond issues. As a result of this process the property tax levy for debt service is determined.

In April, the Finance Department prepares wage and benefit estimates for the next year assuming that no new positions will be added. Also, operating budget worksheets and budget preparation instructions are prepared for department heads. The operating budget worksheets include guideline budget request amounts for each expenditure account that are calculated using the original budget for the current year with an inflation adjustment for the next year.

In May, the City Manager and Finance Director together meet with department heads individually to discuss department objectives and performance indicators that will be included in the operating portion of the budget. The relationship of department objectives to the city's strategic plan is closely scrutinized. Also during May, the Finance Department starts to prepare revenue estimates for the current and upcoming year.

The capital improvement portion of the budget is prepared in June based on the five-year capital improvement plan. Also during June, department heads submit their operating budget requests to the City Manager and Finance Director. The Finance Director prepares a listing of recommended tentative revisions to department requests based upon an in-depth review of the requests.

In July, the Finance Director prepares a preliminary report on next year's budget for review and discussion with the City Manager and department heads. Then the City Manager and Finance Director together meet with department heads individually to discuss the final revisions to their budget requests. The Finance Department prepares the proposed budget booklet and it is distributed to the City Council in August.

BUDGET REVIEW BY CITY COUNCIL

During August special Council meetings are held to review the budget. In September, the City Council approves a proposed property tax levy for the budget and schedules public hearing dates. This information is sent to Ramsey County for notices that are prepared. The tax levy approved can be reduced when the budget is adopted but it cannot be increased.

Ramsey County mails a notice to each property owner in November. The notice indicates the proposed property tax bill for the next year with a breakdown between the portions for the county, city, school district and miscellaneous taxing districts. The notice also indicates the dates and locations for budget and tax hearings that will be held by each taxing district.

BUDGET PROCESS

BUDGET ADOPTION

In December the City Council holds a public hearing on the budget and tax levy. At the public hearing the budget and tax levy can be reduced and must be adopted. Information on the adopted levy is sent to Ramsey County for preparation of property tax bills.

BUDGET CALENDAR

March – Financial projections for the debt service portion of the budget are prepared for existing bond issues.

April – Finance Department prepares wage and benefit estimates, operating budget worksheets and budget preparation instructions

May – Meetings held with department heads to discuss department objectives and performance indicators that will be included in the operating portion of the budget.

June – Capital improvement portion of the budget is prepared and department heads submit their operating budget requests.

July – Major budget items are prioritized, final revisions to budget requests are made and the Finance Department prepares the proposed budget information.

August – Proposed budget information is distributed to the City Council. Press release on the budget is issued and special Council meetings to review are scheduled.

September – City Council approves a proposed property tax levy for the budget and schedules public hearing dates.

November – Ramsey County mails a notice to each property owner that indicates the proposed property tax bill for the next year with dates and locations for budget and tax hearings that will be held by each taxing district.

December – City Council holds a public hearing on the budget and tax levy. At the public hearing the budget and tax levy can be modified and must be adopted.

FINANCIAL POLICIES AND PROCEDURES

BASIS OF ACCOUNTING/BUDGETING

The modified accrual basis was used for the budgets for most of the funds in the budget. Under this basis, revenues are recognized in the accounting period that they become available and measurable. Expenditures are recognized in the accounting period in which the liability is incurred, if measurable. The accrual basis was used for the budgets of the enterprise and internal service funds in the Operating Budget. Under this basis, revenues are recognized in the accounting period that they are earned and measurable; expenses are recognized in the accounting period that they are incurred, if measurable. The basis of budgeting is the same as the basis of accounting.

BALANCED BUDGET

The annual operating budget shall be prepared such that current revenues plus net operating transfers and one-time use of excess reserves will be sufficient to support budgeted expenditures. One-time revenues or drawdown of excess reserves will not be used to fund on-going expenditures. These one-time funding sources shall only be used to fund capital improvements, capital equipment, or other one-time expenditures.

BUDGETARY CONTROL

The legal level of budgetary control is at the department level in the General Fund and at the fund level in all other funds.

The City legally adopts annual budgets for the General Fund and the Recreation Programs Special Revenue Fund. The City also adopts annual budgets for the Special Revenue, Debt Service and Capital Project Funds which are prepared on the modified accrual basis of accounting, except for the Federal Grant and State Grant Funds. Budgets were not adopted for these funds in 2016 and therefore, individual budget schedules are not presented. The budgets adopted for the Special Revenue and Capital Project Funds indicate the amount that can be expended by fund based upon detailed budget estimates for individual expenditure accounts. The General Fund budget is by department and the budget for the Debt Service fund is adopted as totals for all bond issues. Budgets are also adopted as needed to calculate user charges for the Enterprise and Internal Service Funds and to determine debt service tax levies.

FINANCIAL POLICIES AND PROCEDURES

BUDGET AMENDMENT PROCESS

Budget appropriations are by department total within the General Fund rather than by line item (i.e., account). Budget changes that involve the transfer of appropriations among accounts only require the approval of the City Manager or his/her designee. Council approval is required for budget changes that involve a transfer of appropriations between funds or from contingency accounts. The budget changes can be made at any Council meeting.

For budget changes that can be approved by the City Manager or designee, the procedure involves the appropriate department head completing a budget transfer request form on which the following is indicated: budget transfer amount, accounts involved, purpose, justification, date approved by department head, and department head initials. This form is submitted to the Finance Director for review. Upon approval by the Finance Director, a copy of the form is given to the department head.

FINANCIAL POLICIES

Objectives

The objectives of this Financial Policy are:

- To provide both short term and long term future financial stability by ensuring adequate funding for providing services needed by the community;
- To protect the City council's policy-making ability by ensuring that important policy decisions are not dictated by financial problems or emergencies to prevent financial difficulties in the future;
- To provide sound principles to guide the decisions of the City Council and management;
- To employ revenue policies which prevent undue or unbalanced reliance on certain revenues, distribute the cost of municipal services fairly, and provide adequate funding to operate desired programs;
- To provide essential public facilities and prevent deterioration of the City's public facilities and infrastructure;
- To protect and enhance the City's credit rating and prevent default on any municipal debt;
- To create a document that staff and Council members can refer to during financial planning, budget preparation and other financial management issues.

FINANCIAL POLICIES AND PROCEDURES

Accounting, Budgeting and Financial Planning

1. The Annual Operating Budget shall be prepared such that current revenues plus net operating transfers and one-time use of excess reserves will be sufficient to support budgeted expenditures.
2. One-time revenues or drawdown of excess reserves will not be used to fund on-going expenditures. These one-time funding sources shall only be used to fund capital improvements, capital equipment or other one-time expenditures.
3. Charges for services and other revenues will be examined annually during the budget process and adjusted as deemed necessary to respond to cost increases or any other changing circumstances.
4. The City shall annually submit the Budget to the Government Finance Officers Association (GFOA) for the purpose of earning the Distinguished Budget Presentation Award.
5. The City shall annually submit the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for the purpose of earning the Certificate of Achievement for Excellence in Financial Reporting.
6. The City's CAFR and annual Budget shall be made available to citizens and the general public upon request and available on the City's website. The City shall strive to maintain full transparency and accountability of all of its financial resources and assets.
7. The City will establish and maintain accounting practices that conform to generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.
8. An independent certified public accounting firm will perform an annual audit and a CAFR shall be issued no later than six months following year-end.

Revenue Management

It is essential to responsibly manage the City's revenue sources to provide maximum service value to the community. The most important revenue policy guidelines established by the City Council are for the two major sources of city revenue: property taxes and fees/charges.

FINANCIAL POLICIES AND PROCEDURES

A. Property Taxes

- When possible, property tax increases should accommodate incremental adjustments. Further, when discussing property taxes, the City should simultaneously explore other revenue and expenditure alternatives that will maximize the City's future financial flexibility and ability to provide services. This may include considering options such as debt management, fees and charges, cost allocation, use of reserves, and expenditure cuts.

Possible factors for considering an increase in property tax include:

- Maintenance of City services.
- Long-term protection of the City's infrastructure
- Meeting legal mandates imposed by outside agencies.
- Maintaining adequate fund balance and reserve funds sufficient to maintain or improve the City's bond rating.
- Funding City development and redevelopment projects that will clearly result in future tax base increases. The expenditures of development and redevelopment funds must be in accordance with a defined strategy as shown in the City's Comprehensive Plan, Capital Improvement Program and other Council documents.

Property tax increases to meet other purposes will be based on the following criteria:

- A clear expression of community need.
- The existence of community partnerships willing to share resources.

B. Service Fees and Charges

The City will consider service fees and charges wherever appropriate for the twin purposes of keeping the property tax rate at a minimum and to fairly allocate the full cost of services to the users of those services. Service fees and charges broaden the base to include tax exempt properties, which still have municipal costs associated with the property. Specifically, the City may:

- Establish utility rates sufficient to fund both the operating costs and the long-term depreciation and replacement of the utility systems.
- As part of the City's enterprise effort, evaluate City services and pursue actions to accomplish the following:
 - Find community based partners to share in service delivery.
 - Make services financially self supporting or, when possible, profitable.

FINANCIAL POLICIES AND PROCEDURES

- Annually review City services and identify those for which charging user fees are appropriate. These services will be identified as enterprise services and a policy for establishing fees will be set for each. Included as part of this process may be a market analysis that compares our fees to comparable market cities.
- Identify some enterprise services as entrepreneurial in nature. The intent of entrepreneurial services will be to maximize revenues to the extent the market allows.
- Waive or offer reduced fees to youth, seniors, community service groups, and other special population groups identified by the Council as requiring preferential consideration based on policy goals.

C. Non-recurring Revenues

Several revenue sources, such as intergovernmental transfers, one-time grants, court fines and other non-recurring revenues are outside of direct City control and must be relied upon conservatively. The City Manager and Finance Director shall insure that the budget preparation process includes an evaluation of all major non-recurring revenues, in order to minimize reliance on unpredictable revenues for on-going operating costs.

Fund Reserves

The City's fund reserves are primarily based on the timing of property tax payments. The first significant payment of property taxes in each year is received in June.

1. **General Fund** - The City's unreserved fund balance in the General Fund shall be maintained at a minimum level of 36.1% of annual general fund revenues with a goal of achieving 40.0%.
2. **Special Revenue Funds** – Temporary deficits in these funds will be financed by loans from other funds with an interest rate equal to the average rate earned on city investments.
3. **Debt Service Funds** - The City's fund balance in the Debt Service fund shall be at a minimum level of 50% of annual debt service expenditures. Because the majority of annual debt service is paid on February 1 and August 1 of each year, funds must be on hand for payment of February 1 debt service.
4. **Capital Improvement and Project Improvement Funds** – The fund balances in these funds within the Capital Improvement Budget vary annually based upon the timing of construction projects. Normally the year-end fund balance

FINANCIAL POLICIES AND PROCEDURES

is positive except for the Public Improvement Projects Funds which may have a temporary deficit pending the issuance of public improvement bonds.

5. **Enterprise Funds** – These funds are operated as in a for-profit business. The focus of enterprise funds, with the exception of the Community Center Operations Fund is on maintaining positive cash balances. Rates and fees in these funds will be analyzed annually for a five year period so as to provide for level rate changes with a target of achieving/maintaining positive cash balances equal to 30 days (8.3%) of budgeted expenditures.
6. **Internal Service Funds** – These funds are used to allocate common costs among the various funds and programs of the city. Deficits and surpluses are allowed however the goal is to maintain reserves at 10% of budgeted expenditures.

Property Tax Supported Debt

1. The ratio of debt service fund levies combined with capital expenditure levies to total levies shall be targeted to maintain a level in the range of 15 - 25%. This policy will help to ensure that the city is always maintaining its infrastructure, either through use of debt or current funding.

Environmental Utility Fund

1. The City will operate the Environmental Utility Fund as an enterprise fund with rates and charges supporting the full costs of all expenses and operations.
2. The City shall conduct a rate review of Environmental Utility charges every year. The rates will be set, subject to final City Council approval, to cover the required costs of the City's stormwater management program and necessary drainage improvements.
3. The City's goal is to maintain working capital equal to a minimum of 30 days (8.3%) of the annual expenses. Revenues collected that would bring the reserve in excess of a 60-day level (16.7%) will be used for one-time expenditures.

FINANCIAL POLICIES AND PROCEDURES

Debt Management

1. Debt financing which includes general obligation bonds, permanent improvement bonds, revenue bonds, certificates of obligation, lease/purchase agreements and other obligations allowed under Minnesota law shall be used to acquire or construct land and improvements that cannot be funded by current revenues. The term of debt shall not exceed the expected useful life of the capital asset being financed.
2. Each year the City will adopt a capital improvement plan. The plan will recommend specific funding of projects for the following five fiscal years.
3. The City is committed to providing continuing disclosure to certain financial and operating data and material event notices as required by Securities and Exchange Commission (SEC) Rule 15c2-12. The Finance Department shall be responsible for the preparation of all disclosure documents and releases required under Rule 15c2-12.
4. The City shall use a competitive bidding process for the sale of debt unless the use of a negotiated process is warranted due to adverse market conditions, such as a high degree of volatility in the bond market, market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on the true interest cost (TIC) basis.
5. The city welcomes ideas and proposals from investment bankers and will seek to give first consideration to those firms that submit unique and innovative ideas that benefit the City. Unsolicited proposals should be submitted to the City's Finance Department and the City's Financial Advisor.
6. An advance or current refunding of outstanding debt shall only be considered when present value savings of at least 3.50% of the principal amount of the refunded bonds are produced, unless a debt restructuring or bond covenant revisions are necessary. Savings from refundings will be distributed evenly over the life of the refunded bonds unless special circumstances warrant another savings structure.

FINANCIAL POLICIES AND PROCEDURES

Investments

1. Investments shall be made in conformance with the City's Investment Policy, with the primary objectives of :
 - a) Safety – preservation of capital in the investment portfolio;
 - b) Liquidity – portfolio remain sufficiently liquid to meet operating requirements; and
 - c) Yield – attain a market rate of return taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to safety and liquidity objectives described above.

Grants

1. The City will aggressively pursue all available grant opportunities. Each grant shall be evaluated on the long-term financial impact to the City. The City will only accept grants for one-time or capital items or when the continued funding of the program can be incorporated into the City's future budgets.
2. All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

Retirement Funds

1. All retirement funds will be examined annually to ensure that adequate balances and funding progress are maintained.

Risk Management

1. The City will maintain a risk management program that will minimize the impact of legal liabilities, natural disasters or other emergencies through the following activities:
 - a) Loss prevention – prevent losses where possible
 - b) Loss control – reduce or mitigate losses
 - c) Loss financing – provide a means to finance losses
 - d) Loss information management – collect and analyze data to make prudent prevention, control and financing decisions

FINANCIAL POLICIES AND PROCEDURES

2. The City will review and analyze all areas of risk in order to, whenever possible, avoid and reduce risks or transfer risks to other entities. Of the risks that must be retained, it shall be the policy to fund the risks which the City can afford and transfer all other risks to insurers.
3. The City will maintain an active safety committee comprised of City employees.
4. The City will periodically conduct educational safety and risk avoidance programs within its various divisions.
5. The City will, on an ongoing basis, analyze the feasibility of self funding and other cooperative funding options in lieu of purchasing outside insurance in order to provide the best coverage at the most economical cost.
6. Staff will report to the Council, annually on the result of the City's risk management program for the preceding year.

Economic Development Authority

The Economic Development Authority (EDA) was created by the City Council. The City Council acted to appoint the members of the City council to serve as the Board of Commissioners. Under Minnesota Statutes Chapter 469-Economic Development, cities are permitted to establish an EDA.

Among the EDA powers in Minnesota law is the authority to levy a tax up to 0.01813 percent of taxable market value in the City. Approval of the City Council is required before the EDA may levy the tax. The Revenue Management Policy of the City, as included in this Financial Management Plan, sets policy for when a tax levy may be considered. The EDA is subject to the statutory levy limits, except for a debt levy.

This policy section sets policy for the "amount" of tax levy that will be considered for the EDA.

Funding

The EDA, with approval by the City Council, shall annually appropriate money to the EDA from a tax levy or other available source. The appropriation can be equivalent to the "maximum" that could be provided by a tax levy for economic development purposes. The annual tax levy shall be set based on the amount needed when combined with other available sources achieves the funding level set by this policy.

FINANCIAL POLICIES AND PROCEDURES

To provide other sources (non-tax) of funding to the EDA, the City Council shall annually review the fund balance in the General Fund to determine whether sufficient unreserved fund balance is available for transfer from the General Fund to the EDA. The decision on transfer of funds shall be made at the time the annual EDA tax levy is established. If other sources of revenue are not available, the EDA may set the tax levy at the maximum allowed.

Procedure for Using Funds

Expenditures may be made from the EDA based on the following criteria:

1. The EDA appropriates the funds as part of the annual budget, or
2. The EDA authorizes an amendment to the EDA budget outside of the annual appropriation process.



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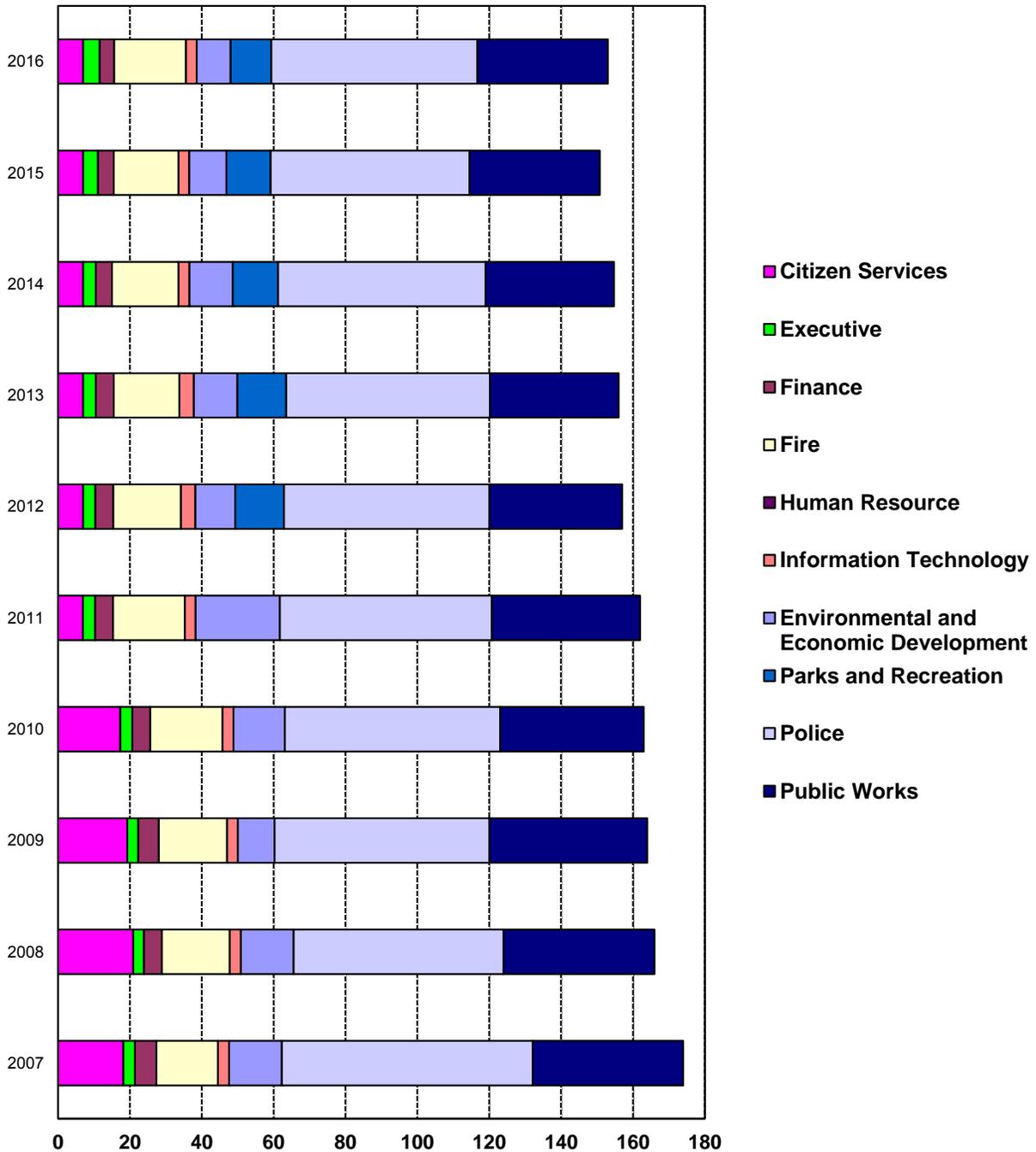
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SUMMARY OF PERSONNEL

BUDGETED FULL-TIME REGULAR EMPLOYEES

By Department

2007-2016



SUMMARY OF PERSONNEL BUDGETED FULL-TIME REGULAR EMPLOYEES

By Department and Fund
2007-2016

By Department:	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Citizen Services	18.20	20.90	19.30	17.30	6.90	7.00	7.00	7.00	7.00	7.00
Executive	3.20	3.00	3.00	3.40	3.40	3.40	3.50	3.50	4.10	4.60
Finance	6.00	5.00	5.75	5.00	5.00	5.00	5.00	4.50	4.42	4.00
Fire	17.09	18.89	19.00	20.10	20.00	18.80	18.30	18.55	18.00	20.00
Human Resource	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology	3.10	3.10	3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00
Environmental and Economic Development	14.66	14.66	10.20	14.35	23.43	11.10	12.10	12.10	10.35	9.45
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	13.60	13.60	12.60	12.30	11.30
Police	69.80	58.40	59.80	59.90	59.00	57.20	56.70	57.70	55.33	57.40
Public Works	41.95	42.05	43.95	39.95	41.27	36.90	35.80	35.80	36.25	36.25
Totals	174.00	166.00	164.00	163.00	162.00	157.00	156.00	154.75	150.75	153.00

By Fund:	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Fund	132.29	124.27	125.32	122.80	118.00	114.00	114.00	114.70	111.20	113.35
Information Technology Fund	3.10	3.10	3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00
Rec. Programs Fund	3.60	3.38	2.88	2.00	3.50	3.30	2.95	2.95	3.00	2.80
Community Center Fund	7.60	8.00	7.50	8.40	8.40	7.80	8.05	6.95	6.60	5.80
Environmental Utility Fund	6.50	6.50	5.60	6.00	7.75	7.55	7.20	7.20	7.35	7.00
Ambulance Service Fund	11.71	11.25	10.40	11.35	11.50	11.05	10.30	10.45	10.00	11.20
Recycling Fund	0.35	0.40	0.40	0.60	0.80	0.60	1.00	1.00	0.40	0.65
Sewer Fund	5.60	5.90	5.80	5.60	5.80	5.45	5.30	5.30	5.70	5.70
Fleet Management Fund	3.25	3.20	3.10	3.25	3.25	3.25	3.20	3.20	3.50	3.50
Totals	174.00	166.00	164.00	163.00	162.00	157.00	156.00	154.75	150.75	153.00

PERSONNEL SUMMARY
BUDGETED FULL-TIME REGULAR EMPLOYEES
2013-2016

DEPARTMENT	PROGRAM	2013	2014	2015	2016
CITIZEN SERVICES					
	Administration	3.20	4.20	4.20	4.00
	Deputy Registrar	3.80	2.80	2.80	3.00
	TOTAL	7.00	7.00	7.00	7.00
ENVIRONMENTAL AND ECONOMIC					
	Administration	2.25	2.25	2.90	2.25
	Building Inspections	3.45	3.45	3.20	3.10
	Code Enforcement	1.10	1.10	0.75	0.50
	Planning	4.30	4.30	3.10	2.95
	Recycling Program	1.00	1.00	0.40	0.65
	TOTAL	12.10	12.10	10.35	9.45
EXECUTIVE					
	Administration	2.00	2.00	2.25	2.25
	Human Resources	1.50	1.50	1.85	2.35
	TOTAL	3.50	3.50	4.10	4.60
FINANCE					
	Administration	1.50	1.50	1.50	1.50
	Finance Services	3.50	3.00	2.92	2.50
	TOTAL	5.00	4.50	4.42	4.00
FIRE					
	Administration	1.50	1.50	1.50	1.50
	Emergency Medical Services	10.30	10.45	10.00	11.20
	Fire Prevention	0.50	0.50	0.50	0.50
	Fire Suppression	6.00	6.10	6.00	6.80
	TOTAL	18.30	18.55	18.00	20.00
INFORMATION TECHNOLOGY					
	Information Technology Services	4.00	3.00	3.00	3.00
	TOTAL	4.00	3.00	3.00	3.00
PARKS AND RECREATION					
	Administration	1.30	1.40	1.40	1.40
	Community Center	8.05	6.95	6.60	5.80
	Nature Center	1.00	1.00	1.00	1.00
	Open Space Management	0.30	0.30	0.30	0.30
	Recreation Programs	2.95	2.95	3.00	2.80
	TOTAL	13.60	12.60	12.30	11.30

PERSONNEL SUMMARY
BUDGETED FULL-TIME REGULAR EMPLOYEES
2013-2016

DEPARTMENT	PROGRAM	2013	2014	2015	2016
POLICE					
	Administration	6.00	6.00	6.00	8.40
	Investigations	9.00	9.00	6.00	11.00
	Police Services	41.70	42.70	43.33	38.00
	TOTAL	56.70	57.70	55.33	57.40
PUBLIC WORKS					
	Administration	0.70	0.70	1.25	1.25
	Building Operations	2.70	2.70	2.70	2.70
	Engineering	5.90	5.90	4.60	4.60
	Fleet Management	3.20	3.20	3.50	3.50
	Forestry	1.50	1.50	1.65	1.65
	Park Maintenance	5.65	5.65	5.65	5.65
	Sanitary Sewer Operations	5.30	5.30	5.70	5.70
	Snow and Ice Control	2.00	2.00	2.00	2.00
	Storm Sewer Maintenance	3.40	3.40	3.75	3.75
	Street Maintenance	4.50	4.50	4.50	4.50
	Street Sweeping	0.95	0.95	0.95	0.95
	TOTAL	35.80	35.80	36.25	36.25
GRAND TOTAL		156.00	154.75	150.75	153.00

CITY OF MAPLEWOOD
EMPLOYEE BENEFITS FUND (701)

This fund accounts for employee fringe benefit expenses and provides a reserve to finance accumulated leave benefits and severance pay. These operating expenses are used as a basis to determine amounts to be charged to departments for leave, retirement, and insurance benefits. The charges are levied as a percentage of the employees' gross pay with average rates used for all employees.

The 2016 estimate for leave benefits is based upon estimated leave hours and projected 2016 pay rates. The estimate for retirement benefits is based on projected 2016 pay rates and employer required contribution rates. Insurance benefits expense for 2016 is based upon an estimated 0% increase in health insurance premium rates and projected 2016 pay rates.

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016 ESTIMATE
<u>Operating revenues:</u>					
3833 Charges for leave benefits	1,773,468	1,987,824	1,724,910	1,724,910	1,778,490
3834 Charges for retirement benefits	2,176,344	2,250,276	2,368,490	2,368,490	2,397,310
3835 Charges for insurance benefits	2,736,024	2,640,768	2,742,240	2,742,240	2,673,290
Total revenues	<u>6,685,836</u>	<u>6,878,868</u>	<u>6,835,640</u>	<u>6,835,640</u>	<u>6,849,090</u>
<u>Operating expenses:</u>					
Leave benefits	1,790,175	1,815,200	1,870,000	1,870,000	1,895,000
Retirement benefits	2,270,975	2,387,573	2,550,000	2,450,000	2,490,000
Insurance benefits	2,499,709	2,518,389	2,940,000	2,794,000	2,700,000
Miscellaneous service charges	3,450	14,745	-	10,000	15,000
Total expenses	<u>6,564,308</u>	<u>6,735,907</u>	<u>7,360,000</u>	<u>7,124,000</u>	<u>7,100,000</u>
Operating income (loss)	121,528	142,961	(524,360)	(288,360)	(250,910)
Nonoperating revenues (expenses):					
3530 State aid	32,410	32,410	32,410	32,410	32,410
3801 Investment earnings	2,685	9,634	5,200	5,200	-
4930 Investment management fees	(7,134)	(9,096)	(4,200)	(4,200)	-
3809 Miscellaneous	-	57	-	-	-
Total nonoperating revenues (expenses)	<u>27,961</u>	<u>33,006</u>	<u>33,410</u>	<u>33,410</u>	<u>32,410</u>
Change in net assets	149,489	175,967	(490,950)	(254,950)	(218,500)
Net assets - January 1	383,676	533,165	661,085	709,132	454,182
Net assets - December 31	<u>533,165</u>	<u>709,132</u>	<u>170,135</u>	<u>454,182</u>	<u>235,682</u>

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016 ESTIMATE
Net income (loss) before contributions and transfers	149,489	175,967	(490,950)	(254,950)	(218,500)
Change in current assets	(12,156)	9,964	-	-	-
Change in current liabilities	(4,692)	(19,565)	-	-	-
Net increase (decrease) in cash	<u>132,641</u>	<u>166,367</u>	<u>(490,950)</u>	<u>(254,950)</u>	<u>(218,500)</u>
Cash balance - January 1	2,230,399	2,363,040	2,490,960	2,529,407	2,274,457
Cash balance - December 31	<u>2,363,040</u>	<u>2,529,407</u>	<u>2,000,010</u>	<u>2,274,457</u>	<u>2,055,957</u>

CITY OF MAPLEWOOD
RISK MANAGEMENT FUND (705)

This fund accounts for general insurance and risk management expenses and provides a reserve to finance premiums, claims and deductibles. These operating expenses are used as a basis to determine amounts to be charged to departments for general insurance and risk management. The charges are levied as a percentage of the departments' cost for annual insurance premiums.

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

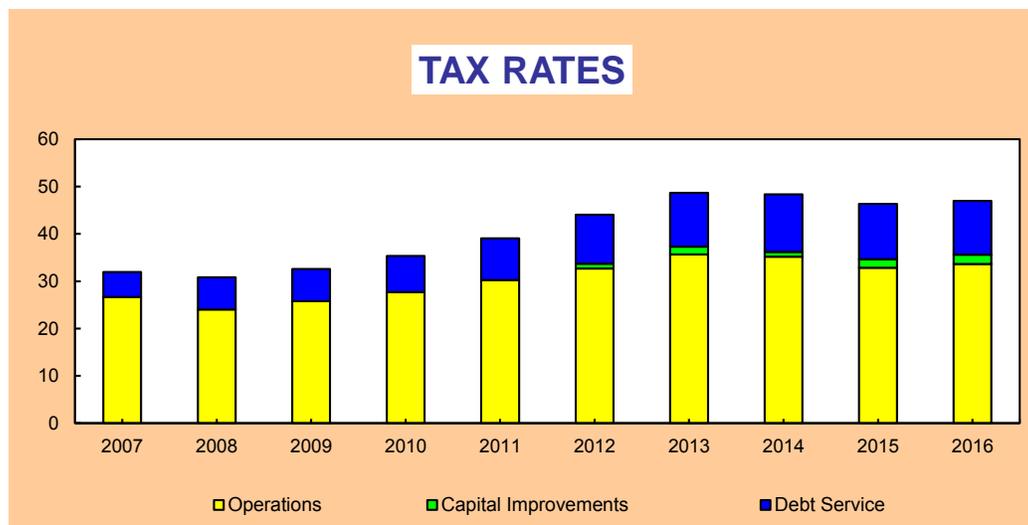
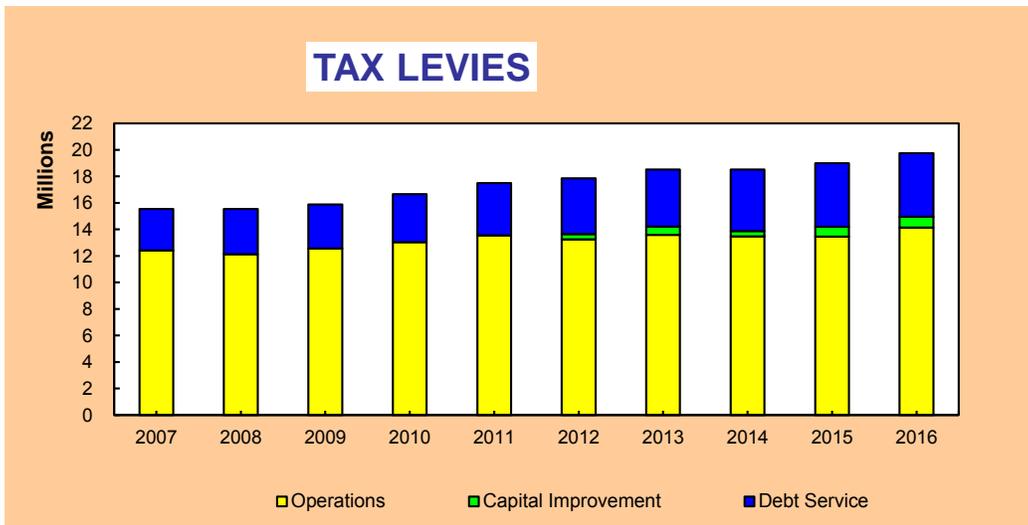
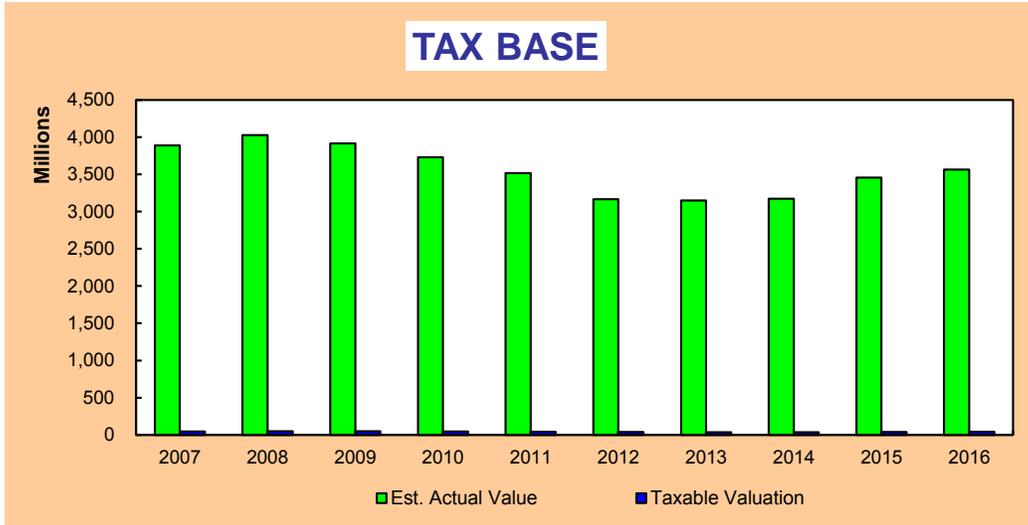
ACCT NO.	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016 ESTIMATE
<u>Operating revenues:</u>					
3838 Charges for insurance	387,430	387,430	300,000	300,000	400,000
Total revenues	387,430	387,430	300,000	300,000	400,000
<u>Operating expenses:</u>					
Insurance	179,351	200,789	185,000	226,260	233,430
Fees for service	12,000	12,000	13,200	12,000	13,200
Judgements & losses	115,775	78,625	100,000	115,000	100,000
Total expenses	307,126	291,414	298,200	353,260	346,630
Operating income (loss)	80,304	96,016	1,800	(53,260)	53,370
<u>Nonoperating revenues (expenses):</u>					
3801 Investment earnings	455	2,223	-	-	-
4930 Investment management fees	(1,209)	(2,099)	-	-	-
3809 Miscellaneous	48,276	45,486	-	-	-
Total nonoperating revenues (expenses)	47,522	45,610	-	-	-
Change in net assets	127,826	141,626	1,800	(53,260)	53,370
Net assets - January 1	327,983	455,809	562,339	597,436	544,176
Net assets - December 31	455,809	597,436	564,139	544,176	597,546

STATEMENT OF CASH FLOWS

	2013 ACTUAL	2014 ACTUAL	2015 ORIGINAL BUDGET	2015 RE-EST.	2016 ESTIMATE
Net income (loss) before contributions and transfers	127,826	141,626	1,800	(53,260)	53,370
Change in current assets	(358)	(51)	-	-	-
Change in current liabilities	69,853	(57,097)	-	-	-
Net increase (decrease) in cash	197,320	84,478	1,800	(53,260)	53,370
Cash balance - January 1	328,707	526,028	632,558	610,506	557,246
Cash balance - December 31	526,028	610,506	634,358	557,246	610,616

TAX BASE, TAX LEVIES AND TAX RATES

Years 2007 through 2016



TAX BASE, TAX LEVIES AND TAX RATES

Years 2007 through 2016

TAX BASE

Year Payable	Estimated Actual Value	Taxable Valuation	Percent Change
2007	3,889,393,700	46,441,033	11.8%
2008	4,028,586,700	47,968,833	3.3%
2009	3,918,194,300	47,789,000	-0.4%
2010	3,730,663,300	45,561,700	-4.7%
2011	3,517,546,900	43,513,736	-4.5%
2012	3,168,106,800	39,582,567	-9.0%
2013	3,149,493,400	37,147,172	-6.2%
2014	3,174,211,200	36,995,640	-0.4%
2015	3,457,190,700	40,099,708	8.4%
2016	3,563,846,300	41,435,340	3.3%

TAX LEVIES

Year Payable	Operations	Capital Improvements	Debt Service	Total Levy	Percent Change
2007	12,405,650	-	3,140,800	15,546,450	10.2%
2008	12,124,525	-	3,421,925	15,546,450	0.0%
2009	12,564,580	-	3,311,655	15,876,235	2.1%
2010	13,045,344	-	3,624,702	16,670,046	5.0%
2011	13,545,351	-	3,958,103	17,503,454	5.0%
2012	13,250,420	395,000	4,208,103	17,853,523	2.0%
2013	13,585,600	629,270	4,313,530	18,528,400	3.8%
2014	13,480,530	389,270	4,658,600	18,528,400	0.0%
2015	13,464,520	734,270	4,792,820	18,991,610	2.5%
2016	14,141,520	816,930	4,792,820	19,751,270	4.0%

TAX RATES

Year Payable	Operations	Capital Improvements	Debt Service	Total Tax Capacity Tax Rate	Market Value Tax Rate
2007	26.703	-	5.247	31.950	0.01814
2008	24.021	-	6.779	30.800	0.01795
2009	25.778	-	6.794	32.572	0.01034
2010	27.667	-	7.687	35.354	0.01932
2011	30.220	-	8.830	39.050	0.02051
2012	32.697	0.975	10.384	44.056	0.02045
2013	35.678	1.653	11.328	48.659	0.02227
2014	35.198	1.016	12.164	48.378	0.01965
2015	32.863	1.792	11.698	46.353	0.00870
2016	33.640	1.943	11.401	46.985	0.00898



Community Profile

The City of Maplewood is located in the eastern portion of Ramsey County and is approximately 6 miles north of downtown Saint Paul. The distinctive shape of the city covers 19.13 square miles.

The land which is now Maplewood was originally part of the Sioux Indian nation. The first recorded settler came in 1844 and over the next hundred years the land was settled and businesses developed. Maplewood's unique shape developed as boundaries were created by other townships incorporating into various cities leaving a mile wide strip of land. This land was incorporated into New Canada Township. Ultimately, the township was incorporated in 1957 and became the City of Maplewood, and then in 1974 it became a statutory city.

Maplewood is bordered by 9 different cities and has several major roads within its borders. Interstate 694, 94, and 494 all run east-west through the city, as does Minnesota Highway 36. Interstate 35E and Highway 61 provide north-south routes in Maplewood. Also, White Bear Avenue and McKnight Road are significant transportation corridors in Maplewood.

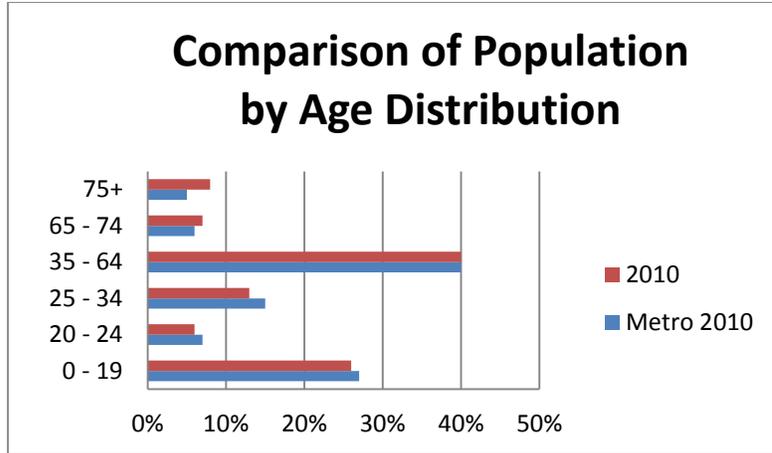


A few of the main corporate occupants of Maplewood include the world-wide headquarters of the 3M Company, the Maplewood Mall and St. John's Hospital.



Also, many auto dealerships, health-related businesses, senior-living developments, variety of retail shops and restaurants as well as several private schools are contained within Maplewood's boundaries. Other facilities within city limits include a branch of the Ramsey County Library, three public elementary schools and two middle schools.

As of 2010, the city had a population of 38,018 according to the 2010 U.S. Census Bureau. The Metropolitan Council estimates this number will show steady increase through 2030. The past trends in population have been comparable to the county and metro. The Metropolitan Council is expecting similar trends to continue through 2030.

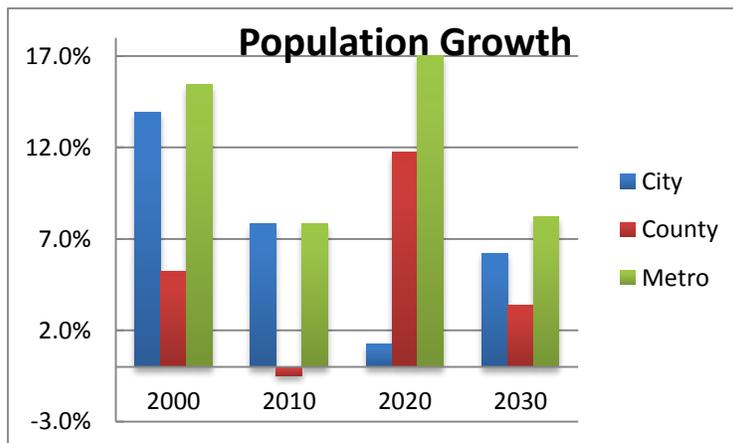


One of the areas showing a noticeable discrepancy between Maplewood and the metro area is age distribution of the population. The population composition shows Maplewood to have a slightly more aged populace than the metro area.

Demographic Statistics

Characteristics

Characteristics	Maplewood			Metro Area		
	1990	2000	2010	1990	2000	2010
Population	30,954	35,258	38,018	2,288,729	2,642,062	2,849,567
Persons by Gender						
Female	51%	48%	52%	51%	51%	51%
Male	49%	52%	48%	49%	49%	49%
Number of Families	6,977	8,446	9,191	438,402	583,900	744,303
Number of Households (occupied)	11,496	13,758	14,882	875,504	1,021,456	1,117,749
Persons per Household	2.69	2.56	2.55	2.61	2.59	2.55
Number of Housing Units	12,120	14,004	15,564	922,224	1,169,775	1,186,986
Households by Type						
Family Households						
Married	60%	53%	54%	54%	51%	54%
Unmarried	14%	14%	11%	13%	13%	9%
Non-family Households	26%	33%	35%	33%	36%	37%
Median Household Income	\$37,856	\$51,596	\$51,557		\$54,304	\$63,927
Employment	25,068	29,259	27,570	1,273,773	1,563,245	1,542,088



The City's governing body is the City Council, comprised of the Mayor and four Council members. The City of Maplewood uses a Council-Manager form of government in which the mayor and four Council members decide all legislative issues and delegate administrative duties to the City Manager. The Mayor and Council members are elected at large to serve overlapping four-year terms.

Services provided by the City of Maplewood are police, fire fighting, street maintenance, recreation programs, park maintenance, planning, and building inspection. In 2016 the City will have 153 full-time employees serving in various departments, including fire and police protection, and approximately 325 part-time, casual and temporary employees. Police protection is provided to all parts of the City through a 52-employee police force. Fire protection services are provided by 17 full-time firefighters and numerous casual part-time firefighters at three fire stations.



As part of the parks and recreation programs, the Maplewood Community Center provides the community with an aquatic center, fitness opportunities, a performing arts theatre, and rental spaces for events.

The Maplewood Nature Center offers one and a half miles of trails, a 620-foot floating boardwalk and observation deck on Green Heron Pond along with many educational programs.

There are also miles of trails throughout the city and more than 300 acres of neighborhood preserves. In addition, the city oversees 35 parks with a variety of amenities such as: picnic shelters, playground equipment, ball fields, football and soccer fields, basketball and tennis courts and outdoor skating rinks.



GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION: An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSETS: Property owned by a government which has a monetary value.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date{s}) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive and budget officer (if not the chief executive).

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENTS BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program.

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS: Projects which purchaser construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets (See Fund Balance); (2) the excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence; (2) that portion of the cost of a capital asset which is charged as an expense during a particular period.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purchases are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of funds assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include:

- personal services (salaries and wages);
- contracted services (utilities, maintenance contracts, travel);
- supplies and materials; and,
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

RESIDUAL EQUITY TRANSFER: Nonrecurring or non-routine transfers of assets between funds.

RETAINED EARNINGS: An equity account reflecting the accumulated earnings of the City's Sewer Fund and Vehicle/Equipment Maintenance Fund.

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX CAPACITY: A valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes. The assessor determines the estimated market (resale) value of property. This value is converted to tax capacity by a formula specified in state law.

TAX CAPACITY RATE: The property tax rate which is based on the taxes levied as a proportion of the property value. A tax rate of 18.751% produces \$18.75 of taxes on each \$100 of tax capacity that a property is valued at.

TAX LEVY: The total amount to be raised by general property taxes for the purposes stated in the resolution certified to the County Auditor.

ACRONYMS

AFSCME	American Federation of State, County, and Municipal Employees
CIP	Capital Improvement Plan
CSO	Community Service Officer
EMS	Emergency Medical Services
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GO	General Obligation
HRA	Housing and Redevelopment Authority
HRC	Human Relations Commission
HVAC	Heating, Ventilating, Air Conditioning
ISD 622	Independent School District No. 622
LEBG	Law Enforcement Block Grant
LELS	Law Enforcement Labor Services
MAA	Maplewood Athletic Association
MCC	Maplewood Community Center
MIS	Management Information Systems
PAC	Park Availability Charge
PERA	Public Employees Retirement Association
PC	Personal Computer
PIP	Public Improvement Projects
SAC	Sewer Availability Charge
SCBA	Self-Contained Breathing Apparatus
TH	Trunk Highway
TIF	Tax Increment Financing
VEM	Vehicle and Equipment Maintenance
WAC	Water Availability Charge



MAPLEWOOD

Together We Can

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