



2016 Budget



*Adopted December 8, 2015
City of New Brighton, Minnesota*



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To the Honorable Mayor and City Council Members,

In preparing the City of New Brighton's 2016 operating and capital replacement budgets, the City Council reconfirmed its commitment to maintaining the services, programs and facilities in a fiscally responsible manner that make the City of New Brighton the "preferred place to live, work, and play" in the Twin Cities.

The 2016 Budget is funded at City Council's direction with an additional \$267,000 of tax levy that limits new spending for operations, capital improvements, and debt service.

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

1. To implement additional needed funding of Brightwood Hills Golf Course and future street reconstruction with Xcel franchise fee revenues.
2. To reallocate a portion of Local Government Aid (LGA) from the General Fund to help offset additional stormwater utility charges and fund street reconstruction projects.
3. Continued support of Council's fleet, non-fleet, and pavement management capital replacement plans.
4. Create and implement a plan that requires less reliance on debt for capital replacements, street and utility infrastructure.

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 of 43% of anticipated expenditures.

Despite the City's continued strength of its overall financial condition, on-going challenges will remain. The largest challenge will be securing additional resources for the City's Street Reconstruction Comprehensive Plan without issuing large amounts of debt in the next ten years. Internal loans, utility fees, and tax levy dollars are expected to be used for this purpose.

I want to thank all those who participated in the 2016 budget process. If you have any questions or concerns regarding the City budget, please contact City Hall at 651.638.2100.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dean R. Lotter', written over a circular stamp.

Dean R. Lotter

City Manager

Fiscal Year 2016

CITY COUNCIL

VALERIE JOHNSON, MAYOR
Term Expires December 31, 2018

MARY BURG, COUNCIL MEMBER
Term Expires December 31, 2018

PAUL JACOBSEN, COUNCIL MEMBER
Term Expires December 31, 2018

GINA BAUMAN, COUNCIL MEMBER
Term Expires December 31, 2016

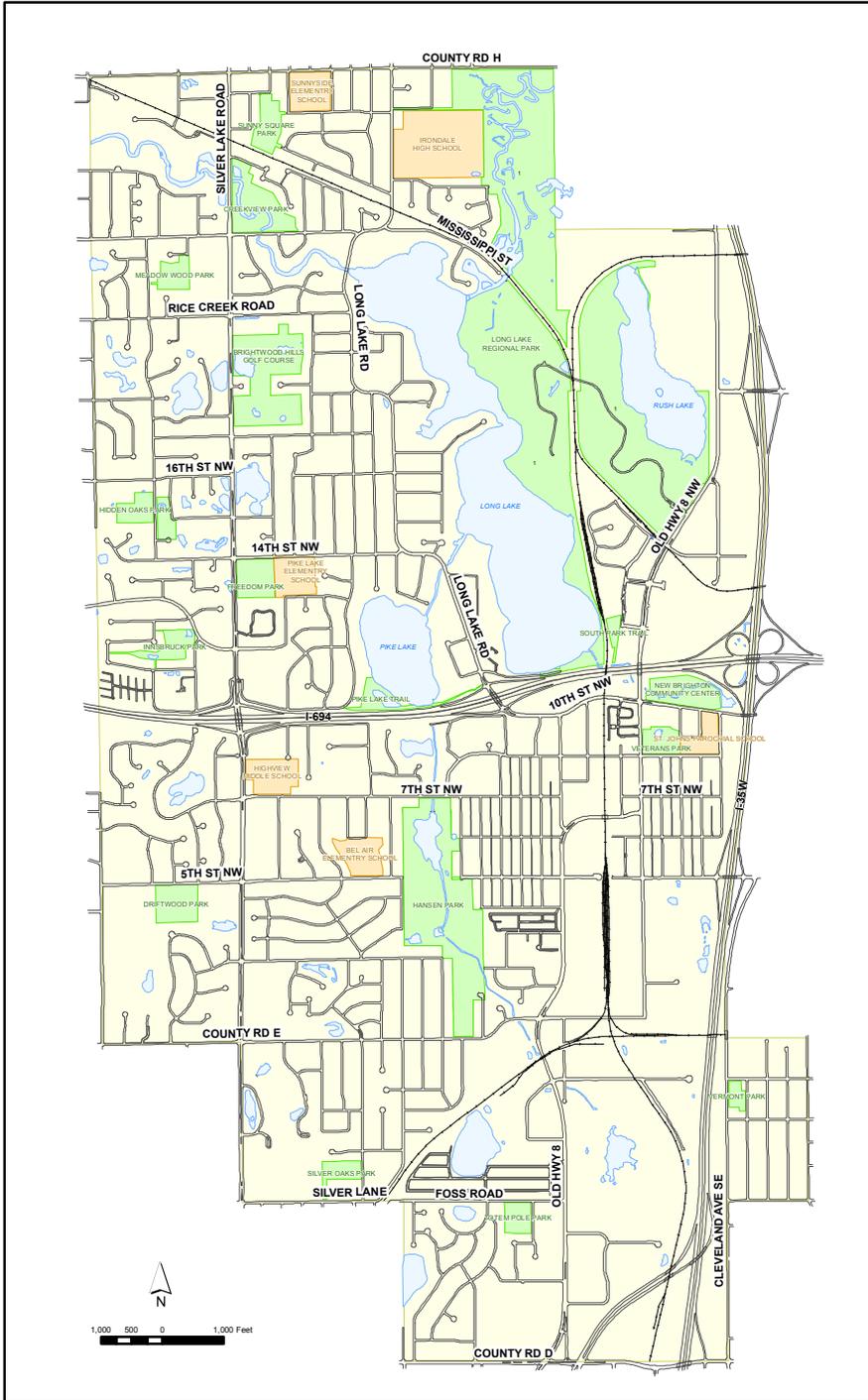
BRIAN STRUB, COUNCIL MEMBER
Term Expires December 31, 2016

CITY MANAGERIAL STAFF

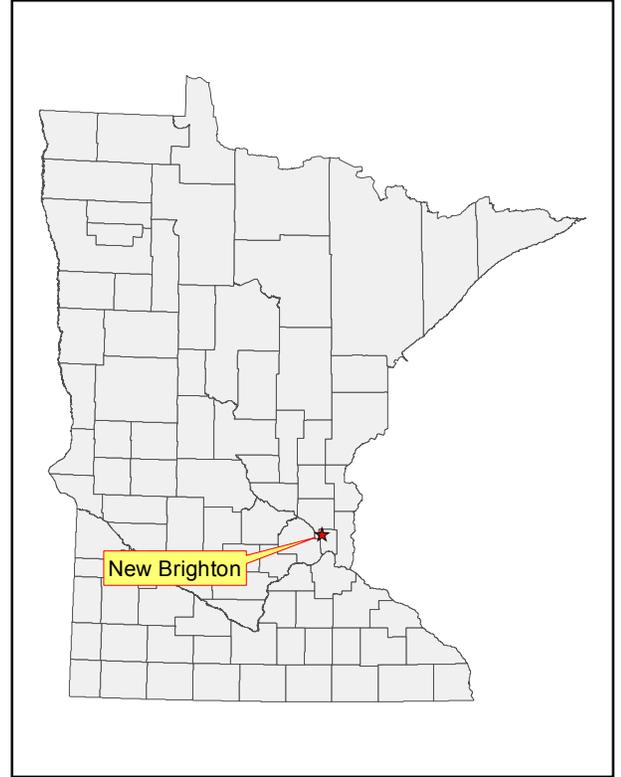
		<u>Date Appointed</u>
City Manager	Dean Lotter	February 1, 2007
Public Safety Director	Robert Jacobsen	December 24, 2000
Finance Director	Brenda Davitt	September 8, 2014
Parks and Recreation Director	Sandy Breuer	July 24, 2006
Director of Community Assets & Development	Craig Schlichting	December 01, 2014

New Brighton, Minnesota

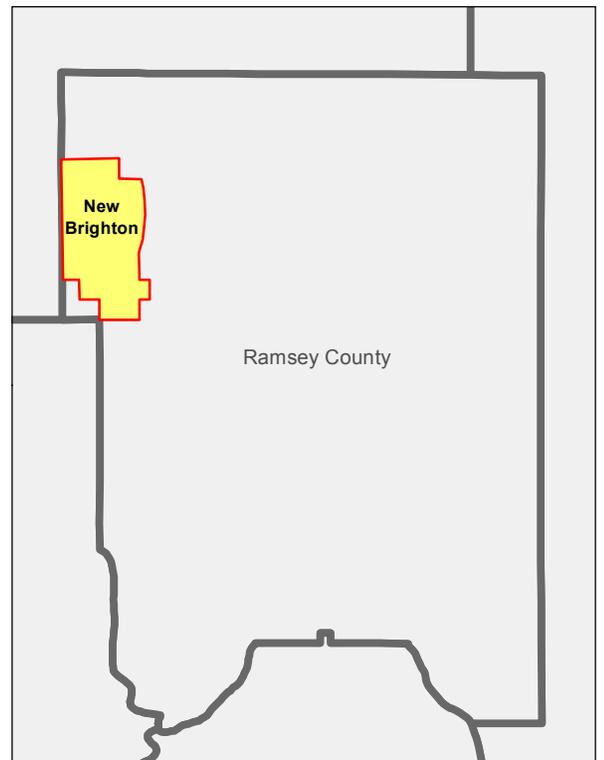
City of New Brighton



State of Minnesota



Ramsey County



Community Description



New Brighton is a century old City that is truly young at heart. The City prides itself on its excellent schools, many lakes, acres of parks and recreational facilities, beautiful housing, progressive business community and numerous clubs and organizations. New Brighton’s greatest asset, however, is its people. They are warm and hospitable with most actively involved in their community, making it a great place to live, work and play.

The City of New Brighton, population 22,073, is a northern suburb of the Twin Cities metropolitan area that occupies about 7 square miles. It is ideally located at the intersection of I-694 and I-35W, a 15 minute ride to downtown Minneapolis or St. Paul, a 30 minute ride to the international airport. New Brighton experienced a burst of growth from 1960 to 1970, when the population grew from 6,500 to 19,500. Today, New Brighton is a stable community with a well-diversified and maintained housing stock. For taxes payable in 2016, the median assessed valued home in New Brighton is approximately \$218,600.

History



A significant point in the early years of New Brighton was the formation of the Minneapolis Stockyards and Packing Company in 1881. The following year brought the Twin City Packing Company and number of cattle processing plants. About that time, the Village was named after Brighton, Massachusetts, a cattle center serving Boston. The four-story brick Cattleman’s Hotel was constructed and the Village of New Brighton was incorporated in

1891 in a district now known as Olde Town. The citizens of New Brighton annually celebrate “Stockyard Days” in appreciation of the industry that transformed a sparsely populated piece of land into a thriving community.

City Services

The City’s governing body consists of a Mayor and four Council Members, all elected at large. The Mayor serves a two-year term of office and Council Members serve overlapping four-year terms. The 2016 Mayor and Council Members are:

		<u>Expiration of Term</u>
Valerie Johnson	Mayor	December 31, 2018
Mary Burg	Council Member	December 31, 2018
Paul Jacobsen	Council Member	December 31, 2018
Gina Bauman	Council Member	December 31, 2016
Brian Strub	Council Member	December 31, 2016

There are five departments that are managed by the City Manager and Directors:

- Administration
- Finance
- Parks & Recreation
- Public Safety
- Community Assets & Development

New Brighton provides a full range of services. City functions include general government administration, police and fire protection, street maintenance, engineering, planning and zoning, parks and recreation, and community and economic development services. The City also operates four Enterprise Funds for water, sanitary sewer, stormwater sewer, and street lights.

New Brighton maintains 13 neighborhood parks and open spaces totaling 180 acres, reinforcing its commitment to providing recreational and wellness opportunities. The City has a long standing forestry program that creates and maintains a beautiful urban forest that volunteers assist with. The City is proud to have been recognized as a “Tree City USA” for the past 33 years. The New Brighton Community Center, a focal point of the City, offers recreational, cultural, educational, and wellness programs. The Center includes the Eagles Nest-one of the largest indoor playgrounds in the Twin Cities, a full size gym, indoor track and fitness center, meeting rooms, and banquet facilities. In 2011, the New Brighton Community Center became the home of a Ramsey County Library.

The City’s Police and Fire services are provided through the City’s Public Safety Department with 29 sworn police officers, and 42 volunteer firefighters. Public Safety is complimented with services provided by volunteer reserve officers, Community Emergency Response Teams, and Volunteers in Public Safety. The City has a fire rating of 3 for insurance purposes, which is generally a rating reserved for full-time fire departments. This results in a significant reduction in fire insurance premiums for commercial and industrial buildings and apartments.

The City transportation system consists of 70 miles of local streets, 119 cul-de-sacs, 21 miles of sidewalks and trails, 1,941 local street signs, 621 regular and 396 decorative streetlights. A storm sewer system of 66 miles of conduits, 783 storm sewer manholes, 2,339 catch basins, and 143 lakes, ponds, creeks, ditches, and storm water ponds. The City’s street rehabilitation program provides for the reconstruction of over 2 miles of streets annually on a neighborhood basis to ensure safe and well-maintained infrastructure.

The City of New Brighton gets its water from 11 wells which are finished in the Prairie du Chein/Jordan and Mount Simon/Hinckley aquifers. The water is treated at four state of the art water treatment facilities that remove chemical solvent contamination and naturally occurring iron and manganese. The New Brighton water system contains 92 miles of water mains, over 5,700 water service connections, 950 water main valves, and 846 fire hydrants. The City’s four water towers have a combined water storage capacity of 2.75 million gallons. Chlorine and fluoride is added to the water for disinfection and dental hygiene.

New Brighton has grown from a small farming community of 500 people in 1930, experiencing very rapid growth in the 60's, to around 23,000 people today. The average daily water usage of the City today is about 2.75 million gallons, but it can peak at over nine million gallons on very hot dry summer days due to lawn sprinkling.

The U.S. Army pays for the operating costs of water treatment plant #1 as part of an effort to restore an aquifer which was contaminated in the early 1980's caused by the facilities at the Twin Cities Army Ammunition Plant (TCAAP).

The City strives to promote a healthful and attractive environment by collecting all sewage from existing and projected development in a sanitary and economic manner. The Public Works Department maintains approximately 70 miles of sewer main, 5 lift stations, and over 1,500 manholes. Treatment of New Brighton wastewater is handled on a metropolitan level by the Metropolitan Council Environmental Service Area No. 2.

Our Vision – To be the preferred place to live, work, and play.

Our Values

- Respect for Residents, Businesses, and Visitors
- Effective Communication with Residents of New Brighton
- Promote a Healthy Business Climate
- Understand Our Past as We Invest in the Future
- Recognize the Importance of Working with Neighboring Communities
- Provide for the Safety and Security of the Community
- Accountability and Integrity in Service Delivery

Our Mission

By working in partnership with our citizens, we are committed to guaranteeing that their investment in New Brighton will be protected and will be returned to them in financial and social dividends. New Brighton is the City that works for you.

Our Goals

Assuring clean, well-kept living environment

- Appreciating property values with a full range of well-maintained housing options
- Utilities that meet all applicable public health standards
- Aesthetically pleasing surroundings
- Respect for the natural environment
- Attractive and well maintained streets and boulevards

Fostering safe, cohesive neighborhoods

- Low crime rate and sense of personal safety
- High levels of participation in community events, organizations, and neighborhoods
- Respect for the diversity among residents
- Pride in our schools and our community
- Positive activities to engage all of our citizens

Being leaders in developing a vital and compatible business community

- Attractive commercial districts with low vacancy rates
- Expanding tax base
- Strong employment base
- Properties at their highest and best use
- Desirable mix of businesses

City government providing quality services

- Responsive to and respectful of citizen needs
- Effective use of new technologies
- Open accessible governance
- Ongoing review of service delivery strategies

Strategic Priorities

1. Financial Sustainability
2. Effective Governance
3. Community Engagement
4. Economic Development
5. Operational Excellence
6. Workforce Engagement and Development

Major employers located in the City of New Brighton

<u>Firm</u>	<u>Type of Business/Product</u>	<u>Estimated No. of Employees</u>
I.S.D. No. 621 (Moundsvew)	Elementary and secondary education	713
Medtox, Inc.	Drug Testing	517
Donnatelle	Medical device manufacturer	420
Cardiovascular System Inc.	Medical device manufacturer	277
Pentair	Water flow technology components	240
Mission Foods	Tortilla and corn flour products	220
Lakeville Motor Express Inc.	Trucking shipping service	200
Health and Rehab of New Brighton	Healthcare information technology solutions	180
Print Craft, Inc.	Commercial printing	175
City of New Brighton	Municipal government and services	163

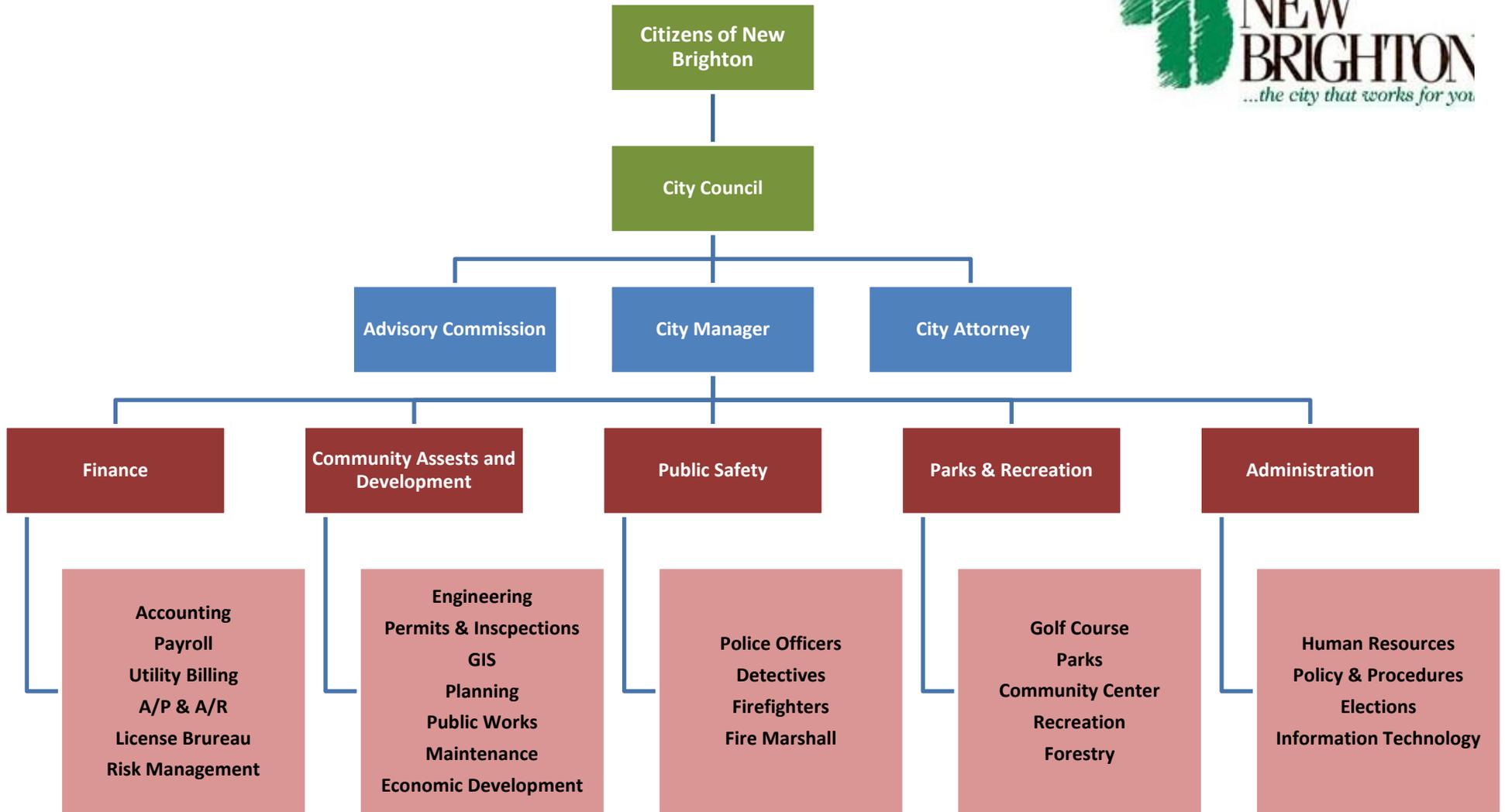
Source: ReferenceUSA, written and telephone survey (January 2015), and the Minnesota Department of Employment and Economic Development.

Larger Taxpayers

<u>Taxpayer</u>	<u>Type of Property</u>	<u>Net Tax Capacity</u>
Industrial Equities Group LLC	Commercial/Industrial	\$581,790
Xcel Energy	Utility	271,952
HSNB LLC	Commercial/Industrial	216,062
AX US LP	Commercial	181,808
Engelsman Investment LP	Commercial	180,338
New Brighton Business Center LLC	Commercial	177,840
CU Mortgage Service Inc	Commercial	161,700
Donatelle Associates	Commercial	149,626
Spartacus Ventures LLC	Commercial	141,580
Dalstar 5 th Ave LLC	Commercial	137,038
City's Total Pay 2015 Net Tax Capacity	\$20,864,101	

Source: *Current Property Valuations, Net Tax Capacity by Classification, Trend of Valuations and Larger Taxpayers have been furnished by Ramsey County.*

2016 Organizational Structure



The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The City's fiscal year is the calendar year.

Governmental Fund Types

Budgets are appropriated for the following governmental funds through which functions of the City are financed:

General Fund

The general fund is the operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Fund

The special revenue funds are used to account for the proceeds of specific revenue sources that are designated or legally restricted to expenditures for specified purposes. Special revenue funds utilized by the City include the following:

Brightwood Hills Golf Course

Proprietary Fund Types

Budgets are appropriated for the following proprietary funds through which functions of the City's proprietary activities are funded primarily through retail sales and user charges.

Enterprise Funds

The enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or series to the general public on a continuing basis are to be financed or recovered primarily through user charges, or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Enterprise funds utilized by the City include the following:

Water
Sewer
Stormwater Sewer
Street Lights

Internal Service Funds

The internal service funds are used to account for the financing of goods or services provided by one City department to other City departments. Internal service funds utilized by the City include the following:

Risk Management
Information Technology (IT)
Fleet Replacement
Non-Fleet Replacement
Pavement Management

State Statutes, local ordinances, and the City's budget development policy prescribe the process of budget review and adoption for the City of New Brighton. The laws require public input in the budget process, including the publishing of a budget summary in the local media. Public input is also available at the public meetings at which budget information is discussed. The following is a calendar for the 2016 budget process:

May 2015

- City Manager directs staff to prepare their budget based on Council goals and objectives.
- Finance department distributes Capital Replacement and Personnel information to all departments.

June 2015

- Finance department distributes revenue and expenditure worksheets to all departments.

July 2015

- Proposed budgets are submitted to the Finance department.
- Preliminary budget books are distributed to the Senior Leadership Team.
- Senior Leadership Team presents proposed budget with regards to changes in service levels, strategic opportunities and challenges, budget expenditure requests, revenues and capital replacement recommendations on July 20th.

August 2015

- Present City Manager recommend budget to Council on August 25th.

September 2015

- City Council work session to review changes to the proposed budget on September 1st and 8th.
- City Council approval of preliminary property tax levy on September 22nd.

November 2015

- Present Utility rates and Capital Improvement Plan to Council on November 24th.

December 2015

- City holds a "Truth in Taxation" public hearing on the final budget and final property tax levy on December 1st.
- City Council adopts the final budget, property tax levy, and utility rates on December 8th.



Budget Summary

Property Tax Levy

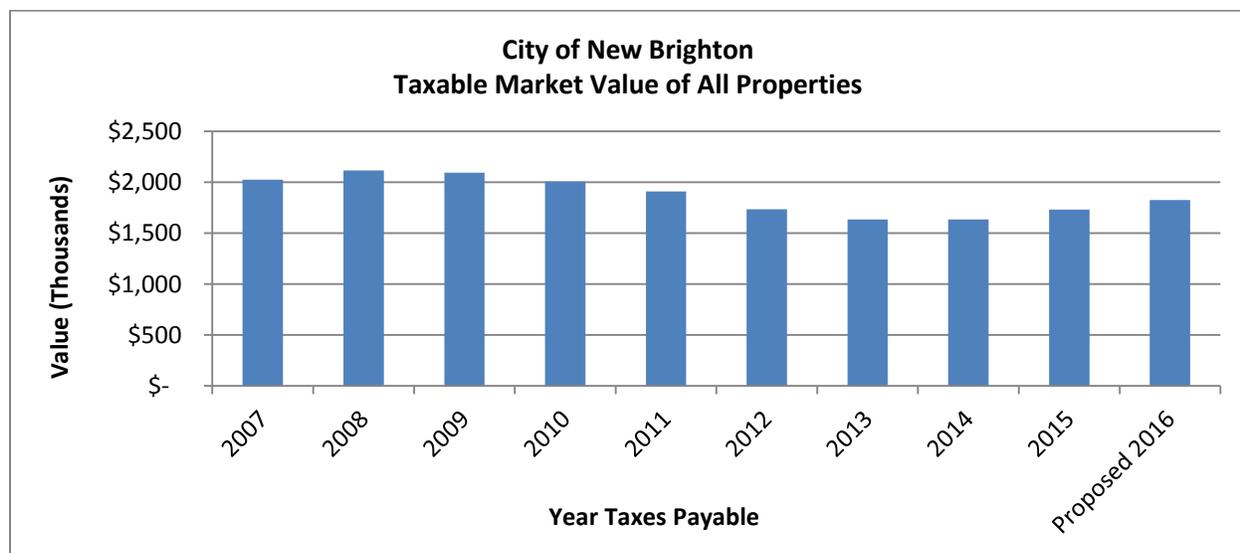
Property Taxes represent the main revenue source for the City, which provides the City with a stable and predictable revenue source. Property taxes make up 50.5% of the City’s General Fund Budget and provide ongoing revenue to pay a portion of the City’s debt and provide for capital investment into equipment, buildings, and infrastructure. The calculation of property taxes is maintained by a system that is regulated by the State Legislature. Property taxes are determined on a community-wide basis by using two components; the dollars that the City needs to operate (known as the property tax levy), and the collective value of all the property within the City.

$$\frac{\text{City Property Tax Levy}}{\text{Taxable Value of all City Property}} \times \text{Taxable Value of Individuals Property}$$

Property Values

The values of the properties within the City are determined by Ramsey County’s Assessing Division. Today, market conditions continue to stabilize and more normal value trends in more property types will be seen in the City. Last year, residential property had substantial value appreciation. This trend is continuing but at a slower pace. While residential growth has slowed, commercial and apartment property values experienced greater appreciation than last year.

The City’s Taxable Market Value has slightly declined from its peak in 2008 of \$2.1 million to the proposed \$1.8 million for taxes payable in 2016. As mentioned above, values are currently increasing and the proposed 2016 market value is reflecting a projected increase of 12% from its lowest point of \$1.6 million in 2013. In 2012, the Legislature eliminated the Market Value Homestead Credit (MVHC), which resulted in a decrease in residential valuations used for calculating taxes.

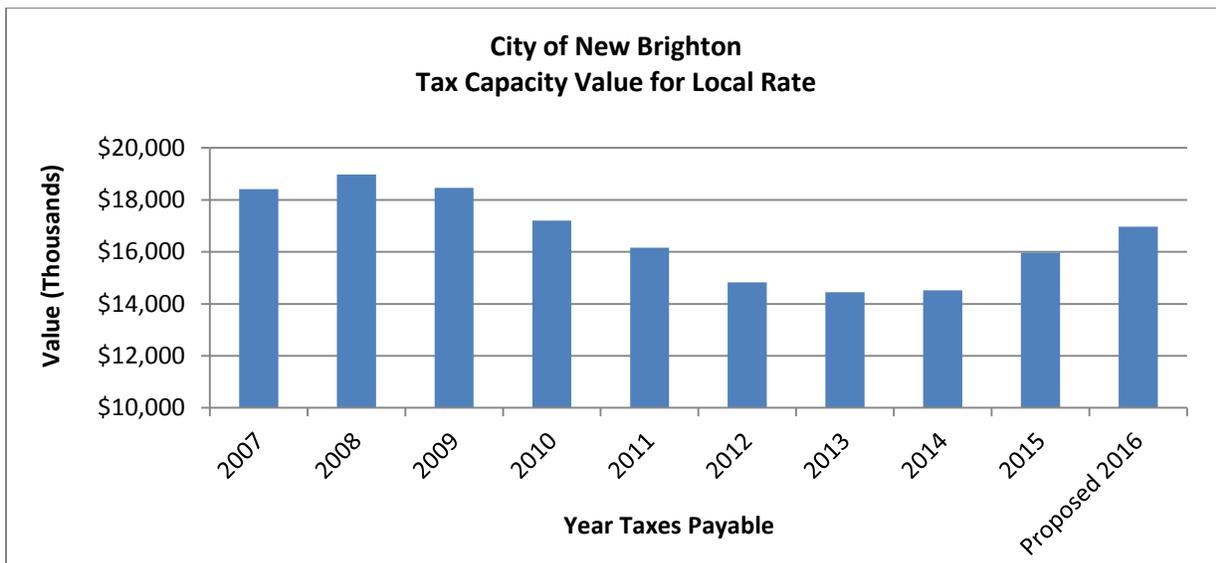


Tax Capacity

The tax capacity value under current legislation is used as the denominator to determine the property tax rate of a jurisdiction. All properties are divided into various classes; residential, commercial / Industrial, farm, apartments, and personal property. An individual property tax capacity value is determined by applying the various rules governing the class that the property is classified in to the taxable market value of that property.

The overall City’s tax capacity is then reduced by the City’s contribution tax capacity to the Fiscal Disparities Program and the tax capacity of the values captured within all active Tax Increment Financing (TIF) Districts within the City.

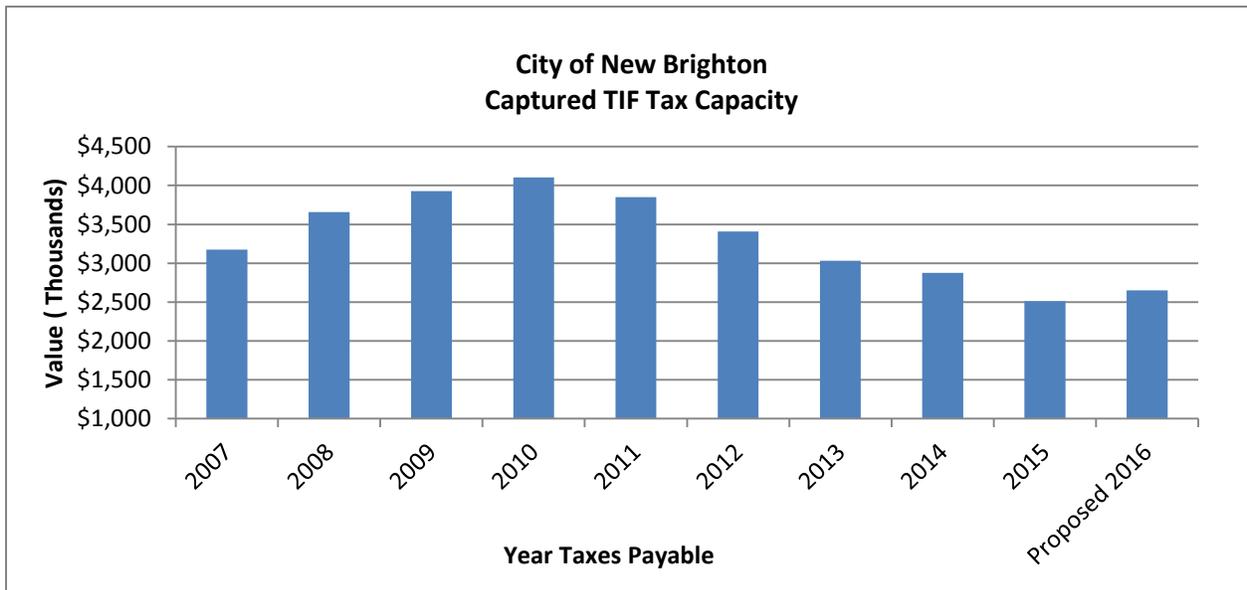
The City’s overall tax capacity used for calculating the property tax rate has declined from its peak in 2008 of \$18.9 million to a proposed \$17 million in 2016. Similar to the market value trends above, is projected to rise 17% from its lowest point in 2013.



Tax Increment Financing (TIF)

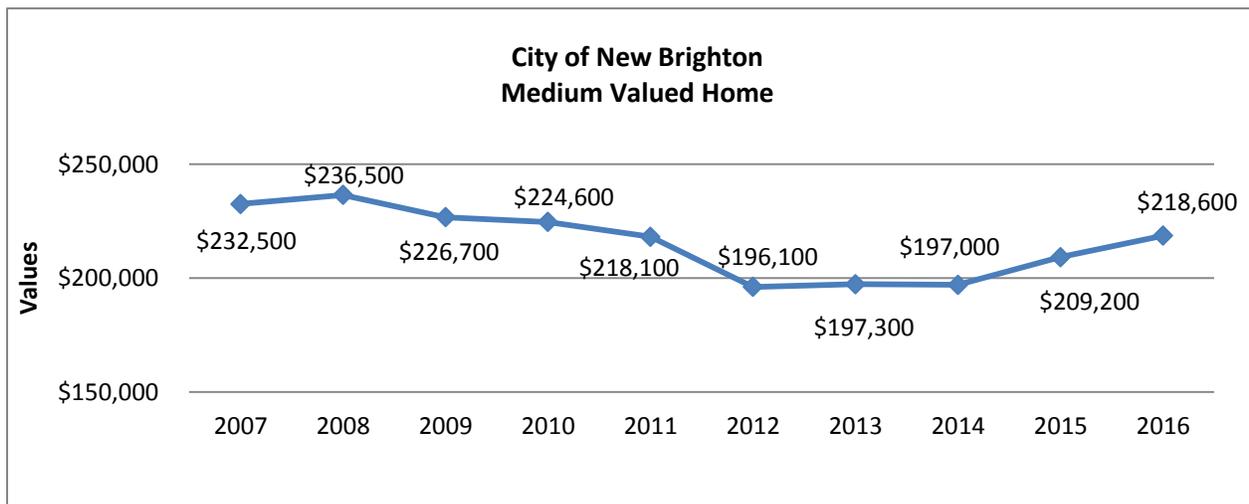
Tax increment financing is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects. A tax increment is the difference between the amount of property tax revenue generated before a TIF district designation and the amount of property tax revenue generated after TIF designation. Only the property taxes generated by the incremental increase in the value of a TIF district are available to finance redevelopment projects. New Brighton, like many other cities, uses this financing tool to help with the city’s redevelopment projects. In 2007, the City had 25 Districts, but only 13 Districts remain for 2016.

The largest tax capacity captured was \$4.1 million in 2010 with 25 Districts compared to the proposed 2016 \$2.7 million with 13 Districts. Current estimates show the captured tax capacity staying fairly consistent with 2016’s proposed amount over the next five years as two more Districts decertify.



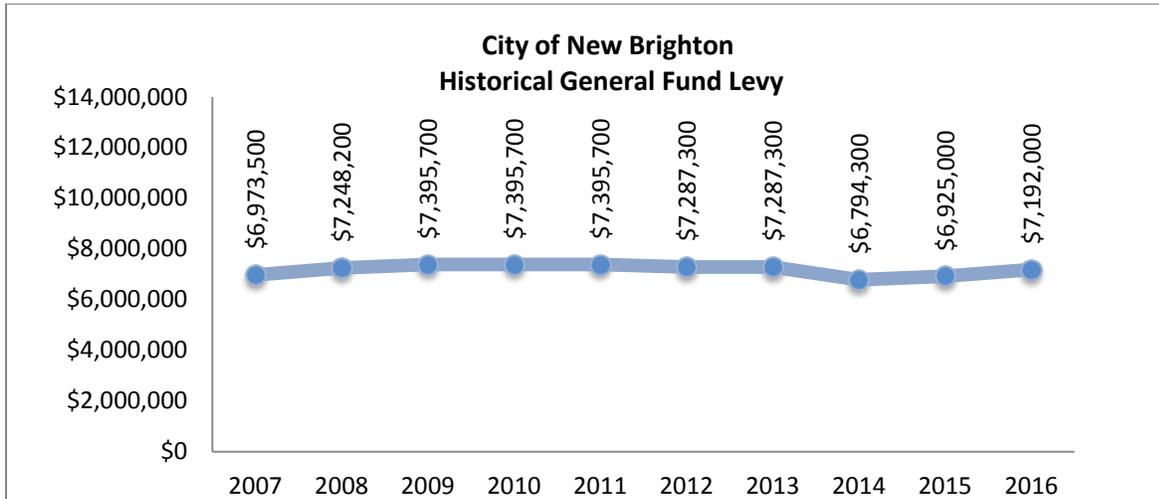
Median Valued Home

The Median Valued Home within the City is used to illustrate the general impact of property tax changes on homeowners within the City. The Median Valued Home has declined from a peak in 2008 of \$236,500 to \$218,600 for taxes payable in 2016.



Property Tax Levies

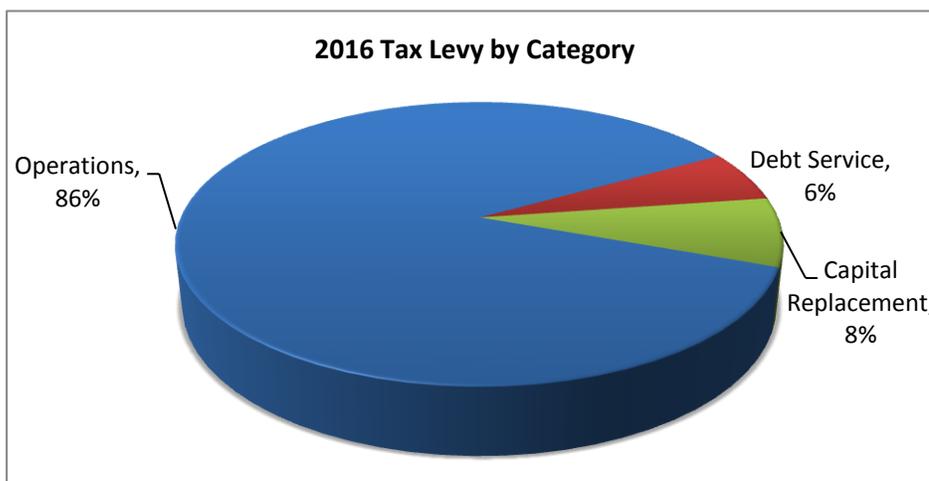
The City levies the property taxes its needs to provide the basic services to the community. As seen in the graph below, the City of New Brighton has kept the property tax levy fairly stable for the past 10 years. The property tax levy for 2016 is lower than the 2009 levy by \$203,700.



2016 Tax Levy

The City of New Brighton levies all property taxes within the general fund. The adopted 2016 tax levy is \$7,192,000 which represents an additional investment of \$267,000. The adopted tax levy takes into consideration increases for the 2016 street reconstruction internal loan payment (\$167,500), the reallocation of LGA to other funds (\$75,000), and the decrease of TIF administration fees (\$75,000).

The 2016 tax levy is as follows:



2016 Tax Levy

	2015	2016	Increase/ (Decrease)
Administration	\$ 745,500	\$ 795,600	\$ 50,100
Finance	332,300	327,900	(4,400)
Parks & Recreation	1,309,700	1,355,300	45,600
Public Safety	3,192,300	3,262,300	70,000
Dept. of Community Assets & Development	535,900	506,400	(29,500)
Turnover Ratio	(83,600)	(88,000)	(4,400)
Transfers to:			
Debt Service	674,700	253,800	(420,900)
2016 Street Reconstruction Loan	0	167,500	167,500
Fleet	165,600	242,400	76,800
Non-Fleet	6,400	322,600	316,200
Brightwood Hills Golf Course	0	57,400	57,400
Community Reinvestment Fund	46,200	46,200	0
	<u>\$ 6,925,000</u>	<u>\$ 7,249,400</u>	<u>\$ 324,400</u>

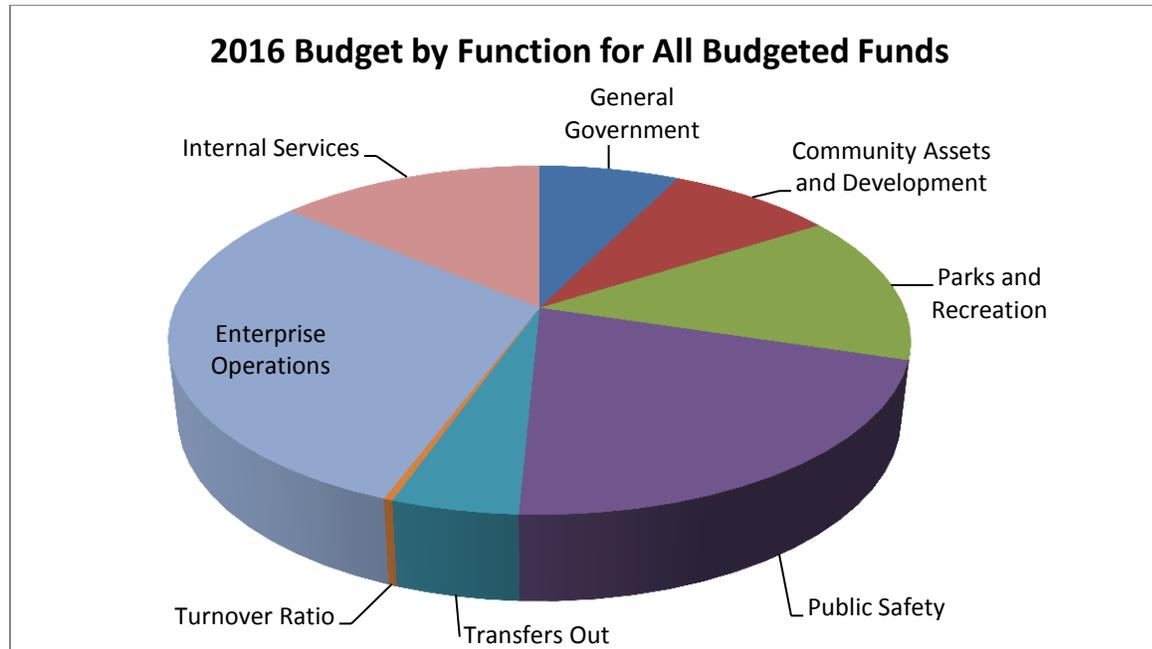
The tax levy for street reconstruction will be a factor for tax levy increases in 2017 and future years. Benefited property owners are specially assessed for 25% of the typical residential street reconstruction; the remaining 75% of street reconstruction costs is financed with property tax levies. General Obligation Improvement bonds are issued along with internal loans from the Closed Bond Fund is used to finance the projects.

2016 Budget Summary for all Appropriate Fund Types

The 2016 Budget is \$26,286,200, which represents an additional investment of \$3,723,400 from 2015. The budget for the General Fund is \$14,232,900, which represents an additional investment of \$769,200 from 2015.

Budget Funding Expenditures

The following graph and table provides a summary of the budget by **major functions**.



<u>Function</u>	<u>2015</u>	<u>2016</u>	<u>Increase (Decrease)</u>
General Government	\$ 1,786,500	\$ 1,929,700	\$ 143,200
Community Assets & Development	2,274,800	2,290,700	15,900
Parks & Recreation	3,166,700	3,653,700	487,000
Public Safety	5,426,400	5,554,200	127,800
Transfers Out	892,900	1,230,100	337,200
Turnover Ratio	(83,600)	(88,000)	(4,400)
Enterprise Operations	5,459,900	8,041,100	2,581,200
Internal Services	3,639,200	3,674,700	35,500
Total	\$ 22,562,800	\$ 26,286,200	\$ 3,723,400

General Government includes activities related to City Council, elections, legal, general administration, finance, and central services. General government expenditures are expected to increase due to the added personnel in the license bureau and the additional staffing needed in elections for the 2016 presidential election.

Community Assets & Development includes engineering, street maintenance, fleet maintenance, planning, economic development, building inspections, code enforcement, and geographic information systems. The increase is attributable to higher material and supply costs as well as contractual maintenance.

Parks & Recreation includes recreation administration and programs, park maintenance, forestry, community center operation, and the golf course. The majority of the increase is due to the change of classification of the golf course from an enterprise fund in 2015 to a special revenue fund for 2016. The remaining increases are attributable to higher material and supply costs, contractual maintenance and professional service costs.

Public Safety includes the costs associated with providing police and fire protection. The increase is mainly due to the budgeting of a DUI grant officer along with COLA and step increases which have been offset by the decrease in the budget from 2015 for the purchase of the new record management system.

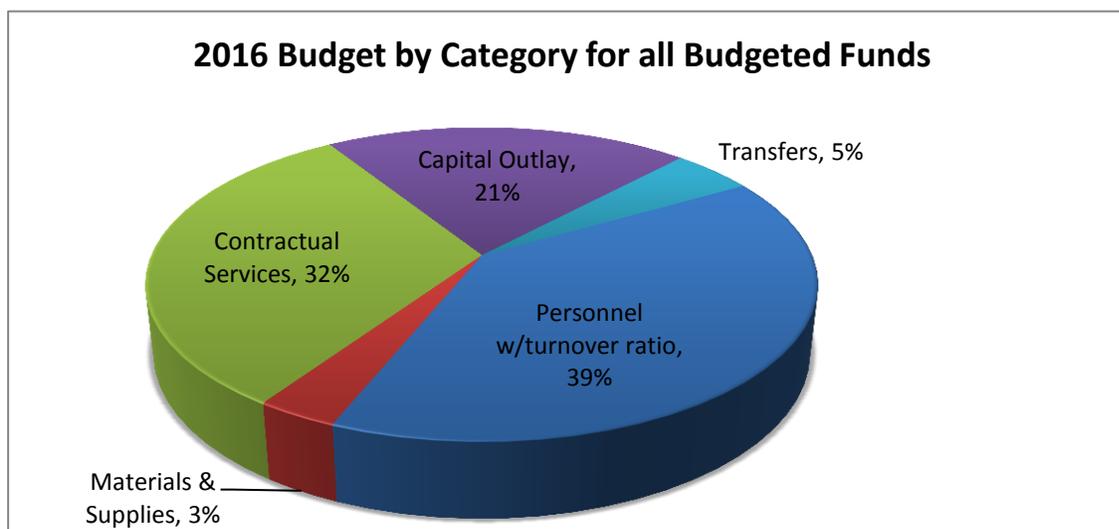
Transfers Out includes the principal and interest paid on bonds and internal loans used to finance infrastructure improvement projects, the funding for future capital replacements, the re-allocation of a portion of LGA to stormwater utility and funding for future street reconstruction projects. The increase identified is attributed to the new internal loan payment for the 2016 street reconstruction project, a transfer from the general fund to cover the deficiency in the golf course, and to help fund future street reconstruction projects.

Turnover Ratio includes 1% of the personnel budget which addresses the vacancy savings created between the time when employees leave the City and replacements are hired.

Enterprise Operations include water, sanitary sewer, stormwater sewer, and street lighting. The increase is expected and includes several major capital projects in 2016. Of which \$2.4 million is for the 2016 street reconstruction project.

Internal Services includes risk management, information technology, fleet and non-fleet capital replacement, and pavement management replacement. The increase is expected and includes the difference in the price of capital assets purchased and replaced between 2015 and 2016.

The following graph and table provides a summary of the budget by **major expense** category.



<u>Expense Category</u>	<u>2015</u>	<u>2016</u>	<u>Increase (Decrease)</u>
Personnel w/turnover ratio	\$ 9,891,300	\$ 10,371,900	\$ 480,600
Materials & Supplies	830,900	884,900	54,000
Contractual Services	7,884,900	8,293,800	408,900
Capital Outlay	3,062,800	5,505,500	2,442,700
Transfers	892,900	1,230,100	337,200
Total	\$ 22,562,800	\$ 26,286,200	\$ 3,723,400

Personnel Services includes the wage, benefit, and insurance costs of employees along with the turnover ratio. The increase is due to the addition of a DUI grant officer, two new part-time employees in the license bureau, increased staffing requirements for the 2016 presidential election process, along with COLA and step increases.

Supplies and Materials include office supplies, motor fuel and vehicle supplies, street repair materials, and salt/sand purchases. The increase is expected and is due to mainly to the purchase of additional chemicals to treat water pumped from New Brighton wells with the shut-down of pumping water from the Army wells.

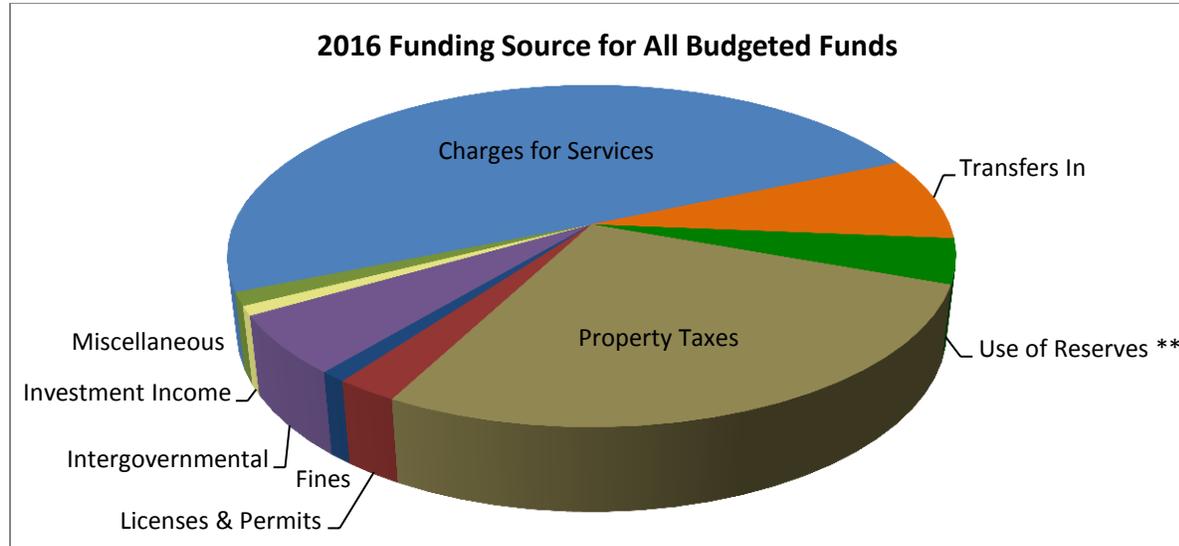
Contractual Services include professional services, maintenance and repair, utilities, memberships, interfund charges, training, and conferences. It also includes the cost of wastewater treatment costs paid to the Met Council. The increase is expected and is due to increased utility costs throughout the City buildings, but mainly with the increased cost of electricity needed to work the City wells. The re-lamping of Old Highway 8 street lights with LED technology is another contributing factor to the increase in contractual services.

Capital Outlay includes both new and scheduled replacement purchases of vehicles and equipment, water meters, and infrastructure improvements. The majority of the increase in capital outlay is due to the 2016 street reconstruction project costs in the enterprise funds.

Transfers Out includes the principal and interest paid on bonds and internal loans used to finance infrastructure improvement projects, the funding for future capital replacements, the re-allocation of a portion of LGA to stormwater utility and funding for future street reconstruction projects. The increase identified is attributed to the new internal loan payment for the 2016 street reconstruction project, a transfer from the general fund to cover the deficiency in the golf course, and to help fund future street reconstruction projects.

Budget Funding Sources

The following graph and table summarizes the funding sources for the budget.



**Represents planned spending from the enterprise, internal service, and operating funds.

<u>Funding Source</u>	<u>2015</u>	<u>2016</u>	<u>Increase (Decrease)</u>
Property Taxes	\$ 6,925,000	\$ 7,192,000	\$ 267,000
Licenses & Permits	622,400	624,100	1,700
Fines	65,000	65,000	0
Intergovernmental	1,283,600	1,473,200	189,600
Investment Income	189,700	233,600	43,900
Miscellaneous	302,600	332,100	29,500
Charges for Service	11,861,600	13,154,500	1,292,900
Transfer In	298,400	2,088,600	1,790,200
Use of Reserves **	1,014,500	1,123,100	108,600
Total	\$ 22,562,800	\$ 26,286,200	\$ 3,723,400

Property Taxes include taxes levied against taxable property.

Licenses & Permits include business licenses (\$124,100), building-related permits and fees (\$500,000).

Fines include fines paid for traffic violations and criminal offenses occurring within the City limits.

Intergovernmental includes LGA and other state aids (\$950,400), federal grants (\$124,000), grants from the County and other local governments (\$398,800).

Investment Income includes investment earnings on cash reserves.

Miscellaneous includes tower and room rentals (\$295,600), donations (\$3,500), refunds & reimbursements (\$33,000).

Charges for Service includes fees charged for utility services (\$6,001,800), internal service revenues (\$2,011,300), engineering and administration fees (\$1,672,700), recreation registration and fees (\$1,674,700), franchise fees (\$1,272,200), license bureau (\$292,000), and recycle fee (\$201,000)

Transfer In includes interfund transfers (\$863,600), and internal loans (\$1,225,000).

City of New Brighton, Minnesota

BUDGET SUMMARY FOR ALL APPROPRIATED FUND TYPES

2016 BUDGET

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 9,392,708	\$ 9,891,300	\$ 10,371,900	\$ 480,600
Materials & Supplies	859,335	830,900	884,900	54,000
Contractual Services	7,455,789	7,884,900	8,293,800	408,900
Transfer/Capital Outlay	3,399,714	3,955,700	6,735,600	2,779,900
Total	<u>21,107,546</u>	<u>22,562,800</u>	<u>26,286,200</u>	<u>3,723,400</u>
General Fund				
Administration	724,603	727,600	748,100	20,500
Legal	100,725	125,000	127,500	2,500
Central Services	182,436	167,400	169,600	2,200
Elections	48,737	65,900	87,700	21,800
Finance	479,279	548,600	526,000	(22,600)
License Bureau	138,830	152,000	270,800	118,800
Parks	1,025,633	996,800	1,038,600	41,800
Forestry	123,742	198,800	210,000	11,200
Recreation	593,290	650,400	687,700	37,300
Community Center	1,200,373	1,320,700	1,379,900	59,200
Police	4,241,116	4,532,200	4,640,800	108,600
Fire	849,455	894,200	913,400	19,200
Community Development	695,282	799,300	774,600	(24,700)
Recycling	226,738	248,600	243,300	(5,300)
Engineering	440,571	377,300	403,800	26,500
Streets	299,321	305,900	316,000	10,100
Garage	600,190	543,700	553,000	9,300
Transfers Out	1,225,700	892,900	1,230,100	337,200
Turnover Ratio	0	(83,600)	(88,000)	(4,400)
Total	<u>13,196,021</u>	<u>13,463,700</u>	<u>14,232,900</u>	<u>769,200</u>
Special Revenue Fund				
Golf Course	<u>0</u>	<u>0</u>	<u>337,500</u>	<u>337,500</u>
Enterprise Services				
Water	1,704,376	1,508,700	2,912,900	1,404,200
Sewer	2,570,664	2,678,900	3,499,000	820,100
Stormwater	668,388	687,500	1,218,500	531,000
Street Lights	176,456	260,000	410,700	150,700
Golf Course	310,973	324,800	0	(324,800)
Total	<u>5,430,857</u>	<u>5,459,900</u>	<u>8,041,100</u>	<u>2,581,200</u>
Internal Service Funds				
Risk Management	580,463	595,900	557,500	(38,400)
Information Technologies	705,689	849,900	1,152,400	302,500
Fleet Capital Replacement	487,683	548,000	584,800	36,800
Non-Fleet Capital Replacement	693,569	1,562,900	1,330,000	(232,900)
Pavement Management	13,264	82,500	50,000	(32,500)
Total	<u>2,480,668</u>	<u>3,639,200</u>	<u>3,674,700</u>	<u>35,500</u>
Total Budgeted Funds	<u>\$ 21,107,546</u>	<u>\$ 22,562,800</u>	<u>\$ 26,286,200</u>	<u>\$ 3,723,400</u>

City of New Brighton, Minnesota

REVENUE SUMMARY FOR ALL APPROPRIATED FUND TYPES

2016 BUDGET

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenues				
Property Taxes	\$ 6,702,754	\$ 6,925,000	\$ 7,192,000	\$ 267,000
Licenses & Permits				
Licenses and Fees	130,510	122,400	124,100	1,700
Building Permits	607,758	500,000	500,000	0
Total Licenses & Permits	<u>738,268</u>	<u>622,400</u>	<u>624,100</u>	<u>1,700</u>
Fines	66,437	65,000	65,000	0
Intergovernmental				
County Grants - VCET	20,000	20,000	20,000	0
Recycling Grant (SCORE)	44,922	57,300	53,600	(3,700)
LGA	493,136	554,400	574,200	19,800
Police State Aid	194,842	195,000	195,000	0
Fire State Aid	116,465	120,000	120,000	0
MSA	11,200	11,200	11,200	0
Other State Aid - Public Safety	30,299	42,900	31,500	(11,400)
Local Perform Aid	3,079	3,100	3,100	0
PERA Reimbursement	16,906	16,900	16,900	0
DUI Federal Grant	0	0	115,000	115,000
Section 8	5,694	4,500	0	(4,500)
Misc Grants	9,000	0	9,000	9,000
School Liason	228,843	245,500	253,700	8,200
Service - St Anthony Inspections	0	0	70,000	70,000
City of St Anthony - HR Services	6,720	12,800	0	(12,800)
Total Intergovernmental	<u>1,181,106</u>	<u>1,283,600</u>	<u>1,473,200</u>	<u>189,600</u>
Charges for Service				
Taxable Services	40,195	39,100	43,500	4,400
Non-Taxable Service	36,090	26,200	8,500	(17,700)
License Bureau	197,195	188,000	292,000	104,000
Internal Service Revenues	1,701,000	1,749,700	1,810,000	60,300
Workers Comp. Revenues	189,700	195,400	201,300	5,900
Recycling Fee	194,913	197,000	201,000	4,000
Utility Franchise Fee	513,515	500,000	900,000	400,000
Cable Franchise Fee	260,538	245,000	250,000	5,000
City Utility Franchise Fee	117,600	119,900	122,200	2,300
Tree Removal	1,200	6,000	6,000	0
Registrations	242,753	218,100	240,100	22,000
In-house Eng & Admin	1,630,511	1,735,400	1,672,700	(62,700)
Utility Services Revenue	4,744,666	5,320,850	6,007,700	686,850
Water Meter & Connection Fee	8,320	0	30,000	30,000

City of New Brighton, Minnesota

REVENUE SUMMARY FOR ALL APPROPRIATED FUND TYPES

2016 BUDGET

	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Charges for Service (Continued)				
St. Anthony Recreation	1,148	4,700	5,700	1,000
Aquatics	88,199	62,800	84,400	21,600
Golf Course Fees	234,535	302,250	306,200	3,950
Community Center Revenue	1,011,303	951,200	973,200	22,000
Total Charges for Service	<u>11,213,381</u>	<u>11,861,600</u>	<u>13,154,500</u>	<u>1,292,900</u>
Miscellaneous Revenues				
Sale of City property	37,034	0	0	0
Right of Way permits	2,760	2,500	2,500	0
Rental Income	274,679	283,300	295,600	12,300
Donations	3,000	4,300	1,000	(3,300)
Refunds & Reimbursements	82,792	6,500	27,000	20,500
Capital Contribution	1,255,214	0	0	0
Army Reimbursement	6,000	6,000	6,000	0
Over/Short	(704)	0	0	0
Total Miscellaneous Revenues	<u>1,660,774</u>	<u>302,600</u>	<u>332,100</u>	<u>29,500</u>
Investment Earnings	323,110	189,700	233,600	43,900
Transfer Ins	722,244	298,400	2,088,600	1,790,200
Use of Reserves	0	1,014,500	1,123,100	108,600
Total Budgeted Funds	<u>\$ 22,608,075</u>	<u>\$ 22,562,800</u>	<u>\$ 26,286,200</u>	<u>\$ 3,723,400</u>

**Number of Budgeted Positions
Non-FTE Equivalent**

Department	2014		2015		2016	
	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time
Administration	4	0	4	0	4	0
Information Technology	2	0	2	0	2	0
Administration	6	0	6	0	6	0
Finance	6	0	6	0	5	0
License Bureau	1	0	1	1	1	5
Finance	7	0	7	1	6	5
Parks	5	1	5	1	5	1
Forestry	0	1	1	0	1	0
Recreation	3	3	4	2	4	2
Community Center	3	4	6	1	6	1
Brightwood Hills Golf Course	1	0	1	0	1	0
Parks and Recreation	12	9	17	4	17	4
Police	32	3	34	2	34	2
Fire	1	0	1	0	1	0
Public Safety	33	3	35	2	35	2
Community Development	6	0	6	0	6	0
Engineering	4	0	4	0	4	0
Garage	2	0	2	0	2	0
Public Works Maintenance	13	1	13	1	13	1
Dept. of Community Assets & Development	25	1	25	1	25	1
Total City wide	83	13	90	8	89	12

** No conversion was done for FTE's



General Fund

The General Fund accounts for all revenues and expenditures necessary to provide a full range of services, including general government administration, community and economic development, public safety, public works, and parks and recreation.

	2014 Actual	2015 Budget	2016 Budget	Increase/ Decrease
Revenue				
Property Taxes	\$ 6,702,739	\$ 6,925,000	\$ 7,192,000	\$ 267,000
Licenses	130,510	122,400	124,100	1,700
Permits	607,747	500,000	500,000	0
Fines	68,845	65,000	65,000	0
Intergovernmental	1,212,743	1,283,600	1,462,700	179,100
Charges for Services	3,994,020	3,981,900	4,478,500	496,600
Investment Income	305,750	55,000	81,000	26,000
Miscellaneous/Other	307,007	288,600	296,100	7,500
Total Revenue	<u>13,329,361</u>	<u>13,221,500</u>	<u>14,199,400</u>	<u>977,900</u>
Expenditures				
Administration	724,603	727,600	748,100	20,500
Legal	100,725	125,000	127,500	2,500
Elections	48,737	65,900	87,700	21,800
Central Services	182,436	167,400	169,600	2,200
Finance	479,279	548,600	526,000	(22,600)
License Bureau	138,830	152,000	270,800	118,800
Parks	1,025,633	996,800	1,038,600	41,800
Forestry	123,742	198,800	210,000	11,200
Recreation	593,290	650,400	687,700	37,300
Community Center	1,200,378	1,320,700	1,379,900	59,200
Police	4,321,796	4,532,200	4,640,800	108,600
Fire	849,455	894,200	913,400	19,200
Community Development	695,282	799,300	774,600	(24,700)
Recycling	226,738	248,600	243,300	(5,300)
Engineering	440,573	377,300	403,800	26,500
Streets	299,321	305,900	316,000	10,100
Garage	600,190	543,700	553,000	9,300
Turnover Ratio	0	(83,600)	(88,000)	(4,400)
Total Expenditures	<u>12,051,008</u>	<u>12,570,800</u>	<u>13,002,800</u>	<u>432,000</u>
Excess of Revenues over/ (under) expenditures	<u>1,278,352</u>	<u>650,700</u>	<u>1,196,600</u>	<u>545,900</u>
Other Financing Sources (Uses)				
Transfers In	88,600	30,600	33,500	2,900
Transfers Out	(1,225,700)	(892,900)	(1,230,100)	(337,200)
Sale of Assets	1,500	0	0	0
Total	<u>(1,135,600)</u>	<u>(862,300)</u>	<u>(1,196,600)</u>	<u>(334,300)</u>
Net Change in Fund Balance	<u>142,752</u>	<u>(211,600)</u>	<u>0</u>	<u>211,600</u>
Fund Balance, January 1	<u>6,300,049</u>	<u>6,442,801</u>	<u>6,231,201</u>	<u>(211,600)</u>
Fund Balance, December 31	<u>\$ 6,442,801</u>	<u>\$ 6,231,201</u>	<u>\$ 6,231,201</u>	<u>\$ 0</u>

Department/Program: Administration
Organizational Responsibility: City Manager

Service Description

The City Manager's Office is responsible for overseeing service delivery and operations for all municipal departments. It supports the Mayor and City Council's policy-making responsibilities and supports the Council decision making process through the preparation of Council agendas and supporting materials. The City Manager is responsible for ensuring that Council policy directions are implemented in a timely and professional manner. This office handles all human resources and labor relation activities, including personnel hiring and firing, staff evaluations, contract negotiations, benefits review and administration, and staff training. It also has the statutory responsibility for City records management, election administration, legal notifications to the public, and the preparation and retention of the official minutes. This office is also the primary source of information for citizen questions and public records requests.

Strategies/Services

- Manages and successfully monitors the goals and outcomes of the strategic priorities.
- Provides complete and objective information and recommendations to the City Council.
- Provides comprehensive vision and leadership for the City so that desires and needs of the community and City Council goals are achieved.
- Prepares and provides to the City Council a fiscally responsible budget to finance City operations in support of community desires and Council goals.
- Manages marketing and communication efforts with the public by producing newsletters, news releases, flyers, and other communication efforts, including the City webpage, cable TV programming and Municipal events.
- Handles personnel matters for the City and negotiates the term and conditions of employee labor contracts.
- Manages the Safety and Wellness Programs for all City Staff.
- Staff functions as the City Hall receptionist to the public on the phone and in person. Administration staff also supports building permits and inspection services.
- Monitors and participates in legislative activities and professional liaison work. All City Advisory Commission members and other municipal volunteers are recruited and processed through Administration.
- The City's technology efforts are the responsibility of the City Manager's Office. This includes the maintenance and development of the City's network computer system, telephone systems, and other technology-related services and equipment that are maintained by the IT Department.
- Prepares Council meeting agendas and administration of ordinance codifications.
- Administration of records management system in accordance with Minnesota Data Retention Act.
- Elections administration.

Department/Program: Administration
Organizational Responsibility: City Manager

Strategic Opportunities and Challenges

- The continued implementation of the three year strategic priorities that was adopted by the City Council in 2013. Use of the community survey and employee survey results will continue to shape decisions and actions on the strategic priorities in 2016.
- Managing recent transition and changes of various key positions such the Finance Director, the Utility Billings Clerk, City Clerk, Management Analyst, and the Department of Community Assets and Development along with recent retirements and other personnel movement.
- The City Manager’s office will continue to search for and be open to joint powers/shared service type relationships with other public organizations in an effort to provide cost effective services. One such example is the contract providing building inspection services to the City of Saint Anthony Village.
- The recruitment of personnel is costly and intensive. The use of more cost effective techniques, such as the internet, continues to enhance our efforts to reach the public.
- A significant challenge will relate to maintaining active engagement in legislative policy discussions that impact New Brighton, especially regarding financial issues. As a fully developed community, New Brighton tax base is very stable. However, as a result, it is also very sensitive to variations in revenue streams. One of New Brighton’s objectives is to strive to have a diversified revenue base that is sensitive to community demographics and is stable in meeting the community’s long term needs.
- The City continues to move towards digital record keeping with the implementation of its Laserfiche and scanning system; in 2008 the Council packets were made available on the City’s website and the City has begun outsourcing the scanning of other City records.

Personnel Status

	FTE	FTE	FTE
Administration Positions	2014	2015	2016
City Manager	1	1	1
Assistant to the City Manager	1	0	0
Management Analyst/HR Specialist	0	1	1
City Clerk	0	1	.85
Office Assistant	1	1	1
Office Assistant (2015 Moved to CD)	1	1	0
Office Assistant Seasonal	0	0.25	0
Total	4	4.25	3.85

Department/Program: Administration
Organizational Responsibility: City Manager

Financial Summary

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 459,864	\$ 447,300	\$ 470,900	\$ 23,772
Materials & Supplies	1,727	4,300	4,300	0
Contractual Services	<u>263,012</u>	<u>276,000</u>	<u>272,900</u>	<u>(3,100)</u>
Total	<u>\$ 724,603</u>	<u>\$ 727,600</u>	<u>\$ 748,100</u>	<u>\$ 20,672</u>
Revenue Sources				
Property Tax Levy	\$ 493,161	\$ 505,300	\$ 525,400	\$ 20,100
Other Public Funds	224,642	209,500	222,700	13,200
Charges for Service	<u>6,800</u>	<u>12,800</u>	<u>0</u>	<u>(12,800)</u>
Total	<u>\$ 724,603</u>	<u>\$ 727,600</u>	<u>\$ 748,100</u>	<u>\$ 20,500</u>

Department/Program: Legal
Organizational Responsibility: City Manager

Service Description

The City of New Brighton benefits from the maintenance of professional legal services, both in the area of civil and criminal legal matters. The City retains the services of Kennedy and Graven for civil matters. The City also utilizes the law firm of Hughes and Costello for municipal prosecution matters. On occasion, the City needs other legal services associated with special matters, such as environmental or personnel issues. On these occasions, other legal consultants are contracted.

Strategies/Services

- Acts as legal counsel at meetings of the City Council.
- Reviews and helps draft local ordinances and resolutions.
- Researches and writes legal opinions and memoranda for elected officials and City departments.
- Represents the City, its boards, and officers in civil claims and litigation.
- Reviews development agreements.
- Reviews City contracts, leases, and indemnification agreements.

Strategic Opportunities and Challenges

- The current budget situation requires a more stringent management strategy for the legal services received by the City. While no formal service level changes are proposed in this area, staff has been directed to reduce, wherever feasible, the use of our City Attorney. Obviously, where real or potential legal exposure exists, or where a formal legal opinion is required, the City Attorney will be used as necessary. The City has implemented the practice of not requiring the City Attorney at City Council meetings, except where the potential for a legal problem could arise.

Financial Summary

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Budget</u>	<u>Increase/</u> <u>(Decrease)</u>
Expenditures				
Contractual Services	<u>\$ 100,725</u>	<u>\$ 125,000</u>	<u>\$ 127,500</u>	<u>\$ 2,500</u>
Revenue Sources				
Property Tax Levy	\$ 69,202	\$ 88,400	\$ 89,500	\$ 1,100
Other Public Funds	<u>31,523</u>	<u>36,600</u>	<u>38,000</u>	<u>1,400</u>
Total	<u>\$ 100,725</u>	<u>\$ 125,000</u>	<u>\$ 127,500</u>	<u>\$ 2,500</u>

Department/Program: Elections
Organizational Responsibility: City Manager

Service Description

The City Clerk is responsible for election administration including staffing and adherence to all election laws of the State of Minnesota and the Federal government.

Strategies/Services

- Contracting with facilities to use as polling locations.
- Recruiting, hiring and training a sufficient number of election judges.
- Managing absentee balloting and health care facility voting activities.
- Equipment testing to ensure accurate results.
- Complying with legal notification requirements.
- Assembling supplies and materials and managing all election return paperwork.
- Working with Ramsey County Elections and the MN Secretary of State’s Office to ensure that New Brighton’s elections are administered in compliance with all state statutes, state rules and state-wide best practices to guarantee accuracy, integrity and consistency.

Strategic Opportunities and Challenges

- The City created additional precincts to reduce the number of voters served at each location to bring the City’s precincts into compliance with state standards.
- A combined polling place was eliminated and each precinct was given its own polling location.
- New ballot counters and ADA compliant election equipment were purchased in 2015 and polling place staffing levels were adjusted to meet the state-wide staffing formula.
- There will be significant voter outreach and election judge training for the 2016 Presidential election.

Personnel Status

Election Positions	FTE 2014	FTE 2015	FTE 2016
City Clerk	0	0	.15
Deputy City Clerk	.15	.15	0
Election Judges	.98	.50	2
Total	1.13	.65	2.15

Department/Program: Elections
Organizational Responsibility: City Manager

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 26,404	\$ 24,800	\$ 57,300	\$ 32,500
Materials & Supplies	0	18,300	1,000	(17,300)
Contractual Services	<u>22,333</u>	<u>22,800</u>	<u>29,400</u>	<u>6,600</u>
Total	<u>\$ 48,737</u>	<u>\$ 65,900</u>	<u>\$ 87,700</u>	<u>\$ 21,800</u>
Revenue Sources				
Property Tax Levy	\$ 22,684	\$ 33,500	\$ 61,600	\$ 28,100
Other Public Funds	10,333	13,900	26,100	12,200
School District Elections	<u>15,720</u>	<u>18,500</u>	<u>0</u>	<u>(18,500)</u>
Total	<u>\$ 48,737</u>	<u>\$ 65,900</u>	<u>\$ 87,700</u>	<u>\$ 21,800</u>

Department/Program: Central Services
Organizational Responsibility: City Manager

Service Description

Central Services, managed by Administration, provides an efficient and effective control point for purchasing printing and central store activities.

Strategies/Services

- Procure services and supplies necessary for effective and efficient operations.
- Provides for special studies that have an impact on the entire organization.
- Manage facilities maintenance and repair projects.
- Administer contracts and direct contractors for HVAC, electrical, plumbing, and cleaning.
- Preventative maintenance programs.

Strategic Opportunities and Challenges

- Keeping maintenance costs low with aging buildings and equipment.

Financial Summary

	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Expenditures				
Materials & Supplies	\$ 41,042	\$ 41,000	\$ 41,000	\$ 0
Contractual Services	<u>141,394</u>	<u>126,400</u>	<u>128,600</u>	<u>2,200</u>
Total	<u>\$ 182,436</u>	<u>\$ 167,400</u>	<u>\$ 169,600</u>	<u>\$ 2,200</u>
Revenue Sources				
Property Tax Levy	\$ 125,341	\$ 118,300	\$ 119,100	\$ 800
Other Public Funds	<u>57,095</u>	<u>49,100</u>	<u>50,500</u>	<u>1,400</u>
Total	<u>\$ 182,436</u>	<u>\$ 167,400</u>	<u>\$ 169,600</u>	<u>\$ 2,200</u>

Department/Program: Finance
Organizational Responsibility: Finance Director

Service Description

The Finance Department is responsible for the overall financial management, accounting, reporting, and risk management activity of the City. This department also provides financial controls and treasury management of other City departments to help ensure proper stewardship of public funds. The Finance Department coordinates the annual operating and capital budgeting process for all City operations.

Strategies/Services

- Financial reporting including coordinating the annual audit and preparing the Comprehensive Annual Financial Report (CAFR). Maintain high quality audit results and minimize audit costs. Preparation of the required State, Federal and other government agency reports. Maintain general ledger and fixed capital asset systems and perform various accounting functions.
- Treasury management including investment of City funds, accounts payable function, debt management and reporting and manage bank agreements and transactions to minimize costs and maximize efficiency.
- Billing and collection for City services including but not limited to quarterly water, sanitary sewer, stormwater, and street lighting services. Manage utility billings to provide high quality customer service and timely deposit of collections.
- Budget administration including the Capital Improvement Plan.
- Supervision and insurance agent for the City risk management program.

Strategic Opportunities and Challenges

- Continued effort will be required to refine, update and implement our long-term financial strategies, such as the long-term capital assets financing plan for replacement of our vehicles and equipment as part of the Fleet and Non-Fleet plans, and the Pavement Management plan.
- BS&A Financial Software System was purchased in 2015 which will be implemented by April of 2016. The new financial system is anticipated to be a very significant effort during the next couple of years.

Personnel Status

Finance Positions	FTE 2014	FTE 2015	FTE 2016
Finance Director	.95	.95	.95
Accountant 2	.95	.95	.95
Accountant 1	.95	.95	.95
Accounting Technician	1	1	1
Deputy Clerk/Office Assistant	.25	.25	0
Total	4.10	4.10	3.85

Department/Program: Finance
Organizational Responsibility: Finance Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 333,205	\$ 399,200	\$ 380,000	\$ (19,200)
Materials & Supplies	1,636	1,700	1,700	0
Contractual Services	<u>144,438</u>	<u>147,700</u>	<u>144,300</u>	<u>(3,400)</u>
Total	<u>\$ 479,279</u>	<u>\$ 548,600</u>	<u>\$ 526,000</u>	<u>\$ (22,600)</u>
Revenue Sources				
Property Tax Levy	\$ 299,026	\$ 368,300	\$ 349,100	\$ (19,200)
Other Public Funds	136,211	152,600	148,000	(4,600)
Charges for Service	27,820	27,700	28,900	1,200
Miscellaneous	<u>16,222</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 479,279</u>	<u>\$ 548,600</u>	<u>\$ 526,000</u>	<u>\$ (22,600)</u>

Department/Program: License Bureau
Organizational Responsibility: Finance Director

Service Description

The License Bureau serves the general public as a MN Department of Public Safety Deputy facilitating the sale of Minnesota motor vehicle license plates and tabs, DNR fishing and hunting licenses, and processing of motor vehicle title transfers. The License Bureau is also a limited driver’s license agent who can replace lost or stolen driver’s licenses or Minnesota ID’s and request new licenses for a change of address. The City’s License Bureau revenues exceed its operation costs. This net contribution provides an alternative revenue source to the overall General Fund budget, thereby reducing a little pressure on the operating tax levy.

Strategies/Services

- Vehicle title transfers
- Vehicle registration tabs
- Motorcycle registrations
- Boat, Snowmobile, and ATV registrations
- Trailer registrations
- Limited Driver’s Licenses Services such as replacements for lost or stolen cards, and change of addresses

Strategic Opportunities and Challenges

- The City has petitioned the State to add issuing driver’s licenses as a service to our bureau starting in 2016. If we are able to offer this additional service we have requested to hire two additional part-time clerks.
- In order to increase our service levels, the license bureau will be extending week day office hours and Saturdays. The increase in hours will be staffed with two additional part-time clerks created from the elimination of the full-time Deputy Clerk/Office Assistant.

Personnel Status

	FTE	FTE	FTE
License Bureau Positions	2014	2015	2016
License Bureau Clerk	1	1.5	4.65
Deputy Clerk/Office Assistant	.60	.60	0
Total	1.60	2.10	4.65

Department/Program: License Bureau
 Organizational Responsibility: Finance Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 127,476	\$ 138,500	\$ 256,200	\$ 117,700
Materials & Supplies	494	500	1,000	500
Contractual Services	<u>10,860</u>	<u>13,000</u>	<u>13,600</u>	<u>600</u>
Total	<u>\$ 138,830</u>	<u>\$ 152,000</u>	<u>\$ 270,800</u>	<u>\$ 118,800</u>
Revenue Sources				
Property Tax Levy	\$ (58,365)	\$ (36,000)	\$ (21,200)	\$ 14,800
Charges for Service	<u>197,195</u>	<u>188,000</u>	<u>292,000</u>	<u>104,000</u>
Total	<u>\$ 138,830</u>	<u>\$ 152,000</u>	<u>\$ 270,800</u>	<u>\$ 118,800</u>

Department/Program: Transfers Out
Organizational Responsibility: Finance Director

Service Description

Property taxes and public funds are all receipted within the general fund. Transfers out are used to move money to other funds.

Strategies/Services

- The City of New Brighton’s debt consists of general obligation tax increment and street special assessment bonds. Tax increment bonds are paid with captured tax levy collected within a tax increment district, while the street special assessment bond payments are levied each year.
- In order to help reduce the amount of outstanding principal debt, the City has begun to create internal loans from other funds. The repayments are similar to a general obligation bond, with the interest payments going back into the City to be used to fund future street reconstruction projects.
- The Council has adopted a strategic plan for financing capital replacements. This is a 15 year plan which is fully funded for the replacement of fleet, non-fleet, and pavement management assets. The resources and payments for these assets are held in separate internal service funds.
- The Brightwood Hills Golf course is a 1538 yard, par 30, executive golf course which is used year round for many different activities. When revenues from the golf course do not meet expenditures, funding is needed from the general fund to keep the golf course available to all residents.

Financial Summary

	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Expenditures				
Debt Service Payments	\$ 694,100	\$ 674,700	\$ 253,800	\$ (420,900)
Internal Loan Payments	0	0	167,500	167,500
Capital Replacement	485,400	172,000	705,200	533,200
Community Reinvestment Fund	46,200	46,200	46,200	0
Golf Special Revenue Fund	0	0	57,400	57,400
Total	<u>\$ 1,225,700</u>	<u>\$ 892,900</u>	<u>\$ 1,230,100</u>	<u>\$ 337,200</u>
Revenue Sources				
Property Tax Levy	\$ 1,225,700	\$ 892,900	\$ 1,107,500	\$ 214,600
Other Public Funds	0	0	122,600	122,600
Total	<u>\$ 1,225,700</u>	<u>\$ 892,900</u>	<u>\$ 1,230,100</u>	<u>\$ 337,200</u>

Department/Program: Parks
Organizational Responsibility: Parks & Recreation Director

Service Description

The Parks department maintains 13 parks containing nearly 200 acres of park and open space in addition to miles of trails for walking, running, biking, and inline skating.

Strategies/Services

- Parks Maintenance Personnel mow, prune, and maintain the New Brighton Exchange acres and took on the tree treatment of Emerald Ash Borer in 2010.
- The department operates four Neighborhood Centers who annually hosts over 200 events and 55 community group meetings.
- The Parks crew provides routine maintenance of all athletic fields and facilities.

Strategic Opportunities and Challenges

- Capital improvement (fleet and non-fleet) items and the pavement management plan were allotted a funding source. It is important to maintain this funding mechanism so the City’s park system infrastructure and equipment remain current and safe. The parks require significant replacements to continue meeting the needs of the system.
- The New Brighton Exchange will see added parks, along with trails connecting to Ramsey County Long Lake Regional Park, and a central greenway corridor.
- To continue to maintain the park system infrastructure in a manner that ensures its physical integrity now and in the future.
- To implement new maintenance procedures or invest in new products and/or equipment that will have a long-term cost savings.
- To operate the Neighborhood Centers in a cost-effective manner that promotes cohesive neighborhoods and generates revenue when appropriate.
- To attract and retain fee paying users to the City’s park system.
- When applicable, utilize contractual services to perform maintenance duties in the most cost-effective and efficient method.
- To prepare for the increase in public open space and right-of-ways associated with the City’s redevelopment efforts.
- To work cooperatively with the Community Assets and Development Department in the delivery of City-wide maintenance services.

Department/Program: Parks
 Organizational Responsibility: Parks & Recreation Director

Personnel Status

Parks Positions	FTE 2014	FTE 2015	FTE 2016
Parks & Recreation Director	1	1	1
Office Assistant	1	1	1
Parks Superintendent	1	1	1
Maintenance Worker	2.5	2.5	5.5
Seasonal Maintenance Workers	1.62	1.62	1.62
Total	7.12	7.12	7.12

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 535,539	\$ 578,600	\$ 589,900	\$ 11,300
Materials & Supplies	46,991	49,400	57,900	8,500
Contractual Services	<u>443,103</u>	<u>368,800</u>	<u>390,800</u>	<u>22,000</u>
Total	<u>\$ 1,025,633</u>	<u>\$ 996,800</u>	<u>\$ 1,038,600</u>	<u>\$ 41,800</u>
Revenue Sources				
Property Tax Levy	\$ 633,469	\$ 680,700	\$ 702,600	\$ 21,900
Other Public Funds	288,554	282,100	298,000	15,900
Park Facilities Rental	<u>34,610</u>	<u>34,000</u>	<u>38,000</u>	<u>4,000</u>
Total	<u>\$ 956,633</u>	<u>\$ 996,800</u>	<u>\$ 1,038,600</u>	<u>\$ 41,800</u>

Department/Program: Forestry
Organizational Responsibility: Parks & Recreation Director

Service Description

The City Forestry Department maintains an attractive and safe urban forest. The City is proud to have been recognized as a “Tree City USA” for the past 33 years.

Strategies/Services

- To plant, trim, prune, and maintain trees, plants, and shrubs.
- To inspect diseased trees and provide private diseased tree removal management.
- Respond to citizen tree related inquiries.
- Manage tree replacement program.

Strategic Opportunities and Challenges

- To manage and control emerald ash borer that threatens thousands of ash tree in New Brighton. This includes tree injections to protect boulevard and selected park ash trees as well as additional plantings to ensure replacement of trees that may be lost to emerald ash borer.
- To control Dutch elm and oak wilt diseases on public and private properties in accordance with state and city statutes and ordinances.
- Utilize contractual services to perform forestry duties in the most cost-effective and efficient method.

Personnel Status

Forestry Positions	FTE 2014	FTE 2015	FTE 2016
Forester	0	1	1
Seasonal Forestry Technician	.50	0	0
Seasonal Maintenance Worker	.60	.90	.90
Total	1.10	1.90	1.90

Department/Program: Forestry
Organizational Responsibility: Parks & Recreation Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 40,155	\$ 97,900	\$ 106,300	\$ 8,400
Materials & Supplies	17,648	41,700	43,200	1,500
Contractual Services	<u>65,939</u>	<u>59,200</u>	<u>60,500</u>	<u>1,300</u>
Total	<u>\$ 123,742</u>	<u>\$ 198,800</u>	<u>\$ 210,000</u>	<u>\$ 11,200</u>
Revenue Sources				
Property Tax Levy	\$ 68,596	\$ 112,700	\$ 117,400	\$ 4,700
Other Public Funds	31,246	46,700	49,700	3,000
License	3,100	2,800	3,400	600
Charges for Service	1,200	6,000	6,000	0
Transfer In	<u>19,600</u>	<u>30,600</u>	<u>33,500</u>	<u>2,900</u>
Total Revenue	<u>\$ 123,742</u>	<u>\$ 198,800</u>	<u>\$ 210,000</u>	<u>\$ 11,200</u>

Department/Program: Recreation
Organizational Responsibility: Parks & Recreation Director

Service Description

The Recreation Department is responsible for providing year round recreational programs and activities for all age groups. The department also collaborates with and assists numerous New Brighton groups, organizations, clubs and school districts to provide recreation services throughout the community.

Strategies/Services

- **Aquatics** offers lessons for all ages and abilities, open & lap swim, special interest & events like water aerobics, Water Safety Instructor Training (WSI), Lifeguard Training (LGT), Employment Preparation – Water Safety Instructor Aide/Lifeguard Preparation Training, and more.
- **Youth Activities and Sport Camps.** A variety of programs are provided including dance, gymnastics, full day summer child care and more. These programs take place in area fields and facilities in and around New Brighton. Some programs partner with surrounding communities to offer more affordable programs.
- **Adult Activities and Leagues** are organized through the recreation department and include tennis lessons, pickleball, volleyball leagues, karate, softball leagues, first aid and life-saving classes.
- A complete line of **Senior Trips and Classes** are offered through the recreation department and held at the New Brighton Community Center.

Strategic Opportunities and Challenges

- In order to maintain high levels of customer service, training is conducted for all regular part-time and seasonal staff. This is accomplished through group trainings and individual based opportunities. The goal is for all employees to be prepared to meet and exceed their job responsibilities on a daily basis.
- Marketing of all department services has been enhanced to attract new participants to the City's recreation programs, parks and facilities. An emphasis has been placed on social media, cross marketing services, facilities, promotion to current system users, as well as to increase awareness of the City's parks and recreation services to those not familiar with current opportunities.
- To continually evaluate recreation programs to ensure that the appropriate level of program expenses are covered by user fees.
- To continue the aquatics program by ensuring that all costs associated with the program are covered by revenues.
- To provide recreation programs which are accessible to all demographics.
- To provide positive recreation opportunities throughout the entire year.
- To provide recreation opportunities that promotes strong families.
- To monitor and improve recreation programs to meet the changing expectations of patrons, to increase revenues, and to sustain healthy lifestyles.
- To continue to develop and maintain collaborative programs with neighboring communities and organization.

Department/Program: Recreation
 Organizational Responsibility: Parks & Recreation Director

Personnel Status

Recreation Positions	FTE 2014	FTE 2015	FTE 2016
Recreation Supervisor	3	3	3
Lead Guest Services	0	1	1
Seasonal Program Staff	5.33	4.81	5.15
Total	8.33	8.81	9.15

Financial Summary

	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Expenditures				
Personnel Services	\$ 477,911	\$ 528,600	\$ 548,600	\$ 20,000
Materials & Supplies	10,867	15,900	18,700	2,800
Contractual Services	104,512	105,900	120,400	14,500
Total	<u>\$ 593,290</u>	<u>\$ 650,400</u>	<u>\$ 687,700</u>	<u>\$ 37,300</u>
Revenue Sources				
Property Tax Levy	\$ 178,834	\$ 257,900	\$ 251,100	\$ (6,800)
Other Public Funds	81,461	106,900	106,400	(500)
Charges for Service	332,100	285,600	330,200	44,600
Miscellaneous	895	0	0	0
Total	<u>\$ 593,290</u>	<u>\$ 650,400</u>	<u>\$ 687,700</u>	<u>\$ 37,300</u>

Department/Program: Community Center
Organizational Responsibility: Parks & Recreation Director

Service Description

The New Brighton Community Center (NBCC) is home to the Parks & Recreation Department and a focal point for the community. It serves as a gathering place for New Brighton and surrounding areas, having nearly 474,000 visits per year, for recreational, social, and business purposes. Annually, the NBCC hosts nearly 1,000 birthday parties, over 125 Eagles Nest group visits, 1,350 business rentals, 172 receptions and events, 188 community group meetings, and has 1,775 active members. Its features include a fitness center, walking/running track, gymnasium, fitness studio, the Eagles Nest Indoor Playground, NBCC Meeting and Events Center, multi-purpose rooms, and senior room. In addition, the NBCC leases space to Knotworks Massage, Ramsey County Library and WIC (Women, Infant & Children).

Strategies/Services

- Manage the New Brighton Community Center in a cost-effective manner that provides positive experiences for all visitors.
- Host to the many recreation fitness classes.
- Home to Eagles Nest a premiere indoor playground where children leap into the ball pit, scale an 8 ft. climbing wall, zoom down the triple slide, and find their way through the foam forest.
- Banquet and meeting room rentals for the community, private, or business events.
- The NBCC is a tremendous fitness and wellness resource for everyone in the community with a complete line of group fitness classes, personal training assessment, etc. held in the well- equipped fitness center.

Strategic Opportunities and Challenges

- Capital improvement (fleet and non-fleet) items and the pavement management plan were allotted a funding source. It is important to maintain this funding mechanism so the City's infrastructure and equipment remain current and safe. The New Brighton Community Center requires significant replacements to continue meeting the needs of the system.
- To be considered the focal point and gathering place for the residents in New Brighton.
- To maintain a collaborative partnership with the Ramsey County Library in New Brighton and develop joint program that benefits both organizations.
- To provide a variety of program options that meet the needs of all demographics at a level that exceeds customer expectations.
- To promote the Eagles Nest Indoor Playground as a regional recreation destination for individuals and groups throughout the Twin Cities.
- To maintain a clean, safe and quality facility that provides a positive experience for building visitors.
- To continually monitor and improve new program ideas and rental opportunities.
- To maintain a positive relationship with facility tenants.
- To retain current facility users as well as attract new users through high levels of customer service, building maintenance, updated equipment/furnishings and marketing.

Department/Program: Community Center
 Organizational Responsibility: Parks & Recreation Director

Personnel Status

Community Center Positions	FTE 2014	FTE 2015	FTE 2016
Assistant Parks & Recreation Director	1	1	1
Facilities Manager	1	1	1
Lead Custodian	1	1	1
Custodial Assistant	0	1	1
Meeting & Events Coordinator	0	1	1
Membership Clerk	0	1	1
Seasonal & Program Staff	10.57	7.95	7.99
Total	13.57	13.95	13.99

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 599,834	\$ 710,800	\$ 727,300	\$ 16,500
Materials & Supplies	45,776	52,300	54,400	2,100
Contractual Services	554,768	557,600	598,200	40,600
Total	<u>\$ 1,200,378</u>	<u>\$ 1,320,700</u>	<u>\$ 1,379,900</u>	<u>\$ 59,200</u>
Revenue Sources				
Property Tax Levy	\$ 129,900	\$ 258,400	\$ 284,200	\$ 25,800
Other Public Funds	59,171	107,100	120,500	13,400
Charges for Service	1,011,307	951,200	973,200	22,000
Miscellaneous	896	4,000	2,000	(2,000)
Total	<u>\$ 1,201,274</u>	<u>\$ 1,320,700</u>	<u>\$ 1,379,900</u>	<u>\$ 59,200</u>

Department/Program: Police
Organizational Responsibility: Public Safety Director

Service Description

In the Police Division, services include 24 hour supervised patrol, investigations, crime prevention, animal control, and school based officers. Services are provided by a team of sworn officers and non-sworn personnel, including Volunteers in Public Safety, Police Reserve Officers, and Police Explorers. Three Police officers (School Resource Officers) are assigned to Highview Middle School, Irondale High School, the Mounds View Area Learning Center (ALC) and the Elementary Schools to provide law enforcement services, criminal investigations, school safety planning and response, staff consultation, education and where appropriate mentoring during the school year. Police officers respond to approximately 10,500 calls for service per year and Firefighters respond to approximately 350 incidents per year. One Police Officer is assigned on a full time basis to the Ramsey County Violent Crime Enforcement Team (VCET) that provides for drug and violent crime concerns. One Police Officer is assigned on a full time basis for DUI Enforcement. The City of New Brighton receives dispatching services through the Ramsey County Emergency Communications Center (ECC). The Ramsey County ECC serves all jurisdictions in Ramsey County with the exception of the City of White Bear Lake. New Brighton is served by Allina Medical for emergency medical response and transportation.

Strategies/Services

- Provide community oriented policing to all citizens
- Play a visible role in the community preventing, responding to and investigating incidents
- Ensure on-going, multi-directional communication with residents for prevention and updates on incidents, trends, and outcomes
- Be a leader in regional activities to benefit our citizens
- Provide Crime prevention efforts which include the NOP (Neighborhood Oriented Policing) program, Neighborhood Crime Watch, Crime-Free Multi-Housing Programs and many safety seminars, etc. The Police Division also is continuing to enhance and develop Volunteer programs such as the Police Reserves, Police Explorers and Volunteers in Public Safety.

Strategic Opportunities and Challenges

- The landscape for law enforcement across the nation has become more challenging. Community and public support has diminished in some areas due to highly publicized use of force/deadly force incidents especially involving those of diverse backgrounds. Our Public Safety members including our Police Officers receive strong support from our local community but we must continue to engage in best practices to maintain public support and perform at the most effective and professional levels possible.
- We will continue to enhance and refine our Community Policing methods in 2016. We have also reinforced our Neighborhood Oriented Policing Program increasing focus on broad problem solving authority for line level officers and their supervisors and for increased accountability for those officers. We have also initiated a city wide committee that will meet on a regular basis to review ongoing problem areas in neighborhoods.

Department/Program:**Police****Organizational Responsibility:****Public Safety Director**

- The Police Division transitioned to the Zuercher Records Management System in 2015. This multi-jurisdictional system includes Ramsey County Sheriff's Office, Mounds View Police Department, Maplewood Police Department and New Brighton DPS. We will continue to explore the full range of capabilities of this system in 2016.
- The Department of Public Safety will continue our commitment to working with our multi-family housing. Approximately one third of our housing is invested in multi-family housing. We have had challenges with deteriorating properties but with the continued and aggressive work of our Crime Prevention/Crime Free Multi Housing Officer partnering with other City departments, we will be able to continue to prevent crime, increase communications, enhance prevention programs and work with other partners to ensure a safe community. We have experienced significant decreases in crime and calls for service in our multi-family housing.
- We experienced a decrease in Part One Crimes in 2014 with 15 fewer incidents resulting in a 2% percent decrease. Calls for service from 2013 to 2014 had a minimal increase (less than 1%). Violent crime such as homicide, rape, robbery and aggravated assault remain at very low numbers and decreased from 17 violent crimes in 2013 to 9 violent crimes in 2014 although that did include one homicide in 2014. New Brighton is a safe City. Our commitments to crime prevention, crime free multi housing, and neighborhood policing must continue unabated to ensure successful results and a safe community. Continued attention needs to be paid to prevention, communication, education, and visibility by public safety personnel. Police, in cooperation with schools, social service agencies, corrections and parents will need to be vigilant in preventing and/or reducing juvenile crime. The challenge will be to reduce and maintain our low crime rate and continue to promote the reality of safety in the City of New Brighton.
- The Department of Public Safety moved full operations into the Public Safety Center in October 2003, and with such age comes increasing costs of routine maintenance, and addressing normal "wear and tear" of the building and its components, including roof leaks, HVAC units, interior/exterior finishes, etc. The daily maintenance and operations of a 24-hour facility like the Public Safety Center has never been fully-funded in the City's budget with any sort of staff time beyond just a daily contracted janitorial service. The Fire Division Deputy Director, Public Safety Officers and others spend a significant amount of time dealing with facility infrastructure, mechanical contractors, routine grounds keeping, or even just performing the necessary maintenance/repairs to get the job done and keep the building operational for the critical services that the department provides. This facility which is now 12 years old provides opportunities to include additional training at reduced rates for New Brighton personnel as well as the potential for use as an Alternate State Emergency Operations Center. The challenge will be to continue to fully utilize the space and capability of the facility within our staffing limitations. We also have worked to reduce energy consumption and have completed the transition to more energy efficient lights. Our challenge will be to properly maintain the facility, equipment and furniture with shrinking resources. We are also working with the MN Chiefs of Police Association and Upper Midwest Community Policing on increased partnerships on training and potentially rental of City space. This would include a focus on use of the Public Safety Center as their training headquarters.

Department/Program: Police
Organizational Responsibility: Public Safety Director

- The Department of Public Safety will continue to use volunteers such as Volunteers in Public Safety, Police Reserves, and Police Explorers to assist in performing functions and duties that do not require paid staff members. Budget challenges will be offset by continued and aggressive use of volunteers and in particular will be used to assist in carrying out the continuing commitment to crime watch, National Night Out, CERT, Citizens Police Academy, Red Cross Blood Drives and the Santa Cop program. Volunteers have also been critical in graffiti abatement. Our Volunteers have also renewed their commitment to homeland security training and participation in local and regional exercises.
- The Department of Public Safety will be challenged in its Homeland Security. While our City has a plan in place, training and awareness for a changing world which includes terrorism in our nation will be a high priority. Continued training and participation in the North Suburban Haz Mat Team will be imperative to the needed response capabilities to HazMat and/or WMD related incidents. This training includes not only Public Safety and other government officials, but will include citizens. Public Safety will also be working with the Ramsey County Division of Emergency Management and Homeland Security to further integrate and implement a county wide Emergency Operations Plan. We are also serving as a “Closed Point of Delivery” for sharing antibiotics with area Cities to ensure that critical personnel receive treatment in the event of a chemical or biological issue. And, we will continue with the national initiative for communities organized to recognize and respond to terrorist incidents to include participating and training our community members as Citizen Emergency Response Teams (CERT).
- The Department of Public Safety will be faced with the challenge of delivering services and purchasing appropriate emergency vehicles, energy, and equipment in a time of decreasing public funding. We have delayed the purchase of a significant number of emergency vehicles primarily in part due to budgetary/financial concerns and this could result in a high number of vehicles needing to be replaced.

Personnel Status

Public Safety -Police Positions	FTE 2014	FTE 2015	FTE 2016
Director of Public Safety	.70	.70	.70
Deputy Directory of Public Safety	1.60	1.60	1.60
Sergeant	4	4	4
Detective	3	3	3
Police Officer	14	15	15
School Resource Officer	3	3	3
Multi-Housing/Crime Fee Officer	1	1	1
Public Safety Officer	2.50	2.50	2.5
Office Supervisor	.90	.90	.90
Office Assistant	1.40	1.40	1.40
Office Technician	.50	1	1
Total	32.60	34.10	34.10

Department/Program: Police
Organizational Responsibility: Public Safety Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 3,470,648	\$ 3,559,700	\$ 3,784,700	\$ 225,000
Materials & Supplies	63,382	58,700	60,500	1,800
Contractual Services	787,766	913,800	795,600	(118,200)
Total	<u>\$ 4,321,796</u>	<u>\$ 4,532,200</u>	<u>\$ 4,640,800</u>	<u>\$ 108,600</u>
Revenue Sources				
Property Tax Levy	\$ 2,478,374	\$ 2,660,500	\$ 2,720,500	\$ 60,000
Other Public Funds	1,128,933	1,102,600	1,153,300	50,700
Licenses	68,144	68,000	68,000	0
Intergovernmental Revenue	548,416	499,400	609,700	110,300
Charges for Service	24,455	20,800	20,800	0
Fines	66,437	65,000	65,000	0
Miscellaneous	7,037	5,300	3,500	(1,800)
Use of Reserves	0	110,600	0	(110,600)
Total	<u>\$ 4,321,796</u>	<u>\$ 4,532,200</u>	<u>\$ 4,640,800</u>	<u>\$ 108,600</u>

Department/Program: Fire
Organizational Responsibility: Public Safety Director

Service Description

The Fire Division of Public Safety provides fire suppression and prevention throughout New Brighton. These activities include recruitment, orientation, and training of a full complement of volunteer firefighters. The Division has one full-time Firefighter providing inspection of residential and commercial properties by enforcing State Fire Codes along with applying NFPA and life safety standards. The Fire Division currently has an excellent ISO rating of 3, which is generally a rating reserved for large, full time Fire Departments.

Strategies/Services

- Provide quality fire protection to all citizens
- Play a visible role in the community preventing, responding to and investigating incidents.
- Promote Fire prevention activities in the schools and in the community at large.
- Participates in a multi-jurisdictional Fire Investigation Team (FIT) which helps determine cause and origin of fires.
- Be a leader in regional activities to benefit our citizens
- Participates in a regional hazardous materials response team with participating departments to include New Brighton, Lake Johanna, Vadnais Heights and Falcon Heights (North Suburban Haz Mat Team).
- Manage and update the City's emergency management plan in the event of a major disaster.

Strategic Opportunities and Challenges

- The Fire Division will continue to maintain a paid on call Fire Division. The Fire Division continues to have a high level and rapid response to fire incidents. New Firefighters who began employment in January of 2014 have added to an extremely strong backbone for our local fire service. Many, if not all, surrounding Fire Departments have had to alter their personnel strategy to add more full time and/or duty crews for adequate response for fire and medical response. New Brighton has maintained its historically high level of response and service to fire related calls without changes to our staffing models. Several employees of the City of New Brighton serve as firefighters, and this has strengthened the day time firefighter response to emergencies and incidents in New Brighton. We have not followed the prevailing trend in hiring full time staff or providing duty crews and have "saved" significant funds without a lapse in quality or safety with this strategy.
- The Department of Public Safety will be faced with the challenge of delivering services and purchasing appropriate emergency vehicles, energy, and equipment in a time of decreasing public funding. We have delayed the purchase of a significant number of emergency vehicles primarily in part due to budgetary/financial concerns and this could result in a high number of vehicles needing to be replaced.
- Officers receive strong support from our local community but we must continue to engage in best practices to maintain public support and perform at the most effective and professional levels possible.

Department/Program: Fire
 Organizational Responsibility: Public Safety Director

Personnel Status

Public Safety -Fire Positions	FTE 2014	FTE 2015	FTE 2016
Director of Public Safety	.30	.30	.30
Deputy Directory of Public Safety	.40	.40	.40
Fire Inspector	1	1	1
Office Supervisor	.10	.10	.10
Office Assistant	.60	.60	.60
Total	2.40	2.40	2.40

Financial Summary

	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Expenditures				
Personnel Services	\$ 488,464	\$ 522,800	\$ 533,800	\$ 11,000
Materials & Supplies	44,593	43,400	44,700	1,300
Contractual Services	316,398	328,000	334,900	6,900
Total	\$ 849,455	\$ 894,200	\$ 913,400	\$ 19,200
Revenue Sources				
Property Tax Levy	\$ 488,015	\$ 531,800	\$ 541,800	\$ 10,000
Other Public Funds	222,297	220,400	229,600	9,200
Licenses	225	200	200	0
Intergovernmental	122,713	124,000	124,000	0
Charges for Service	16,205	17,800	17,800	0
Total	\$ 849,455	\$ 894,200	\$ 913,400	\$ 19,200

Department/Program:**Community Development****Organizational Responsibility:****Department of Community Assets & Development Director****Service Description**

The Community Assets & Development Assistant Director is responsible for overseeing Community Development Department. This department oversees the physical development of the community and enforces ordinances in the areas of building construction, code enforcement, housing and land-use. The department works with elected officials, advisory commissions, citizens, and businesses to develop plans designed to maintain and improve the community and ensure a healthy residential and business environment.

Strategies/Services

- Leads the City's redevelopment and economic development efforts. It strives to maintain and improve the City's economic vitality and ensure New Brighton is a preferred place to live, work, play and do business.
- Maintains and enforces the City Zoning Code and Comprehensive Plan to guide where and what type of building occurs for high quality construction and maintenance of developments and to ensure buildings are constructed safely.
- Provides Geographic Information Systems (GIS) services to other departments. GIS staff maintains the City's property database, assists in technical analysis, and prepares various maps which in important for day-to-day operations and long term planning/policymaking.
- To contribute to the City's financial and economic strength.

Strategic Opportunities and Challenges

- Redevelopment of New Brighton Exchange is still a focus of the department's overall work plan effort in 2016. Major undertakings that are anticipated, include the following:
 - Redevelopment: Pulte Homes will continue construction on 125 housing units. APi and CSI may make movement on their option parcels. Lastly, staff will continue to work on developing the remaining blocks within New Brighton Exchange.
 - Marketing: The City continues to work with Colliers International and Ryan Companies to market the commercial sites of Blocks B and D on the east side of Old Highway 8 within New Brighton Exchange.
- Planning plays a big role in redevelopment efforts in New Brighton Exchange, from revising the zoning district regulations to reviewing and approving redevelopment projects. The most notable 2016 planning effort, beyond New Brighton Exchange projects, will be the start of the mandatory revisions to New Brighton's Comprehensive Plan to comply with the Metropolitan Council's Thrive 2040. This planning effort will likely continue through 2018.
- Beyond the day-to-day permit and inspections activity in New Brighton, building inspections staff will continue to focus on New Brighton Exchange, with 125 housing units continuing construction in 2016. Inspections staff is also focusing effort on delivering plan review and inspections services to the City of St. Anthony Village via the Joint Powers Agreement for Shared Building Inspections Services.

Department/Program: Community Development
Organizational Responsibility: Department of Community Assets & Development Director

Strategic Opportunities and Challenges (Continued)

- Code compliance staff is spending more time than ever on aging multi-family housing stock, where several larger building are struggling to maintain their units.
- The City is relying more and more on the use of technology and communicating information on-line. Historically, GIS has been focused on data management and mapping applications. In the future, staff would like to move ahead with a more comprehensive GIS approach to include enhanced data analysis. This service could greatly enhance internal/external customer service.

Personnel Status

Community Development Positions	FTE 2014	FTE 2015	FTE 2016
DCAD Director	0	.25	.25
DCAD Assistant Director	0	1	1
Community Development Director	1	0	0
Planner/Assistant Director	1	0	0
GIS Specialist	1	.75	.75
Building Official	1	1	1.31
Code Compliance Inspector	1	1	1
Building/Code Enforcement Inspector	1	1	1
Office Assistant	0	1	1
Total	6	6	6.31

Financial Summary	2014 Actual	2015 Budget	2016 Budget	Increase/ (Decrease)
Expenditures				
Personnel Services	\$ 603,575	\$ 670,500	\$ 642,000	\$ (28,500)
Materials & Supplies	915	5,200	5,200	0
Contractual Services	90,792	123,600	127,400	3,800
Total	<u>\$ 695,282</u>	<u>\$ 799,300</u>	<u>\$ 774,600</u>	<u>\$ (24,700)</u>
Revenue Sources				
Property Tax Levy	\$ 17,403	\$ 173,800	\$ 108,600	\$ (65,200)
Other Public Funds	7,928	72,100	46,000	(26,100)
Licenses	56,281	48,900	50,000	1,100
Building Permits	607,758	500,000	500,000	0
Charges for Service	5,694	4,500	70,000	65,500
Miscellaneous	218	0	0	0
Total	<u>\$ 695,282</u>	<u>\$ 799,300</u>	<u>\$ 774,600</u>	<u>\$ (24,700)</u>

Department/Program: Recycling
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

Recycling manages the City’s curbside recycling program and the annual household Clean-up Day events. The programs are designed to encourage residents to recycle and keep their properties clean and neat.

Strategic Opportunities and Challenges

- Ramsey County continues to implement performance measurements with regards to recycling, which is being tied to SCORE funding. One of the County’s expectations is adding organics collection, which has programming and cost implications that are not entirely known at this time but will need to be investigated in 2016. A new contract or contract extension will have to be negotiated and implemented for January 1, 2017.

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Materials & Supplies	\$ 12	\$ 300	\$ 300	\$ 0
Contractual Services	<u>226,726</u>	<u>248,300</u>	<u>243,000</u>	<u>(5,300)</u>
Total	<u>\$ 226,738</u>	<u>\$ 248,600</u>	<u>\$ 243,300</u>	<u>\$ (5,300)</u>
Revenue Sources				
Property Tax Levy	\$ (37,097)	\$ (31,300)	\$ (33,800)	\$ (2,500)
Intergovernmental Revenue	44,922	57,300	53,600	(3,700)
Charge for Service	<u>218,913</u>	<u>222,600</u>	<u>223,500</u>	<u>900</u>
Total	<u>\$ 226,738</u>	<u>\$ 248,600</u>	<u>\$ 243,300</u>	<u>\$ (5,300)</u>

Department/Program:**Engineering****Organizational Responsibility:****Department of Community Assets & Development Director****Service Description**

The Engineering Department is responsible for planning, designing, surveying, inspecting, and constructing new public infrastructure including streets, wastewater collection system, water supply, distribution systems, storm water management, street lighting, bike and pedestrian trails, street signs, and traffic signals

Strategies/Services

- Provide design services; project oversight and management for streets, sanitary sewers, drainage, and park projects. Prepare feasibility studies for new public projects that are assessed.
- Reviews private development proposals from the standpoint of impact on traffic, utility service, and surface water drainage
- Assist residents and provide technical assistance for drainage problems, grading issues, and erosion control. Includes review of residential, commercial, industrial and institutional surveys and construction plans (Site, Grading, Erosion Control, Street and Utility). Includes inspection for general compliance to the approved survey subdivision plans.
- Manages the public rights of way for all City streets.
- Manages tower lease rentals for the City.
- Maintains the official City maps and records of the City Street and utility systems.
- Performs miscellaneous traffic counts and studies.

Strategic Opportunities and Challenges

- Continue to focus on the maintenance and upkeep of the City's infrastructure through the street renovation and contract maintenance programs.
 - Annual Street Reconstruction Program
 - Annual Pavement Management Program
 - Annual Crack Seal and Seal Coat Program
- Manage the costs of motor fuel for the fleet. We currently partner with the City of St. Anthony on our gasoline purchases. We purchase diesel through the State of Minnesota's cooperative venture program.
- Manage the costs of the outside repairs of the fleet.
- Manage the costs of salt for the winter snow plow season.
- The City has traditionally included a substantial engineering fee on street rehabilitation project bonding for projects the engineering staff designs. This procedure provides revenues to the General Fund.
- In 2016, focus will continue on implementing stormwater mitigation projects from the July 16, 2011 and the June 21, 2013 flood events.

Department/Program: **Engineering**
 Organizational Responsibility: **Department of Community Assets & Development**

Personnel Status

(DCAD) Engineering Positions	FTE 2014	FTE 2015	FTE 2016
DCAD Director	0	.75	.75
Public Works Director	1	0	0
Senior Engineering Supervisor	1	0	0
Public Works Technician	.50	.50	.50
Engineering Aid 4	1	1	1
GIS/Engineering Specialist	0	.25	.25
Civil Engineer	0	1	1
Total	3.50	3.50	3.50

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 409,502	\$ 341,700	\$ 365,300	\$ 23,600
Materials & Supplies	881	1,900	1,900	0
Contractual Services	30,190	33,700	36,600	2,900
Total	<u>\$ 440,573</u>	<u>\$ 377,300</u>	<u>\$ 403,800</u>	<u>\$ 26,500</u>
Revenue Sources				
Property Tax Levy	\$ 208,458	\$ 105,900	\$ 141,400	\$ 35,500
Other Public Funds	94,955	43,900	59,900	16,000
Licenses	2,760	2,500	2,500	0
Charges for Service	132,500	225,000	200,000	(25,000)
Miscellaneous	1,900	0	0	0
Total	<u>\$ 440,573</u>	<u>\$ 377,300</u>	<u>\$ 403,800</u>	<u>\$ 26,500</u>

Department/Program: Streets
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

The Street Department is responsible for plowing, sanding, patching and repairing 70 miles of streets, 2.6 miles of public alleys, and 21 miles of sidewalks throughout the City. The Street Department also performs street patching, crack sealing, and sweeping for sealcoating, during the spring and summer months. The Street Division is responsible for street signage and also the City owned street lighting systems on Silver Lake Road, Old Highway 8, 5th Avenue NW, and 10th Street NW.

Strategies/Services

- Plow snow and apply deicing chemicals to City streets during snow and ice events to maintain a safe driving surface.
- Inventory, manage, and install regulatory and informational street signs as well as traffic control striping of roadways and crosswalks.
- Inspect streetlights throughout the City and manage the repair or replacement of damaged or inoperative lights.
- Manage crack sealing, patching, and other repairs to streets and sidewalks within the 70 miles of streets of New Brighton’s pavement management system.

Strategic Opportunities and Challenges

- Continue to focus on the maintenance and upkeep of the City’s infrastructure through the street renovation and contract maintenance programs.
 - Annual Street Reconstruction Program
 - Annual Pavement Management Program
 - Annual Crack Seal and Seal Coat Program
- Manage the costs of motor fuel for the fleet. We currently partner with the City of St. Anthony on our gasoline purchases. We purchase diesel through the State of Minnesota’s cooperative venture program.
- Manage the costs of the outside repairs of the fleet.
- Manage the costs of salt for the winter snow plow season.

Personnel Status

(DCAD) Street Positions	FTE 2014	FTE 2015	FTE 2016
Maintenance Worker	1.71	1.71	1.71
Seasonal Maintenance Worker	.51	.51	.51
PW Manager	.20	.20	.20
Office Assistant	.10	.10	.10
Total	2.52	2.52	2.52

Department/Program: Streets
Organizational Responsibility: Department of Community Assets & Development Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditures				
Personnel Services	\$ 179,935	\$ 184,300	\$ 187,600	\$ 3,300
Materials & Supplies	70,013	68,600	70,500	1,900
Contractual Services	49,373	53,000	57,900	4,900
Total	<u>\$ 299,321</u>	<u>\$ 305,900</u>	<u>\$ 316,000</u>	<u>\$ 10,100</u>
Revenue Sources				
Property Tax Levy	\$ 197,951	\$ 208,300	\$ 214,100	\$ 5,800
Other Public Funds	90,170	86,400	90,700	4,300
Intergovernmental Revenue	11,200	11,200	11,200	0
Total	<u>\$ 299,321</u>	<u>\$ 305,900</u>	<u>\$ 316,000</u>	<u>\$ 10,100</u>

Department/Program: Garage
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

The City Garage is responsible for the maintenance of New Brighton’s fleet of vehicles and heavy equipment. The division is staffed by two mechanics who are responsible for all of the preventive maintenance, and most of the normal maintenance and repair for: 27 heavy equipment units, such as fire trucks, dump trucks, street sweepers, tractors, and loaders, 49 cars, vans, and pickups, including squad cars, and over 49 large specialty units such as riding mowers, sidewalk snowplows, generators, asphalt pavers, rollers, plus numerous trailers, pumps, compressors, tampers, mowers, and trimmers.

Strategies/Services

- The City Garage Division budgets for the purchase all of the parts, fuels, and lubricants for the City fleet and all of the building and grounds costs for the Public Works Maintenance Facility.
- Performs routine maintenance and repairs for the entire city fleet of vehicles and mobile equipment.

Strategic Opportunities and Challenges

- Manage the costs of motor fuel for the fleet. We currently partner with the City of St. Anthony on our gasoline purchases. We purchase diesel through the State of Minnesota’s cooperative venture program.
- Manage the costs of the outside repairs of the fleet.

Personnel Status

	FTE 2014	FTE 2015	FTE 2016
(DCAD) Garage Positions			
Mechanic	1.88	1.88	1.88
Total	1.88	1.88	1.88

Department/Program: Garage
 Organizational Responsibility: Department of Community Assets & Development Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Expenditure				
Personnel Services	\$ 154,029	\$ 165,700	\$ 167,300	\$ 1,600
Materials & Supplies	298,398	253,000	261,300	8,300
Contractual Services	<u>147,763</u>	<u>125,000</u>	<u>124,400</u>	<u>(600)</u>
Total	<u>\$ 600,190</u>	<u>\$ 543,700</u>	<u>\$ 553,000</u>	<u>\$ 9,300</u>
Revenue Sources				
Property Tax Levy	\$ 132,212	\$ 79,200	\$ 76,100	\$ (3,100)
Other Public Funds	60,225	32,800	32,200	(600)
Charges for Service	<u>407,753</u>	<u>431,700</u>	<u>444,700</u>	<u>13,000</u>
Total	<u>\$ 600,190</u>	<u>\$ 543,700</u>	<u>\$ 553,000</u>	<u>\$ 9,300</u>



Special Revenue Fund

Special Revenue Funds are used to account for the proceeds from specific revenue sources that are either legally restricted or committed by City Council to expenditures of specific purposes. Establishment of such funds also enables the City to more effectively manage its resources and minimize tax levies.

Brightwood Hills Golf Course

This fund includes and accounts for the maintenance and operations associated with a 9-hole, par 30 municipal golf course and clubhouse.

Department/Program: Brightwood Hills Golf Course
Organizational Responsibility: Parks & Recreation Director

Service Description

The Brightwood Hills Golf Course is a 9-hole, par 30, municipal golf course for residents of New Brighton and the surrounding communities to enjoy. The course is nestled neatly into a residential area on its east side and borders a commercial-retail area on the west. Brightwood Hills is home to many adult, junior, and senior golf leagues and offers opportunities for tournaments and corporate events.

Strategies/Services

- Provide recreational and league golf opportunities for residents and other to enjoy.
- Provides facility rentals for meetings, reunions, family events, etc.

Strategic Opportunities and Challenges

- To attract golf events and groups that will utilize the course during non-peak hours.
- To continually increase the quality of golf course maintenance to attract new golfers, retain current golfers, and positively promote the City’s image.
- To attract at least 22,000 golfers per year to Brightwood Hills.
- To evaluate new revenue generating opportunities.
- To market the clubhouse as a meeting site for local business meetings and social functions.
- To proactively address changes in course conditions, due to weather conditions, in order to minimize any degradation in course quality.

Personnel Status

Golf Course Positions	FTE 2014	FTE 2015	FTE 2016
Golf Course Manager	1	1	1
Seasonal Maintenance Worker	1.71	1.71	1.71
Seasonal Golf Course Attendant	1.70	1.48	1.48
Total	4.41	4.19	4.19

Department/Program: Brightwood Hills Golf Course
Organizational Responsibility: Parks & Recreation Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 242,573	\$ 276,000	\$ 275,300	\$ (700)
Miscellaneous	3,026	3,000	4,800	1,800
Total Revenue	<u>245,599</u>	<u>279,000</u>	<u>280,100</u>	<u>1,100</u>
Expenditures				
Personnel Services	187,810	197,400	205,000	7,600
Materials & Supplies	19,182	18,600	18,800	200
Contractual Services	103,981	108,800	113,700	4,900
Total Expenditures	<u>310,973</u>	<u>324,800</u>	<u>337,500</u>	<u>12,700</u>
Excess Revenue Over/(Under) Expenditures	<u>(65,374)</u>	<u>(45,800)</u>	<u>(57,400)</u>	<u>(11,600)</u>
Other Financing Sources				
Transfer In	<u>65,244</u>	<u>45,800</u>	<u>57,400</u>	<u>11,600</u>
Net Change in Fund Balance	<u>\$ (130)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

* Prior to 2016, Brightwood Hills Golf Course was an Enterprise fund. Past year's data is shown for comparison purpose only.



Enterprise Funds

Enterprise Funds account for Water, Sanitary Sewer, Stormwater, and Street Light operations for the City; they are self-supporting from user charges. Operations are managed in much the same way as private enterprises.

Water Utility

This fund accounts for the production and distribution of water to customers. The usage rates for the water fund were recently approved to charge \$2.63 per 1,000 gallons. The change in rate addresses the decline in revenue because of conservation efforts and aging meters. The city also plans to rebuild 21 miles of under-street water mains between 2016 and 2025.

Sanitary Sewer Utility

This fund accounts for the collection of sanitary sewage to be treated by the Metropolitan Council Wastewater Services facility. It also is responsible for repair, maintenance and operations of the lift stations and collection system. The usage rates for the sanitary sewer fund were recently approved to charge \$4.51 per 1,000 gallons. The change in rate addresses the increase charged to the City by Metropolitan Council Environmental Services as well as replacement of infrastructure as the City rebuilds 21 miles of under-street sewer mains between 2016 and 2025.

Stormwater Management Utility

This fund accounts for storm sewer collection systems operation, flood mitigation, repair and maintenance. This includes ditches, creeks and City owned pond maintenance. Flat rates for stormwater charges were recently approved to charge a six percent increase to the “per lot” and “per acre” categories. The change in rate addresses planned flood-mitigation projects, such as enlarging retention ponds, as well as curb rebuilding to smooth the flow of storm-water runoff from streets.

Street Lights System

This fund accounts for street light and traffic signal operation, repair and maintenance. Flat rates for street lighting were recently approved to charge a six percent increase. The change in rate addresses planned projects which include installing energy-efficient LED lights, and repainting poles and other fixtures.

Department/Program:

Water Utility

Organizational Responsibility:

Department of Community Assets & Development Director

Service Description

The Water Department provides city residents, commercial, institutional, and industrial properties with potable water. The department accounts for 11 wells, 4 water towers, 4 state of the art water treatment facilities, 92 miles of water mains, over 5,700 water service connections, and 846 fire hydrants.

Strategies/Services

- Monitor and ensure water quality and compliance with U.S. Environmental Protection Agency and Minnesota of Health requirements.
- Operate and maintain 11 ground water well stations. Treat ground water with chemicals to remove iron and manganese and improve the taste.
- Maintain 92 miles of water main. Repair water main breaks. Inspect and approve new water main construction. Exercise fire hydrants annually.
- Locate underground utility structures, water main, and residential curb stops.
- Enforce water restrictions pursuant to approved operations policy.

Strategic Opportunities and Challenges

- To continue to replace infrastructure in conjunction with street improvement projects.
- To continue to provide water during the high summer demand while pumping from the Mount Simon/Hinckley aquifers.

Personnel Status

Water Positions	FTE 2014	FTE 2015	FTE 2016
PW Superintendent	.45	.45	.45
PW Water Manager	.90	.90	.90
Maintenance Worker	4.07	4.07	4.07
Assistant Finance Director	.50	.50	.50
Office Assistant	.60	.60	.60
Seasonal Maintenance Worker	.32	.32	.32
Total	6.84	6.84	6.84

Department/Program: Water Utility
Organizational Responsibility: Department of Community Assets & Development Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 1,551,194	\$ 1,837,300	\$ 2,269,900	\$ 432,600
Miscellaneous	410,026	6,200	27,800	21,600
Total Revenue	<u>1,961,220</u>	<u>1,843,500</u>	<u>2,297,700</u>	<u>454,200</u>
Expenditures				
Personnel Services	599,357	598,600	605,700	7,100
Materials & Supplies	134,790	84,700	125,500	40,800
Contractual Services	651,108	679,600	959,000	279,400
Capital Outlay	319,121	145,800	1,222,700	1,076,900
Total Expenditures	<u>1,704,376</u>	<u>1,508,700</u>	<u>2,912,900</u>	<u>1,404,200</u>
Excess Revenue Over/ (Under) Expenditures	<u>256,844</u>	<u>334,800</u>	<u>(615,200)</u>	<u>(950,000)</u>
Other Financing Sources				
Transfer In	<u>0</u>	<u>0</u>	<u>800,000</u>	<u>800,000</u>
Net Change in Fund Balance	<u>\$ 256,844</u>	<u>\$ 334,800</u>	<u>\$ 184,800</u>	<u>\$ (150,000)</u>

Department/Program: Sanitary Sewer Utility
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

The Sanitary Sewer Operation is a collection and forwarding system that removes wastewater from residential, commercial, institutional, and industrial properties. The system also accounts for all costs associated with the operation and maintenance of lift stations and sanitary sewer mains. The treatment facility operations are the responsibility of the Metropolitan Council Environmental Services (MCES).

Strategies/Services

- Collect all sewage from existing and projected development in a sanitary and economic manner.
- Clean, televise, and evaluate approximately 70 miles of sanitary sewer main each year and make repairs as necessary.
- Inspect manholes for groundwater infiltration and seal the structures to eliminate the problem.
- Evaluate portions of the sanitary sewer system for surface water inflow and groundwater infiltration (I&I) problems and perform any necessary repairs to correct the problem.
- Operate and maintain 5 lift stations and over 1,500 manholes.
- Operate and maintain 11 ground water well stations. Treat ground water with chemicals to remove iron and manganese and improve the taste.
- Maintain 92 miles of water main. Repair water main breaks. Inspect and approve new water main construction. Exercise fire hydrants annually.
- Locate underground utility structures, water main, and residential curb stops.
- Enforce water restrictions pursuant to approved operations policy.

Strategic Opportunities and Challenges

- To continue to replace infrastructure in conjunction with street improvement projects.
- To control flooding around County Road E-2 by building a new lift station and re-routing sanitary sewer lines.

Personnel Status

Sanitary Sewer Positions	FTE 2014	FTE 2015	FTE 2016
PW Superintendent	.45	.45	.45
PW Sewer Manager	.90	.90	.90
PW Engineering Technician	.25	.25	.25
Maintenance Worker	2.37	2.37	2.37
Mechanic	.12	.12	.12
Assistant Finance Director	.50	.50	.50
Office Assistant	.30	.30	.30
Seasonal Maintenance Worker	.31	.31	.31
Total	5.20	5.20	5.20

Department/Program: Sanitary Sewer Utility
Organizational Responsibility: Department of Community Assets & Development Director

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 2,643,004	\$ 2,842,800	\$ 3,062,800	\$ 220,000
Miscellaneous	556,160	800	4,400	3,600
Total Revenue	<u>3,199,164</u>	<u>2,843,600</u>	<u>3,067,200</u>	<u>223,600</u>
Expenditures				
Personnel Services	451,442	461,400	471,600	10,200
Materials & Supplies	15,109	22,200	23,300	1,100
Contractual Services	2,044,513	2,145,300	2,171,400	26,100
Capital Outlay	59,600	50,000	832,700	782,700
Total Expenditures	<u>2,570,664</u>	<u>2,678,900</u>	<u>3,499,000</u>	<u>820,100</u>
Excess Revenue Over/ (Under) Expenditures	<u>628,500</u>	<u>164,700</u>	<u>(431,800)</u>	<u>(596,500)</u>
Other Financing Sources				
Transfer In	<u>0</u>	<u>0</u>	<u>200,000</u>	<u>200,000</u>
Net Change in Fund Balance	<u>\$ 628,500</u>	<u>\$ 164,700</u>	<u>\$ (231,800)</u>	<u>\$ (396,500)</u>

Department/Program: Stormwater Management Utility
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

The Stormwater Management Utility controls stormwater runoff with a storm water sewer system which includes pipes, constructed ponds, lakes, wetlands, ditches, swales, other drainage ways and pollution control devices.

Strategies/Services

- Sweep all City streets focusing on environmentally sensitive areas.
- Restore storm ponding areas by removing sediment resulting in improved water quality.
- Repair and clean catch basins.
- Inspect and maintain sanitary storm infrastructure as required.

Strategic Opportunities and Challenges

- To continue to replace infrastructure in conjunction with street improvement projects.
- To continue to improve flood mitigation issues as identified by the July 16, 2011 and June 21, 2013 storm events.

Personnel Status

	FTE	FTE	FTE
Stormwater Management Positions	2014	2015	2016
PW Superintendent	.10	.10	.10
PW Engineering Technician	.25	.25	.25
Maintenance Worker	1.35	1.35	1.35
Seasonal Maintenance Worker	.38	.38	.38
Total	2.08	2.08	2.08

Department/Program: Stormwater Management Utility
Organizational Responsibility: Department of Community Assets & Development Director

Financial Summary

	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>(Decrease)</u>
Revenue Sources				
Charges for Service	\$ 719,715	\$ 743,800	\$ 803,600	\$ 59,800
Miscellaneous	<u>335,276</u>	<u>11,450</u>	<u>11,900</u>	<u>450</u>
Total Revenue	<u>1,054,991</u>	<u>755,250</u>	<u>815,500</u>	<u>60,250</u>
Expenditures				
Personnel Services	160,740	168,300	174,000	5,700
Materials & Supplies	13,931	15,100	15,500	400
Contractual Services	237,867	277,700	286,500	8,800
Capital Outlay	<u>254,400</u>	<u>148,200</u>	<u>664,300</u>	<u>516,100</u>
Total Expenditures	<u>666,938</u>	<u>609,300</u>	<u>1,140,300</u>	<u>531,000</u>
Excess Revenue Over/ (Under) Expenditures	<u>388,053</u>	<u>145,950</u>	<u>(324,800)</u>	<u>(470,750)</u>
Other Financing Sources/(Uses)				
Transfer In	0	0	25,000	25,000
Transfer Out	<u>(1,450)</u>	<u>(78,200)</u>	<u>(78,200)</u>	<u></u>
Total Other Financing Sources (Uses)	<u>(1,450)</u>	<u>(78,200)</u>	<u>(53,200)</u>	<u>25,000</u>
Net Change in Fund Balance	<u>\$ 386,603</u>	<u>\$ 67,750</u>	<u>\$ (378,000)</u>	<u>\$ (445,750)</u>

Department/Program: Street Lights System
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

The Street Lights System provides for management of the street light infrastructure, including creating a more efficient and sustainable street lighting system by continually upgrading and replacing wiring, poles, and fixtures; performing maintenance with long term environmental goals in mind.

Strategies/Services

- Repair, operate, and maintain all City owned street lights.

Strategic Opportunities and Challenges

- To upgrade and re-lamp the street lights with on Old Highway with environmental friendly LED fixtures.

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 217,308	\$ 232,900	\$ 247,200	\$ 14,300
Miscellaneous	(313)	(400)	600	1,000
Total Revenue	<u>216,995</u>	<u>232,500</u>	<u>247,800</u>	<u>15,300</u>
Expenditures				
Materials & Supplies	2,253	2,300	2,400	100
Contractual Services	174,203	257,700	408,300	150,600
Total Expenditures	<u>176,456</u>	<u>260,000</u>	<u>410,700</u>	<u>150,700</u>
Excess Revenue Over/ (Under) Expenditures	<u>40,539</u>	<u>(27,500)</u>	<u>(162,900)</u>	<u>(135,400)</u>
Other Financing Sources				
Transfer In	<u>0</u>	<u>0</u>	<u>200,000</u>	<u>200,000</u>
Net Change in Fund Balance	<u><u>\$ 40,539</u></u>	<u><u>\$ (27,500)</u></u>	<u><u>\$ 37,100</u></u>	<u><u>\$ 64,600</u></u>

Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City, on a cost reimbursement basis.

Risk Management Fund

This fund is used to account for costs of claims filed against the City, damages incurred to City property, and the related reimbursements. This fund also includes the liability and property insurance retained by the City to mitigate the various types of exposure as well as the workers' compensations insurance program.

Fleet Replacement Fund

This fund is used to account for the replacement of the City's fleet including all vehicles and heavy equipment that have a value of \$5,000 or more and a useful life of at least two years.

Non-Fleet Replacement Fund

This fund is used to account for the replacement of non-fleet capital items including miscellaneous equipment and furnishings that have a value of \$5,000 or more and a useful life of at least two years.

Information Technology Fund

This fund is used to account for the operations of the city-wide computer network system and the replacement of capital items such as computers, copiers, printers, and various technology related items that have a value of \$5,000 or more and a useful life of at least two years.

Pavement Management Fund

This fund is used to account for the replacement of parking lots, trails and hard courts that have a value of \$5,000 or more and a useful life of at least two years.

Department/Program: Risk Management
Organizational Responsibility: Finance Director & Management Analyst/HR

Service Description

This fund is used to account for costs of claims filed against the City, damages incurred to City property, and the related reimbursements. This fund also includes the liability and property insurance retained by the City to mitigate the various types of exposure as well as the workers’ compensations insurance program.

Strategies/Services

- Obtaining insurance, loss control, and processing claims.
- Safety committee, workers’ compensation claims investigations and administration, and monitoring litigation.
- To ensure the appropriateness of the deductible levels and premiums.

Strategic Opportunities and Challenges

- To create a safe workplace
- To prevent catastrophic financial losses
- To provide budgetary stability

Personnel Status

Finance Positions	FTE 2014	FTE 2015	FTE 2016
Finance Director	.05	.05	.05
Accountant 2	.05	.05	.05
Accountant 1	.05	.05	.05
Total	.15	.15	.15

Department/Program:

Risk Management

Organizational Responsibility:

Finance Director & Management Analyst/HR

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 473,300	\$ 487,600	\$ 499,700	\$ 12,100
Miscellaneous	124,673	12,000	12,200	200
Total Revenue	<u>597,973</u>	<u>499,600</u>	<u>511,900</u>	<u>12,300</u>
Expenditures				
Personnel Services	13,272	16,300	16,700	400
Materials & Supplies	0	2,300	2,300	0
Contractual Services	<u>567,191</u>	<u>577,300</u>	<u>538,500</u>	<u>(38,800)</u>
Total Expenditures	<u>580,463</u>	<u>595,900</u>	<u>557,500</u>	<u>(38,400)</u>
Net Change in Fund Balance	<u>\$ 17,510</u>	<u>\$ (96,300)</u>	<u>\$ (45,600)</u>	<u>\$ 50,700</u>

Department/Program: Fleet Replacement
Organizational Responsibility: Finance Director

Service Description

Fleet Replacement is used to account for the replacement of the City’s fleet including all vehicles and heavy equipment that have a value of \$5,000 or more and a useful life of at least two years.

Strategic Opportunities and Challenges

- To ensure the program maintains a fully funded program for all asset replacements in the program.

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 407,900	\$ 421,300	\$ 434,900	\$ 13,600
Miscellaneous	103,045	58,000	70,200	12,200
Total Revenue	<u>510,945</u>	<u>479,300</u>	<u>505,100</u>	<u>25,800</u>
Expenditures				
Capital Outlay	487,683	548,000	584,800	36,800
Excess Revenue Over/Under Expenditures	<u>23,262</u>	<u>(68,700)</u>	<u>(79,700)</u>	<u>(11,000)</u>
Other Financing Sources				
Transfer In	161,421	161,400	242,363	80,963
Net Change in Fund Balance	<u>\$ 184,683</u>	<u>\$ 92,700</u>	<u>\$ 162,663</u>	<u>\$ 69,963</u>

Department/Program: Non-Fleet Replacement
Organizational Responsibility: Finance Director

Service Description

This fund is used to account for the replacement of non-fleet capital items including miscellaneous equipment and furnishings that have a value of \$5,000 or more and a useful life of at least two years.

Strategic Opportunities and Challenges

- To ensure the program maintains a fully funded program for all asset replacements in the program.

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 382,100	\$ 395,300	\$ 411,500	\$ 16,200
Miscellaneous	54,488	38,000	43,000	5,000
Total Revenue	<u>436,588</u>	<u>433,300</u>	<u>454,500</u>	<u>21,200</u>
Expenditures				
Capital Outlay	693,569	1,562,900	1,330,000	(232,900)
Excess Revenue Over/Under				
Expenditures	<u>(256,981)</u>	<u>(1,129,600)</u>	<u>(875,500)</u>	<u>254,100</u>
Other Financing Sources				
Transfer In	<u>356,979</u>	<u>10,600</u>	<u>322,637</u>	<u>312,037</u>
Net Change in Fund Balance	<u>\$ 99,998</u>	<u>\$ (1,119,000)</u>	<u>\$ (552,863)</u>	<u>\$ 566,137</u>

Department/Program: Information Technology Fund
Organizational Responsibility: City Manager

Service Description

Information Technology provides for the maintenance and upkeep of the City's information technology resources, including computer systems, network hardware and software, electronic security system, meeting room technology, telephone system, cell phones, virtual systems and copiers. With the exception of licensing and related fees that are directly tied to a specific department, all IT costs are captured in this department.

Strategies/Services

- Purchasing, installation, and support of communication information systems in city buildings.
- Videotaping and broadcasting all council meetings, worksessions, and commission meetings.

Strategic Opportunities and Challenges

- The City will continue to ensure that the City's equipment, software, and servers are current and operational. One of the departmental focuses will be on maintaining the City's current Information Technology infrastructure to ensure that it continues to meet the City's present and future needs.
- The City will continue to operate the Information Technology in a manner that is cost effective yet still meets the City's on-going and changing computer needs.
- The full implementation of a new Finance Software system will be implemented within the next year. Services such as CLASS, Permitworks, HRSOURCE, and online payment solutions will bring along new challenges as these software systems will interact with the new Finance System.
- Along with the Finance System, the Class Software system will also begin its path to full replacement within the coming year. Point of Sale and Online registration will be the major factors with switching over to the new software while providing continued service to the public.
- Physical and Virtual servers will be backed up via a new service call Veeam. This in conjunction with the old backup system will allow for faster backups of the entire server infrastructure along with duplication to another location for better redundancy of the City of New Brighton data.
- The effective use of current infrastructure to provide the most cost effective data and communications network to support both current and future system needs will continue to be a focus.
- The City will continue to expand its security system utilizing both video surveillance and card access. The focus is on ensuring safety and reducing key control costs.
- The City will continue to explore and utilize new technology that can be used to communicate more efficiently with our residents (software such as Granicus, Fix 311, and the revamped City Webpage).
- The City will continue to implement a virtual server and computer systems that creates both a more reliable and cost effective use of network equipment.
- The City will continue to implement a five year IT capital equipment replacement schedule to ensure that the City is budgeting appropriately for future Information Technology expenditures.

Department/Program: Information Technology Fund
 Organizational Responsibility: City Manager

Personnel Status

IT Positions	FTE 2014	FTE 2015	FTE 2016
IT Administrator	1	1	1
IT Technician	1	1	1
Total	2	2	2

Financial Summary

	2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>	Increase/ <u>(Decrease)</u>
Revenue Sources				
Charges for Service	\$ 514,700	\$ 528,200	\$ 552,500	\$ 24,300
Miscellaneous	21,986	20,000	22,600	2,600
Total Revenue	<u>536,686</u>	<u>548,200</u>	<u>575,100</u>	<u>26,900</u>
Expenditures				
Personnel Services	154,226	162,500	169,700	7,200
Materials and Supplies	29,697	29,500	29,500	0
Contractual Services	176,837	210,700	210,400	(300)
Capital Outlay	344,928	447,200	742,800	295,600
Total Expenditures	<u>705,688</u>	<u>849,900</u>	<u>1,152,400</u>	<u>302,500</u>
Net Change in Fund Balance	<u>\$ (169,002)</u>	<u>\$ (301,700)</u>	<u>\$ (577,300)</u>	<u>\$ (275,600)</u>

Department/Program: Pavement Management
Organizational Responsibility: Department of Community Assets & Development Director

Service Description

This fund is used to account for the replacement of parking lots, trails and hard courts that have a value of \$5,000 or more and a useful life of at least two years.

Strategic Opportunities and Challenges

- To ensure the program maintains a fully funded program for all pavement replacements in the program.

Financial Summary

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>Increase/ (Decrease)</u>
Revenue Sources				
Charges for Service	\$ 104,400	\$ 108,600	\$ 112,700	\$ 4,100
Miscellaneous	36,723	5,500	7,500	2,000
Total Revenue	<u>141,123</u>	<u>114,100</u>	<u>120,200</u>	<u>6,100</u>
Expenditures				
Capital Outlay	<u>13,265</u>	<u>82,500</u>	<u>50,000</u>	<u>(32,500)</u>
Excess Revenue Over/Under Expenditures	<u>127,858</u>	<u>31,600</u>	<u>70,200</u>	<u>38,600</u>
Other Financing Sources				
Transfer In	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>
Net Change in Fund Balance	<u>\$ 177,858</u>	<u>\$ 81,600</u>	<u>\$ 120,200</u>	<u>\$ 38,600</u>

Appendix

These policies provide guidelines for the fiscal administration of the City. The budget for the City of New Brighton serves as a comprehensive, rational guide for financial and programmatic decision-making and operations management throughout each fiscal year. The budget is intended to be not only a financial plan but also a performance plan linked to the strategic priorities established by the City Council.

Accounting, Auditing, and Financial Reporting

The financial reporting and budgeting systems of the City are organized on a fund basis. A fund is a fiscal and accounting entity with a self-balancing set of accounts. Funds are the control structures that ensure that public monies are spent only for those purposes authorized and within the amounts authorized. Funds are established to account for the different types of activities and legal restrictions that are associated with a particular government function.

- An independent audit will be performed annually.
- The City will produce comprehensive annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).
- The City will endeavor to maintain the GFOA Certificate of Excellence in Financial Reporting.

Budgetary Basis of Accounting

Governmental fund budgets are on a modified accrual basis of accounting consistent with generally accepted accounting principles. Under the modified accrual basis, revenues are recognized when they are susceptible to accrual (i.e., when they become measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Under the modified accrual basis, expenditures are generally recognized when the liability is incurred, except for principal and interest on general long-term debt, which is recognized when due. *Governmental fund budgets* include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Proprietary fund budgets are on an accrual basis of accounting consistent with generally accepted accounting principles except for loans, loan payments, capital expenses, and depreciation, which are budgeted on a cash basis. The focus of accrual accounting is primarily upon the determination of net income and the maintenance of capital. Therefore, included within these funds are all assets and liabilities associated with the fund’s operations. Revenues are recognized when earned and expenses are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place in another accounting period. Expenses are recognized in the accounting period in which the liability is incurred, which also includes depreciation. For budgetary control purposes, the City also appropriates capital acquisitions for the proprietary funds. *Proprietary fund budgets* include the Water Utility, Sanitary Sewer Utility, Stormwater Management Utility, and Street Lights System, the Internal Service Risk Management Fund, Compensated Absences Fund, Fleet Replacement Fund, Non-Fleet Replacement Fund, Information Technology Fund, and the Pavement Management Fund.

A budget is not adopted for the City’s *Fiduciary Agency Fund*.

The City’s audited financial statement uses the modified accrual basis of accounting for all governmental funds (at the fund level), and uses the accrual basis of accounting for all proprietary funds.

Budget Development

The City's operating budget policy sets forth guidance with respect to balanced operating budgets, with an overriding goal of achieving structural balance over a longer-term period, while recognizing that in certain periods, revenues and expenditures may not be equal. A balanced budget for the General Fund is defined as revenues and other sources equal to or exceeding operating expenditures and other uses. The budget will provide for adequate maintenance of capital facilities and equipment and for their orderly replacement.

The adopted budget will take into consideration the coordinated development of the capital improvement budget with the development of the operating budget. Operating costs associated with new capital improvements will be projected and included in future operating budget forecasts. The impact on the operating budget from any new programs or activities being proposed should be minimized by providing funding with newly created revenues whenever reasonably possible.

Budget amounts are as originally adopted or as amended by City Council. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is at the Fund level for the General Fund. The City Manager has authorization to transfer appropriations within and between any departmental budgets without Council approval.

Balanced budgets for the proprietary enterprise funds are defined as providing sufficient revenues to support the operations of those funds, without subsidy from the General Fund or property taxes. Charges from the Proprietary Internal Service Funds shall be sufficient to support such activities. In addition to operating expenses, Enterprise Funds shall be budgeted to provide for replacement costs of property, plant, and equipment, if appropriate, when establishing rates and charges for services.

The operating budget will describe the major goals to be achieved and the services and programs to be delivered for the level of funding provided. Budgeted expenditure appropriations lapse at year-end.

Budget Amendment Process

Budgets that require amending for reasons of a routine nature or special circumstances are amended by the passage of a resolution approved by the City Council. Amendments of a routine nature are typically approved in December of the current fiscal year while amendments due to special circumstances or unexpected events such as emergencies are authorized at the earliest possible City Council meeting date.

Investments

- Investments will be in conformance with the City of New Brighton's Investment Policy. All investments will address safety, liquidity, and yield. All cash balances during the year are invested in securities permitted by State Statute and the Investment Policy.
- It is the City's policy to invest all available monies at competitive interest rates, coordinated with projections of the City's operating and program cash flow needs. Interest earned from investment of available funds will be distributed to the funds annually based on each funds average monthly cash balance for the year.

Capital Improvement Budgets

- Capital outlay expenditures result in the acquisition of fixed capital assets that have a useful life of greater than one year. They are tangible in nature in that the physical substance does not materially change its form through use.
- The City will adopt a ten-year capital improvement plan and update it annually.
- The City will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- The City will project its equipment replacement and maintenance needs for the next ten years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and included in the Non-Fleet Replacement Fund. In addition, the City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
- The City staff will identify the estimated costs and potential funding sources, including the consideration of joint ventures with other cities, for each capital project proposal before it is submitted to the City Council for approval.
- Budget balances appropriated in the Internal Service and Capital Projects Funds are designated for specific projects and are carried forward as available for expenditure until the project is complete or the balance is transferred to other eligible projects.

Debt

The City's debt policy provides guidance to ensure that long-term debt is utilized appropriately and in a fiscally prudent manner. Elements of the policy include:

- Limiting long-term borrowing to capital improvements or other long-term projects which cannot, and appropriately should not, be financed from current revenues.
- The City's CIP shall contain debt assumptions which match the policy and requires a commitment to long-range financial planning which looks at multiple years of capital and debt needs.
- The City will try to keep the average maturity of special assessment general obligation bonds at or below ten years.
- Debt will not be used to finance current operations.
- State of Minnesota Statutes limits the legal debt obligations to 3% of the City's taxable market value.
- Debt levy (principal and interest plus 5% for G.O. Bonds) is limited to less than 15% of the total tax levy.

Fund Balance

Fund balance or net assets are terms used to define the difference between a fund's assets and its liabilities. Fund balance is used in governmental fund types and net assets are used in proprietary fund types. The City's General Fund unrestricted fund balance, designated for working capital as of the end of the year, should equal 50% of the next year's budgeted tax levy, less any debt service expenditures plus 10% of the ensuing year's operating budget, less any debt service expenditures. Fund balance may be used for the following:

- Provide flexibility if State law significantly limits the City's taxing and spending powers. This could include legislation regarding levy limits, property tax freezes, levy referendum requirements, etc.
- Provide flexibility if the State eliminates or reduces State revenue including fire pension aid, police pension aid, aid for streets, or PERA pension aid.
- Provide some protection for future funding needs of the capital improvement plan.
- Support the City's bond rating.
- Cover expenses created by natural disaster including flood, fire, or tornadoes and protect against other unforeseen expenditures and any other items.
- Cover a General Fund deficit when actual revenues are less than expenditures and to allow for a reasonable degree of error in budget forecasting.

For budget purposes only the fund balance for the General Fund excludes the non-spendable, restricted and committed fund balance classifications.

The fund balance policy protects the City in the event of temporary revenue shortfalls or unpredicted expenditures and provides time to react to permanent changes in the City's operating environment.

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.

Assessment – Refers to a financial lien placed by the City against a property to pay for the property’s fair share of any street or utility improvement.

Asset – generally refers to property, plant, or equipment that has an extended useful life and therefore can be relied upon to assist in the provision of programs or services beyond the current calendar year.

Bonds – 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 – Refers to the City’s planned use available monies for the upcoming fiscal year. The budget is considered ‘balanced’ when expected revenues are equivalent to planned expenditures.

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 City Manager.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Improvement Plan - A long-term projection of all planned capital replacements of City facilities, street and utility infrastructure, vehicles and rolling stock, and other improvements.

Capital Outlay – Expenditures for the acquisition of capital assets.

Cash Basis - The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Charges for Services include administrative charges between funds, license bureau agent fees, franchise fees, recreation program and community center fees, recycling fees, user charges for; water, sanitary sewer, storm drainage, street lights, and user fees for the municipal golf course.

Community Development includes planning and economic development, building permitting and inspections, code enforcement, and geographic information systems.

Community Center Revenue includes fees paid by end users for programs and events held at the New Brighton Community Center.

Contractual Services include professional services, contractual maintenance and repair, utilities, memberships, internal service charges, and training and conferences. It also includes the costs attributable to wastewater treatment costs paid to the Met Council.

Debt Management Plan – A schedule of the City’s debt service payments and an overview of the general principles that governs the issuance of City debt.

Debt Service – Refers to the principle and interest paid on bonds as well as internal loans used to finance City facility and infrastructure improvement projects.

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.

Financial Plan – refers to the long-term financial picture based on the general direction of the City, 10-Year Capital Improvement Plan and general budgeting decisions. The Plan also forecasts financial impacts on residents based on projected trends.

Fines & Forfeits include fines paid for traffic violations and criminal offenses occurring within the City limits.

Fiscal Disparities – is a wealth-sharing tool, somewhat unique to Minnesota that represents the portion of Commercial/Industrial property value added since 1974. This captured property value is shared amongst municipalities within the Twin Cities Metropolitan Area.

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 – represents the cumulative reserves (surplus monies) that have been realized within the City’s general and special-purpose operations and are available for future appropriations.

General Government – refers to those programs and services that are associated with general centralized City functions. They include; Administration, Legal, Elections, Central Services, Finance, and License Bureau, expenditures.

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.

Geographic Information Systems (GIS) – refers to the study of relationships between geographic parcels or areas. It is primarily used in the City’s Community Development Program.

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.

Governmental Funds – refers to the fund group that is used to account for the City’s general operations. These operations are normally supported by taxes and intergovernmental revenues.

Homestead Credit Aid – general purpose State aid designed to give property tax relief to homeowners. The aid is provided to the City after a corresponding deduction is made to a homeowner’s property tax bill.

Inflation – A general measure of the change in prices and/or the costs of providing programs and services.
Infrastructure – Refers to City facilities, streets, parks, and utilities that have a useful life of at least ten (10) years.

Interest Earnings include investment earnings on cash reserves.

Internal Service Charges – Represent administrative support charges that are assessed by internal service functions against other city functions to more accurately represent the true cost of providing City programs and services.

Intergovernmental Revenue – Includes Federal, State, or local monies received from other public entities.

Joint Powers Agreements (JPA) – Agreements entered into by public entities that are mutually beneficial. The JPA typically involves a contractual relationship whereby one entity provides a service to another in exchange for payment.

Licenses & Permits include business licenses, building-related permits and fees.

Materials and Supplies include office supplies, motor fuel and vehicle supplies, clothing and protective gear, street repair materials, and salt/sand purchases.

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.

Net Assets - represents the cumulative reserves (surplus monies) that have been realized within the City’s business-type operations (proprietary funds) and are available for future appropriations.

Operating Fund – a fund type that typically accounts for the on-going and day-to-day activities of specific programs or services. The General Fund is the primary operating fund of the City.

Parks and Recreation includes recreation administration and programs, leisure activities, park maintenance, forestry, the New Brighton Community Center operation.

Pavement Management Program – Refers to the City’s long-range plan for repairing and reconstruction of parking lots, tennis courts, sidewalks and trails.

Personal Services includes the wage, benefit, and insurance costs of employees.

Personnel Costs – See ‘Personal Services’.

Public Safety includes the costs associated with providing police and fire protection.

Public Works includes engineering, street maintenance, fleet maintenance, and garage building maintenance functions.

Property Taxes include taxes levied against taxable property.

Proprietary Funds – refers to the fund group that is used to account for the City’s business-type operations. These operations are normally supported by user fees and operate more like a private business would.

Registrations – refers to charges paid by users for recreational programs.

Reserves – monies held in interest-bearing accounts that are set aside for some future purpose, but are not necessarily needed in the current fiscal year. Reserves are also referred to as ‘fund balance’.

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.

Special Assessment - A charge made against certain properties to defray all or part of the cost of a specific Capital improvement that benefits primarily those properties.

State Aid monies refer to a variety of both general and specific aids provided by the State of Minnesota. It includes funding for police training, fire equipment, street maintenance and repair, and others.

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.

Tax Increment Financing (TIF) - A method of financing by which improvements made in a designated area are paid by the taxes generated from the added taxable value of the improvements.

Utility Service Revenue – Refers to charges paid by end users for the purchase of water, sewer, stormwater management, and street light services.