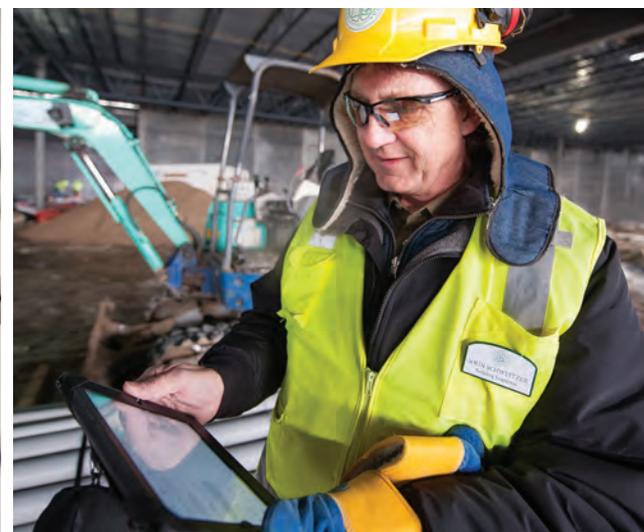
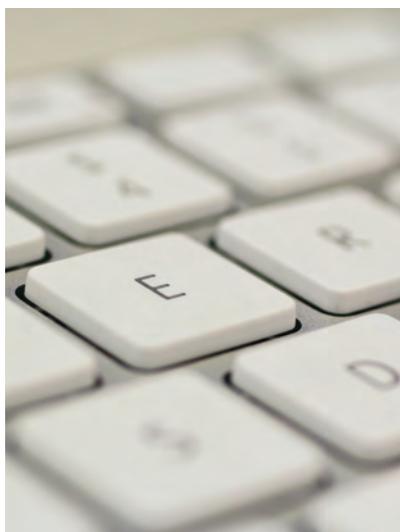
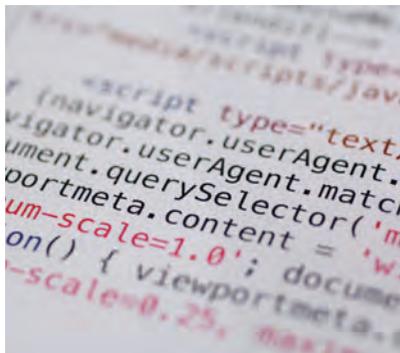


2014-2015

BUDGET

CITY OF EDINA, MINNESOTA



2013 Edina City Council

Mayor	James Hovland
Council Member	Joni Bennett
Council Member	Mary Brindle
Council Member	Josh Sprague
Council Member	Ann Swenson

City of Edina Staff

City Manager	Scott Neal
Assistant City Manager	Karen Kurt
Finance Director	John Wallin
Assistant Finance Director	Eric Roggeman

Contributing Staff

2012-13 City Management Fellow	Ari Klugman
2013-14 City Management Fellow	Annie Coyle

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City of Edina

INTRODUCTION



For living, learning, raising families, and doing business.

WELCOME LETTER



One of the things I have watched evolve during my 25 years as a city manager has been the desire of residents and taxpayers for more transparency in local government. An increased interest in transparency is not merely a trend. It represents a sea change in the way in which the governed wants to relate to the governing. The concept that residents are just customers that need to be managed is, thankfully, beginning to subside. The citizen-as-customer model is being replaced by the citizen-as-stakeholder model. The difference between these two models is stark, and it influences how we implement transparency in Edina city government.

If city government must engage residents as stakeholders, then we must do more than just ensure that our meeting minutes and budgets are online and easy to access. Yes, we must do that, but we must also ensure that the numbers and raw data are accompanied by operational context and analysis. We must present our information, studies and recommendations as if we are interested in the thoughts and opinions of everyone in our town – because we are.

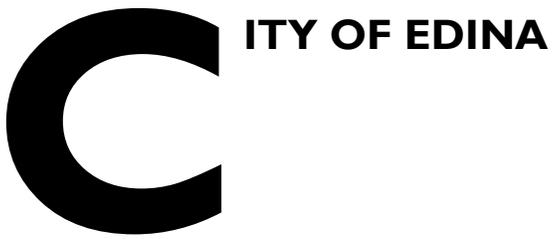
The 2014-2015 Edina City Budget book is a strong step in the direction of what I call “informed transparency.” It provides its readers the numbers, but those numbers are accompanied with many different kinds of context. It provides information about revenues and expenses, but squares the numbers with our operational goals and expectations, including our performance standards and measures. The book presents the full picture of the Edina city government’s fiscal/operational status for anyone to see.

Creating a budget book like this takes more effort and money to produce than a document with just numbers and no context. There’s no way around that. But I think that our stakeholders are going to appreciate it.

It’s transparent. It’s informative. It’s worth it. I hope you think so, too.

A handwritten signature in black ink that reads "Scott H. Neal". The signature is written in a cursive, flowing style.

Scott H. Neal, City Manager



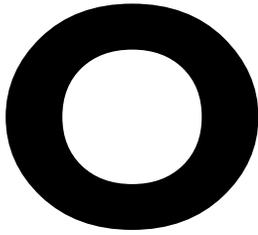
Edina began as a small farming and milling community settled by Irish and Scottish families in the mid 1800s near Minnehaha Creek. At that time, the area was part of Richfield Township, but in 1888, the residents voted to separate from Richfield Township and incorporated as the Village of Edina.

The City is now a fully developed first-ring suburb of Minneapolis. The City occupies a land area of 16 square miles and serves a population of about 48,000 residents. Currently, 98 percent of the City is developed. Its first major period of growth occurred in the 1950s as residents and businesses looked to suburban neighborhoods. The late 1960s and early 1970s were another significant period of growth. Today, the City is in a period of “redevelopment” as aging structures (both commercial and residential) are being replaced with newer structures that better suit the needs of 21st century businesses and residents. Approximately 59 percent of Edina’s land area is attributed to low-density residential neighborhoods, 12 percent to commercial/industrial uses, 16 percent parks and open space with the remainder used for local, county and state roadways.

Many major highways run through or are close to Edina, making it readily accessible to all within the metropolitan area. Edina is a short 15 minute drive from the Minneapolis St. Paul International Airport.

The City provides a full range of public services, including police and fire protection; construction and maintenance of highways, streets, and other infrastructure; water and sewer services and recreational and cultural activities and events.

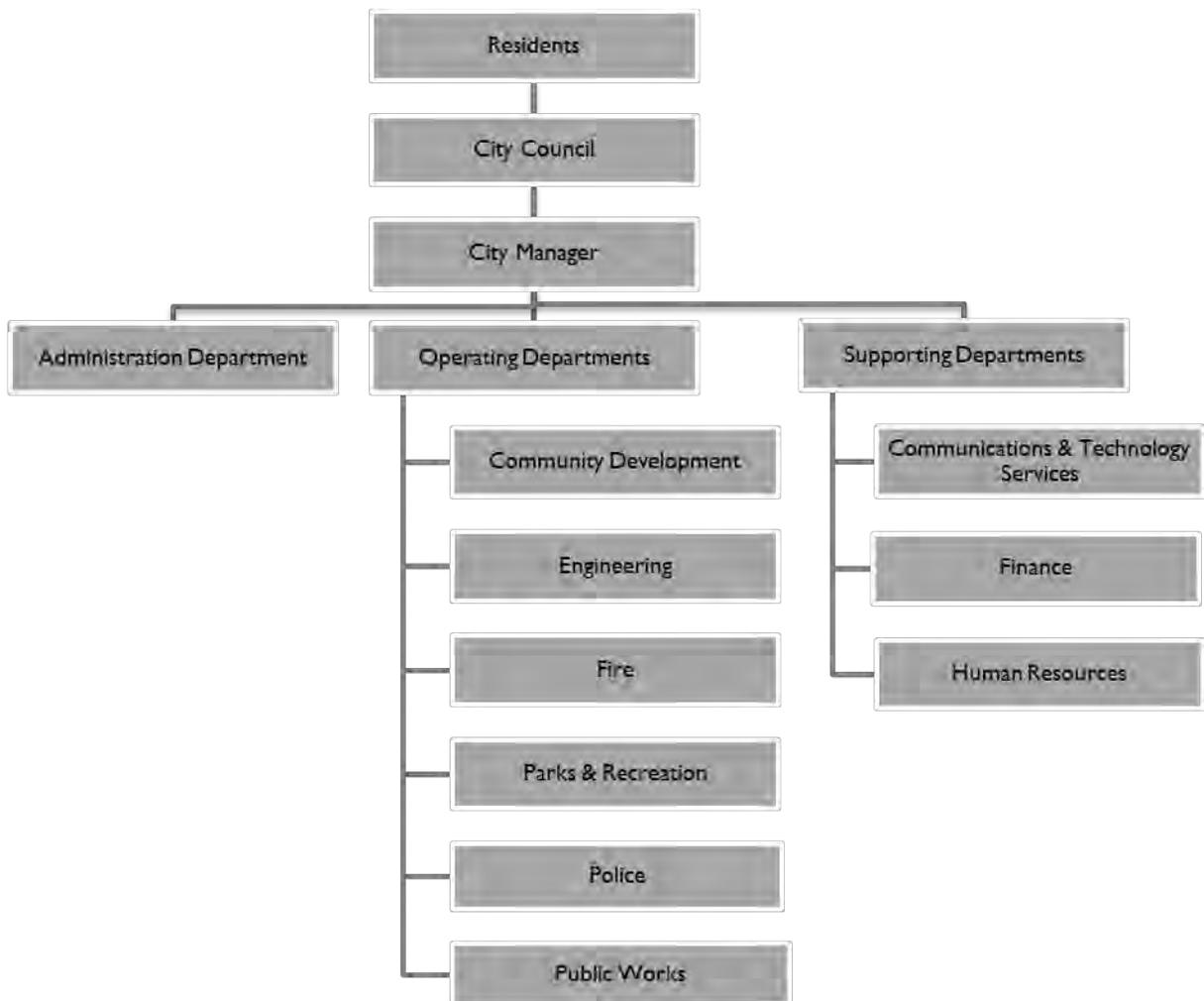




ORGANIZATIONAL HIGHLIGHTS

The City of Edina operates under the Council-Manager form of government. Policy-making and legislative authority are vested in a City Council (Council) consisting of the Mayor and four other members, all elected on a non-partisan basis. The Council is responsible, among other things, for approving ordinances, adopting the budget, appointing committees and hiring the City Manager. Council members serve four-year terms, with two Council members elected every two years. The Mayor also serves a four-year term. The Council and Mayor are elected at large.

The City Manager is responsible for carrying out the policies and ordinances of the Council and for overseeing the day-to-day operations of the city government. Edina has six “operating” departments and three “supporting” departments, in addition to the Administration Department which includes the City Manager and Assistant City Manager.



ORGANIZATIONAL HIGHLIGHTS

Edina has three critical sources of policy guidance for the operating budget. Edina Vision 20/20 serves as the long-range strategic plan for the City. It was originally completed in the fall of 2003 and was updated in 2005. One of the City Council priorities for 2013-2014 is to revisit and extend the timeframe of this important document. Edina Vision 20/20 includes the City's mission and vision:

Mission	To provide effective and valued public services, maintain a sound public infrastructure, offer premier public facilities and guide the development and redevelopment of lands, all in a manner that sustains and improves the uncommonly high quality of life enjoyed by our residents and businesses
Vision	Edina will be the preeminent place for living, learning, raising families and doing business as distinguished by: A livable environment, Effective and valued city services, A sound public infrastructure, Balance of land uses, Innovation

Another key policy document is the City's Comprehensive Plan, which guides development and redevelopment and addresses changes likely to occur due to various social and market forces. Edina's Comprehensive Plan was last updated in 2008 and formally adopted in 2009. In accordance with State law, it will be updated again in 2018.

The City is continually working to update its aging infrastructure. Our bi-annually adopted five-year Capital Improvement Plan includes spending and financing projections for these projects. The Capital Improvement Plan was first adopted in 2007 and the City Council is currently implementing its 2013-2017 Plan.

Key Policy Documents	Edina 20/20 Strategic Plan Comprehensive Plan Capital Improvement Plan
-----------------------------	--

ORGANIZATIONAL HIGHLIGHTS

The City of Edina has had several notable achievements over the last two years. Independent bond-rating agencies Standard & Poor's and Moody's Investors Service affirmed their high bond ratings of Edina in the fall of 2013. Edina is one of just a few communities in Minnesota with both "AAA" and "Aaa" ratings. Moody's Investors Service in 2000 gave the City of Edina its highest rating, Aaa. In 2002, Standard & Poor's upgraded Edina's general obligation bond rating to AAA, the company's highest rating. The agencies have reaffirmed their ratings several times since, most recently in the fall of 2013.

The ratings reflect the agencies' view of the City's:

- ◆ Participation in the Minneapolis-St. Paul metropolitan area economy and role as a first-ring suburb in the prosperous Twin Cities western suburbs;
- ◆ Continued strong financial performance with very strong fund balance levels on a dollar and percent of expenditure basis;
- ◆ Evidence of continued strong management practices; and
- ◆ Manageable debt burden with a rapid amortization schedule.

The bond rating upgrade helps to ensure that future Edina debt will be issued with the lowest possible interest expense and cost to the taxpayer.

**Vision without Action is a dream.
Action without Vision is simply passing the time.
Action with Vision is making a positive difference.**

- Joel Barker

P

ERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

In the City of Edina, the operating budget is part of a comprehensive approach to performance management. The principles of this performance system are outlined below.

PERFORMANCE SYSTEM PRINCIPLES	
Systemic	Strategic objectives play an integral role in leadership decision-making, organization planning and resource allocation.
Reflects Community Goals	Community input is gathered to determine desired community goals and outcomes. These goals are captured in a strategic plan that serves as the anchor for the performance management system.
Aligned at All Levels	The City's department plans/programs reflect community goals. Departments work cooperatively across functional lines to achieve key outcomes. Employees understand how their work ties to City's mission, vision and strategy.
Outcome-Based	Success is measured through performance measures that tie as closely as possible to customer outcomes. Performance data becomes an important factor in future planning.
Drives Budget	Resources are allocated according to strategic priorities. Successful programs, as determined through performance measures, receive more resources.

A summary of the City's performance management system is highlighted in the following graphic:



PERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

The 2014-2015 Work Plan and Operating Budget carry out the policy objectives set forth in the city's long term planning documents. Work plans identify key projects the City is hoping to accomplish during the two year budget cycle. The City Council discusses work plan progress during quarterly business meetings with staff.

The city-wide work plan, developed by staff and the City Council, sets the stage for budget development. Each of the primary areas of the 2014-15 Work Plan is summarized below with specific key performance indicators and related goals.

INFRASTRUCTURE

The City is committed to preserving and expanding infrastructure systems to maintain reliability and quality, and to meet the demands of expansion and redevelopment. This will be accomplished through a long-term financing plan that balances prudence and community expectations.

- ◆ Financing
- ◆ Preservation
- ◆ Expansion

Key Performance Indicators

- ◆ Construction Fund structural deficit eliminated by March 1, 2020.
- ◆ Centennial Lakes TIF spending plan adopted and implemented by December 31, 2015.
- ◆ Municipal facilities upgrade scope finalized by December 31, 2015.
- ◆ Twenty-five thousand feet of bicycle improvements and 5,200 feet of sidewalks are completed each year.

Goals

- ◆ Convert \$500,000 in unreserved General Fund balance to operating budget by tightening revenue and expenditure estimates and increasing construction fund line item over the two-year period.
- ◆ Meet with Utility companies once a year to assess future plans and to advocate for interests of Edina residents and businesses.
- ◆ Complete physical evaluation of all City buildings and facilities in order to develop a comprehensive maintenance plan and replacement schedule by June 30, 2014.
- ◆ Complete Living Streets Plan by December, 31, 2014, and related projects:
 - ◇ France Ave pedestrian crossings by December 31, 2014.
 - ◇ 54th Street by December 31, 2014.
 - ◇ Tracy Avenue plan by December 31, 2015.
- ◆ Complete driving range and cart path projects at Braemar Golf Course by December 31, 2015.
- ◆ Complete Parks Master Plan by December 31, 2014.
- ◆ Adopt and implement Centennial Lakes TIF spending plan by December 31, 2015.
- ◆ Finalize southeast Edina sanitary sewer capacity study by April 1, 2014, for inclusion in the CIP.
- ◆ Complete construction of the sports dome by the end of 2014.

PERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

COMMERCIAL AND MIXED USE DEVELOPMENT

Development and renewal of commercial and residential areas are essential to the on-going health of the City. The City will focus on the 50th & France and Grandview areas to create the maximum positive impact. Tax Increment Financing (TIF) and other tools will be used to provide incentives to develop in ways consistent with the City's land use, transit, density and health goals.

- ◆ 50th & France
- ◆ Grandview
- ◆ TIF
- ◆ Transit/Land use/Density/Health

Key Performance Indicators	Goals
<ul style="list-style-type: none"> ◆ Public parking capacity at 50th and France is increased by 20%. The perception of parking availability at 50th and France is improved. Ground broken for redevelopment of parking facility by December 31, 2014. ◆ Grandview redevelopment plan executed with final public space plan by December 31, 2015. ◆ France Avenue pedestrian plan improvements completed by December 31, 2014. ◆ Redevelopment roadway improvements substantially completed for Hazelton Road by December 31, 2014. 	<ul style="list-style-type: none"> ◆ Complete plans to expand North Ramp and plan improvements at other ramps by December 31, 2014. Complete ramp projects by December 31, 2015. ◆ Implement ramp demand management system by May 31, 2014. ◆ Complete small area plan for Wooddale and Valley View by December 31, 2014, and Cahill and 70th Street by December 31, 2015. ◆ Approve redevelopment plan for former public works site by July 1, 2014; complete project by December 31, 2015. ◆ Approve redevelopment agreement with the School District for the current School District bus barn site by both the City and the School by July 1, 2014. ◆ Work with 50th & France property owners on redevelopment projects. ◆ Outline development goals and incentives related to sustainability, health and transit/connectivity by December 31, 2015. ◆ Master redevelopment plan for Pentagon Park approved by December 31, 2014.

PERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

WORKFORCE

High quality service delivery requires skilled employees who are properly deployed. The City supports high performance staffing approaches and the recruitment and retention of well-qualified employees. To support these efforts, the organization will provide competitive compensation and benefits packages.

- ◆ Staffing and resource allocation
- ◆ Recruitment and retention
- ◆ Compensation and benefits

Key Performance Indicators

- ◆ Affordability of family insurance improves to meet average for comparison cities by end of 2016-2017 budget cycle.
- ◆ Customer service evaluation scores on 2015 Quality of Life Survey continue to be 90% or better positive ratings with “excellent” ratings increasing to 30%.
- ◆ An employee engagement baseline measurement is established through an employee engagement survey.

Goals

- ◆ Restructure employee benefit program by September 1, 2014.
- ◆ Allocate \$150,000 in operating budget each benefit year toward benefit plans.
- ◆ Develop employee engagement survey and measure every two years, starting in 2014.
- ◆ Develop and implement customer service standards and related training organization-wide by December 31, 2015.
- ◆ Incorporate defined values into hiring process by March 1, 2014 and performance management system by March 1, 2015.
- ◆ Develop standard onboarding and leadership training by December 31, 2015.

COMMUNITY VISION

A clear vision of a desired future will help focus our daily efforts and sustain a high quality of life. A vision for the community through the year 2040 that reflects the unique character, values and priorities of our citizens and stakeholders will be developed. Broad community participation will be central to our effort and critical to its ultimate success.

- ◆ Future
- ◆ Values
- ◆ 2040- or date certain in the future
- ◆ Priorities

Key Performance Indicators

- ◆ A Vision Plan will be in place prior to next Comprehensive Plan update.
- ◆ Twelve hundred citizens involved in a community process to create a vision.

Goals

- ◆ Identify consulting partner by March 1, 2014.
- ◆ Complete visioning process by December 31, 2014.
- ◆ Approve community vision by March 1, 2015.

PERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

COMMUNICATION AND ENGAGEMENT

To clearly understand community needs, expectations and opinions, the City will consistently seek the input of a broad range of stakeholders in meaningful and interactive communication. Efforts to engage the community will utilize multiple platforms, be informative, transparent, responsive, and will involve volunteers and city commissions.

- ◆ Coordinated
- ◆ Multi-platform
- ◆ Strategic
- ◆ Transparent
- ◆ Two-way, interactive, inviting
- ◆ Accessible
- ◆ Comprehensive, informative
- ◆ Timely

Key Performance Indicators

- ◆ At least 85% of residents continue to respond positively when asked if they felt they could have a say in local government in the 2015 Quality of Life Survey.
- ◆ Residents continue to prefer a City communications tool as their primary information source for City news in the 2015 Quality of Life survey.
- ◆ The number of City Extra subscribers increases by 25% from August 1, 2013 to December 31, 2015.
- ◆ 90% of participants on boards, commissions, advisory groups and task forces rate their overall experience positively.
- ◆ Ten neighborhood associations are recognized by December 31, 2015.
- ◆ Registered users of City of Edina websites or fans/followers increase by 20% from August 1, 2013 to December 31, 2015.

Goals

- ◆ Host and promote “Speak Up, Edina” topic monthly.
- ◆ Use “telephone town hall” meeting or live social media chat at least once per year.
- ◆ Develop plan to promote City Extra by March 1, 2014, and implement by June 1, 2014.
- ◆ Identify and train communication coordinators in each department by June 1, 2014.
- ◆ Train key City staff on public engagement methods by December 1, 2014.
- ◆ Prioritize needs for mobile apps and implement at least one mobile reporting app by July 1, 2014.
- ◆ Develop and implement survey for volunteer participants and exit surveys for board and commission members by March 1, 2014.

PERFORMANCE MEASUREMENT & MANAGEMENT ANNUAL BUDGET

AVIATION NOISE

Changing flight patterns from the Minneapolis-Saint Paul International Airport over the community negatively affect the quality of community life. We are committed to influencing the outcome of decisions, mitigating the impacts to the community, and working with our neighboring communities to find the best possible solutions.

- ◆ Mitigating impact
- ◆ Influencing outcome
- ◆ Working with/partnering with the cities of Minneapolis, Bloomington, Richfield, the Federal Aviation Administration (FAA), Metropolitan Airports Commission (MAC), and the MSP Noise Oversight Committee (NOC)

Key Performance Indicators	Goals
<ul style="list-style-type: none"> ◆ Achieve an outcome generally acceptable to the City. ◆ Relationships with neighbors are not negatively impacted by efforts. ◆ New positive relationships with MAC, FAA and the airlines are established. 	<ul style="list-style-type: none"> ◆ Average daily overflights of the City do not exceed their 2012 levels. ◆ Average daily aviation noise levels in the City do not exceed 2012 levels. ◆ The hybrid RNAV solution endorsed by the MAC in Nov 2012 is implemented.

City departments also have department-level work plans and key performance measures. Sources of these performance measures include the City's Quality of Life Survey (conducted every two years) and the performance measurement program of the International City/County Management Association (ICMA).

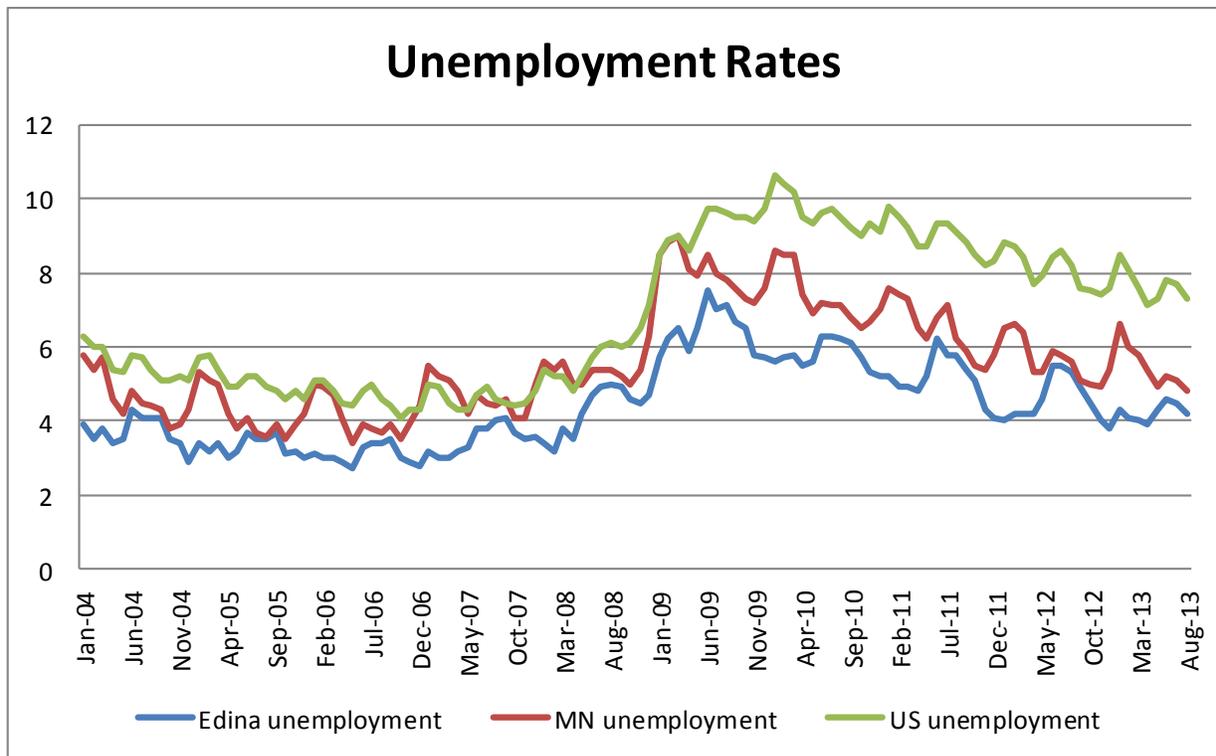
**There is nothing so useless than
executing a task efficiently when it
actually never should have been
executed at all.**

- Peter Drucker

E ECONOMIC OUTLOOK

The City of Edina currently enjoys a favorable economic environment and local indicators point to continued stability. The region, noted for strong retail and professional sectors, has enjoyed considerable redevelopment in recent years. The City employment base is populated with a healthy combination of retail, professional and light industrial businesses. The City does not rely solely on a single sector of employment and is able to weather fluctuations in national and international economic changes better than most municipalities.

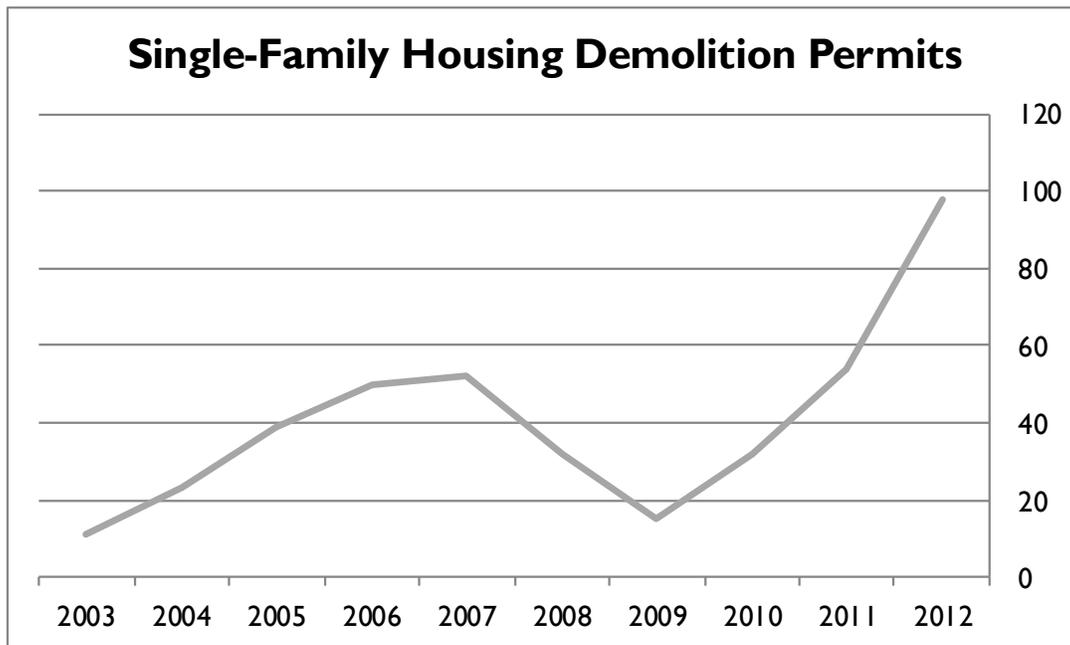
Major industries with headquarters or divisions within Edina include Fairview Southdale Hospital, Southdale Center and Galleria regional malls, Spartan Nash (formerly Nash Finch), Regis, Filmtec (Dow) and International Dairy Queen. Edina's robust business community is based in three primary nodes: 50th & France, Greater Southdale and a professional/industrial district adjacent to Highway 100. Numerous employers in the medical, retail, service, manufacturing and distribution industries are located in Edina. Edina is home to approximately 50,000 jobs that are expected to remain stable over the coming years.



The Minnesota Department of Employment and Economic Development estimates that Edina's unemployment rates are consistently lower than comparable state and national rates, as shown in the chart above. Edina's unemployment rate has remained under 5% since mid-2012 (not seasonally adjusted).

ECONOMIC OUTLOOK

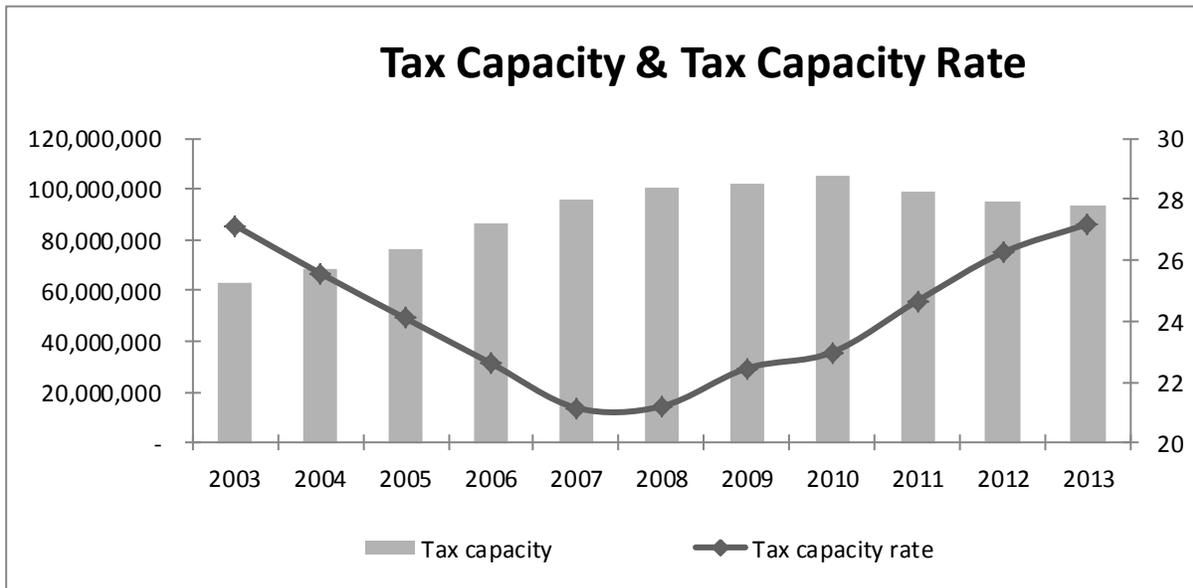
In addition to commercial and industrial redevelopment, the City of Edina continues to remain relevant and desirable to current and new residents. Edina has long been known for its residential housing stock and attractive neighborhoods, and high quality of life. Although the emphasis has changed over the years from exclusively single-family housing to a more balanced mix of single- and multi-family housing types, the City's concern for overall quality in residential development remains a top priority. Single-family housing demolition permits are one measure of the recent growth in residential redevelopment in Edina.



The City contains at least 2.5 million square feet of retail space plus an amount more than twice that of general commercial and industrial space. These businesses occupy facilities ranging from free-standing, wood-frame structures to non-combustible high-rise structures.

Property values in Edina have been more stable than much of the rest of the state and country during the past several years. While our total market value and tax capacity have fallen since the peak around 2007, the declines have been moderate compared to some other communities. Preliminary market value and tax capacity reports from Hennepin County for the taxes payable 2014 assessment year show that property values are rising again.

ECONOMIC OUTLOOK



Tax capacity rates often move in the opposite direction of tax capacity, which is tied to market values, as shown in the chart above. Edina's tax capacity rate is the lowest among our geographical neighboring communities.

Although both the regional and local economy appear to be growing stronger after the recession of 2008-2009, there are still some areas of concern that City staff are monitoring for possible impacts on the City budget. One of the areas of concern is energy cost volatility. The City's exposure to energy prices is primarily from electricity, which we buy from Xcel Energy to light streets, pump water out of our wells, cool City facilities, and keep the City's servers running. Xcel Energy is one of the City's largest vendors and we rely heavily on the service they provide. Xcel Energy has recently announced plans to increase electricity prices significantly in the Minneapolis St. Paul area over the next several years. Any proposed increases must be approved by the Public Utilities Commission (PUC) before customers like the City of Edina can be charged.

Additionally, the City purchases significant amounts of fuel every year for our vehicle fleet. In recent years, the City has been signing advance purchase contracts for a portion of our annual fuel usage. This practice effectively "locks" the price the City pays for the amount of fuel under contract. Our goal is to reduce the City's exposure to price volatility and perhaps even save money if fuel prices increase over the course of the year. We typically continue to buy some of our fuel at market rates, however, and the price we pay can have an effect on the budget.

One other area of concern for City staff is the cost of our insurance. Like most private businesses and employers, the City buys many types of insurance; including property, auto, liability, worker's comp, and health insurance. Like energy, insurance cost is a significant factor in the City's budget and pricing also has been volatile over the past several years. The City periodically tests the market for the different types of insurance we buy to make sure the rates we pay are competitive for the coverage and services we expect. However, in areas like health insurance, every provider is raising prices and all employers are experiencing similar price pressures. The City mitigates some of the pressure by purchasing health insurance together with a group of other cities to increase our collective purchasing power. Also, the City of Edina shares the cost of health insurance with our employees, who sometimes must make significant contributions to their monthly premiums, depending on their benefit selections.

BUDGET PROCESS

The City implemented a two-year budget cycle beginning with the 2012-2013 operating budget. The objective is to take an alternating year approach to the operating budget and Capital Improvement Plan (CIP) processes. While both the operating budget and CIP will be reviewed every year, the majority of our planning, focus and effort will alternate between the two.

During odd-numbered years, the City's focus will be on the operating budget. Extra efforts are dedicated to a resident engagement process and a two-year operating budget, which will take effect on Jan. 1 of the following even-numbered year. The CIP is reviewed but only updated if necessary.

During the summer of 2013, the City worked with the Citizens League to host three citizen engagement workshops called *Financing the Future*. During the workshops, City staff asked participants to provide input on important budgetary decisions by understanding some of the trends and issues affecting our budget, setting priorities, and informing the City Council's decisions.



City staff also met with the City Council several times during 2013 to discuss resident input received at the *Financing the Future* workshops as well as staff and Council-led priorities. Budget and work plan themes for 2014-2015 were established during these meetings.

During even-numbered years, the City's focus will be on the CIP. Extra efforts are dedicated to reviewing the projects in the CIP and prioritizing them based on information available at the time. The operating budget is reviewed, but only updated if necessary.

The City Council is required to adopt a final budget by no later than the close of the fiscal year. The annual budget serves as the foundation for the City's financial planning and control. The budget is prepared by fund and by department. The City is empowered to levy a property tax on both real and personal property located within its boundaries.

BUDGET PROCESS

2014-2015 BUDGET PROCESS TIMELINE

May 3-4, 2013	City Council retreat to develop 2014-2015 Work Plan themes.
May 21, 2013	Council work session to review budget process, challenges and themes.
June 11, 2013	Work with the Citizens League to host a citizen engagement budget event at the Senior Center to collect resident input on the budget.
June 13, 2013	Work with the Citizens League to host a citizen engagement budget event at the Braemar Clubhouse to collect resident input on the budget.
June 19, 2013	Work with the Citizens League to host a citizen engagement budget event at the Senior Center to collect resident input on the budget. This event was cancelled due to lack of attendees.
June 24, 2013	The City's Executive Leadership Team (ELT) starts internal planning for the 2014-2015 Work Plan at a retreat.
August 5, 2013	Council work session to introduce the City Manager's proposed 2014-2015 Work Plan and Budget.
September 3, 2013	Council work session to review proposed 2014-2015 Budgets.
September 3, 2013	Council adopts a formal resolution to set the 2014 preliminary levy and budget. According to Minnesota State law, the final levy can be lower than the preliminary levy, but not higher.
October 14, 2013	Council work session to review proposed 2014-2015 Budgets and 2014 Utility Rate Study.
November 19, 2013	Council work session to review final proposed 2014-2015 Budgets and Work Plans.
December 3, 2013	Public Hearing on the 2014 operating budget and levy at a City Council Meeting.
December 17, 2013	Council adopts a formal resolution to adopt the final 2014 Budget and property tax levy.
Summer/Fall 2014	City Council and staff will work together to develop the 2015-2019 Capital Improvement Plan (CIP). Exact dates will be determined in Spring 2014.
Summer/Fall 2014	City Council and staff will work together to make any necessary changes to the 2015 Budget and Work Plan. Exact dates will be determined in Spring 2014.
December 2, 2014	Hold a Public Hearing on the 2015 operating budget and levy at a City Council Meeting.
December 16, 2014	Council adopts a formal resolution to adopt the final 2015 Budget and property tax levy.

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City of Edina

EXECUTIVE SUMMARY



For living, learning, raising families, and doing business.

2 014-2015 OVERVIEW

The 2014-2015 Budget provides the resources to achieve key results for Edina residents around several work plan themes set by the City Council. The new work plan themes are:

- ◆ Infrastructure
- ◆ Commercial & mixed use redevelopment
- ◆ Workforce
- ◆ Community vision
- ◆ Communications and engagement
- ◆ Aviation noise

This budget represents a significant step in the budget transformation process that the City started in 2011 for the 2012-2013 biennial budget. This year's achievements include a completely redesigned budget book that is organized both by fund (see section III) and by department (section IV). The fund level section shows all expenditures by department as well as by type. The departmental organization is completely new and enhances transparency and accountability. The departmental section also reflects all the organizational changes of 2010-2013.

In addition, this budget is easier to read and more focused on outcomes than previous budgets. Many new charts and graphs have been added that highlight important information in an organized way. Also significant is the inclusion of performance measures for every department. In the long term, performance measures will help to identify tactics and programs that are successful as well as those that could be improved.

The 2014-2015 City budget proposal provides funding to continue existing service levels. Additionally, employee benefits have been restructured in a way that addresses the Workforce work plan theme and takes into account legal and regulatory changes from the Affordable Care Act. Several staff positions have also been added or changed. One important addition to the Edina team is a Residential Redevelopment Coordinator. This position will help the City understand, inform, manage and regulate the significant amount of residential redevelopment that is happening in Edina. Budget funding has also been added for several technology initiatives that will help the City improve the efficiency and quality of service delivery in many areas.

The 2014-2015 City budget proposal is financially sound and operationally transparent. Through its implementation, the budget will continue to produce an exceptional quality of life for Edina residents.

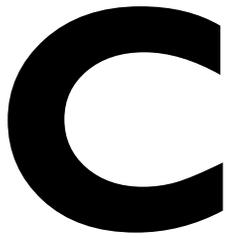
PROPERTY TAX LEVIES

PROPERTY TAX LEVIES ANNUAL BUDGET— ALL YEARS

	2011	2012	2013	Budget 2014	Budget 2015
General Fund Levies					
General Operating Levy	\$ 21,004,000	\$ 21,604,402	\$ 21,824,894	\$ 22,509,403	\$ 23,378,958
General Fund Subtotal	<u>21,004,000</u>	<u>21,604,402</u>	<u>21,824,894</u>	<u>22,509,403</u>	<u>23,378,958</u>
Increase From Prior Year (%)	1.29%	2.86%	1.02%	3.14%	3.86%
Debt Service Fund Levies					
City Hall Debt Service	949,850	950,800	949,850	947,600	944,400
Equipment Certificates	164,010	67,500	-	-	-
Gymnasium Debt Service	396,444	411,644	396,444	409,244	409,440
Fire Station Debt Service	431,544	432,744	431,544	441,944	441,940
Public Works Facility Debt Service	1,232,460	1,178,202	1,536,743	1,526,809	1,546,600
Park Bond Market Value Levy	615,837	610,862	615,837	627,800	618,600
Sports Dome ^{NOTE 2}	-	-	-	-	-
Debt Service Fund Subtotal	<u>3,790,145</u>	<u>3,651,752</u>	<u>3,930,418</u>	<u>3,953,397</u>	<u>3,960,980</u>
Increase From Prior Year (%)	-0.65%	-3.65%	7.63%	0.58%	0.19%
NOTE 2					
Construction Fund Levies					
Equipment Levy	992,072	992,072	992,072	992,072	1,192,072
Construction Fund Subtotal	<u>992,072</u>	<u>992,072</u>	<u>992,072</u>	<u>992,072</u>	<u>1,192,072</u>
Increase From Prior Year (%)	5.48%	0.00%	0.00%	0.00%	20.16%
Total Property Tax Levy	<u>\$ 25,786,217</u>	<u>\$ 26,248,226</u>	<u>\$ 26,747,384</u>	<u>\$ 27,454,872</u>	<u>\$ 28,532,010</u>
Increase From Prior Year (%)	1.15%	1.79%	1.90%	2.65%	3.92%
NOTE 2					
Tax Capacity Levy Increase ^{NOTE 1}	1.12%	1.86%	1.93%	2.66%	4.05%
NOTE 2					

NOTE 1: Tax capacity levies include the general fund, city hall, equipment, gymnasium, fire station and public works levies. The Park Bond Market Value Referendum levy is a market value levy, and is excluded from the calculation of "Tax Capacity Levy Increase". This explains why Tax Capacity Levy Increase does not equal Total Property Tax Levy Increase.

NOTE 2: The City began working on construction and financing for a Sports Dome in fall 2013. The financing plan for the project was not completed or approved by the publication date for this document. One possibility for financing the Sports Dome would be a new tax levy beginning in 2015. If that option is chosen, the percentages shown here could increase.



CONSOLIDATED BUDGET SUMMARIES

CONSOLIDATED BUDGET SUMMARY ANNUAL BUDGET— ALL FUNDS AND YEARS

This page represents all of the financial activities of the City consolidated into one place. It is the best way to look at the overall budget. The City also divides the budget into fund types, funds and departments. This data is presented farther back in the budget book.

	2012 Actual	2013 Budget	2014 Budget		2015 Budget	
REVENUES AND OTHER FINANCING SOURCES						
Property tax levy	\$ 25,838,422	\$ 26,747,384	\$ 27,454,872	2.6%	\$ 28,532,010	3.9%
Reductions	-	(113,000)	(119,000)	5.3%	(123,000)	3.4%
Net tax revenue	<u>25,838,422</u>	<u>26,634,384</u>	<u>27,335,872</u>	2.6%	<u>28,409,010</u>	3.9%
Tax increments	3,536,935	3,990,000	3,900,000	-2.3%	100,000	-97.4%
Franchise fees	815,530	1,530,000	2,070,000	35.3%	2,070,000	0.0%
Special assessments	4,975,641	3,724,308	3,321,571	-10.8%	3,444,787	3.7%
Licenses and permits	3,155,351	2,891,814	3,302,865	14.2%	3,255,080	-1.4%
Intergovernmental	2,269,610	2,210,125	4,574,189	107.0%	2,324,825	-49.2%
Charges for services	3,708,482	3,327,248	4,182,766	25.7%	4,019,494	-3.9%
Fines and forfeitures	1,195,054	1,091,821	950,000	-13.0%	950,000	0.0%
Operating revenue	39,033,106	39,190,842	41,761,604	6.6%	43,344,260	3.8%
Investment income	455,163	480,350	447,531	-6.8%	463,956	3.7%
Other revenue	4,905,768	670,000	568,277	-15.2%	585,448	3.0%
Debt issued	5,174,868	4,251,000	2,917,200	-31.4%	3,619,200	24.1%
Other financing sources	94,975	203,000	-	-100.0%	-	NA
TOTAL REVENUES AND OTHER FINANCING SOURCES	<u>\$ 95,158,905</u>	<u>\$ 90,194,892</u>	<u>\$ 95,331,875</u>	5.7%	<u>\$ 92,586,060</u>	-2.9%
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY DEPARTMENT						
Administration	\$ 19,965,670	\$ 15,424,420	\$ 20,380,412	32.1%	\$ 14,295,549	-29.9%
Communications & tech.	1,041,718	1,116,474	1,210,257	8.4%	2,329,574	92.5%
Human resources	445,893	269,150	827,487	207.4%	695,637	-15.9%
Finance	717,345	758,329	1,187,619	56.6%	1,216,299	2.4%
Public works	20,110,754	22,075,745	22,567,897	2.2%	22,838,932	1.2%
Engineering	7,846,862	12,067,841	9,330,550	-22.7%	8,609,839	-7.7%
Police	10,298,379	10,834,134	11,693,713	7.9%	11,426,748	-2.3%
Fire	6,264,920	6,536,314	7,119,458	8.9%	7,185,398	0.9%
Parks & recreation	10,837,727	12,055,018	12,134,136	0.7%	14,129,288	16.4%
Community development	1,368,336	1,533,120	1,700,031	10.9%	1,742,160	2.5%
Debt service	8,912,394	6,670,685	6,008,988	-9.9%	6,179,315	2.8%
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	<u>\$ 87,809,998</u>	<u>\$ 89,341,230</u>	<u>\$ 94,160,548</u>	5.4%	<u>\$ 90,648,739</u>	-3.7%
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY TYPE						
Cost of goods sold	\$ 10,119,193	\$ 10,453,331	\$ 10,635,139	1.7%	\$ 10,856,728	2.1%
Personal services	28,346,413	30,411,256	32,187,018	5.8%	32,971,290	2.4%
Contractual services	13,987,902	15,020,603	14,502,510	-3.4%	14,118,703	-2.6%
Commodities	3,586,889	3,779,759	3,799,139	0.5%	3,897,412	2.6%
Central services	4,374,753	4,623,900	5,040,600	9.0%	5,154,924	2.3%
Equipment	1,308,222	1,409,170	2,138,140	51.7%	1,456,412	-31.9%
Capital outlay	12,314,221	12,033,421	14,029,000	16.6%	10,119,000	-27.9%
Depreciation	3,958,490	4,049,960	4,937,850	21.9%	5,146,750	4.2%
Debt service	9,813,915	7,559,830	6,891,152	-8.8%	6,927,520	0.5%
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	<u>\$ 87,809,998</u>	<u>\$ 89,341,230</u>	<u>\$ 94,160,548</u>	5.4%	<u>\$ 90,648,739</u>	-3.7%
CHANGE IN FUND BALANCE OR NET POSITION						
	<u>\$ 7,348,907</u>	<u>\$ 853,662</u>	<u>\$ 1,171,327</u>		<u>\$ 1,937,321</u>	

C OMBINED BUDGET SUMMARY

COMBINED BUDGET SUMMARY — 2012 Actual and 2013 Budget

This page is a bridge to combine more detailed data found on pages 44-47 in the Fund Level Financial Schedules section of the budget book. The summary totals agree with the Consolidated Budget Summary presented previously.

	2012 Actual			2013 Budget		
	Governmental	Enterprise	Total	Governmental	Enterprise	Total
	Funds	Funds		Funds	Funds	
REVENUES AND OTHER FINANCING SOURCES						
Property tax levy	\$ 25,838,422	\$ -	\$ 25,838,422	\$ 26,747,384	\$ -	\$ 26,747,384
Reductions	-	-	-	(113,000)	-	(113,000)
Net tax revenue	25,838,422	-	25,838,422	26,634,384	-	26,634,384
Tax increments	3,536,935	-	3,536,935	3,990,000	-	3,990,000
Franchise fees	815,530	-	815,530	1,530,000	-	1,530,000
Special assessments	4,975,641	-	4,975,641	3,724,308	-	3,724,308
Licenses and permits	3,155,351	-	3,155,351	2,891,814	-	2,891,814
Intergovernmental	2,032,966	236,644	2,269,610	2,100,125	110,000	2,210,125
Charges for services	3,708,482	-	3,708,482	3,327,248	-	3,327,248
Fines and forfeitures	1,195,054	-	1,195,054	1,091,821	-	1,091,821
Operating revenue	-	39,033,106	39,033,106	-	39,190,842	39,190,842
Investment income	341,986	113,177	455,163	310,600	169,750	480,350
Other revenue	1,449,217	3,456,551	4,905,768	655,000	15,000	670,000
Transfers	4,495,940	723,165	5,219,105	4,574,450	1,069,400	5,643,850
Debt issued	5,174,868	-	5,174,868	4,251,000	-	4,251,000
Other financing sources	94,975	-	94,975	203,000	-	203,000
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 56,815,367	\$ 43,562,643	\$ 100,378,010	\$ 55,283,750	\$ 40,554,992	\$ 95,838,742
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY FUNCTION						
Administration	\$ 8,225,266	\$ 11,740,404	\$ 19,965,670	\$ 3,284,948	\$ 12,139,472	\$ 15,424,420
Communication & tech.	1,041,718	-	1,041,718	1,116,474	-	1,116,474
Human resources	445,893	-	445,893	269,150	-	269,150
Finance	717,345	-	717,345	758,329	-	758,329
Public works	8,029,074	12,081,680	20,110,754	8,836,074	13,239,671	22,075,745
Engineering	7,846,862	-	7,846,862	12,067,841	-	12,067,841
Police	9,769,184	529,195	10,298,379	10,268,925	565,209	10,834,134
Fire	6,264,920	-	6,264,920	6,536,314	-	6,536,314
Parks & recreation	1,653,252	9,184,475	10,837,727	2,071,326	9,983,692	12,055,018
Community development	1,368,336	-	1,368,336	1,533,120	-	1,533,120
Debt service	8,912,394	-	8,912,394	6,670,685	-	6,670,685
Transfers	3,799,005	1,420,100	5,219,105	4,203,750	1,440,100	5,643,850
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	\$ 58,073,249	\$ 34,955,854	\$ 93,029,103	\$ 57,616,936	\$ 37,368,144	\$ 94,985,080
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY TYPE						
Cost of goods sold	\$ -	\$ 10,119,193	\$ 10,119,193	\$ -	\$ 10,453,331	\$ 10,453,331
Personal services	21,313,481	7,032,932	28,346,413	22,627,171	7,784,085	30,411,256
Contractual services	5,299,853	8,688,049	13,987,902	5,521,587	9,499,016	15,020,603
Commodities	1,914,467	1,672,422	3,586,889	1,726,184	2,053,575	3,779,759
Central services	3,211,606	1,163,147	4,374,753	3,424,968	1,198,932	4,623,900
Equipment	1,308,222	-	1,308,222	1,409,170	-	1,409,170
Capital outlay	12,314,221	-	12,314,221	12,033,421	-	12,033,421
Depreciation	-	3,958,490	3,958,490	-	4,049,960	4,049,960
Debt service	8,912,394	901,521	9,813,915	6,670,685	889,145	7,559,830
Transfers	3,799,005	1,420,100	5,219,105	4,203,750	1,440,100	5,643,850
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	\$ 58,073,249	\$ 34,955,854	\$ 93,029,103	\$ 57,616,936	\$ 37,368,144	\$ 94,985,080
CHANGE IN FUND BALANCE OR NET POSITION	\$ (1,257,882)	\$ 8,606,789	\$ 7,348,907	\$ (2,333,186)	\$ 3,186,848	\$ 853,662

COMBINED BUDGET SUMMARY

COMBINED BUDGET SUMMARY — 2014 Budget and 2015 Budget

This page is a bridge to combine more detailed data found on pages 48-51 in the Fund Level Financial Schedules section of the budget book. The summary totals agree with the Consolidated Budget Summary presented previously.

	2014 Budget			2015 Budget		
	Governmental Funds	Enterprise Funds	Total	Governmental Funds	Enterprise Funds	Total
REVENUES AND OTHER FINANCING SOURCES						
Property tax levy	\$ 27,454,872	\$ -	\$ 27,454,872	\$ 28,532,010	\$ -	\$ 28,532,010
Reductions	(119,000)	-	(119,000)	(123,000)	-	(123,000)
Net tax revenue	27,335,872	-	27,335,872	28,409,010	-	28,409,010
Tax increments	3,900,000	-	3,900,000	100,000	-	100,000
Franchise fees	2,070,000	-	2,070,000	2,070,000	-	2,070,000
Special assessments	3,321,571	-	3,321,571	3,444,787	-	3,444,787
Licenses and permits	3,302,865	-	3,302,865	3,255,080	-	3,255,080
Intergovernmental	4,032,189	542,000	4,574,189	2,208,825	116,000	2,324,825
Charges for services	4,182,766	-	4,182,766	4,019,494	-	4,019,494
Fines and forfeitures	950,000	-	950,000	950,000	-	950,000
Operating revenue	-	41,761,604	41,761,604	-	43,344,260	43,344,260
Investment income	327,400	120,131	447,531	327,400	136,556	463,956
Other revenue	513,921	54,356	568,277	525,921	59,527	585,448
Transfers	1,015,100	1,505,600	2,520,700	1,065,100	2,481,700	3,546,800
Debt issued	2,917,200	-	2,917,200	3,619,200	-	3,619,200
Other financing sources	-	-	-	-	-	-
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 53,868,884	\$ 43,983,691	\$ 97,852,575	\$ 49,994,817	\$ 46,138,043	\$ 96,132,860
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY FUNCTION						
Administration	\$ 8,116,558	\$ 12,263,854	\$ 20,380,412	\$ 1,789,025	\$ 12,506,524	\$ 14,295,549
Communication & tech.	1,210,257	-	1,210,257	2,329,574	-	2,329,574
Human resources	827,487	-	827,487	695,637	-	695,637
Finance	909,509	278,110	1,187,619	929,918	286,381	1,216,299
Public works	9,492,615	13,075,282	22,567,897	9,488,872	13,350,060	22,838,932
Engineering	9,154,550	176,000	9,330,550	8,432,839	177,000	8,609,839
Police	11,264,011	429,702	11,693,713	10,985,340	441,408	11,426,748
Fire	7,119,458	-	7,119,458	7,185,398	-	7,185,398
Parks & recreation	1,690,639	10,443,497	12,134,136	3,405,412	10,723,876	14,129,288
Community development	1,700,031	-	1,700,031	1,742,160	-	1,742,160
Debt service	6,008,988	-	6,008,988	6,179,315	-	6,179,315
Transfers	620,600	1,900,100	2,520,700	1,596,700	1,950,100	3,546,800
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	\$ 58,114,703	\$ 38,566,545	\$ 96,681,248	\$ 54,760,190	\$ 39,435,349	\$ 94,195,539
EXPENDITURES, EXPENSES AND OTHER FINANCING USES - BY TYPE						
Cost of goods sold	\$ -	\$ 10,635,139	\$ 10,635,139	\$ -	\$ 10,856,728	\$ 10,856,728
Personal services	24,303,226	7,883,792	32,187,018	24,863,800	8,107,490	32,971,290
Contractual services	5,390,523	9,111,987	14,502,510	4,813,435	9,305,268	14,118,703
Commodities	1,844,514	1,954,625	3,799,139	1,871,212	2,026,200	3,897,412
Central services	3,779,712	1,260,888	5,040,600	3,860,316	1,294,608	5,154,924
Equipment	2,138,140	-	2,138,140	1,456,412	-	1,456,412
Capital outlay	14,029,000	-	14,029,000	10,119,000	-	10,119,000
Depreciation	-	4,937,850	4,937,850	-	5,146,750	5,146,750
Debt service	6,008,988	882,164	6,891,152	6,179,315	748,205	6,927,520
Transfers	620,600	1,900,100	2,520,700	1,596,700	1,950,100	3,546,800
TOTAL EXPENDITURES, EXPENSES AND OTHER FINANCING USES	\$ 58,114,703	\$ 38,566,545	\$ 96,681,248	\$ 54,760,190	\$ 39,435,349	\$ 94,195,539
CHANGE IN FUND BALANCE OR NET POSITION	\$ (4,245,819)	\$ 5,417,146	\$ 1,171,327	\$ (4,765,373)	\$ 6,702,694	\$ 1,937,321

CITY OF EDINA EMPLOYEES

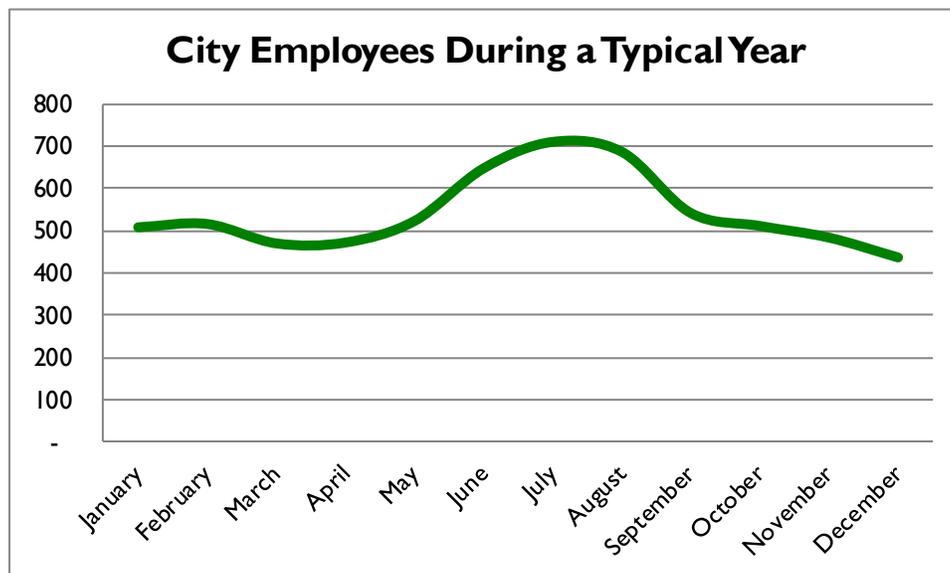
CITY OF EDINA EMPLOYEES ANNUAL BUDGET

City staff members are a critical part of delivering quality services. The City's annual payroll constitutes approximately 35% of the consolidated budget and is over \$30 million per year when benefits are included. According to a Quality of Life survey conducted by Decision Resources in 2013, 91% of Edina residents rated City staff as "excellent" or "good". 6% of residents rated city staff as "only fair" or "poor", and 3% were "unsure".

During 2012-2014, the City underwent a significant reorganization to maximize staff's ability to be productive and effective. The reorganization did not substantially change the overall number of City employees. The chart on the next page shows full-time City employment over time.

There are 4 new full-time (FT) positions in the 2014-2015 budget. One Redevelopment Coordinator position was added to the Community Development Department, one Community TV Administrator was added to the Communications & Technology Services Department, and two Dispatchers were added to the Police Department. All four new positions are attached to new revenue sources, which helps to minimize the effect on property taxes.

In addition to FT staff, the City employs a significant number of part-time (PT) employees, including many on a seasonal basis. So, the total number of City employees is constantly changing, as depicted on the chart below. Over the course of a typical year, the City will employ about 1,000 people.



CITY OF EDINA EMPLOYEES

	Budgeted Full-time Employees for Fiscal Year									
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Administration										
General Fund	9.25	9.25	9.25	9.25	9.25	9.25	6.85	5.85	4.85	4.85
HRA Fund	-	-	-	-	-	-	-	-	1.00	1.00
Liquor Fund	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Communications and Technology Services										
General Fund	1.00	2.00	2.00	3.00	3.00	3.50	4.65	5.15	6.15	6.15
Central Services	2.00	3.00	3.00	3.00	3.00	5.00	5.00	5.00	5.00	5.00
Community Development										
General Fund	10.75	10.75	10.75	10.85	10.85	10.85	10.85	10.85	12.00	12.00
Engineering										
General Fund	7.50	8.50	8.50	8.50	8.50	8.50	10.50	12.00	12.00	12.00
Finance										
General Fund	5.50	5.50	5.50	5.50	5.50	5.25	5.25	5.25	6.00	6.00
Utilities Fund	1.75	1.75	1.75	2.75	2.75	2.00	2.00	1.00	1.00	1.00
Liquor Fund	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	-	-
Fire Protection										
General Fund	38.50	40.50	40.50	40.50	40.50	39.50	39.75	42.75	42.85	42.85
Utilities Fund	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Human Resources										
General Fund	-	-	-	-	-	-	1.00	4.00	4.00	4.00
Parks & Recreation										
General Fund	6.80	6.80	6.80	6.80	6.80	6.80	6.80	8.00	7.00	7.00
Aquatic Center	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Golf Course	13.00	13.00	13.00	13.00	13.00	11.00	12.00	12.00	12.00	12.00
Arena	6.00	6.00	6.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Art Center	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Edinborough Park	6.00	7.00	7.00	7.00	7.00	7.00	7.00	5.80	5.80	5.80
Centennial Lakes	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Police Protection										
General Fund	72.75	73.75	73.75	74.65	73.65	71.15	71.65	70.65	72.50	72.50
Utilities Fund	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Public Works										
General Fund	48.40	48.40	48.40	47.40	47.40	47.20	48.20	46.40	43.35	43.35
Construction Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utilities Fund	13.25	13.25	13.25	15.25	15.25	14.45	13.95	13.75	15.20	15.20
Central Services	8.50	8.50	8.50	8.50	8.50	8.50	8.50	8.50	11.00	11.00
Other	-	1.00	1.00	1.00	1.00	-	-	-	-	-
Total	270.00	278.00	278.00	281.00	280.00	274.00	278.00	281.00	285.00	285.00

Source: City of Edina Finance Department

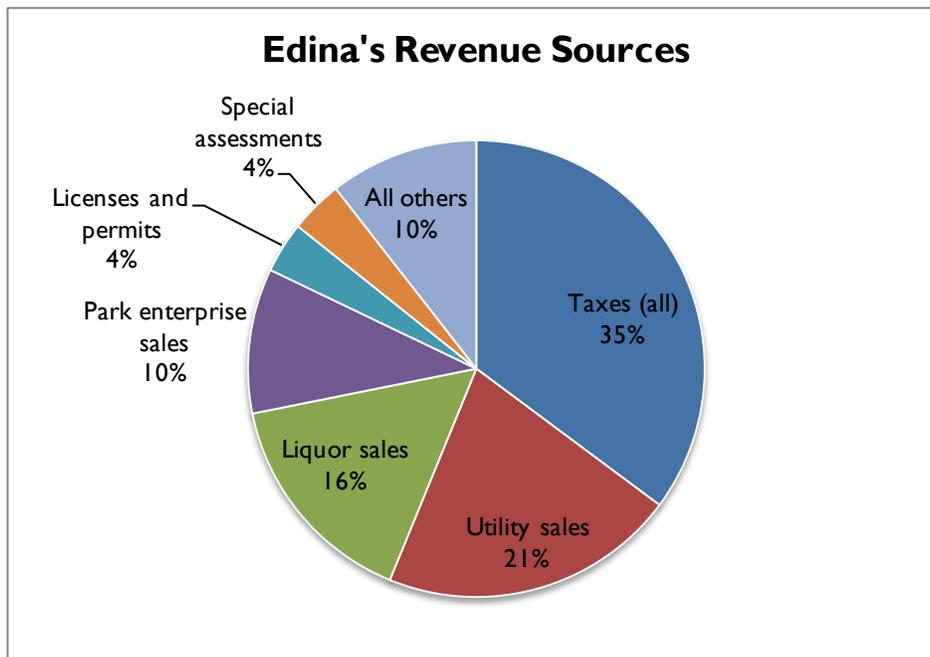
Notes:

- Full-time employee counts do not include Council members, part-time, contract or seasonal employees. In a typical year the City will employ an additional 600-700 people in these categories.

- The City completed a major departmental reorganization that is reflected on this chart between years 2012-2014. In some cases, data for years before the reorganization has been modified from what was originally reported to improve comparisons.

R EVENUES

The City of Edina has many diverse sources of revenue. Most residents know that the City collects property taxes, franchise taxes and tax increments, but some people are surprised to learn that these taxes combined represent only about 35% of the City's annual revenue. In Edina, there are many parks enterprise facilities that generate revenue, in addition to the Utility fund and Liquor fund which are also significant sources of the "Enterprise sales" category in the chart below. Special assessments and licenses and permits are significant contributors to the City's revenue, at about 4% each. Other sources include aid from federal and state government agencies, police fines, investment income, ambulance charges, park rentals and program registrations, donations, advertising sales, revenue earned from providing dispatch services to other communities, and many others.



Property taxes account for \$27,335,872 and \$28,409,010 of the City's budgeted revenue in 2014 and 2015, respectively. Property taxes are difficult to compare across jurisdictions due to differences in tax bases, growth and development issues, and the quantity as well as quality of services delivered. However, we believe Edina compares favorably according to the comparison below with other Municipal Legislative Commission (MLC) cities, which tend to share many similarities with Edina. This comparison chart on the next page shows what the buyer of a \$400,000 home would pay to each City in annual taxes if the buyer would choose to live in that City. The buyer of a \$400,000 home in Edina would pay the lowest City taxes in this comparison group.

REVENUES

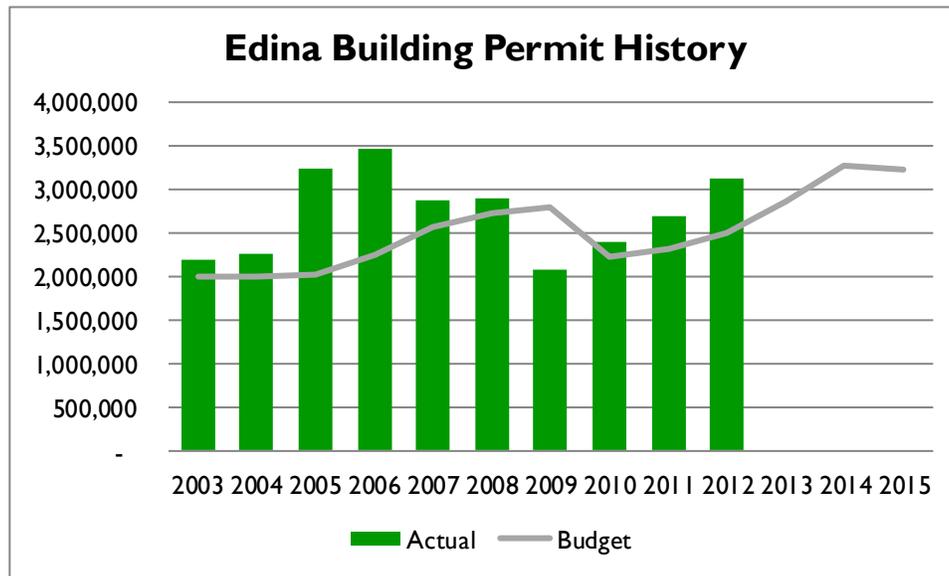
MLC Cities Comparison:		
2013 estimated taxes on \$400,000 house		
1 Edina	\$	1,113
2 Plymouth	\$	1,190
3 Eden Prairie	\$	1,430
4 Shoreview	\$	1,474
5 Minnetonka	\$	1,533
6 Eagan	\$	1,595
7 Lakeville	\$	1,678
8 Maple Grove	\$	1,680
9 Woodbury	\$	1,681
10 Shakopee	\$	1,693
11 Bloomington	\$	1,814
12 Inver Grove Heights	\$	1,867
13 Burnsville	\$	1,875
14 Maplewood	\$	2,029
15 Apple Valley	\$	2,047
16 Savage	\$	2,281

Source: LMC Property Tax calculator

The property buyer approach:			
2013 estimated taxes on \$400,000 house			
	City Taxes	All Districts	Notes
1 Edina	\$ 1,113	\$ 5,517	ISD#273 & WS #1
2 Eden Prairie	\$ 1,430	\$ 5,694	ISD#272 & WS #4
3 Minnetonka	\$ 1,533	\$ 5,947	ISD#276 & WS#3
4 Bloomington	\$ 2,489	\$ 6,179	ISD#271 & WS#1
5 St. Louis Park	\$ 1,856	\$ 6,042	ISD#283 & WS#3
6 Hopkins	\$ 2,489	\$ 6,811	ISD#270 & WS#1
7 Richfield	\$ 2,555	\$ 7,003	ISD#280 & WS#3
8 Minneapolis	\$ 3,015	\$ 7,160	ISD#001 & WS#3

Source: LMC Property Tax calculator (City taxes), & Edina Assessing office (All districts)

REVENUES



License and permit revenue is historically one of the most volatile revenue categories for the City, so our practice has been to budget for this revenue conservatively. License and permit revenue is collected primarily from builders and developers for residential or commercial building projects, but also includes smaller amounts for a variety of City-issued licenses, including liquor licenses, restaurant licenses, etc. The chart below shows the history of building permit revenue collected in the general fund. As of the publication date for this document, it appears 2013 will be a record year for building permit revenue. The last time revenue reached similar levels was in 2006, with permits dropping in the following years and reaching the low point in 2009.

Special assessments include assessments levied against benefitting properties for various infrastructure improvements and street reconstruction projects. In a typical Edina street reconstruction project, benefitting properties are assessed the full cost of the street repairs. The City's utility fund typically pays for costs related to underground water and sewer infrastructure as well as curbs and gutters. The special assessment process is guided by the City's special assessment policy as well as state law for special assessments.

Enterprise operating revenue is the largest source of City revenue according to the chart presented in the first part of this section. However, there are many smaller sources of revenue that contribute to this category. The largest part of enterprise operating revenue (\$18.5M in 2014) comes from the Utility fund for sales of water, sewer, storm sewer and recycling services. The second largest part is sales of "off-sale" liquor at the three municipally owned liquor stores, which combine for about \$14M in annual sales. Operating revenue is also collected at the aquatic center (about \$1M), golf course (about \$3.7M), ice arena (about \$1.9M), art center (\$400K), Edinborough Park (about \$1.3 M) and Centennial Lakes Park (about \$770K). A 6.6% cumulative increase is projected in enterprise operating revenues for 2014, in part due to proposed increases in utility rates. The City's financial advisor prepared a long-term rate study in the fall of 2013 that recommended 5.25% annual increases to water rates, 3.25% annual increases to sewer rates, and 6% annual increases to storm sewer rates.

C APITAL IMPROVEMENTS

The City develops a five-year Capital Improvement Plan (CIP) every two years. The most recent CIP adopted by the City Council was for the years 2013-2017. The City's threshold for projects or equipment to be included in the CIP is \$15,000. Projects or equipment expected to be under the threshold are part of the operating budget. The definition of capital expenditures to be included in the CIP is not necessarily identical to the definition of capital assets for financial accounting purposes. The main difference is that the CIP may include maintenance expenditures that do not meet the GAAP definition of a capital asset.

While prioritization has always been part of the CIP process, the City implemented a formal process that standardizes priorities across functions and departments beginning with the 2013-2017 CIP. The prioritization process considers strategic goals and objectives, which are set by the City Council and interpreted by City staff. The recommended CIP and priorities are then submitted back to the City Council for consideration, modification, and adoption.

The City uses a 7-point numerical scale to prioritize our CIP, with the number 1 representing the most critical projects and the number 7 representing desirable projects. For projects prioritized in the first two years of the adopted CIP, City staff generally plans, develops and promotes the project until a construction contract is ready to be signed or a purchase over \$20,000 is ready to be ordered from a vendor. These types of contracts and purchases receive a final approval by the City Council, according to our policy.

The City recognizes that circumstances and priorities can change over time and in some cases may cause the timing of some projects to be moved forward or backward after adoption of the CIP. These changes are considered by the City Council on a case-by-case basis.

CAPITAL IMPROVEMENTS

The total capital expenditures planned for the 2014 and 2015 fiscal years by fund and priority level are as follows:

Fund	Priority	2014	2015
HRA	1-5	\$ 5,600,000	\$ -
PACS	2	1,100,000	1,100,000
Braemar	7	-	275,000
Construction	Equipment	2,138,140	1,456,412
Construction	1-5	7,329,000	5,854,000
Construction	6-7	-	2,890,000
Utilities	1-5	6,762,000	7,076,000
Liquor	1-5	215,000	130,000
Aquatic Center	2-4	102,000	62,000
Golf	3-5	310,000	380,000
Golf	7	-	675,000
Arena	3-5	165,000	160,000
Art	7	-	85,000
Edinborough	1-5	892,100	102,300
Edinborough	6-7	-	162,400
Centennial	2	25,000	-
Centennial	7	-	32,000
Total Capital Expenditures		<u>\$ 24,638,240</u>	<u>\$ 20,440,112</u>

The 2015 expenditures shown in this schedule will be reprioritized in the summer of 2014 and are subject to change based on that process. In fact, 2015 projects with a priority rating of 6 and 7 are not yet matched with available financing to proceed.

Some of the City's significant CIP projects planned in the next two years are:

Sports Dome

Although this project was not included in the adopted 2013-2017 CIP, the City Council gave approval to award a contract for architectural and engineering services for the Sports Dome in late 2013. Because of the timing of the approval, the capital expenditures and changes in operating budget are not included in this budget document either. As of the publication date for this document, the construction cost of the facility is expected to be about \$13 million.

CAPITAL IMPROVEMENTS

Neighborhood Street Reconstruction Program (Priority 1)

Every year, the City reconstructs streets and underground utilities as resources allow. Costs of the program are extremely variable depending on how many neighborhoods are approved, the mileage and types of streets involved, and the scope of work that needs to be done. For 2014 and 2015, the total costs are estimated to be \$7,590,000 and \$10,031,000, respectively, when all aspects of the roadway and underground utilities are included. Funding for the projects mostly comes from special assessments to benefitting properties and the utility fund.

Pool and wall tile replacement and locker room expansion for Edinborough Park pool (Priority 3 and 1)

The tiling and the locker rooms for the Edinborough Park pool are all original and need maintenance. For the tile, the City is planning a replacement. For the locker rooms, the City has decided to expand and enhance the space to make the locker rooms, and indirectly the pool and fitness areas, more desirable and usable for our guests. Costs for the two projects are expected to total approximately \$771,500. Funding for the projects will come from cash and investments currently held in the Edinborough Fund. The projects will not have a significant effect on the operating budget, except that the expanded locker rooms help attract and retain customers, which we expect to have a positive effect on facility revenues. Our increased revenue expectations are included in this budget.

HRIS/Payroll software (Priority 2)

The City has been updating and implementing various pieces and modules of new HRIS and Payroll system software since 2012. 2014 updates are expected to include expansion of electronic timecard use for employees, compensation and benefits administration, performance management and personnel files. 2014 costs are expected to be approximately \$150,000 and will be funded by the Construction Fund. While the City expects that the new software will provide improved information delivered in an efficient way to HR staff, hiring managers and employees, a significant increase or decrease in operating expenses is not expected, other than annual licensing costs.

Fire Department plan review software (Priority 3)

The Building Inspections Division of the Fire Department is planning to purchase software that will allow Inspectors to review plans, communicate with customers and archive files electronically. The software is expected to improve plan review accuracy, reduce project delays from plan review and improve approval of changes that occur during the building process. The software will improve the efficiency of staff in the Building Inspections and Fire Inspections divisions. In addition, the software will reduce paper consumption and provide a more transparent and efficient permitting process.

Piping Wells #15 and #9 to Treatment Plant #6 (Priority 4)

The Engineering Department plans to install the last segment of raw water main to connect two wells to Water Treatment Plant 6. The City recently built Water Treatment Plant 6 with the anticipation of making this connection. Water Treatment Plant 6 is currently operating below the 4,000 GPM design. This connection is expected to cost approximately \$1.1 million and will be paid for by the Utility fund. Once this project is complete, our water system will be able to produce higher quantities of clean water for use by residents and businesses in the community. There will be no significant effect on the operating budget from this project.

D EBT SERVICE

LEGAL DEBT MARGIN

Minnesota laws limit the amount of debt the City may issue to 3% of the assessor's market value of the City's tax base. The assessor's 3% market value less net debt is referred to as the legal debt margin. The following table shows the legal debt margin at December 31, 2012.

Legal Debt Margin Calculation for Fiscal Year 2012

Market value (after fiscal disparities)	\$	9,025,565,085
Debt limit (3% of market value)		270,766,953
Debt applicable to limit:		
General obligation bonds		27,680,000
Public project revenue bonds		11,865,000
		<hr/>
Total debt applicable to limit		39,545,000
		<hr/>
Legal debt margin	\$	231,221,953
		<hr/> <hr/>

According to this calculation, the City has the ability to issue over \$200 million in additional debt before reaching the statutory limit. This level of capacity to issue new debt means that the City is in a secure financial position.

The City had six types of bonded debt outstanding on December 31, 2012: general obligation (GO) bonds, tax increment (TI) bonds, permanent improvement revolving (PIR) bonds, Edina emerald energy program revenue (EEEE) bonds, public project revenue (PPR) bonds, and enterprise revenue bonds.

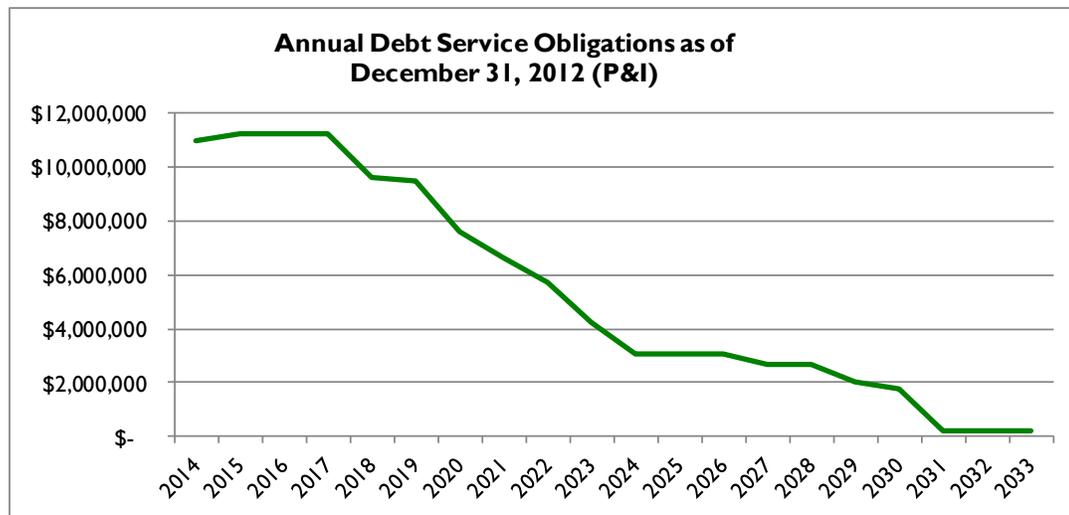
GO bonds are payable from general property taxes. TI bonds are payable from tax increment monies with any deficiency to be provided for by general property taxes. PIR and EEEP bonds are payable from special assessments with any deficiency in the PIR variety to be provided for by general property taxes. PPR bonds are payable from annual appropriation lease payments received from the City of Edina pursuant to a lease between the Edina Housing and Redevelopment Authority and the City. Enterprise revenue bonds are payable primarily from enterprise revenue with any deficiency to be provided for by general property taxes.

Edina's long-term debt is segregated between the amounts to be repaid from governmental activities and amounts to be repaid from business-type activities in the chart below, which projects changes in debt levels for the next two years.

DEBT SERVICE

	12/31/2013		2014		12/31/2014		2015		12/31/2015	
	Balance	Additions	Reductions		Balance	Additions	Reductions		Balance	
Governmental activity debt:										
General obligation	\$ 31,390,000	\$ -	\$ (2,295,000)		\$ 29,095,000	\$ -	\$ (2,350,000)		\$ 26,745,000	
Tax increment	-	-	-		-	-	-		-	
PIR	18,360,000	2,917,200	(1,555,000)		19,722,200	3,619,200	(1,760,000)		21,581,400	
EEEEP revenue	73,720	-	(11,375)		62,345	-	(11,375)		50,970	
Public project revenue	5,640,000	-	(235,000)		5,405,000	-	(245,000)		5,160,000	
Subtotal	55,463,720	2,917,200	(4,096,375)		54,284,545	3,619,200	(4,366,375)		53,537,370	
Business-type activity debt:										
Enterprise revenue	35,160,000	6,300,000	(3,960,000)		37,500,000	4,100,000	(4,195,000)		37,405,000	
Citywide Grand Total	\$ 90,623,720	\$ 9,217,200	\$ (8,056,375)		\$ 91,784,545	\$ 7,719,200	\$ (8,561,375)		\$ 90,942,370	

In addition to principal payments in the chart above, the City also pays interest on outstanding debt. Principal and interest (P&I) payments are sometimes referred to collectively as debt service. Debt service to maturity on all outstanding debt as of December 31, 2012 is shown below.



The City sets annual property tax levies to pay debt service on the debt types that are payable from general property taxes. The debt service levies are shown below, and are separated by purpose.

Debt Service Tax Levies	2011	2012	2013	Budget	Budget
				2014	2015
City Hall	\$ 949,850	\$ 950,800	\$ 949,850	\$ 947,600	\$ 944,400
Equipment Certificates	164,010	67,500	-	-	-
Gymnasiums	396,444	411,644	396,444	409,244	409,440
Fire Station #1	431,544	432,744	431,544	441,944	441,940
Public Works Facility	1,232,460	1,178,202	1,536,743	1,526,809	1,546,600
Park Bond Market Value Levy	615,837	610,862	615,837	627,800	618,600
Total	\$ 3,790,145	\$ 3,651,752	\$ 3,930,418	\$ 3,953,397	\$ 3,960,980

City of Edina

FUND LEVEL FINANCIAL SCHEDULES



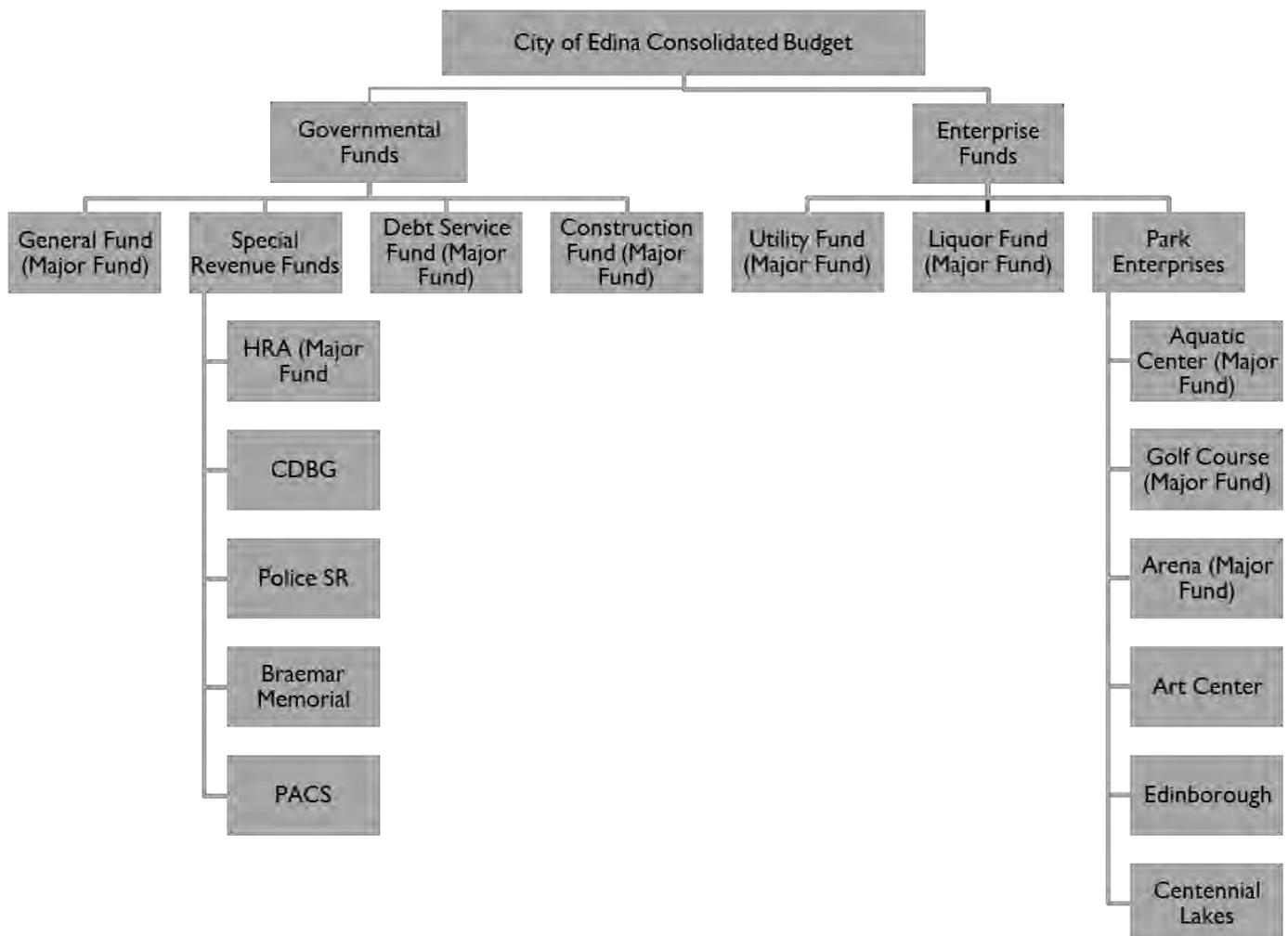
For living, learning, raising families, and doing business.

FUND DESCRIPTIONS

CITY OF EDINA FUND ACCOUNTING

The City is required to account for revenues and expenditures in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America as applied to governmental units by the Governmental Accounting Standards Board (GASB). GAAP allows the City to set up different funds for different purposes. The City of Edina uses two different types of funds; governmental and enterprise.

The relative size of an individual governmental fund is assessed based on its proportionate share of different financial statement elements. If those financial statement elements are quantitatively significant, the City is required to report the fund as a “major” fund. The City may also choose to evaluate qualitative factors to present additional funds as “major” even when they don’t meet the quantitative definition. Edina currently has 9 major funds.



FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

In general, governmental funds are used to account for traditional government services like Police, Fire, Public Works, etc. These activities are often, but not always, supported by a mix of taxes and user fees. The City budgets and reports our governmental funds using the modified accrual basis of accounting, which is required by GAAP. Currently the City has eight Governmental Funds:

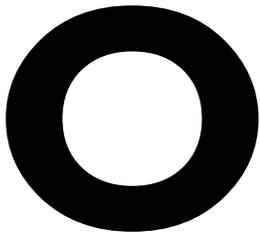
- ◆ **General Fund.** This is the City's primary operating fund. It records most of the City's revenues and expenditures from our core City operations like Administration, Police, Parks, etc. Any activities that are not specifically reported in a different fund can be found in the General Fund. The General Fund is not used for debt service or capital projects.
- ◆ **Housing and Redevelopment Authority Fund (HRA).** The HRA is an entity legally separate from the City. However, for financial reporting purposes, the HRA is reported in a special revenue fund as if it were part of the City's operations because the members of the City Council serve as HRA board members and its activity is confined to the same geographic borders as the City of Edina.
- ◆ **Community Development Block Grant Fund (CDBG).** This special revenue fund was established to account for funds received under Title I of the Housing and Community Development Act of 1974.
- ◆ **Police Special Revenue Fund.** This special revenue fund was established to account for funds received for specific purposes within the Police Department, including E-911 and forfeiture funds.
- ◆ **Braemar Memorial Fund.** This account was created in 1976 and formally recognized as a separate special revenue fund by the City Council in 2010. It is used to account for funds donated to the City for the purpose of enhancing the Braemar golf Course with equipment and amenities that might not otherwise be affordable or viewed as a necessity to the golf course.
- ◆ **Pedestrian and Cyclist Safety Fund (PACS).** This special revenue fund was established in 2013 to account for funds received from gas and electric franchise fees, which the City Council intends to use for pedestrian and cyclist improvements included in future street reconstruction projects.
- ◆ **Debt Service Fund.** This fund accounts for the payment of principal and interest on the City's governmental debt.
- ◆ **Construction Fund.** This fund accounts for the various special assessment and state aid projects throughout the City. This fund also provides financing for the City's Capital Improvement Plan (CIP) and the Equipment Replacement Program.

FUND DESCRIPTIONS

ENTERPRISE FUNDS

In general, enterprise funds are used to account for activities that the City intends to be mostly self-supporting. The costs of providing these activities are often, but not always, recovered primarily through user charges, similar to private business enterprises. Some of the activities we categorize as enterprise funds receive regular support from other City funds. The City budgets and reports our enterprise funds using the full accrual basis of accounting, which is required by GAAP. Currently the City has eight enterprise funds:

- ◆ **Utility Fund.** This fund is used to account for water pumping, treatment and distribution as well as sanitary sewer collection and disposal, storm water collection and recycling services to the City's residents.
- ◆ **Liquor Fund.** This fund accounts for the City's off-sale liquor business, which Edina first started around 1948. Today, there are three municipally owned liquor stores in Edina. Excess profits are generally transferred into other City funds.
- ◆ **Aquatic Center Fund.** This fund was established to account for the operations of the City's outdoor municipal pool.
- ◆ **Golf Course Fund.** This fund was established to account for the City's golf business when the 18-hole Braemar Golf Course opened in 1964. Today, the City operates Braemar Golf Course (now a 27-hole regulation course), two 9-hole executive courses, a driving range, indoor golf dome, a banquet room and grill.
- ◆ **Arena Fund.** This fund was created around 1966 when Braemar Arena was built. Today, there are three indoor, regulation size ice sheets, including the original "West" arena.
- ◆ **Art Center Fund.** This fund accounts for the revenues and expenses for the Edina Art Center.
- ◆ **Edinborough Park Fund.** Edinborough Park's finances were combined with Centennial Lakes Park in one fund through 2011. A separate fund for each facility was created in budget year 2012.
- ◆ **Centennial Lakes Fund.** Centennial Lakes Park's finances were combined with Edinborough Park in one fund through 2011. A separate fund for each facility was created in budget year 2012.



OPERATING FUND CROSSWALK

	Appropriated?	ADMIN	CTS	HR	FIN	PW	ENG	PD	FD	P&R	CD
General	Yes	X	X	X	X	X	X	X	X	X	X
HRA	Yes	X									
PACS	Yes						X				
CDBG	Yes										X
Police SR	Yes							X			
Braemar Memorial	Yes									X	
Debt Service	Yes	X	X	X	X	X	X	X	X	X	X
Construction	Yes	X	X	X	X	X	X	X	X	X	X
Utilities	Yes	X			X	X	X	X			
Liquor	Yes	X									
Aquatic Center	Yes									X	
Golf Course	Yes									X	
Arena	Yes									X	
Art Center	Yes									X	
Edinborough	Yes									X	
Centennial	Yes									X	

Department Acronym Key	
ADMIN	Administration
CTS	Communications and Technology Services
HR	Human Resources
FIN	Finance
PW	Public Works
ENG	Engineering
PD	Police
FD	Fire
P&R	Parks and Recreation
CD	Community Development

2 012 ACTUAL FINANCIAL RESULTS BY FUND

2012 ACTUAL FINANCIAL RESULTS BY FUND—GOVERNMENTAL FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's governmental funds are shown here.

2012 GOVERNMENTAL FUND ACTUAL REVENUES AND EXPENDITURES

	General Fund	HRA Fund	PACS Fund	CDBG Fund	Police SR Fund	Braemar Memorial Fund	Debt Service Fund	Construction Fund	Total
REVENUES AND OTHER FINANCING SOURCES									
Property tax levy	\$21,269,249	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,593,370	\$ 975,803	\$25,838,422
Reductions	-	-	-	-	-	-	-	-	-
Net tax revenue	21,269,249	-	-	-	-	-	3,593,370	975,803	25,838,422
Tax increments	-	3,536,935	-	-	-	-	-	-	3,536,935
Franchise fees	771,293	-	-	-	-	-	-	44,237	815,530
Special assessments	-	-	-	-	-	-	2,521,001	2,454,640	4,975,641
Licenses and permits	3,126,541	-	-	-	-	-	-	28,810	3,155,351
Intergovernmental	904,437	-	-	16,543	63,364	-	101,549	947,073	2,032,966
Charges for services	3,651,098	-	-	-	-	-	-	57,384	3,708,482
Fines and forfeitures	1,083,834	-	-	-	111,220	-	-	-	1,195,054
Investment income	17,659	160,098	-	-	1,047	2,302	23,894	136,986	341,986
Other revenue	1,248,538	-	-	-	-	2,933	-	197,746	1,449,217
Transfers	765,100	-	-	-	-	-	1,978,445	1,752,395	4,495,940
Debt issued	-	-	-	-	-	-	2,330,360	2,844,508	5,174,868
Other financing sources	-	-	-	-	-	-	-	94,975	94,975
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$32,837,749	\$ 3,697,033	\$ -	\$16,543	\$ 175,631	\$ 5,235	\$10,548,619	\$ 9,534,557	\$56,815,367
EXPENDITURES AND OTHER FINANCING USES - BY DEPARTMENT									
Administration	\$ 1,782,526	\$ 5,712,571	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 730,169	\$ 8,225,266
Communication & tech.	810,215	-	-	-	-	-	-	231,503	1,041,718
Human resources	445,893	-	-	-	-	-	-	-	445,893
Finance	717,345	-	-	-	-	-	-	-	717,345
Public works	7,397,318	-	-	-	-	-	-	631,756	8,029,074
Engineering	1,265,826	-	-	-	-	-	-	6,581,036	7,846,862
Police	9,137,095	-	-	-	173,021	-	-	459,068	9,769,184
Fire	5,911,765	-	-	-	-	-	-	353,155	6,264,920
Parks & recreation	1,141,326	-	-	-	-	6,757	-	505,169	1,653,252
Community development	1,320,127	-	-	16,543	-	-	-	31,666	1,368,336
Debt service	-	-	-	-	-	-	8,912,394	-	8,912,394
Transfers	1,542,395	1,978,445	-	-	-	-	-	278,165	3,799,005
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$31,471,831	\$ 7,691,016	\$ -	\$16,543	\$ 173,021	\$ 6,757	\$ 8,912,394	\$ 9,801,687	\$58,073,249
EXPENDITURES AND OTHER FINANCING USES - BY TYPE									
Personal services	\$21,148,494	\$ 37,668	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,319	\$21,313,481
Contractual services	3,882,770	671,170	-	16,543	16,321	6,757	-	706,292	5,299,853
Commodities	1,687,877	-	-	-	156,700	-	-	69,890	1,914,467
Central services	3,210,295	-	-	-	-	-	-	1,311	3,211,606
Equipment	-	-	-	-	-	-	-	1,308,222	1,308,222
Capital outlay	-	5,003,733	-	-	-	-	-	7,310,488	12,314,221
Debt service	-	-	-	-	-	-	8,912,394	-	8,912,394
Transfers	1,542,395	1,978,445	-	-	-	-	-	278,165	3,799,005
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$31,471,831	\$ 7,691,016	\$ -	\$16,543	\$ 173,021	\$ 6,757	\$ 8,912,394	\$ 9,801,687	\$58,073,249
CHANGE IN FUND BALANCE	\$ 1,365,918	\$(3,993,983)	\$ -	\$ -	\$ 2,610	\$(1,522)	\$ 1,636,225	\$(267,130)	\$(1,257,882)

2012 ACTUAL FINANCIAL RESULTS BY FUND

2012 ACTUAL FINANCIAL RESULTS BY FUND—ENTERPRISE FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's enterprise funds are shown here.

2012 ENTERPRISE FUND ACTUAL REVENUES AND EXPENSES

	Utilities Fund	Liquor Fund	Aquatic Center Fund	Golf Course Fund	Arena Fund	Art Center Fund	Edinborough Fund	Centennial Fund	Total
REVENUES AND TRANSFERS IN									
Operating revenues	\$ 17,723,103	\$ 13,230,941	\$ 1,001,946	\$ 3,225,591	\$ 1,452,435	\$ 441,941	\$ 1,243,453	\$ 713,696	\$ 39,033,106
Intergovernmental	236,644	-	-	-	-	-	-	-	236,644
Investment income	46,984	-	-	-	139	-	37,133	28,921	113,177
Other revenue	12,713	(340)	-	2,623,627	810,707	9,844	-	-	3,456,551
Transfers	-	-	-	100,000	289,903	165,000	79,166	89,096	723,165
TOTAL REVENUES AND TRANSFERS IN	\$ 18,019,444	\$ 13,230,601	\$ 1,001,946	\$ 5,949,218	\$ 2,553,184	\$ 616,785	\$ 1,359,752	\$ 831,713	\$ 43,562,643
EXPENSES AND TRANSFERS OUT - BY DEPARTMENT									
Administration	\$ -	\$ 11,740,404	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,740,404
Finance	-	-	-	-	-	-	-	-	-
Public works	12,081,680	-	-	-	-	-	-	-	12,081,680
Engineering	-	-	-	-	-	-	-	-	-
Police	529,195	-	-	-	-	-	-	-	529,195
Parks and recreation	-	-	866,944	3,293,192	2,182,200	617,577	1,355,285	869,277	9,184,475
Transfers	100,000	1,320,100	-	-	-	-	-	-	1,420,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 12,710,875	\$ 13,060,504	\$ 866,944	\$ 3,293,192	\$ 2,182,200	\$ 617,577	\$ 1,355,285	\$ 869,277	\$ 34,955,854
EXPENSES AND TRANSFERS OUT - BY TYPE									
COGS	\$ 11,141	\$ 9,615,928	\$ 34,996	\$ 347,752	\$ 37,825	\$ 20,310	\$ 41,237	\$ 10,004	\$ 10,119,193
Personal services	1,536,352	1,343,780	324,705	1,574,394	676,340	395,106	654,628	527,627	7,032,932
Contractual services	6,139,662	443,705	217,171	489,372	854,957	98,836	302,340	142,006	8,688,049
Commodities	833,528	61,760	48,694	344,549	102,162	39,152	141,675	100,902	1,672,422
Central services	622,573	205,216	18,347	134,496	40,710	37,886	54,010	49,909	1,163,147
Depreciation	2,668,212	70,015	210,424	395,953	387,375	26,287	161,395	38,829	3,958,490
Interest	799,407	-	12,607	6,676	82,831	-	-	-	901,521
Transfers	100,000	1,320,100	-	-	-	-	-	-	1,420,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 12,710,875	\$ 13,060,504	\$ 866,944	\$ 3,293,192	\$ 2,182,200	\$ 617,577	\$ 1,355,285	\$ 869,277	\$ 34,955,854
CHANGE IN NET POSITION									
POSITION	\$ 5,308,569	\$ 170,097	\$ 135,002	\$ 2,656,026	\$ 370,984	\$ (792)	\$ 4,467	\$ (37,564)	\$ 8,606,789

2 013 BUDGET BY FUND

2013 BUDGET BY FUND—GOVERNMENTAL FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's governmental funds are shown here.

2013 GOVERNMENTAL FUND BUDGETS

	General Fund	HRA Fund	PACS Fund	CDBG Fund	Police SR Fund	Braemar Memorial Fund	Debt Service Fund	Construction Fund	Total
REVENUES AND OTHER FINANCING SOURCES									
Property tax levy	\$ 21,824,894	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,930,418	\$ 992,072	\$ 26,747,384
Reductions	(113,000)	-	-	-	-	-	-	-	(113,000)
Net tax revenue	<u>21,711,894</u>	-	-	-	-	-	<u>3,930,418</u>	<u>992,072</u>	<u>26,634,384</u>
Tax increments	-	3,990,000	-	-	-	-	-	-	3,990,000
Franchise fees	730,000	-	800,000	-	-	-	-	-	1,530,000
Special assessments	-	-	-	-	-	-	2,072,269	1,652,039	3,724,308
Licenses and permits	2,866,814	-	-	-	-	-	-	25,000	2,891,814
Intergovernmental	760,000	-	-	145,365	104,760	-	-	1,090,000	2,100,125
Charges for services	3,277,248	-	-	-	-	-	-	50,000	3,327,248
Fines and forfeitures	1,034,000	-	-	-	57,821	-	-	-	1,091,821
Investment income	-	169,000	-	-	600	300	30,000	110,700	310,600
Other revenue	655,000	-	-	-	-	-	-	-	655,000
Transfers	765,100	-	-	-	-	-	559,350	3,250,000	4,574,450
Debt issued	-	-	-	-	-	-	-	4,251,000	4,251,000
Other financing sources	-	-	-	-	-	3,000	-	200,000	203,000
TOTAL REVENUES AND OTHER FINANCING SOURCES	<u>\$ 31,800,056</u>	<u>\$ 4,159,000</u>	<u>\$ 800,000</u>	<u>\$ 145,365</u>	<u>\$ 163,181</u>	<u>\$ 3,300</u>	<u>\$ 6,592,037</u>	<u>\$ 11,620,811</u>	<u>\$ 55,283,750</u>
EXPENDITURES AND OTHER FINANCING USES - BY DEPARTMENT									
Administration	\$ 2,199,692	\$ 1,020,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 3,284,948
Communication & tech.	855,474	-	-	-	-	-	-	261,000	1,116,474
Human resources	219,150	-	-	-	-	-	-	50,000	269,150
Finance	753,329	-	-	-	-	-	-	5,000	758,329
Public works	7,891,820	-	-	-	-	-	-	944,254	8,836,074
Engineering	1,566,841	-	800,000	-	-	-	-	9,701,000	12,067,841
Police	9,608,355	-	-	-	243,654	-	-	416,916	10,268,925
Fire	6,046,314	-	-	-	-	-	-	490,000	6,536,314
Parks & recreation	1,271,326	-	-	-	-	100,000	-	700,000	2,071,326
Community development	1,387,755	-	-	145,365	-	-	-	-	1,533,120
Debt service	-	-	-	-	-	-	6,670,685	-	6,670,685
Transfers	-	3,559,350	-	-	-	-	-	644,400	4,203,750
TOTAL EXPENDITURES AND OTHER FINANCING USES	<u>\$ 31,800,056</u>	<u>\$ 4,579,606</u>	<u>\$ 800,000</u>	<u>\$ 145,365</u>	<u>\$ 243,654</u>	<u>\$ 100,000</u>	<u>\$ 6,670,685</u>	<u>\$ 13,277,570</u>	<u>\$ 57,616,936</u>
EXPENDITURES AND OTHER FINANCING USES - BY TYPE									
Personal services	\$ 22,427,600	\$ 109,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,315	\$ 22,627,171
Contractual services	4,346,367	711,000	-	145,365	85,574	25,000	-	208,281	5,521,587
Commodities	1,682,529	-	-	-	18,655	-	-	25,000	1,726,184
Central services	3,343,560	-	80,004	-	-	-	-	1,404	3,424,968
Equipment	-	-	-	-	-	-	-	1,409,170	1,409,170
Capital outlay	-	200,000	719,996	-	139,425	75,000	-	10,899,000	12,033,421
Debt service	-	-	-	-	-	-	6,670,685	-	6,670,685
Transfers	-	3,559,350	-	-	-	-	-	644,400	4,203,750
TOTAL EXPENDITURES AND OTHER FINANCING USES	<u>\$ 31,800,056</u>	<u>\$ 4,579,606</u>	<u>\$ 800,000</u>	<u>\$ 145,365</u>	<u>\$ 243,654</u>	<u>\$ 100,000</u>	<u>\$ 6,670,685</u>	<u>\$ 13,277,570</u>	<u>\$ 57,616,936</u>
CHANGE IN FUND BALANCE	<u>\$ -</u>	<u>\$ (420,606)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (80,473)</u>	<u>\$ (96,700)</u>	<u>\$ (78,648)</u>	<u>\$ (1,656,759)</u>	<u>\$ (2,333,186)</u>

2013 BUDGET BY FUND

2013 BUDGET BY FUND—ENTERPRISE FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's enterprise funds are shown here.

2013 ENTERPRISE FUND BUDGETS

	Utilities Fund	Liquor Fund	Aquatic Center Fund	Golf Course Fund	Arena Fund	Art Center Fund	Edinborough Fund	Centennial Fund	Total
REVENUES AND TRANSFERS IN									
Operating revenues	\$ 16,819,093	\$ 13,600,099	\$ 944,000	\$ 3,745,050	\$ 1,630,400	\$ 454,500	\$ 1,239,700	\$ 758,000	\$ 39,190,842
Intergovernmental	110,000	-	-	-	-	-	-	-	110,000
Investment income	98,000	-	-	-	-	-	33,250	38,500	169,750
Other revenue	-	-	-	-	-	15,000	-	-	15,000
Transfers	-	-	-	270,000	330,000	202,800	266,600	-	1,069,400
TOTAL REVENUES AND TRANSFERS IN	\$ 17,027,093	\$ 13,600,099	\$ 944,000	\$ 4,015,050	\$ 1,960,400	\$ 672,300	\$ 1,539,550	\$ 796,500	\$ 40,554,992
EXPENSES AND TRANSFERS OUT - BY DEPARTMENT									
Administration	\$ -	\$ 12,139,472	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,139,472
Finance	-	-	-	-	-	-	-	-	-
Public works	13,239,671	-	-	-	-	-	-	-	13,239,671
Engineering	-	-	-	-	-	-	-	-	-
Police	565,209	-	-	-	-	-	-	-	565,209
Parks and recreation	-	-	930,209	3,726,719	2,102,277	709,888	1,557,280	957,319	9,983,692
Transfers	100,000	1,340,100	-	-	-	-	-	-	1,440,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 13,904,880	\$ 13,479,572	\$ 930,209	\$ 3,726,719	\$ 2,102,277	\$ 709,888	\$ 1,557,280	\$ 957,319	\$ 37,368,144
EXPENSES AND TRANSFERS OUT - BY TYPE									
COGS	\$ -	\$ 9,836,831	\$ 39,200	\$ 356,800	\$ 76,500	\$ 22,000	\$ 105,000	\$ 17,000	\$ 10,453,331
Personal services	1,631,949	1,407,064	359,223	1,838,829	814,397	431,070	713,484	588,069	7,784,085
Contractual services	7,092,708	494,108	138,400	597,750	579,650	136,750	319,000	140,650	9,499,016
Commodities	1,056,250	65,525	113,050	383,900	87,750	57,000	187,700	102,400	2,053,575
Central services	630,348	215,484	19,236	141,840	42,660	40,068	57,096	52,200	1,198,932
Depreciation	2,600,000	120,460	250,000	404,500	420,000	23,000	175,000	57,000	4,049,960
Interest	793,625	-	11,100	3,100	81,320	-	-	-	889,145
Transfers	100,000	1,340,100	-	-	-	-	-	-	1,440,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 13,904,880	\$ 13,479,572	\$ 930,209	\$ 3,726,719	\$ 2,102,277	\$ 709,888	\$ 1,557,280	\$ 957,319	\$ 37,368,144
CHANGE IN NET POSITION									
POSITION	\$ 3,122,213	\$ 120,527	\$ 13,791	\$ 288,331	\$ (141,877)	\$ (37,588)	\$ (17,730)	\$ (160,819)	\$ 3,186,848

2 014 BUDGET BY FUND

2014 BUDGET BY FUND—GOVERNMENTAL FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's governmental funds are shown here.

2014 GOVERNMENTAL FUND BUDGETS

	General Fund	HRA Fund	PACS Fund	CDBG Fund	Police SR Fund	Braemar Memorial Fund	Debt Service Fund	Construction Fund	Total
REVENUES AND OTHER FINANCING SOURCES									
Property tax levy	\$ 22,509,403	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,953,397	\$ 992,072	\$ 27,454,872
Reductions	(119,000)	-	-	-	-	-	-	-	(119,000)
Net tax revenue	22,390,403	-	-	-	-	-	3,953,397	992,072	27,335,872
Tax increments	-	3,900,000	-	-	-	-	-	-	3,900,000
Franchise fees	770,000	-	1,200,000	-	-	-	-	100,000	2,070,000
Special assessments	-	-	-	-	-	-	2,083,699	1,237,872	3,321,571
Licenses and permits	3,277,865	-	-	-	-	-	-	25,000	3,302,865
Intergovernmental	1,093,500	-	-	105,000	153,689	-	-	2,680,000	4,032,189
Charges for services	4,132,766	-	-	-	-	-	-	50,000	4,182,766
Fines and forfeitures	950,000	-	-	-	-	-	-	-	950,000
Investment income	100,000	118,000	-	-	900	200	20,000	88,300	327,400
Other revenue	451,100	-	-	-	57,821	5,000	-	-	513,921
Transfers	765,100	-	-	-	-	-	-	250,000	1,015,100
Debt issued	-	-	-	-	-	-	-	2,917,200	2,917,200
Other financing sources	-	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 33,930,734	\$ 4,018,000	\$ 1,200,000	\$ 105,000	\$ 212,410	\$ 5,200	\$ 6,057,096	\$ 8,340,444	\$ 53,868,884
EXPENDITURES AND OTHER FINANCING USES - BY DEPARTMENT									
Administration	\$ 1,680,069	\$ 6,371,489	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 8,116,558
Communication & tech.	998,357	-	-	-	-	-	-	211,900	1,210,257
Human resources	677,487	-	-	-	-	-	-	150,000	827,487
Finance	884,509	-	-	-	-	-	-	25,000	909,509
Public works	8,266,220	-	-	-	-	-	-	1,226,395	9,492,615
Engineering	1,607,798	-	1,226,752	-	-	-	-	6,320,000	9,154,550
Police	10,166,166	-	-	-	59,000	-	-	1,038,845	11,264,011
Fire	6,697,458	-	-	-	-	-	-	422,000	7,119,458
Parks & recreation	1,357,639	-	-	-	-	-	-	333,000	1,690,639
Community development	1,595,031	-	-	105,000	-	-	-	-	1,700,031
Debt service	-	-	-	-	-	-	6,008,988	-	6,008,988
Transfers	-	-	-	-	-	-	-	620,600	620,600
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$ 33,930,734	\$ 6,371,489	\$ 1,226,752	\$ 105,000	\$ 59,000	\$ -	\$ 6,008,988	\$ 10,412,740	\$ 58,114,703
EXPENDITURES AND OTHER FINANCING USES - BY TYPE									
Personal services	\$ 24,085,051	\$ 115,219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,956	\$ 24,303,226
Contractual services	4,404,931	656,070	22,000	105,000	54,000	-	-	148,522	5,390,523
Commodities	1,740,792	200	25,000	-	5,000	-	-	73,522	1,844,514
Central services	3,699,960	-	79,752	-	-	-	-	-	3,779,712
Equipment	-	-	-	-	-	-	-	2,138,140	2,138,140
Capital outlay	-	5,600,000	1,100,000	-	-	-	-	7,329,000	14,029,000
Debt service	-	-	-	-	-	-	6,008,988	-	6,008,988
Transfers	-	-	-	-	-	-	-	620,600	620,600
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$ 33,930,734	\$ 6,371,489	\$ 1,226,752	\$ 105,000	\$ 59,000	\$ -	\$ 6,008,988	\$ 10,412,740	\$ 58,114,703
CHANGE IN FUND BALANCE	\$ -	\$ (2,353,489)	\$ (26,752)	\$ -	\$ 153,410	\$ 5,200	\$ 48,108	\$ (2,072,296)	\$ (4,245,819)

2014 BUDGET BY FUND

2014 BUDGET BY FUND—ENTERPRISE FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's enterprise funds are shown here.

2014 ENTERPRISE FUND BUDGETS

	Utilities Fund	Liquor Fund	Aquatic Center Fund	Golf Course Fund	Arena Fund	Art Center Fund	Edinborough Fund	Centennial Fund	Total
REVENUES AND TRANSFERS IN									
Operating revenues	\$ 18,542,999	\$ 14,058,841	\$ 966,500	\$ 3,729,750	\$ 1,941,164	\$ 439,550	\$ 1,311,800	\$ 771,000	\$ 41,761,604
Intergovernmental	542,000	-	-	-	-	-	-	-	542,000
Investment income	67,631	-	-	-	-	-	25,000	27,500	120,131
Other revenue	51,356	-	-	-	-	3,000	-	-	54,356
Transfers	-	-	-	795,000	365,000	200,000	120,600	25,000	1,505,600
TOTAL REVENUES AND TRANSFERS IN	\$ 19,203,986	\$ 14,058,841	\$ 966,500	\$ 4,524,750	\$ 2,306,164	\$ 642,550	\$ 1,457,400	\$ 823,500	\$ 43,983,691
EXPENSES AND TRANSFERS OUT - BY DEPARTMENT									
Administration	\$ -	\$ 12,263,854	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,263,854
Finance	278,110	-	-	-	-	-	-	-	278,110
Public works	13,075,282	-	-	-	-	-	-	-	13,075,282
Engineering	176,000	-	-	-	-	-	-	-	176,000
Police	429,702	-	-	-	-	-	-	-	429,702
Parks and recreation	-	-	891,349	3,935,124	2,385,165	663,538	1,575,683	992,638	10,443,497
Transfers	100,000	1,800,100	-	-	-	-	-	-	1,900,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 14,059,094	\$ 14,063,954	\$ 891,349	\$ 3,935,124	\$ 2,385,165	\$ 663,538	\$ 1,575,683	\$ 992,638	\$ 38,566,545
EXPENSES AND TRANSFERS OUT - BY TYPE									
COGS	\$ -	\$ 10,013,099	\$ 43,500	\$ 366,540	\$ 80,000	\$ 23,000	\$ 95,000	\$ 14,000	\$ 10,635,139
Personal services	1,683,310	1,378,442	362,211	1,828,701	861,659	437,753	725,075	606,641	7,883,792
Contractual services	6,573,063	513,592	159,225	633,455	612,400	95,367	358,000	166,885	9,111,987
Commodities	974,500	61,725	60,850	412,800	95,750	47,050	184,150	117,800	1,954,625
Central services	692,088	220,896	26,340	128,628	57,048	34,368	51,708	49,812	1,260,888
Depreciation	3,305,000	76,100	231,500	565,000	535,000	26,000	161,750	37,500	4,937,850
Interest	731,133	-	7,723	-	143,308	-	-	-	882,164
Transfers	100,000	1,800,100	-	-	-	-	-	-	1,900,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 14,059,094	\$ 14,063,954	\$ 891,349	\$ 3,935,124	\$ 2,385,165	\$ 663,538	\$ 1,575,683	\$ 992,638	\$ 38,566,545
CHANGE IN NET POSITION									
	<u>\$ 5,144,892</u>	<u>\$ (5,113)</u>	<u>\$ 75,151</u>	<u>\$ 589,626</u>	<u>\$ (79,001)</u>	<u>\$ (20,988)</u>	<u>\$ (118,283)</u>	<u>\$ (169,138)</u>	<u>\$ 5,417,146</u>

2015 BUDGET BY FUND

2015 BUDGET BY FUND—GOVERNMENTAL FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's governmental funds are shown here.

2015 GOVERNMENTAL FUND BUDGETS

	General Fund	HRA Fund	PACS Fund	CDBG Fund	Police SR Fund	Braemar Memorial Fund	Debt Service Fund	Construction Fund	Total
REVENUES AND OTHER FINANCING SOURCES									
Property tax levy	\$ 23,378,958	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,960,980	\$ 1,192,072	\$ 28,532,010
Reductions	(123,000)	-	-	-	-	-	-	-	(123,000)
Net tax revenue	<u>23,255,958</u>	-	-	-	-	-	<u>3,960,980</u>	<u>1,192,072</u>	<u>28,409,010</u>
Tax increments	-	100,000	-	-	-	-	-	-	100,000
Franchise fees	770,000	-	1,200,000	-	-	-	-	100,000	2,070,000
Special assessments	-	-	-	-	-	-	2,083,699	1,361,088	3,444,787
Licenses and permits	3,230,080	-	-	-	-	-	-	25,000	3,255,080
Intergovernmental	1,113,500	-	-	100,000	115,325	-	-	880,000	2,208,825
Charges for services	3,969,494	-	-	-	-	-	-	50,000	4,019,494
Fines and forfeitures	950,000	-	-	-	-	-	-	-	950,000
Investment income	150,000	94,000	-	-	300	200	20,000	62,900	327,400
Other revenue	461,100	-	-	-	57,821	7,000	-	-	525,921
Transfers	765,100	-	-	-	-	-	-	300,000	1,065,100
Debt issued	-	-	-	-	-	-	-	3,619,200	3,619,200
Other financing sources	-	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 34,665,232	\$ 194,000	\$ 1,200,000	\$ 100,000	\$ 173,446	\$ 7,200	\$ 6,064,679	\$ 7,590,260	\$ 49,994,817
EXPENDITURES AND OTHER FINANCING USES - BY DEPARTMENT									
Administration	\$ 1,639,238	\$ 124,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 1,789,025
Communication & tech.	1,040,674	-	-	-	-	-	-	1,288,900	2,329,574
Human resources	695,637	-	-	-	-	-	-	-	695,637
Finance	904,918	-	-	-	-	-	-	25,000	929,918
Public works	8,459,610	-	-	-	-	-	-	1,029,262	9,488,872
Engineering	1,655,095	-	1,232,744	-	-	-	-	5,545,000	8,432,839
Police	10,357,415	-	-	-	61,000	-	-	566,925	10,985,340
Fire	6,912,398	-	-	-	-	-	-	273,000	7,185,398
Parks & recreation	1,388,087	-	-	-	-	275,000	-	1,742,325	3,405,412
Community development	1,612,160	-	-	100,000	-	-	-	30,000	1,742,160
Debt service	-	-	-	-	-	-	6,179,315	-	6,179,315
Transfers	-	-	-	-	-	-	-	1,596,700	1,596,700
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$ 34,665,232	\$ 124,787	\$ 1,232,744	\$ 100,000	\$ 61,000	\$ 275,000	\$ 6,179,315	\$ 12,122,112	\$ 54,760,190
EXPENDITURES AND OTHER FINANCING USES - BY TYPE									
Personal services	\$ 24,638,774	\$ 118,467	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,559	\$ 24,863,800
Contractual services	4,481,594	6,120	23,000	100,000	56,000	-	-	146,721	4,813,435
Commodities	1,766,292	200	28,000	-	5,000	-	-	71,720	1,871,212
Central services	3,778,572	-	81,744	-	-	-	-	-	3,860,316
Equipment	-	-	-	-	-	-	-	1,456,412	1,456,412
Capital outlay	-	-	1,100,000	-	-	275,000	-	8,744,000	10,119,000
Debt service	-	-	-	-	-	-	6,179,315	-	6,179,315
Transfers	-	-	-	-	-	-	-	1,596,700	1,596,700
TOTAL EXPENDITURES AND OTHER FINANCING USES	\$ 34,665,232	\$ 124,787	\$ 1,232,744	\$ 100,000	\$ 61,000	\$ 275,000	\$ 6,179,315	\$ 12,122,112	\$ 54,760,190
CHANGE IN FUND BALANCE	\$ -	\$ 69,213	\$ (32,744)	\$ -	\$ 112,446	\$ (267,800)	\$ (114,636)	\$ (4,531,852)	\$ (4,765,373)

2015 BUDGET BY FUND

2015 BUDGET BY FUND—ENTERPRISE FUNDS

The City uses two basic fund types to account for our financial activities, governmental fund types and enterprise fund types. In general, governmental funds are used to account for traditional government services and enterprise funds are used to account for business-type activities. All of the City's enterprise funds are shown here.

	2015 ENTERPRISE FUND BUDGETS								Total
	Utilities Fund	Liquor Fund	Aquatic Center Fund	Golf Course Fund	Arena Fund	Art Center Fund	Edinborough Fund	Centennial Fund	
REVENUES AND TRANSFERS IN									
Operating revenues	\$ 19,433,473	\$ 14,367,118	\$ 1,023,000	\$ 3,916,400	\$ 2,017,519	\$ 445,950	\$ 1,354,800	\$ 786,000	\$ 43,344,260
Intergovernmental	116,000	-	-	-	-	-	-	-	116,000
Investment income	96,556	-	-	-	-	-	15,000	25,000	136,556
Other revenue	56,527	-	-	-	-	3,000	-	-	59,527
Transfers	-	-	-	1,540,000	360,000	285,000	264,700	32,000	2,481,700
TOTAL REVENUES AND TRANSFERS IN	\$ 19,702,556	\$ 14,367,118	\$ 1,023,000	\$ 5,456,400	\$ 2,377,519	\$ 733,950	\$ 1,634,500	\$ 843,000	\$ 46,138,043
EXPENSES AND TRANSFERS OUT - BY DEPARTMENT									
Administration	\$ -	\$ 12,506,524	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,506,524
Finance	286,381	-	-	-	-	-	-	-	286,381
Public works	13,350,060	-	-	-	-	-	-	-	13,350,060
Engineering	177,000	-	-	-	-	-	-	-	177,000
Police	441,408	-	-	-	-	-	-	-	441,408
Parks and recreation	-	-	938,625	4,046,382	2,423,956	683,306	1,616,747	1,014,860	10,723,876
Transfers	100,000	1,850,100	-	-	-	-	-	-	1,950,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 14,354,849	\$ 14,356,624	\$ 938,625	\$ 4,046,382	\$ 2,423,956	\$ 683,306	\$ 1,616,747	\$ 1,014,860	\$ 39,435,349
EXPENSES AND TRANSFERS OUT - BY TYPE									
COGS	\$ -	\$ 10,198,628	\$ 46,000	\$ 385,100	\$ 85,000	\$ 23,000	\$ 105,000	\$ 14,000	\$ 10,856,728
Personal services	1,732,897	1,419,298	371,593	1,879,494	885,513	449,431	745,581	623,683	8,107,490
Contractual services	6,723,540	522,928	162,300	642,300	612,750	101,175	362,650	177,625	9,305,268
Commodities	999,500	63,150	89,650	436,900	96,950	48,300	183,450	108,300	2,026,200
Central services	708,588	227,520	27,108	132,588	58,836	35,400	53,316	51,252	1,294,608
Depreciation	3,487,500	75,000	236,500	570,000	545,000	26,000	166,750	40,000	5,146,750
Interest	602,824	-	5,474	-	139,907	-	-	-	748,205
Transfers	100,000	1,850,100	-	-	-	-	-	-	1,950,100
TOTAL EXPENSES AND TRANSFERS OUT	\$ 14,354,849	\$ 14,356,624	\$ 938,625	\$ 4,046,382	\$ 2,423,956	\$ 683,306	\$ 1,616,747	\$ 1,014,860	\$ 39,435,349
CHANGE IN NET POSITION									
POSITION	\$ 5,347,707	\$ 10,494	\$ 84,375	\$ 1,410,018	\$ (46,437)	\$ 50,644	\$ 17,753	\$ (171,860)	\$ 6,702,694

T RANSFERS

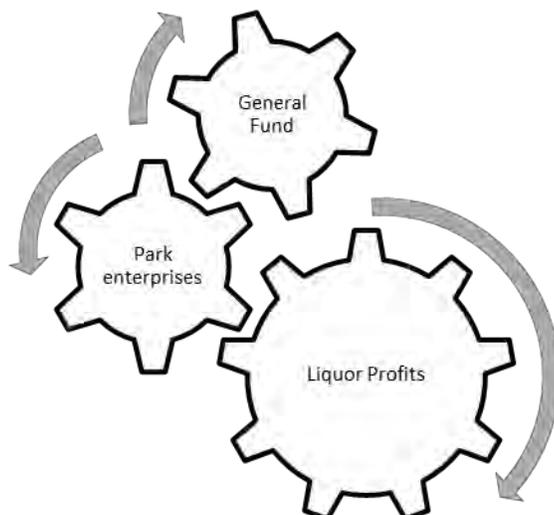
TRANSFERS

Interfund transfers allow the City to reallocate assets to the funds where those assets can be used to achieve desired outcomes. For example, for many years in Edina, the three municipal liquor stores generated excess income that has been reinvested in other purposes. This tradition is expected to continue through 2015, as shown on the next two pages.

	<u>2014 Transfer Out:</u>			
	<u>Construction</u>	<u>Utilities</u>	<u>Liquor</u>	<u>Total</u>
2014 Transfer in:				
General Fund	\$ -	\$ -	\$ 765,100	\$ 765,100
Construction	-	100,000	150,000	250,000
Golf Course	310,000	-	485,000	795,000
Arena	165,000	-	200,000	365,000
Art Center	-	-	200,000	200,000
Edinborough	120,600	-	-	120,600
Centennial Lakes	25,000	-	-	25,000
Total	<u>\$ 620,600</u>	<u>\$ 100,000</u>	<u>\$ 1,800,100</u>	<u>\$ 2,520,700</u>

Budgeted transfers in 2014 include:

1. \$620,600 in total transfers out of the Construction Fund to various park enterprise funds, which will help purchase new assets and amenities for these facilities, as detailed in the 2013-2017 Capital Improvement Plan (CIP).
2. \$1,800,100 in total transfers from the Liquor Fund to the General Fund, Construction Fund, and to various park enterprise funds, to help finance the basic operating purposes of these funds.
3. \$100,000 transfer from the Utilities Fund to the Construction Fund.



The City uses profit generated from our liquor stores to provide services through our General Fund, and for the Park Enterprises.

TRANSFERS

	<u>2015 Transfer Out:</u>			
	<u>Construction</u>	<u>Utilities</u>	<u>Liquor</u>	<u>Total</u>
2015 Transfer in:				
General Fund	\$ -	\$ -	\$ 765,100	\$ 765,100
Construction	-	100,000	200,000	300,000
Golf Course	1,055,000	-	485,000	1,540,000
Arena	160,000	-	200,000	360,000
Art Center	85,000	-	200,000	285,000
Edinborough	264,700	-	-	264,700
Centennial Lakes	32,000	-	-	32,000
Total	<u>\$ 1,596,700</u>	<u>\$ 100,000</u>	<u>\$ 1,850,100</u>	<u>\$ 3,546,800</u>

Budgeted transfers in 2015 include:

1. \$1,596,700 in total transfers out of the Construction Fund to various park enterprise funds, which will help purchase new assets and amenities for these facilities, as detailed in the 2013-2017 Capital Improvement Plan (CIP). It is important to note that during 2014, City staff and Council will be working to create a new 2015-2019 CIP that will likely reprioritize some of the projects currently listed in the 2013-2017 CIP, so these figures are likely to change prior to 2015.
2. \$1,850,100 in total transfers from the Liquor Fund to the General Fund, Construction Fund, and to various park enterprise funds, to help finance the basic operating purposes of these funds.
3. \$100,000 transfer from the Utilities Fund to the Construction Fund.

In addition to budgeted transfers, the City Council will periodically authorize interfund transfers mid-year. The most common example of this is when our General Fund has unassigned fund balance at year-end according to our fund balance policy. Typically we know this amount when the annual audit is finished around June, and the process to reach a decision on where to allocate this money starts then. The fund balance policy also states that, to the extent possible, such excess funds should be transferred to the Construction Fund to support capital improvements and equipment.

As of December 31, 2012, the City had \$1,697,872 in excess funds in our General Fund according to our fund balance policy. During 2013, the City Council decided to allocate this cash as follows:

- ◆ \$797,872 to the Construction Fund for 2013-2014 CIP projects
- ◆ \$300,000 to the Construction Fund for the Equipment Replacement Program
- ◆ \$300,000 to the Arena Fund for unplanned 2012 expenses
- ◆ \$300,000 to the Golf Course Fund to start stabilizing the fund balance

PROJECTED CHANGES IN FUND BALANCE—ALL FUNDS

Fund balance refers to the difference between assets and liabilities for governmental funds. Since all related assets and liabilities are not reported for governmental funds, fund balance is considered more of a liquidity measure than a net worth measure. Credit rating agencies monitor fund balance levels and consider fund balance when determining the City's creditworthiness.

GASB 54 defines five different classifications that the City may use to disclose constraints for how these amounts can be spent. These classifications are as follows:

- ◆ Nonspendable – Amounts that cannot be spent, such as prepaid items, inventory, and other long-term assets.
- ◆ Restricted – Amounts subject to externally imposed constraints established by creditors, grantors, contributors, or law.
- ◆ Committed – Constrained by formal internal action, such as City Council resolution.
- ◆ Assigned – Internally imposed constraints that do not meet the definition of Restricted or Committed.
- ◆ Unassigned – Available to spend.

The schedules on the next two pages show fund balance and net position trends for all of the City's funds. The first year of balances and activity shown represent actual amounts from the most recently completed annual audit. The second year of balances and activity shown are projections compiled by City staff for the uncompleted balance of the current fiscal year (the year this budget was written). The third and fourth years of balances and activity shown are continued projections based on the annual revenue and expenditure/expense budgets contained in this document.

PROJECTED CHANGES IN FUND BALANCE—ALL FUNDS

FUND BALANCE—GOVERNMENTAL FUNDS

Fund	Year	Revenues and Expenditures			Fund Balance December 31	\$ Increase/ (Decrease)	% Increase/ (Decrease)	Reason for Increase/(Decrease) > 10%
		Fund Balance January 1	other financing sources	and other financing uses				
General Fund	2012	\$ 13,473,216	\$ 32,837,749	\$ 31,471,831	\$ 14,839,134	\$ 1,365,918	10.1%	Park dedication fees received
	2013	14,839,134	32,691,629	33,822,132	13,708,631	(1,130,503)	-7.6%	
	2014	13,708,631	33,930,734	33,930,734	13,708,631	-	0.0%	
	2015	13,708,631	34,665,232	34,665,232	13,708,631	-	0.0%	
Housing and Redevelopment Authority (HRA)	2012	16,190,129	3,697,033	7,691,016	12,196,146	(3,993,983)	-24.7%	Southdale loan
	2013	12,196,146	4,018,000	971,489	15,242,657	3,046,511	25.0%	Some capital improvements deferred
	2014	15,242,657	4,018,000	6,371,489	12,889,168	(2,353,489)	-15.4%	Projects detailed in 2013-2017 CIP
	2015	12,889,168	194,000	124,787	12,958,381	69,213	0.5%	
Pedestrian and Cyclist Safety (PACS)	2012	-	-	-	-	-	0.0%	Fund established in 2013
	2013	-	800,000	800,000	-	-	0.0%	
	2014	-	1,200,000	1,226,752	(26,752)	(26,752)	0.0%	
	2015	(26,752)	1,200,000	1,232,744	(59,496)	(32,744)	0.0%	
Community Development Block Grant (CDBG)	2012	-	16,543	16,543	-	-	0.0%	
	2013	-	100,000	100,000	-	-	0.0%	
	2014	-	105,000	105,000	-	-	0.0%	
	2015	-	100,000	100,000	-	-	0.0%	
Police Special Revenue	2012	655,392	175,631	173,021	658,002	2,610	0.4%	
	2013	658,002	171,068	151,007	678,063	20,061	3.0%	
	2014	678,063	212,410	59,000	831,473	153,410	22.6%	External restrictions on spending
	2015	831,473	173,446	61,000	943,919	112,446	13.5%	External restrictions on spending
Braemar Memorial	2012	333,336	5,235	6,757	331,814	(1,522)	-0.5%	
	2013	331,814	3,300	900	334,214	2,400	0.7%	
	2014	334,214	5,200	-	339,414	5,200	1.6%	
	2015	339,414	7,200	275,000	71,614	(267,800)	-78.9%	Projects detailed in 2013-2017 CIP
Debt Service	2012	8,068,183	10,548,619	8,912,394	9,704,408	1,636,225	20.3%	Refunding bonds sold in 2012 for 2013 call
	2013	9,704,408	12,342,037	12,420,685	9,625,760	(78,648)	-0.8%	
	2014	9,625,760	6,057,096	6,008,988	9,673,868	48,108	0.5%	
	2015	9,673,868	6,064,679	6,179,315	9,559,232	(114,636)	-1.2%	
Construction	2012	10,186,483	9,534,557	9,801,687	9,919,353	(267,130)	-2.6%	
	2013	9,919,353	12,718,683	13,277,570	9,360,466	(558,887)	-5.6%	
	2014	9,360,466	8,340,444	10,412,740	7,288,170	(2,072,296)	-22.1%	Projects detailed in 2013-2017 CIP
	2015	7,288,170	7,590,260	12,122,112	2,756,318	(4,531,852)	-62.2%	Projects detailed in 2013-2017 CIP

PROJECTED CHANGES IN FUND BALANCE—ALL FUNDS**NET POSITION—ENTERPRISE FUNDS**

Net position refers to the difference between assets and liabilities for enterprise funds. Since enterprise funds report more assets and liabilities than governmental funds, net position is a more accurate measure of net worth. Credit rating agencies also consider fund net position when determining the City's creditworthiness. Net position is displayed in three classifications:

- ◆ Net investment in capital assets – Capital assets less accumulated depreciation and debt, which cannot be spent because the asset is not liquid.
- ◆ Restricted – Amounts subject to externally imposed constraints established by creditors, grantors, contributors, or law.
- ◆ Unrestricted – Available to spend or allocate.

PROJECTED CHANGES IN FUND BALANCE—ALL FUNDS

NET POSITION—ENTERPRISE FUNDS

Fund	Year	Net Position January 1	Revenues and Expenses and		Net Position December 31	\$ Increase/ (Decrease)	% Increase/ (Decrease)	Reason for Increase/(Decrease) > 10%
			other financing sources	other financing uses				
Utilities	2012	\$ 56,260,192	\$ 18,019,444	\$ 12,710,875	\$ 61,568,761	\$ 5,308,569	9.4%	
	2013	61,568,761	17,091,721	13,569,965	65,090,517	3,521,756	5.7%	
	2014	65,090,517	19,203,986	14,059,094	70,235,409	5,144,892	7.9%	
	2015	70,235,409	19,702,556	14,354,849	75,583,116	5,347,707	7.6%	
Liquor	2012	2,780,277	13,230,941	13,060,844	2,950,374	170,097	6.1%	
	2013	2,950,374	13,727,421	13,418,579	3,259,216	308,842	10.5%	Sales growth exceeding expectations
	2014	3,259,216	14,058,841	14,063,954	3,254,103	(5,113)	-0.2%	
	2015	3,254,103	14,367,118	14,356,624	3,264,597	10,494	0.3%	
Aquatic Center	2012	2,570,645	1,001,946	866,944	2,705,647	135,002	5.3%	
	2013	2,705,647	895,133	881,234	2,719,546	13,899	0.5%	
	2014	2,719,546	966,500	891,349	2,794,697	75,151	2.8%	
	2015	2,794,697	1,023,000	938,625	2,879,072	84,375	3.0%	
Golf Course	2012	2,335,824	5,949,218	3,293,192	4,991,850	2,656,026	113.7%	Insurance proceeds from dome fire
	2013	4,991,850	3,352,950	3,636,951	4,707,849	(284,001)	-5.7%	
	2014	4,707,849	4,524,750	3,935,124	5,297,475	589,626	12.5%	Transfers from other funds
	2015	5,297,475	5,456,400	4,046,382	6,707,493	1,410,018	26.6%	Transfers from other funds
Arena	2012	2,021,664	2,553,184	2,182,200	2,392,648	370,984	18.4%	Large donation to Horner's Nest project
	2013	2,392,648	2,354,400	2,166,520	2,580,528	187,880	7.9%	
	2014	2,580,528	2,306,164	2,385,165	2,501,527	(79,001)	-3.1%	
	2015	2,501,527	2,377,519	2,423,956	2,455,090	(46,437)	-1.9%	
Art Center	2012	328,578	616,785	617,577	327,786	(792)	-0.2%	
	2013	327,786	666,162	652,068	341,880	14,094	4.3%	
	2014	341,880	642,550	663,538	320,892	(20,988)	-6.1%	
	2015	320,892	733,950	683,306	371,536	50,644	15.8%	Transfers from other funds
Edinborough Park	2012	2,636,318	1,359,752	1,355,285	2,640,785	4,467	0.2%	
	2013	2,640,785	1,780,410	1,536,360	2,884,835	244,050	9.2%	
	2014	2,884,835	1,457,400	1,575,683	2,766,552	(118,283)	-4.1%	
	2015	2,766,552	1,634,500	1,616,747	2,784,305	17,753	0.6%	
Centennial Lakes	2012	1,493,375	831,713	869,277	1,455,811	(37,564)	-2.5%	
	2013	1,455,811	738,000	964,859	1,228,952	(226,859)	-15.6%	Planned use of unrestricted investments
	2014	1,228,952	823,500	992,638	1,059,814	(169,138)	-13.8%	Planned use of unrestricted investments
	2015	1,059,814	843,000	1,014,860	887,954	(171,860)	-16.2%	Planned use of unrestricted investments

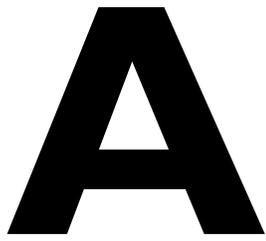
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City of Edina

DEPARTMENTS



For living, learning, raising families, and doing business.



ADMINISTRATION DEPARTMENT

Karen Kurt, Assistant City Manager

kkurt@EdinaMN.gov

952-826-0401



DEPARTMENT OVERVIEW

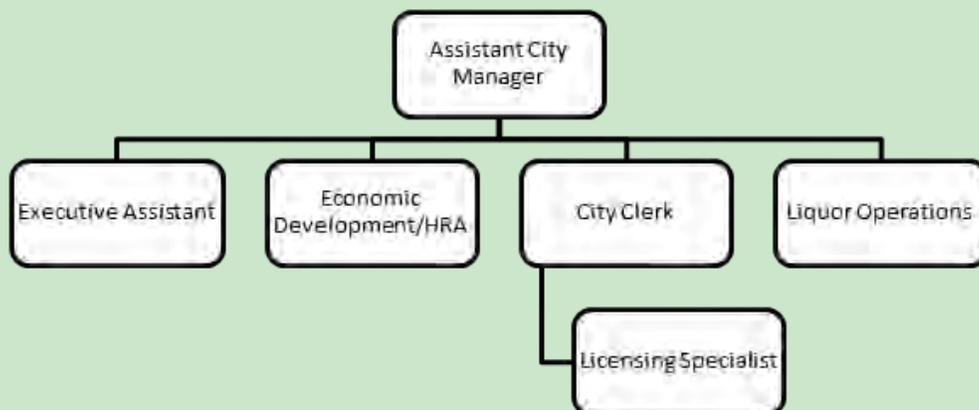
The Administration Department supports the City Manager and leads projects with city-wide impact including strategic planning, performance management and measurement, oversight of boards and commissions, leadership development, and neighborhood support. The Department is also responsible for growing a values-based organizational culture in alignment with the Edina IQS (Integrity, Service and Quality). The Administration Department contains three divisions: Economic Development (HRA), Elections and Record Management and Liquor Store Operations. The Department serves as the liaison to the Human Rights & Relations Commission, Edina Historical Society, Edina Community Foundation and other non-profit service agencies.

MAJOR SERVICE AREAS

- ◆ Strategic Planning
- ◆ Performance Management and Measurement
- ◆ Boards and Commissions
- ◆ Leadership Development
- ◆ Values-based Organization Development
- ◆ Liquor Store Operations
- ◆ Neighborhood Engagement
- ◆ Economic Development
- ◆ Records Management
- ◆ Licensing
- ◆ Elections

The Edina City Council adopted the City's first **Neighborhood Association Policy and Map** in 2013.

DEPARTMENT ORGANIZATIONAL CHART



ADMINISTRATION DEPARTMENT

2014-2015 DEPARTMENT GOALS

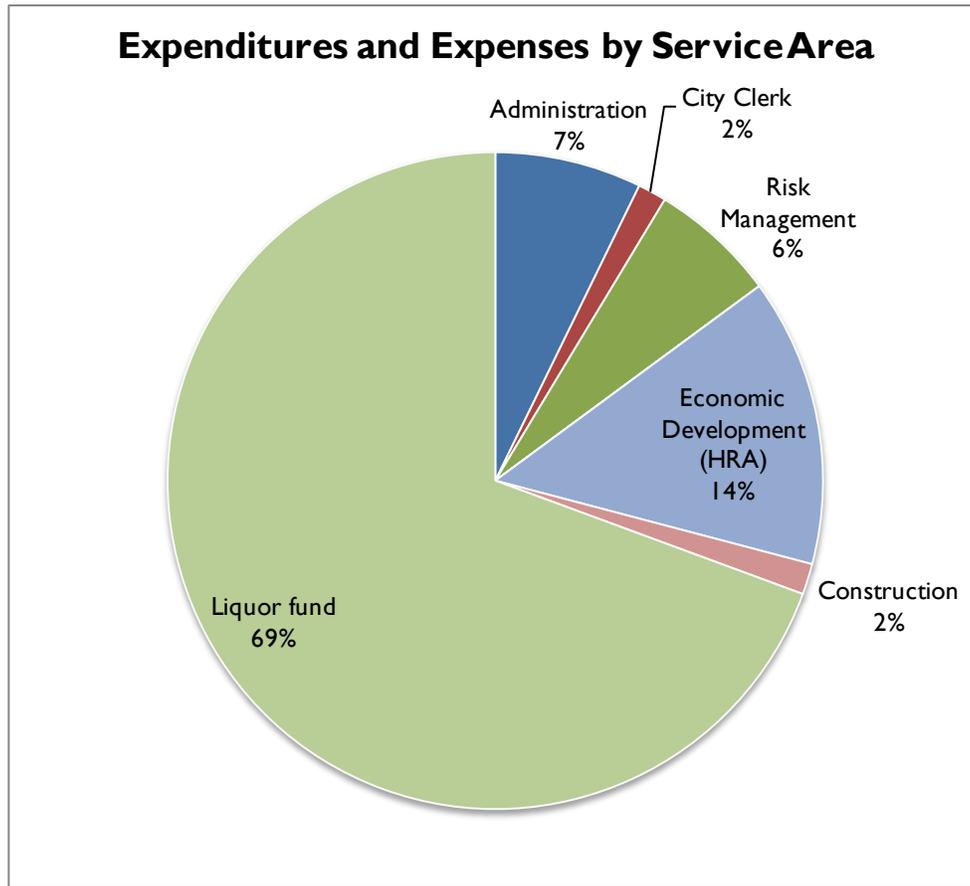
- ◆ Update Edina’s long-term strategic plan (Vision 20/20) with the input of over 1,000 residents.
- ◆ Continue next steps of the Edina IQS implementation: values-based hiring and customer service staff training.
- ◆ Develop and implement an exit survey for participants on boards and commissions or other task forces.
- ◆ Strengthen communication between neighborhood associations and residents. Establish regular meetings for organized neighborhoods. Hold another organizing workshop. Improve city communication through Nextdoor and City Extra.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

- ◆ Instituted City-wide, department and board and commission annual work plans.
- ◆ Began participation in ICMA’s performance measurement program.
- ◆ Redesigned the operational and capital improvement budgeting process, resulting in better prioritization and additional focus on performance management and measurement.
- ◆ Identified neighborhood boundaries and names and developed policy to foster the formation of neighborhoods. Held neighborhood organizing workshop. Partnered with the social media site Nextdoor to support neighborhood communication.
- ◆ Conducted first survey of board and commission members. Developed a set of unified bylaws for boards and commissions.
- ◆ Facilitated the identification of organization values known as the “Edina IQS” (Integrity, Quality and Service). Started quarterly Edina IQS leadership development workshops.

PERFORMANCE MEASURES	2011	2012	2013
Percentage of residents rating the quality of life in Edina as “excellent” or “good”.	98%	N/A	99%
Percentage of residents who feel that they could have a say about how things are run in the community - if they desire	97%	N/A	84%
Percentage of residents who, from their experience, rate the job of city staff as “excellent” or “good”.	91%	N/A	91%
Number of recognized neighborhoods	N/A	N/A	3

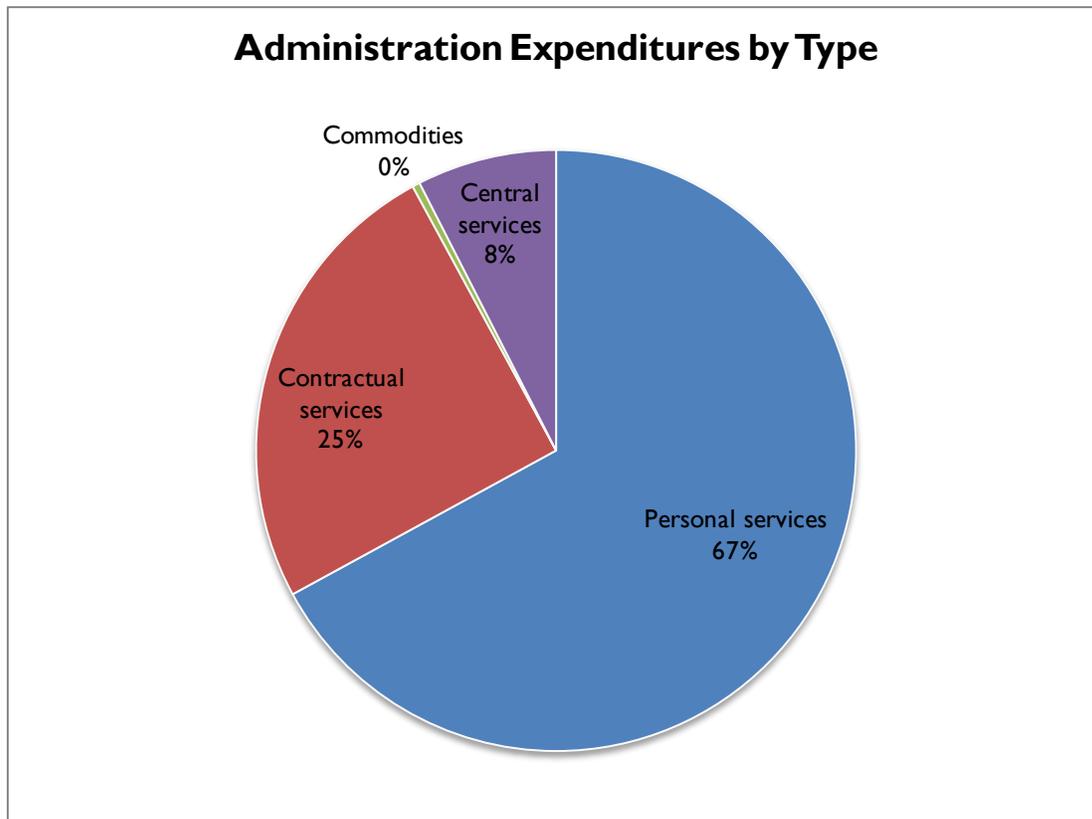
ADMINISTRATION DEPARTMENT



Administration Department Expenditures & Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
General Fund						
Administration	\$ 1,342,774	\$ 1,190,475	\$ 1,590,833	\$ 1,590,833	\$ 898,305	\$ 931,345
City Clerk	144,728	233,653	176,859	176,859	411,764	327,893
Risk Management	172,256	358,398	432,000	432,000	370,000	380,000
General fund subtotal	<u>1,659,758</u>	<u>1,782,526</u>	<u>2,199,692</u>	<u>2,199,692</u>	<u>1,680,069</u>	<u>1,639,238</u>
Other Funds						
Risk Management	847,774	758,143	791,516	791,516	589,000	609,000
Economic Development (HRA)	603,379	5,712,571	1,020,255	1,020,256	6,371,489	124,787
Construction	703,194	730,169	-	65,000	65,000	25,000
Liquor fund	<u>11,727,106</u>	<u>11,740,404</u>	<u>12,078,479</u>	<u>12,139,472</u>	<u>12,263,854</u>	<u>12,506,524</u>
Department Total Budget	<u><u>\$ 15,541,211</u></u>	<u><u>\$ 20,723,813</u></u>	<u><u>\$ 16,089,942</u></u>	<u><u>\$ 16,215,936</u></u>	<u><u>\$ 20,969,412</u></u>	<u><u>\$ 14,904,549</u></u>

ADMINISTRATION DEPARTMENT

Administration



Administration Expenditures						
	2011	2012	2013	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budgeted</u>	<u>Budgeted</u>	<u>Budgeted</u>
General Fund						
Personal services	\$ 902,064	\$ 778,383	\$ 1,136,943	\$ 1,136,943	\$ 537,613	\$ 565,832
Contractual services	342,513	312,463	348,566	348,566	267,636	270,225
Commodities	4,383	7,352	4,500	4,500	5,000	5,000
Central services	93,814	92,277	100,824	100,824	88,056	90,288
Total	<u>\$ 1,342,774</u>	<u>\$ 1,190,475</u>	<u>\$ 1,590,833</u>	<u>\$ 1,590,833</u>	<u>\$ 898,305</u>	<u>\$ 931,345</u>

ADMINISTRATION DEPARTMENT

City Clerk

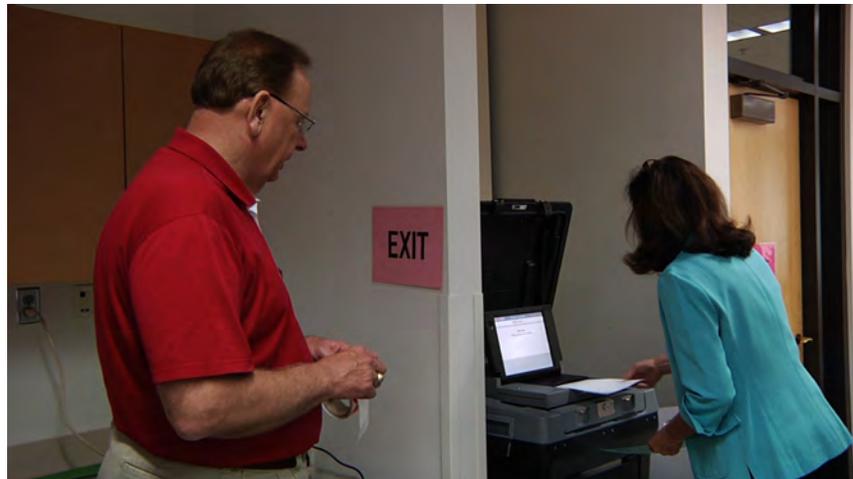
DIVISION OVERVIEW

The City Clerk Division is responsible for conducting all national, state, county and City elections held in the City of Edina in even-numbered years. In addition, the City conducts all Edina School District 273 elections in odd-numbered years. Costs for conducting school elections are billed to the school district. The City is divided into 20 voting precincts that must be equipped for conducting each election. The Clerk must recruit and train approximately 300 election judges in each election year.

The Division coordinates the issuance of business licenses within the City of Edina, including amusement devices, body art, food establishments, liquor sales, massage, multi-family housing garages, pools, parking ramps, refuse haulers, tobacco and vending sales. The Division also issues permits for the following activities within the City: block parties, charitable gambling registrations, fireworks sales, loudspeakers and special events.

The Division maintains the City's Code of Ordinances and supports the management of the City's records according to Minnesota Statutes, ensuring residents access to public information in a timely fashion.

Implemented **electronic packets** for the City Council and some board and commission meetings.



ADMINISTRATION DEPARTMENT—CITY CLERK

2014-2015 DIVISION GOALS

- ◆ Refine and revamp City Election Judge training.
- ◆ Implement electronic packets for boards and commissions.
- ◆ Continue the implementation of the electronic records management system.
- ◆ Investigate business licensing software in conjunction with Health Division.

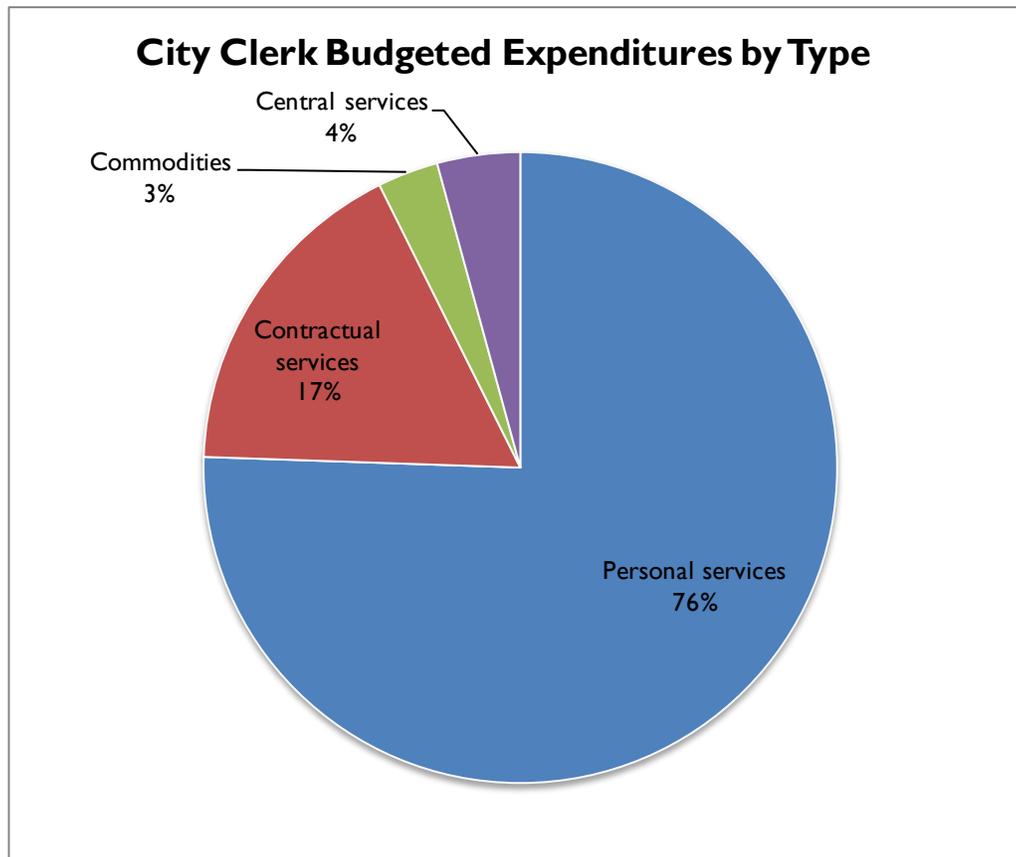
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Assisted 31,841 citizens cast ballots during the 2012 General Election, which was 88.5 percent of registered voter participation in the election.
- ◆ Processed 5,869 absentee ballots and registered 3,655 Election Day registrations during the 2012 General Election.
- ◆ Introduced new election equipment into service during the 2013 School Board General Election.
- ◆ Completed needs assessment for electronic records management system, issued RFP and selected a software partner.



PERFORMANCE MEASURES	2011	2012	2013
Number of people voting in elections	7957	31841	3480
Percentage of Registered Voters voting in elections	29.4%	88.5%	12.9%
Number of business licenses issued	633	640	647
Number of permits issued	183	227	232

ADMINISTRATION DEPARTMENT—CITY CLERK



City Clerk Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
General Fund						
Personal services	\$ 102,605	\$ 204,352	\$ 112,052	\$ 112,052	\$ 318,634	\$ 240,082
Contractual services	16,679	11,934	37,575	37,575	66,650	59,875
Commodities	10,984	5,684	14,500	14,500	11,000	12,000
Central services	14,460	11,683	12,732	12,732	15,480	15,936
Total	\$ 144,728	\$ 233,653	\$ 176,859	\$ 176,859	\$ 411,764	\$ 327,893

ADMINISTRATION DEPARTMENT

Liquor Operations

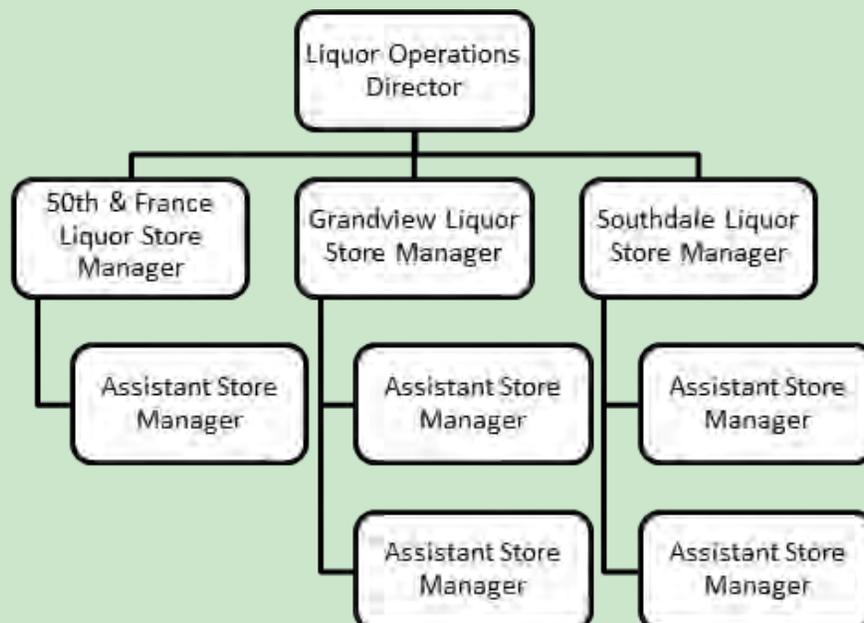
DIVISION OVERVIEW

The City operates three Edina Liquor stores. The 50th & France store is located at 3943 W. 50th St. The Grandview store is located at 5013 Vernon Ave. The Southdale store is located at 6755 York Ave S. Stores are strategically located near supermarkets.

The City of Edina is in the municipal liquor business for two reasons: to control the sale of alcohol in our community and to generate revenue for the City of Edina. Combined, the three Edina Liquor locations generate over \$1 million a year in operating income. This money is used to subsidize many of the City's public amenities by transferring cash to other City funds, including the Construction, Golf Course, Arena, and Art Center funds.

Edina Liquor continues to be one of the top-performing municipal operations in Minnesota. Edina Liquor consistently ranks in the top three Minnesota municipal operations in sales and net profit. The Southdale store is the largest grossing store for a municipal operation in Minnesota. Edina Liquor leads all municipal liquor operations in gross wine sales, and is one of the top sellers of Scotch Whisky and Irish Whiskey.

DIVISION ORGANIZATIONAL CHART



ADMINISTRATION DEPARTMENT—LIQUOR OPERATIONS

2014-2015 DIVISION GOALS

- ◆ Continue implementation of consistent merchandising and branding strategy at all store locations.
- ◆ Develop customized employee training to improve product knowledge on the sales floor.
- ◆ Update Point of Sale System (POS) to improve security and data analysis capabilities.
- ◆ Complete minor remodeling at the Grandview store.

2012-2013 DIVISION ACCOMPLISHMENTS

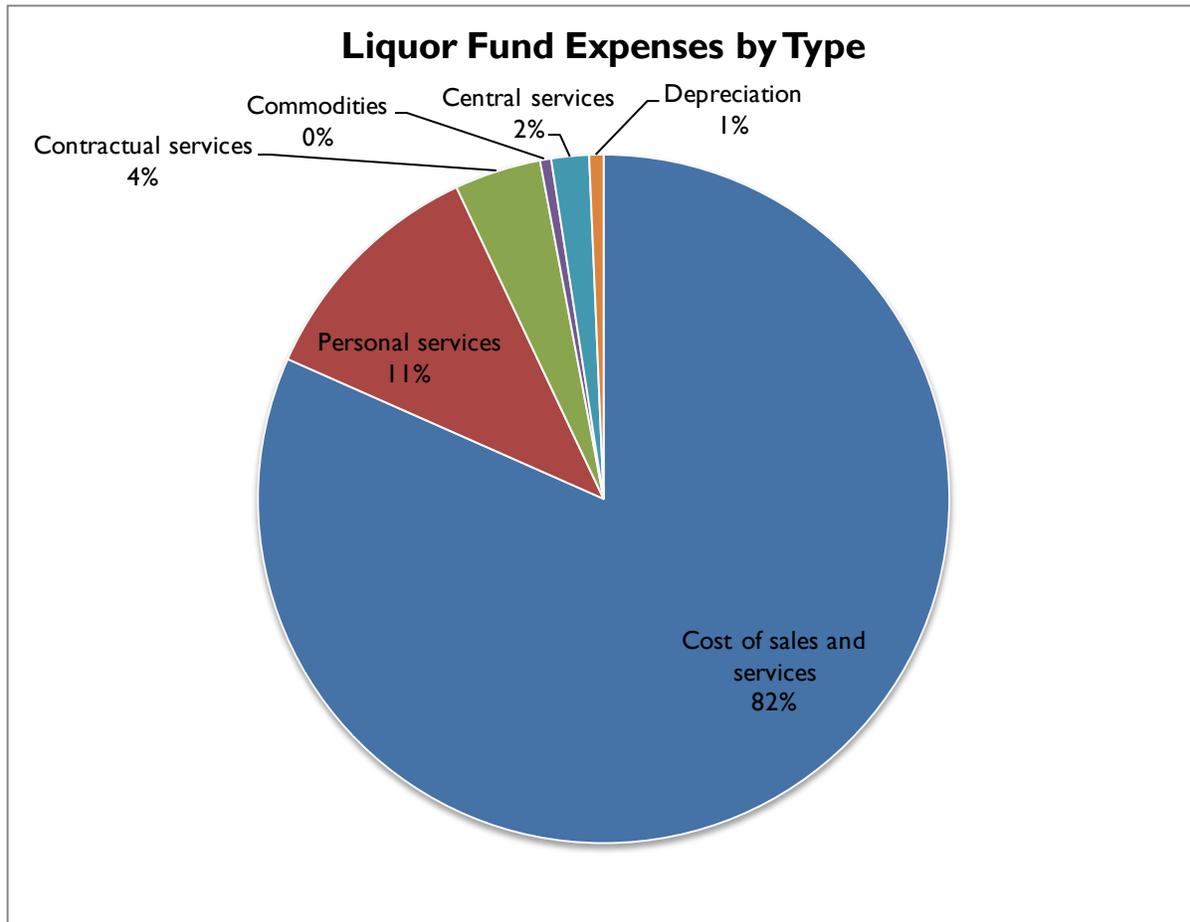
- ◆ Completed interior remodeling of Southdale store. Project completed \$40,000 under budget. Made up \$318,000 sales deficit due to the six-week remodeling closure and finished 2012 with a \$57,000 increase in profits.
- ◆ Continued to run most successful Wine of the Month Promotion in metro area averaging close to 400 cases sold each month.
- ◆ Began work with a consulting team in to strengthen Edina's position in the marketplace. Work included an in-depth survey of 1,500 customers in April 2013, new customer service guidelines and training, and new in-store branding.
- ◆ Completed market analysis for possible fourth location in March 2013.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	112%	113%	112%
Number of customers	512,936	500,377*	510,138
Gross sales	\$13,172,484	\$13,230,941	\$13,600,099
Cash transferred out to support other City funds	\$1,255,100	\$1,320,100	\$1,340,100

* York Store was closed for six weeks for remodeling

ADMINISTRATION DEPARTMENT—LIQUOR OPERATIONS



Liquor Fund Revenues and Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
Operating revenues						
Retail sales	\$ 13,172,484	\$ 13,230,941	\$ 13,727,421	\$ 13,600,099	\$ 14,058,841	\$ 14,367,118
Total revenues	<u>13,172,484</u>	<u>13,230,941</u>	<u>13,727,421</u>	<u>13,600,099</u>	<u>14,058,841</u>	<u>14,367,118</u>
Operating expenses						
Cost of sales and services	9,648,160	9,615,928	9,836,831	9,836,831	10,013,099	10,198,628
Personal services	1,265,572	1,343,780	1,407,064	1,407,064	1,378,442	1,419,298
Contractual services	490,303	443,705	479,660	494,108	513,592	522,928
Commodities	61,182	61,760	62,145	65,525	61,725	63,150
Central services	194,491	205,216	215,484	215,484	220,896	227,520
Depreciation	67,398	70,015	77,295	120,460	76,100	75,000
Total expenses	<u>11,727,106</u>	<u>11,740,404</u>	<u>12,078,479</u>	<u>12,139,472</u>	<u>12,263,854</u>	<u>12,506,524</u>
Operating income	<u>1,445,378</u>	<u>1,490,537</u>	<u>1,648,942</u>	<u>1,460,627</u>	<u>1,794,987</u>	<u>1,860,594</u>

ADMINISTRATION DEPARTMENT

Economic Development / Housing and Redevelopment Authority (HRA)

DIVISION OVERVIEW

The City supports the recruitment and retention of businesses by creating an environment where businesses can prosper. Ongoing efforts include identifying opportunities for redevelopment and potential funding sources, partnering with local business associations and other community groups, coordinating marketing campaigns and oversight of Edina's Housing and Redevelopment Authority (HRA). Established in 1974 for the purpose of undertaking urban redevelopment projects and assisting with the development of affordable housing, the HRA has been the driving force behind the 50th and France commercial area renewal, as well as the Edinborough and Centennial Lakes mixed use development projects.

The Edina HRA is an entity legally separate from the City with separate taxing authority. However, for financial reporting purposes, the HRA is reported as if it were part of the City's operations because the members of the City Council serve as HRA board members and its activity is confined to the City of Edina. The special revenue HRA Fund is used to account for revenues from several sources (tax increment, bond proceeds, investment earnings, etc.) that are designated for housing and redevelopment activities. Due to the involvement of tax increment financing (TIF) dollars, there are legal restrictions on how the money in this fund may be spent.

The HRA Fund had a fund balance of \$12,196,146 as of Dec. 31, 2012. Major expenses include a TIF loan for Southdale Center, tax-sharing for Centennial Lakes, land acquisition, planning studies and public improvements. At this time, there is one active Redevelopment District (Southeast Edina) and two active TIF Districts. The Centennial Lakes TIF District will decertify in 2016 while the Southdale 2 TIF District will decertify in 2022. There are also two Special Assessment Districts: Grandview and 50th/France that have been established to maintain and operate public parking ramps and to make other improvements to the public areas enjoyed by local property owners and businesses. The salary of the Economic Development Manager and associated expenses associated are paid through the HRA.



ADMINISTRATION DEPARTMENT—ECONOMIC DEVELOPMENT/HRA

2014-2015 DIVISION GOALS

- ◆ Establish new Grandview TIF district; relocate School District 273 Bus Garage to a more suitable location to facilitate Grandview redevelopment, complete plan to redevelop former Public Works site.
- ◆ Establish new Pentagon Park TIF District; reach agreement for the redevelopment of this mixed/industrial area.
- ◆ Complete improvements to the public parking ramps in the 50th & France commercial district.
- ◆ Complete public improvements to France Avenue, Hazelton Road and the Promenade.
- ◆ Develop strategic plan for business attraction, development and retention.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed TIF loan to facilitate the extensive remodel of Southdale Center and stimulate further investment and financed planning and design of public improvements to France Avenue, Hazelton Road and Promenade.
- ◆ Redefined Southeast Edina Redevelopment District to broaden area where TIF funds can potentially be invested and created Southdale 2 TIF District.
- ◆ Hired first Economic Development Manager for the City.
- ◆ Revised the strategy to improve public parking facilities and the overall customer experience at 50th & France, including acquisition of property to expand parking options.
- ◆ Began to implement the Grandview Development Framework, including preliminary steps to redevelop the former Public Works site.

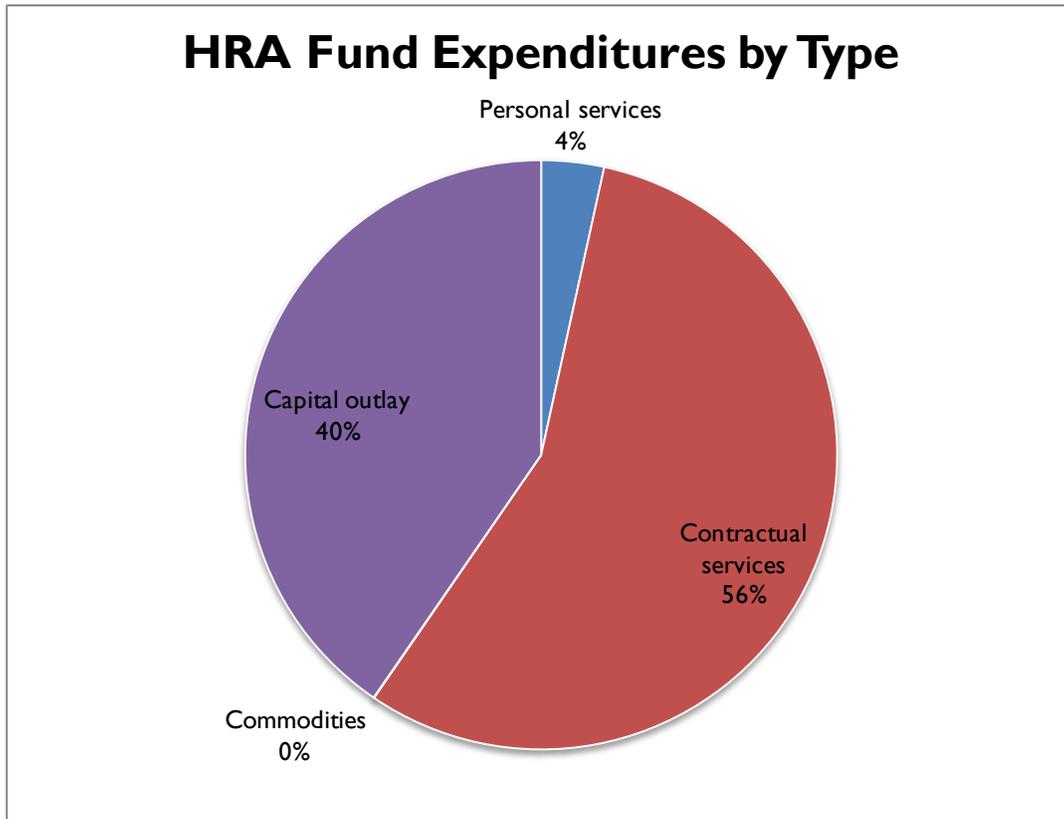
PERFORMANCE MEASURES	2011	2012	2013
Full time equivalent jobs within Edina*	47,518	49,644	49,890
Business Establishments within Edina *	2,820	2,837	2,841
Vacancy Rates in SW metro, including Edina**			
Retail	4.4%	4.5%	4.1%
Office	16.6%	15.0%	15%
Industrial	11.6%	10.4%	10.6%
Non-Residential Tax Base within Edina***	\$1.79 B	\$1.77 B	\$1.83 B
State & Regional grants procured for development (\$ awarded)	--	\$568,000	\$535,100

* Q1 per Bureau of Labor Statistics/ MN-DEED

** Source: Colliers Q3 Market Reports

*** Source: Edina Assessing Department; estimated market value of commercial, industrial and apartment properties, in billions

ADMINISTRATION DEPARTMENT—ECONOMIC DEVELOPMENT/HRA



Economic Development Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
HRA Fund						
Personal services	\$ 20,230	\$ 37,668	\$ 109,255	\$ 109,256	\$ 115,219	\$ 118,467
Contractual services	583,149	5,671,929	711,000	711,000	656,070	6,120
Commodities	-	2,974	-	-	200	200
Capital outlay	-	-	200,000	200,000	5,600,000	-
Total	<u>\$ 603,379</u>	<u>\$ 5,712,571</u>	<u>\$ 1,020,255</u>	<u>\$ 1,020,256</u>	<u>\$ 6,371,489</u>	<u>\$ 124,787</u>

ADMINISTRATION DEPARTMENT

Risk Management

DIVISION OVERVIEW

Like most organizations, the City takes steps to prevent unexpected or undesired outcomes, to mitigate the impact of unforeseen, and potentially costly, events and to provide some flexibility for unexpected opportunities. These actions enable the organization to respond effectively and quickly to changes in the operating environment. The City has three main tools to help manage and mitigate risk: insurance, legal services and a contingencies budget.

Insurance

The City purchases workers' compensation and general property/casualty insurance to protect the City against large out of pocket losses due to unforeseen events or costly litigation.

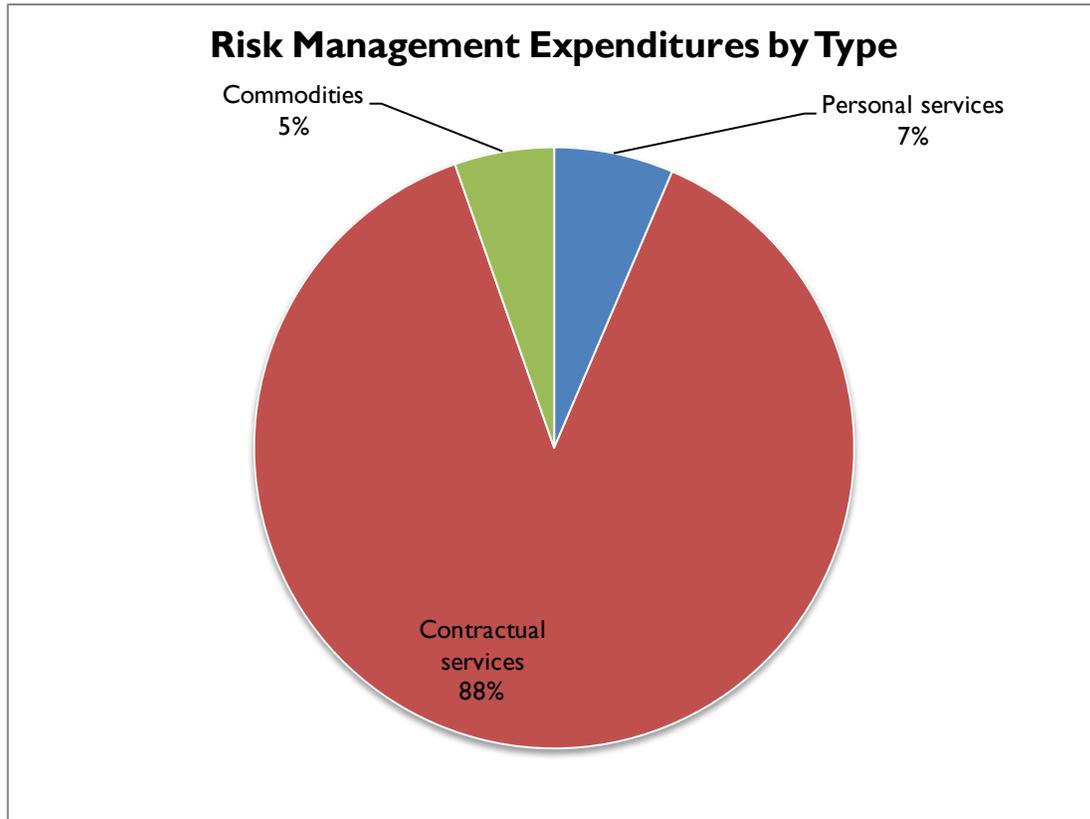
Legal Services

The City contracts for the professional services the City Attorney on an annual basis. The City Attorney provides legal counsel and prepares the necessary ordinances and resolutions required to implement the policy direction of the City Council. The City Attorney helps mitigate the City's risk and liability.

Contingencies Budget

The contingencies budget provides for unbudgeted and unforeseen expenditures which may be authorized during the year. It also reduces the impact of unforeseen losses of revenue which may occur.

ADMINISTRATION DEPARTMENT— RISK MANAGEMENT



Risk Management Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
General Fund						
Contractual services	\$ 166,160	\$ 330,467	\$ 430,000	\$ 430,000	\$ 370,000	\$ 380,000
Commodities	6,096	27,931	2,000	2,000	-	-
General fund subtotal	<u>172,256</u>	<u>358,398</u>	<u>432,000</u>	<u>432,000</u>	<u>370,000</u>	<u>380,000</u>
Central Services (No Fund)						
Personal services	\$ 110,266	\$ 97,016	\$ 52,020	\$ 52,020	\$ 54,000	\$ 54,000
Contractual services	694,422	610,664	680,500	680,500	485,000	505,000
Commodities	43,086	50,463	58,996	58,996	50,000	50,000
Other fund subtotal	<u>847,774</u>	<u>758,143</u>	<u>791,516</u>	<u>791,516</u>	<u>589,000</u>	<u>609,000</u>
Total	<u><u>\$ 1,020,030</u></u>	<u><u>\$ 1,116,541</u></u>	<u><u>\$ 1,223,516</u></u>	<u><u>\$ 1,223,516</u></u>	<u><u>\$ 959,000</u></u>	<u><u>\$ 989,000</u></u>

C OMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT

Jennifer Bennerotte, Director

jbennerotte@EdinaMN.gov

952-833-9520



DEPARTMENT OVERVIEW

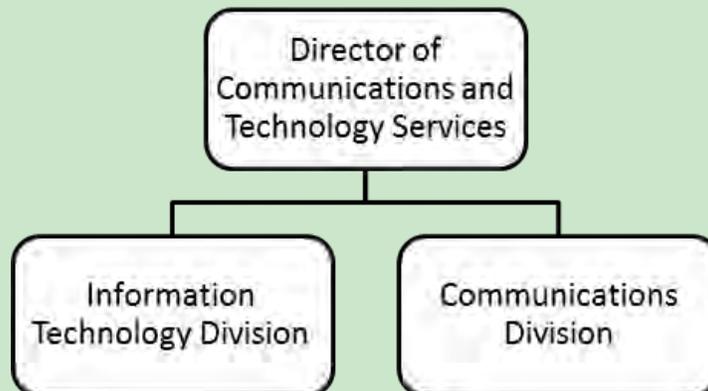
While communications has always been an integral part of local government, the City of Edina’s Communications Department was formally established in 2006. As technology was integrated into City operations, so grew the City’s Information Technology staff. The I.T. Department was formally established in 2010. In 2012, the two departments were merged to become the Communications & Technology Services Department. It’s the job of the Communications & Technology Services Department to help other City departments and facilities identify what information and messages need to be conveyed to Edina’s diverse audiences and make sure that this is done in the most effective manner possible.

The Department includes 11 full-time employees, six part-time employees and two interns.

MAJOR SERVICE AREAS

- ◆ Administration of public and education access channels for Southwest Suburban Cable Commission
- ◆ Building Security Systems and Access
- ◆ End-User Support and Training
- ◆ Network Management
- ◆ Marketing
- ◆ Media and Public Relations
- ◆ Publication of the City’s Newsletters and Magazine
- ◆ Telecommunications
- ◆ Video Production and Administration of Edina Channel 16
- ◆ Website and Social Media Sites

DEPARTMENT ORGANIZATIONAL CHART



COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT

2014-2015 DEPARTMENT GOALS

- ◆ Prioritize needs for mobile apps and implement at least one mobile reporting app.
- ◆ Continue to develop website and its related applications to meet the needs of the public.
- ◆ Increase network efficiency through server and storage consolidation.
- ◆ Explore network server and storage virtualization.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

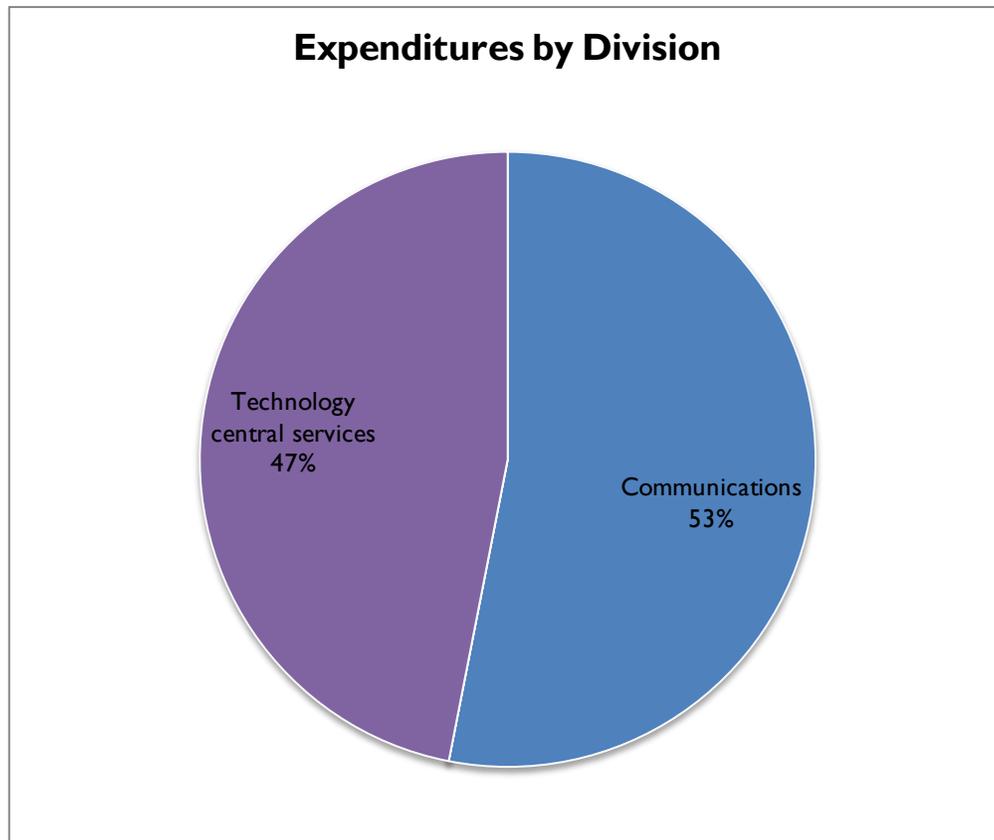
- ◆ Implemented Wi-Fi networks.
- ◆ Implemented internet-focused video production and created new business-related program, “Enterprise Edina.”
- ◆ Redesigned the City’s website.

*The Communications and Technology Services Department received **two Regional Emmy nominations** in 2013 and **five national awards** from the City-County Communications & Marketing Association.*

*CTS Director Jennifer Bennerotte was named Edina Chamber of Commerce’s **2012 Businessperson of the Year**.*

PERFORMANCE MEASURES	2011	2012	2013
Internal customer service survey – Percentage of employees who rate technology services as “Excellent” or “Good”	N/A	71.6%	N/A
Completion of help desk/internal service requests		3,301	
Quality of Life Survey – Percentage of residents who regularly read About Town	90%	N/A	93%
Quality of Life Survey – Percentage of residents who find About Town to be an effective communications tool for keeping them informed of City activities (very effective or somewhat effective)	85%	N/A	90%
Quality of Life Survey – Percentage of residents who find the City’s website “Excellent” or “Good”	94%	N/A	98%

COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT



Communications and Technology Services Department Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Communications	\$ 775,532	\$ 810,215	\$ 916,408	\$ 855,474	\$ 998,357	\$ 1,040,674
General fund subtotal	<u>775,532</u>	<u>810,215</u>	<u>916,408</u>	<u>855,474</u>	<u>998,357</u>	<u>1,040,674</u>
Other Funds						
Technology central services	669,878	786,575	923,789	882,292	1,000,996	1,021,771
Construction	3,023	231,503	245,500	261,000	211,900	1,288,900
Department Total Budget	<u>\$ 1,448,433</u>	<u>\$ 1,828,293</u>	<u>\$ 2,085,697</u>	<u>\$ 1,998,766</u>	<u>\$ 2,211,253</u>	<u>\$ 3,351,345</u>

COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT

Communications Division

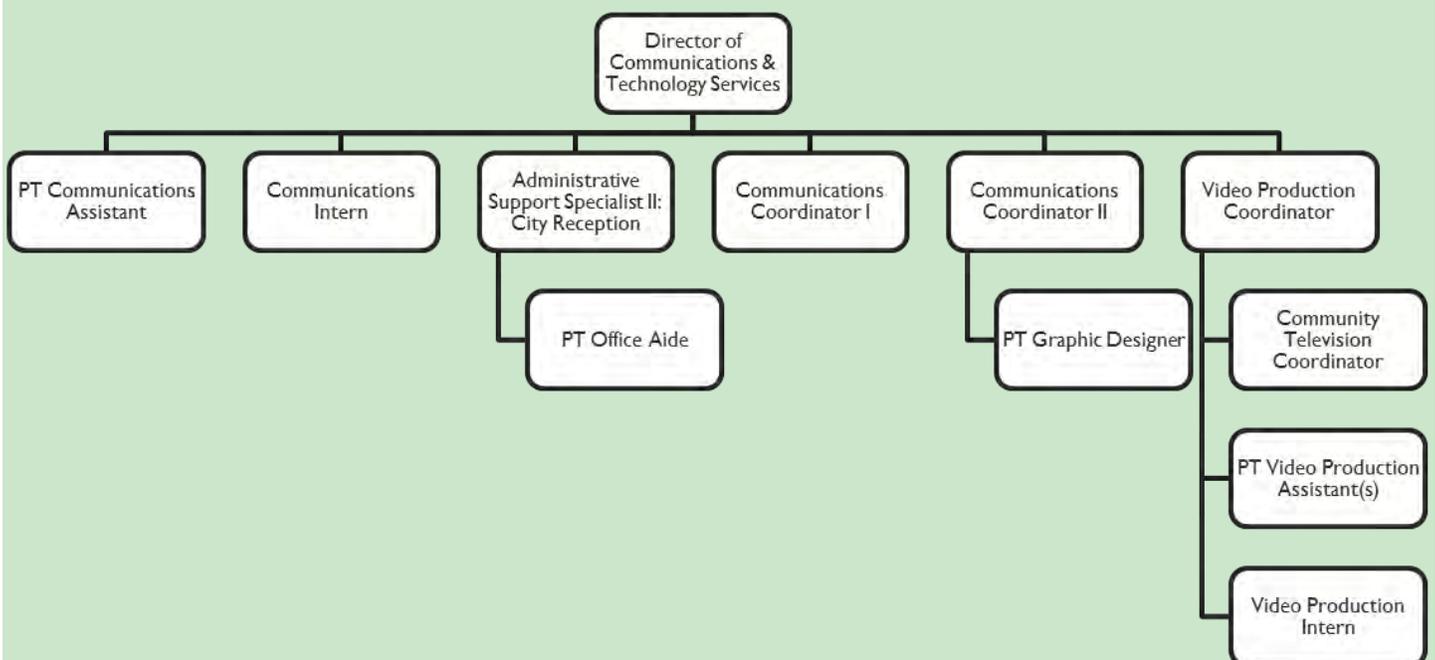
DIVISION OVERVIEW

The Communications division works to find opportunities to promote what makes Edina the great community that it is and the successes of City government. Among other things, the Communications division is responsible for media and public relations; publication of the City's newsletters and magazines, including *About Town*; maintaining the website and social media sites; and administering the government access channel, Edina Channel 16.

Check out the redesigned www.EdinaMN.gov and new civic engagement website, www.SpeakUpEdina.org.

In 2013, the CTS Department hired a **Community Television Administrator** and began administration of public and education access channels for the Southwest Suburban Community Cable Commission.

DIVISION ORGANIZATIONAL CHART



COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT—COMMUNICATIONS DIVISION

2014-2015 DIVISION GOALS

- ◆ Host and promote monthly “Speak Up, Edina” topic.
- ◆ Use “telephone town hall” meeting or live social media chat at least once per year.
- ◆ Develop plan to promote and grow “City Extra.”
- ◆ Further develop extranet for use by City employees.

2012-2013 DIVISION ACCOMPLISHMENTS

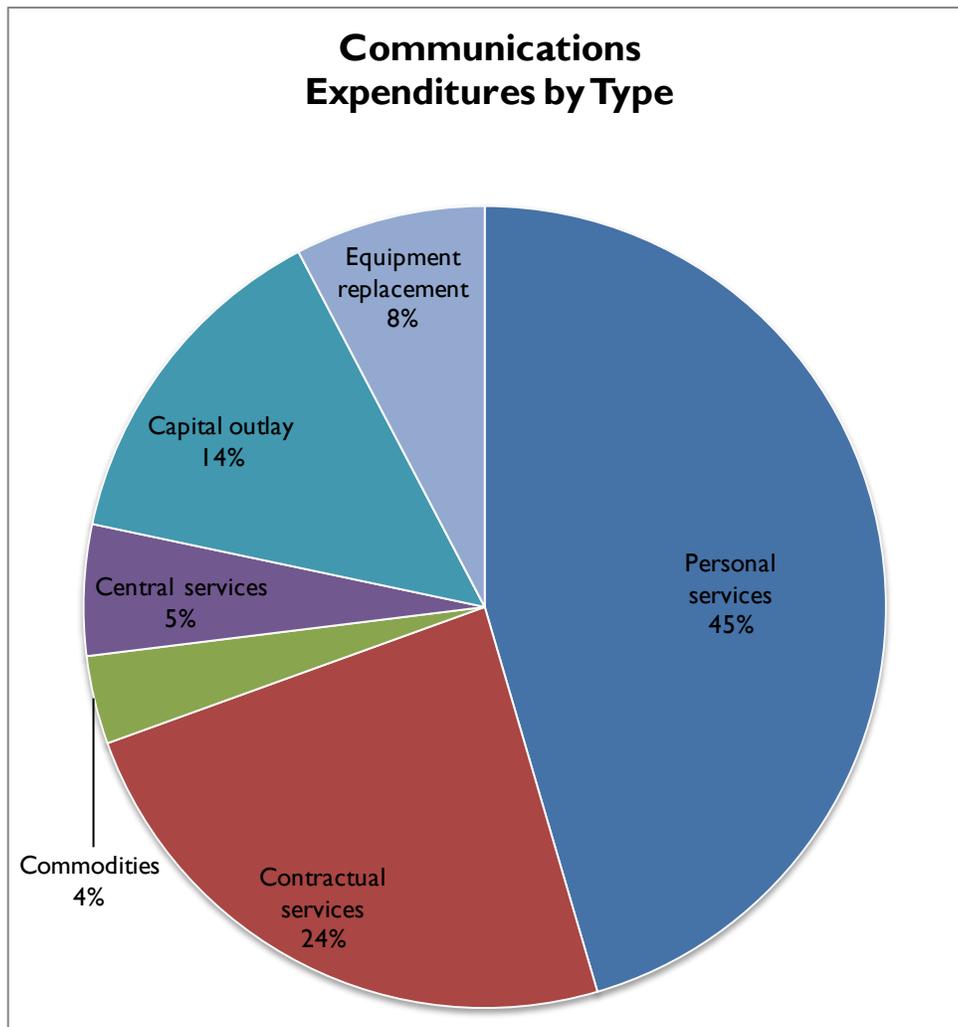
- ◆ Completed a communications audit of street reconstruction project communication.
- ◆ Implemented internet-focused video production and created a new business-related program, “Enterprise Edina.”
- ◆ Redesigned and launched City website and as well as a companion civic engagement website.
- ◆ Began video production for the City of Eden Prairie in 2012, bringing in a new regular stream of revenue.
- ◆ Began administration of public and education access channels for Southwest Suburban Community Cable Commission and branded the public access channel as “SW15.”



PERFORMANCE MEASURES	2011	2012	2013
Increases in social media fans/followers	8,928	11,139	16,828
Online viewership increases for Edina Channel 16 programming	33,263	49,499	44,668*
Increases in City Extra email subscriptions		4,429	5,166
Email subscriptions to Lists		17,744	19,344

*as of 11/19/2013. YouTube viewership of Channel 16 programming has increased from 34,351 minutes in 2012 to 96,510 minutes so far for 2013.

COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT—COMMUNICATIONS DIVISION



Communications Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 356,009	\$ 493,736	\$ 532,496	\$ 512,472	\$ 602,866	\$ 620,803
Contractual services	308,795	240,932	275,110	236,950	281,235	303,935
Commodities	29,544	22,938	51,250	48,500	46,000	46,000
Central services	56,079	52,609	57,552	57,552	68,256	69,936
Capital outlay	25,105	-	-	-	-	-
Construction Fund						
Equipment replacement	-	37,437	128,500	186,000	129,000	46,000
Capital outlay	-	-	-	-	-	935,000
Total	<u>\$ 775,532</u>	<u>\$ 847,652</u>	<u>\$ 1,044,908</u>	<u>\$ 1,041,474</u>	<u>\$ 1,127,357</u>	<u>\$ 2,021,674</u>

COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT

Information Technology Division

DIVISION OVERVIEW

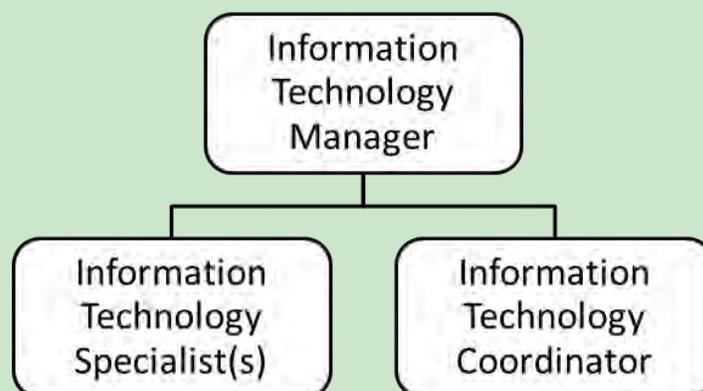
Besides the Director, the Information Technology division includes an I.T. Manager, I.T. Coordinator and three I.T. Specialists.

The I.T. division's primary goal is to enable access to City information and services conveniently, securely and efficiently. The I.T. division provides the central services required by City departments, offices and facilities, including data center operations, network and telecommunications services, end-user support for personal computers, strategic technology investigation, project oversight, and administration of the City's hardware, software, and infrastructure contracts and agreements. They work to provide the vision, leadership and skills that will enable the City to benefit from technological innovation and improve service to the community.

The I.T. division provides support to 460 domain users and 371 email users. At the beginning of 2013, the City's computer inventory totaled more than 350 computers and 25 servers.

The I.T. Division completed fiber optic network extensions to Arneson Acres Park, Braemar Golf Dome, Edina Aquatic Center and Edina Liquor – 50th & France

DIVISION ORGANIZATIONAL CHART



COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT—INFORMATION TECHNOLOGY

2014-2015 DIVISION GOALS

- ◆ Continue to expand fiber optic network.
- ◆ Evaluate and update technology in City conference rooms.
- ◆ Enhance internal service level through increased cross-training, documentation and training.
- ◆ Improve I.T. offerings for employees connecting to the network from mobile devices.
- ◆ Achieve PCI compliance at our various enterprises.

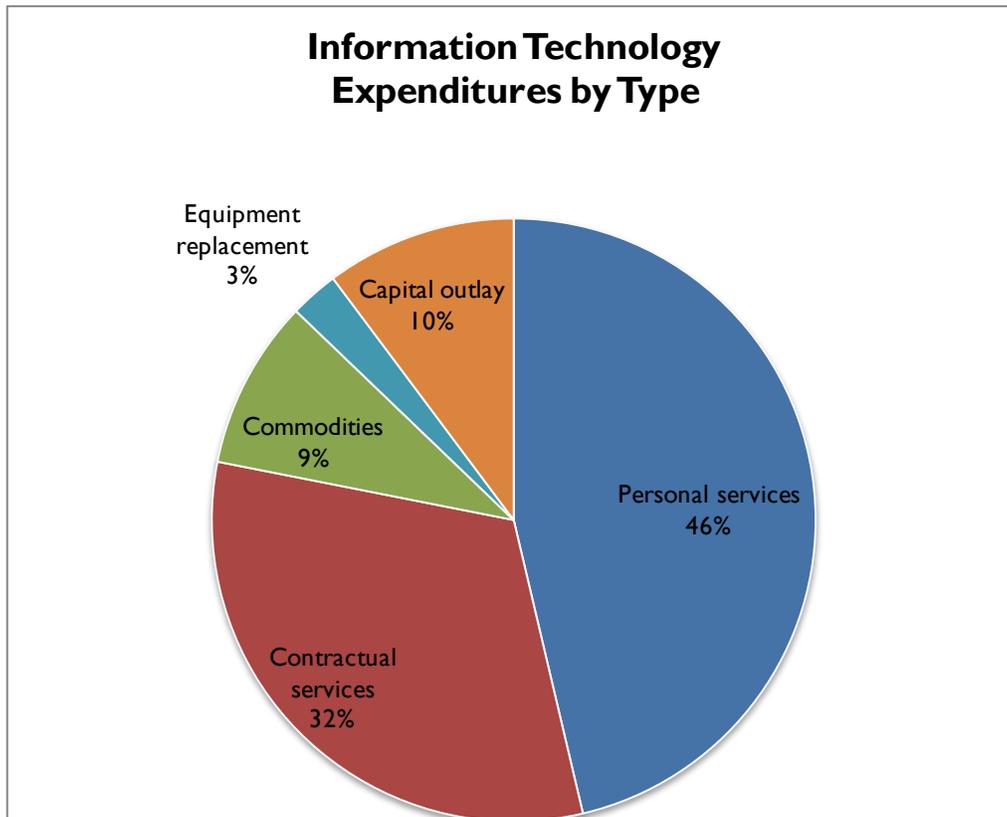
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Consolidated the City's multifunction devices and related contracts.
- ◆ Consolidated the City's printer maintenance and supply contracts.
- ◆ Provided support for tablets and mobile devices and implemented mobile device management solution

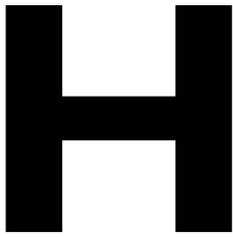
PERFORMANCE MEASURES	2011	2012	2013*
I.T. Client Survey—Percentage of employees who said the service provided and the results “exceeded expectations” or more	N/A	N/A	75%
I.T. Client Survey – Percentage of employees who said service provider “exceeded expectations” or more in professionalism, receptiveness and helpfulness	N/A	N/A	75.4%
Increases in smart mobile devices managed by the City of Edina	24	30	54

** As of 11/27/2013

COMMUNICATIONS & TECHNOLOGY SERVICES DEPARTMENT—INFORMATION TECHNOLOGY



Information Technology Expenditures						
	2011	2012	2013	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Central Services (No Fund)						
Personal services	\$ 430,217	\$ 451,647	\$ 462,973	\$ 462,973	\$ 492,430	\$ 507,455
Contractual services	177,473	265,549	353,750	312,253	406,000	411,750
Commodities	62,188	69,379	107,066	107,066	102,566	102,566
Construction Fund						
Equipment replacement	-	24,991	117,000	-	7,900	7,900
Capital outlay	-	169,075	-	75,000	75,000	300,000
Total	<u>\$ 669,878</u>	<u>\$ 980,641</u>	<u>\$ 1,040,789</u>	<u>\$ 957,292</u>	<u>\$ 1,083,896</u>	<u>\$ 1,329,671</u>



HUMAN RESOURCES DEPARTMENT

Lisa Schaefer, Director

lschaefer@EdinaMN.gov

952-826-0416



DEPARTMENT OVERVIEW

The Human Resources Department is dedicated to working with other City departments to ensure that employment practices are aligned to meet the goals of the City.

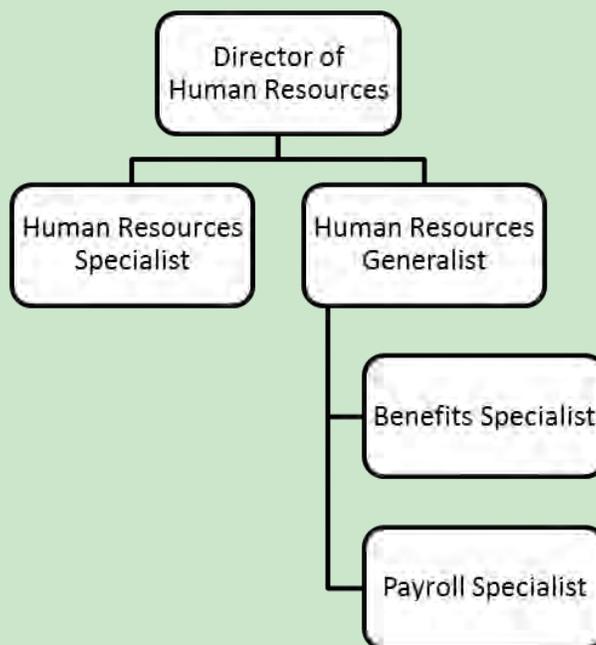
This includes:

- ◆ Developing recruitment and selection systems to hire top talent.
- ◆ Designing, implementing and negotiating cost-effective compensation and benefits plans that reward and retain the right talent.
- ◆ Providing leadership consulting and training.
- ◆ Developing employee performance management, training and development systems that align with city goals.
- ◆ Developing employment policies based on best management practices and compliance with employment laws.
- ◆ Providing effective employee and labor relations to balance the needs of all stakeholders.

MAJOR SERVICE AREAS

- | | |
|--------------------------------|---|
| ◆ Recruitment and Selection | ◆ Performance Management |
| ◆ Compensation and Benefits | ◆ Risk Management, Safety and Worker's Comp |
| ◆ Employee and Labor Relations | ◆ Training & Development |
| ◆ Employment Policies | ◆ Wellness |
| | ◆ Payroll |

DEPARTMENT ORGANIZATIONAL CHART



HUMAN RESOURCES DEPARTMENT

2014-2015 DEPARTMENT GOALS

- ◆ Complete revision of employment policies.
- ◆ Evaluate worker's compensation and general liability insurance and broker services.
- ◆ Audit and streamline payroll and benefits administration processes.
- ◆ Develop employee information for extranet.
- ◆ Incorporate Edina IQS into the recruitment and selection process.

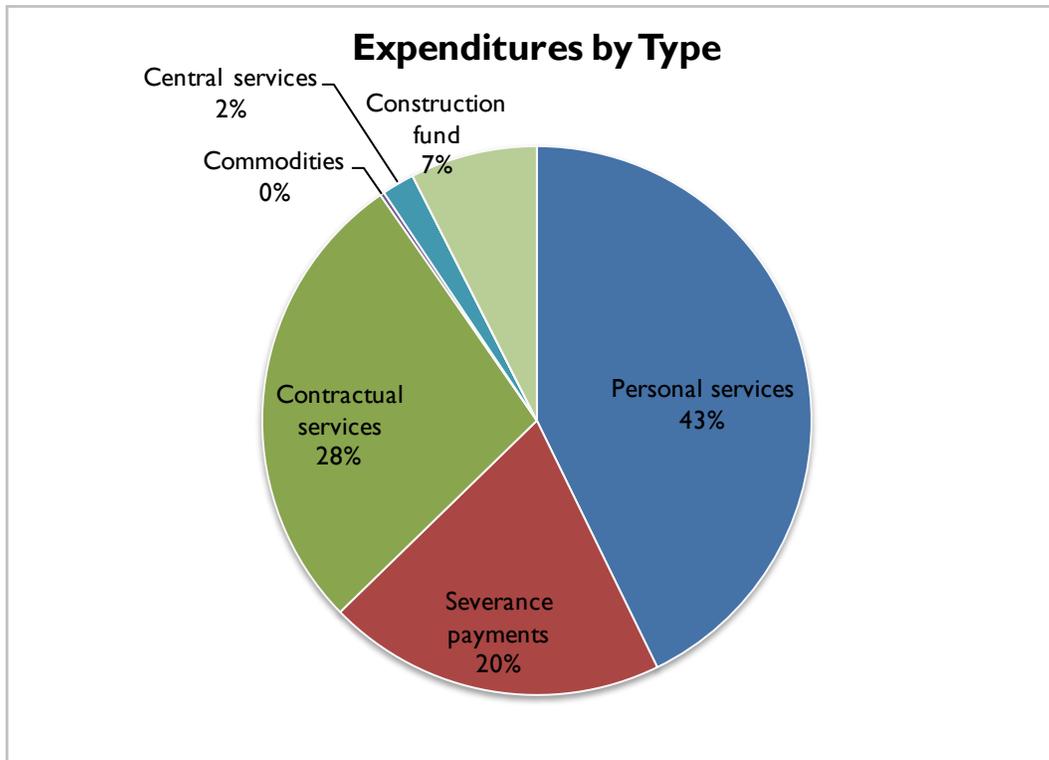
2012-2013 DEPARTMENT ACCOMPLISHMENTS

- ◆ Centralized recruitment and selection processes.
- ◆ Implemented an online job application system for applicants and hiring managers.
- ◆ Developed and implemented a new job evaluation and compensation structure for non-union employees
- ◆ Restructured employee benefits to best utilize resources to recruit and retain employees.
- ◆ Led the City's planning efforts to comply with the Patient Protection and Affordable Care Act in employee benefits.

*Budget 2014-2015 shows the **first stand alone** Human Resources Department Budget. Previously, the Department had been included under the Administration Budget.*

PERFORMANCE MEASURES	2011	2012	2013
Number of worker's compensation claims resulting in lost time or medical treatment	30	16	15
Number of external recruitments processes conducted for full-time, part-time, and seasonal positions.	N/A	59	86
Internal Survey: percentage of respondents that rated the quality of Human Resources Services as "excellent" or "good"	N/A	65%	N/A
Number of full-time, regular employees who left employment with the City of Edina.	22	16	16

HUMAN RESOURCES DEPARTMENT



Human Resources Department Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ -	\$ 159,626	\$ -	\$ -	\$ 423,052	\$ 435,243
Severance payments	330,850	264,751	200,000	200,000	200,000	200,000
Contractual services	11,738	21,516	19,150	19,150	32,975	38,250
Commodities	-	-	-	-	2,500	2,500
Central services	-	-	-	-	18,960	19,644
General fund subtotal	<u>342,588</u>	<u>445,893</u>	<u>219,150</u>	<u>219,150</u>	<u>677,487</u>	<u>695,637</u>
Other Funds						
Employee shared services	-	-	-	-	230,700	252,700
Construction fund	-	-	50,000	50,000	150,000	-
Department Total Budget	<u>\$ 342,588</u>	<u>\$ 445,893</u>	<u>\$ 269,150</u>	<u>\$ 269,150</u>	<u>\$ 1,058,187</u>	<u>\$ 948,337</u>

F INANCE

John Wallin, Director

jwallin@EdinaMN.gov

952-826-0410



DEPARTMENT OVERVIEW

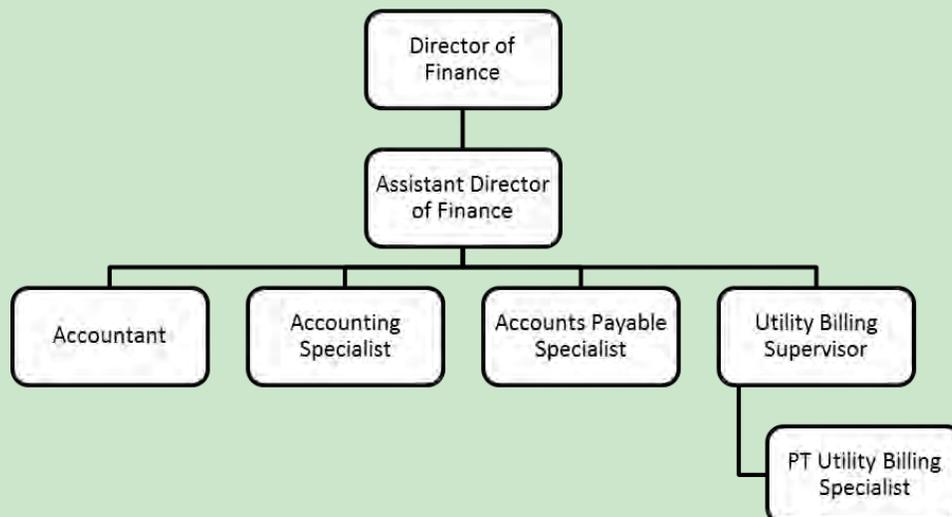
Finance provides accounting and control services for all financial activities of the City, the Housing and Redevelopment Authority (HRA), the South Metro Public Safety Training Facility, and other auxiliary organizations. The department is also responsible for revenue collections, disbursements and investments, preparation of the annual budget and financial statements of the City. Periodically, the department will also perform custom financial analysis for various proposals. The Finance Department is responsible for generating about 55,000 utility bills, 15,000 vendor payments, and 15,000 employee paychecks annually. The department is also responsible for managing the City's debt and investments as well as preparing the City budget, annual financial report (CAFR), and capital improvement plan (CIP).

MAJOR SERVICE AREAS

- ◆ Accounting
- ◆ Accounts payable
- ◆ Budget & CIP compilation
- ◆ Finance administration
- ◆ Financial reporting
- ◆ Revenue collections
- ◆ Tax compliance
- ◆ Treasury & debt administration
- ◆ Utility billing

*The Finance Department received the **Certificate of Achievement for Excellence in Financial Reporting** for our CAFR from the Government Finance Officers Association of the US & Canada (GFOA) for our 2011 report. This was the sixth consecutive year the department received the award.*

DEPARTMENT ORGANIZATIONAL CHART



FINANCE DEPARTMENT

2014-2015 DEPARTMENT GOALS

- ◆ Implement eUtility Billing system in early 2014 so residents can view and pay their utility bills online. Migrate 20% of our customers to this system within two years of going live.
- ◆ Convert water meter readings from 100 cubic foot units to gallons to increase transparency and customer understanding of water bills.
- ◆ Implement an electronic vendor payment system for accounts payable.
- ◆ Investigate options for electronic accounts payable records. Begin implementation if feasible given budgetary and staffing restrictions.
- ◆ Effectively manage the City's compliance with sales tax changes, especially new exemptions for local governments effective Jan 1, 2014, so that the City does not underpay or overpay our sales tax liabilities.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

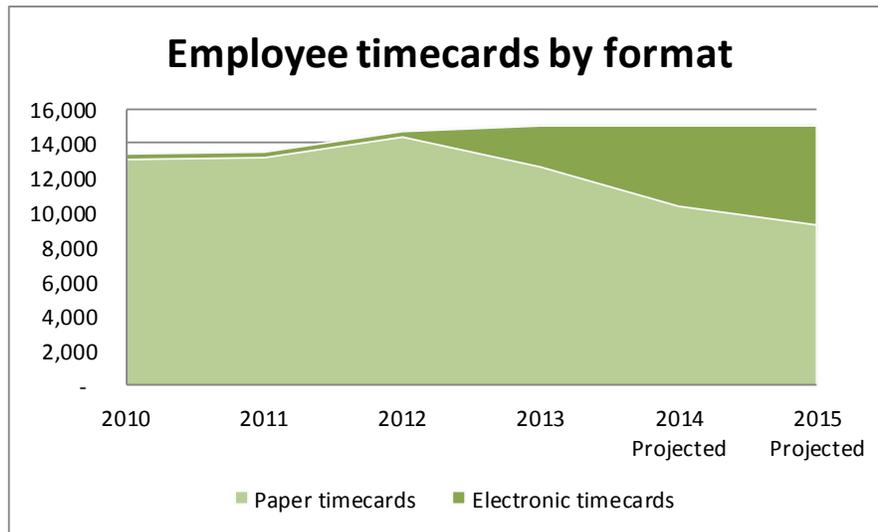
- ◆ Received an unqualified (clean) opinion from the independent auditors for the 2012 Comprehensive Annual Financial Report (CAFR).
- ◆ Worked with the Administration Department to coordinate significant organizational changes into the Capital Improvement Plan (CIP) and Budget processes. The changes were aimed at aligning organizational strategies with department and individual activities and outcomes, introducing performance measurement, and increasing transparency in the processes.
- ◆ Added about 200 employees to the City's electronic timecard system.
- ◆ Increased Insight usage to approximately 50 users and implemented the Insight Budget Module for better communication and fewer mistakes in the budgeting process.

PERFORMANCE MEASURES	2011	2012	2013
Receive unqualified audit report	Yes	Yes	Pending
Receive the Certificate of Achievement for Excellence in Financial Reporting for our CAFR from the Government Finance Officers Association of the US & Canada (GFOA)	Yes	Pending	Pending
Standard & Poor's debt credit rating	AAA	AAA	AAA
Moody's debt credit rating	Aaa	Aaa	Aaa

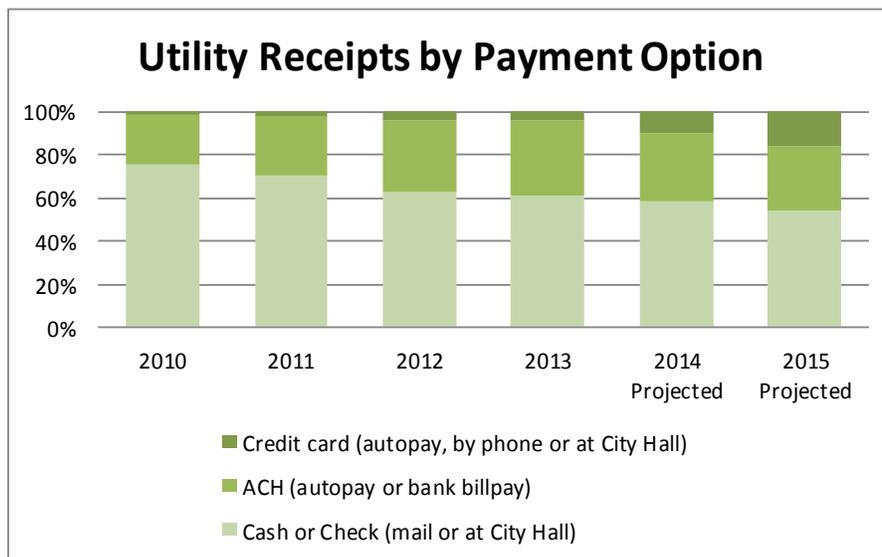
FINANCE DEPARTMENT

ADVANCEMENTS IN SERVICES

The Finance Department is seeing a rapid change in service areas due to changing technology. These new services are in addition to current business operations.

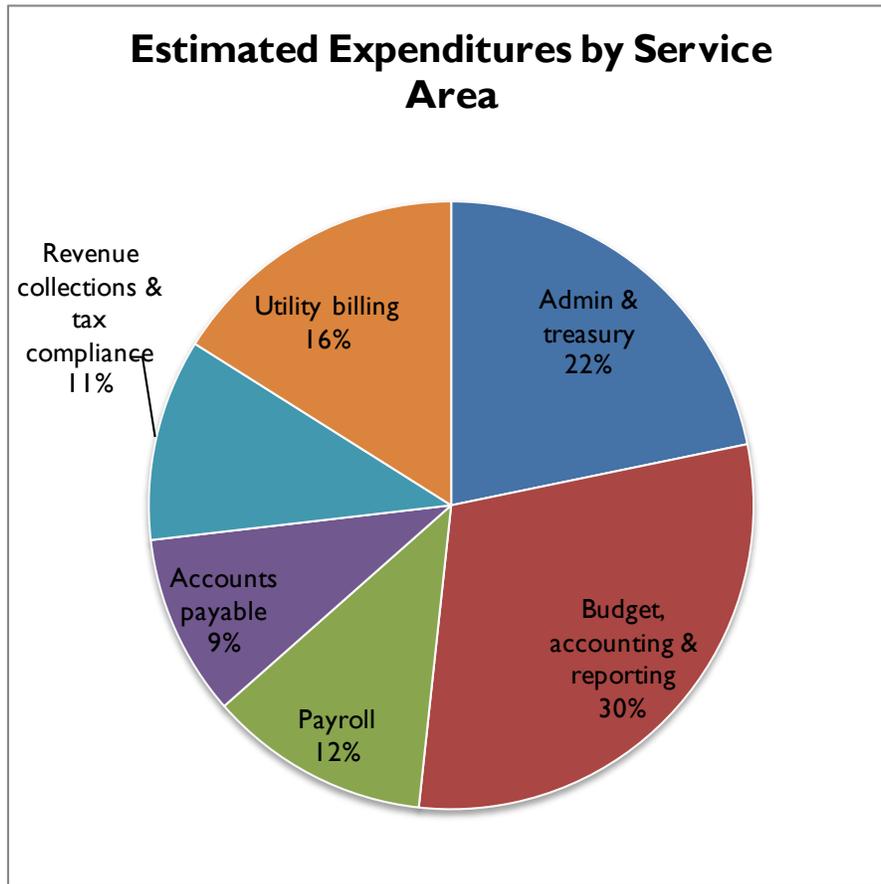


The City expects to process around 5,000 electronic timecards in 2014, which represents about one-third of the total. This is an increase from almost none in 2012.



Residents have the option to pay their utility bills a variety of ways. The City accepts credit cards through an automatic payment plan, by phone, or in-person at City Hall. Electronic ACH payments are also accepted through an automatic payment plan or through a couple of different bank billpay companies. Despite rapid growth in electronic receipts, the most popular payment method for our customers remains cash and checks, at over 50%. The rapid growth in electronic receipts is expected to continue with the implementation of a new online bill view and payment service, expected to go live in early 2014.

FINANCE DEPARTMENT



Finance Department Expenditures & Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 488,556	\$ 511,618	\$ 539,259	\$ 539,319	\$ 613,105	\$ 630,730
Contractual services	150,851	142,812	140,600	146,850	212,000	212,700
Commodities	4,423	4,554	4,500	3,500	4,000	4,500
Central services	54,433	58,361	63,660	63,660	55,404	56,988
General fund subtotal	<u>698,263</u>	<u>717,345</u>	<u>748,019</u>	<u>753,329</u>	<u>884,509</u>	<u>904,918</u>
Other Funds						
Utility	-	-	158,082	-	278,110	286,381
Construction	445	-	-	5,000	25,000	25,000
Department Total Budget	<u>\$ 698,708</u>	<u>\$ 717,345</u>	<u>\$ 906,101</u>	<u>\$ 758,329</u>	<u>\$ 1,187,619</u>	<u>\$ 1,216,299</u>

PUBLIC WORKS DEPARTMENT

Brian Olson, Director

bolson@EdinaMN.gov

952-826-0311



DEPARTMENT OVERVIEW

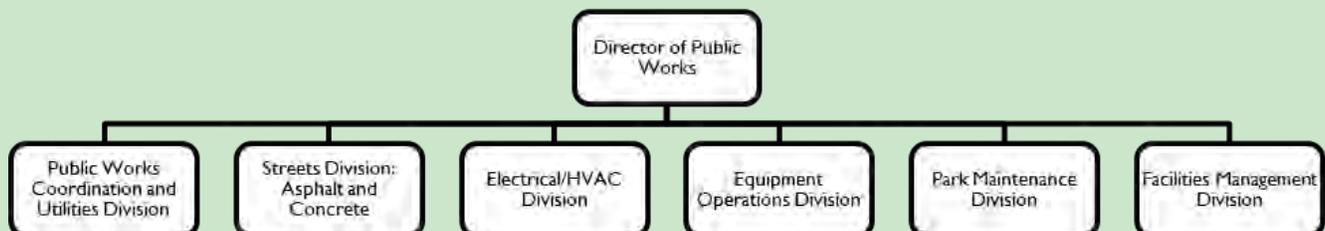
Edina's infrastructure -- its parks, streets and curbs, storm and sanitary sewers, bridges, walking paths and sidewalks, water mains, hydrants, pumping stations and wells (all the behind-the-scenes equipment and structures that form the physical backbone of the City) -- are in the care of the employees of Edina's Public Works Department.

The Public Works Department is comprised of the Streets (Bituminous and Concrete), Park Maintenance, Utilities, Electrical HVAC, Facilities and Equipment Operations divisions. Employees of each of these divisions efficiently and responsibly care for 230 miles of roadway, 18 deep water wells, four water treatment plants, four water towers with a three million-gallon total capacity, four million gallons of water in underground reservoir, 23 sanitary sewer lift stations, 11 storm sewer lift stations, 80 miles of storm sewer mains, 180 miles of sanitary sewer mains, 200 miles of water mains, 25 miles of sidewalk and eight miles of walking paths, 4 municipal parking ramps, \$8 million in rolling stock (vehicles and equipment), including automobiles, mowers, trucks of every description, snowplows, street sweepers, fire trucks, ambulances, and police cars.

MAJOR SERVICE AREAS

- ◆ Asphalt Street Maintenance
- ◆ Concrete Street Maintenance
- ◆ Utility Operations
- ◆ Facility Maintenance
- ◆ Parks Maintenance
- ◆ Electrical/HVAC
- ◆ Equipment Operations

DEPARTMENT ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT

2014-2015 DEPARTMENTAL GOALS

- ◆ Implement an on-call policy to improve service response to emergencies.
- ◆ Complete the floor and fire sprinkler system at the cold storage facility.
- ◆ Complete software integration and implementation of upgraded Cityworks work order system.
- ◆ Coordinate the evaluation of the feasibility of establishing a “no fault” City sponsored insurance plan for victims of sewer backups.

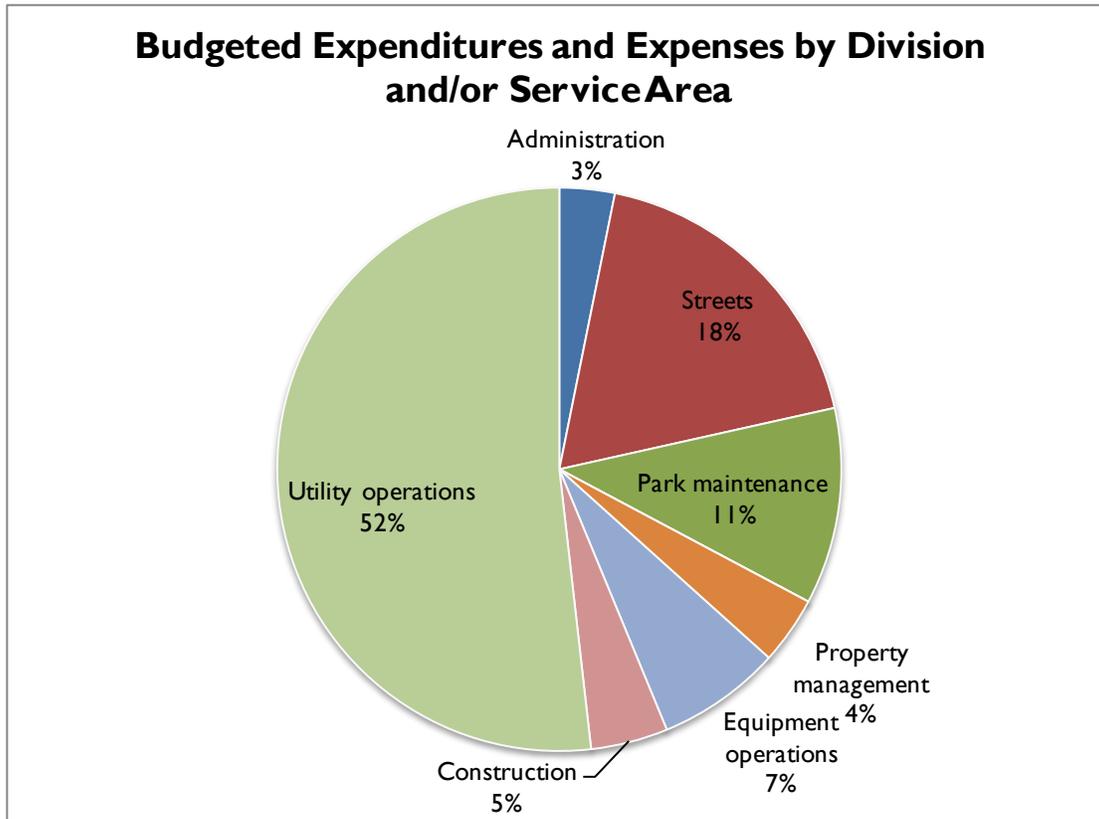
2012-2013 DEPARTMENTAL ACCOMPLISHMENTS

- ◆ Separated Public Works operations from Engineering department (operations were formerly combined).
- ◆ Integrated Parks Maintenance and Facilities Maintenance divisions into Public Works operations.
- ◆ Completed modifications of Public Works Facility office space to accommodate organizational changes.
- ◆ Implemented Fleet Maintenance software upgrade.



PERFORMANCE MEASURES	2011	2012	2013
Percentage of residents rating the quality of the City's sanitary sewer services as "excellent" or "good" in the Quality of Life Survey. 97% N/A 97%	97%	N/A	97%
FUTURE MEASURE: Total number of invoices processed	N/A	N/A	N/A
FUTURE MEASURE: Total number of work orders written	N/A	N/A	N/A

PUBLIC WORKS DEPARTMENT



Public Works Department Expenditures & Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Administration	\$ 428,687	\$ 624,348	\$ 649,308	\$ 640,958	\$ 797,307	\$ 817,824
Streets	4,104,115	4,167,855	4,555,476	4,555,676	4,626,719	4,727,255
Park maintenance	2,416,821	2,605,115	2,720,726	2,695,186	2,842,194	2,914,531
General fund subtotal	<u>6,949,623</u>	<u>7,397,318</u>	<u>7,925,510</u>	<u>7,891,820</u>	<u>8,266,220</u>	<u>8,459,610</u>
Other Funds						
Property management	783,562	853,839	833,723	804,432	983,417	997,964
Equipment operations	1,671,745	1,650,599	1,798,858	1,712,664	1,800,040	1,824,432
Construction	802,183	631,756	875,169	944,254	1,226,395	1,029,262
Utility operations	<u>11,609,395</u>	<u>12,081,680</u>	<u>12,893,232</u>	<u>13,239,671</u>	<u>13,075,282</u>	<u>13,350,060</u>
Department Total Budget	<u><u>\$ 21,816,508</u></u>	<u><u>\$ 22,615,192</u></u>	<u><u>\$ 24,326,492</u></u>	<u><u>\$ 24,592,841</u></u>	<u><u>\$ 25,351,354</u></u>	<u><u>\$ 25,661,328</u></u>

PUBLIC WORKS DEPARTMENT

Parks Maintenance Division

DIVISION OVERVIEW

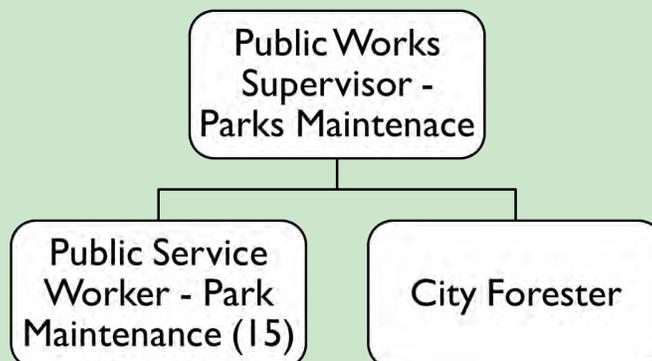
The City of Edina prides itself in providing premier public facilities. The Park Maintenance division operates nearly 40 parks and recreational facilities, including Arneson Acres, Todd, Pamela, Arden, and Highlands Parks and over a dozen warming houses. The activities of the division support more than a dozen athletic associations that serve thousands of athletic participants.

There are currently 16 staff in the Public Works Parks Maintenance Division.



Parks Maintenance is new to the Public Works Department. Formerly housed under the Parks and Recreation Department, it was moved in 2012 to better utilize the Public Works team to save money and deliver quality service.

DIVISION ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT— PARKS MAINTENANCE DIVISION

2014-2015 DIVISION GOALS

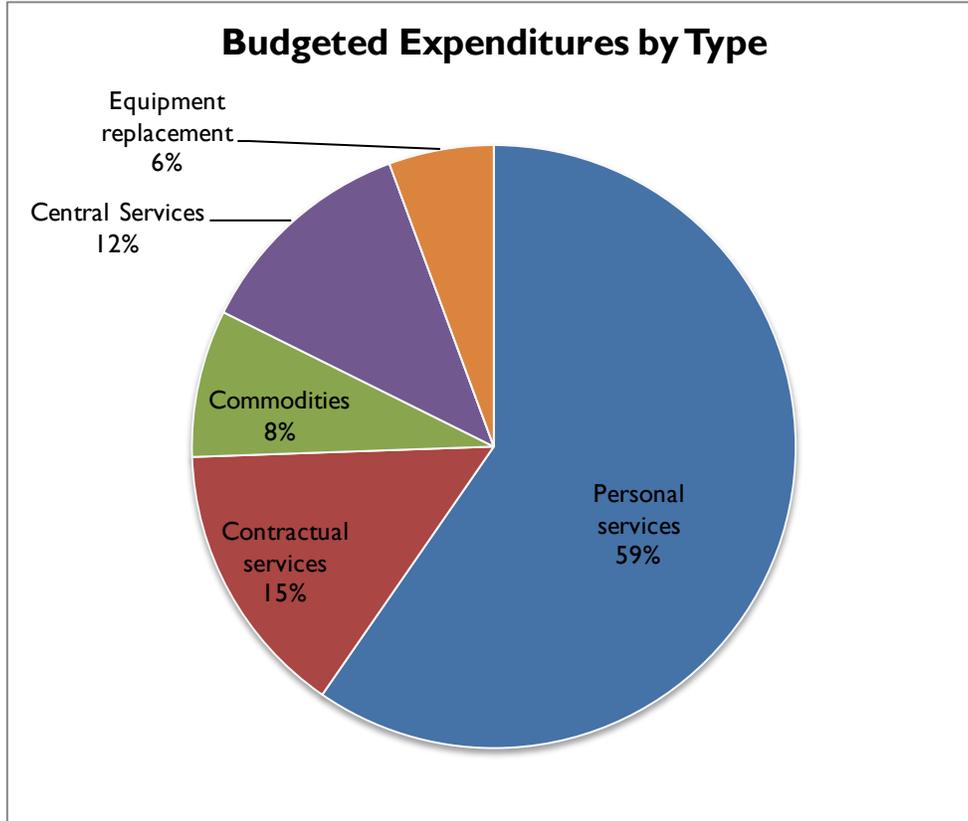
- ◆ Remodel the Utley Park bathrooms to conform to ADA requirements.
- ◆ Host the Edina Classic baseball tournament.
- ◆ Complete capital improvement plan equipment replacement as scheduled.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Successful integration and operation of the Community Garden site at Yorktown Park.
- ◆ Resurfaced the Garden Park tennis courts and Heights Park basketball court.
- ◆ Rehabilitated the Cahill School and Grange parking lot.
- ◆ Completed in-house construction of dugouts roofs at Pamela Park.
- ◆ Completed in-house construction of dugouts at Countryside Park.
- ◆ Installed yard hydrant at Todd Park to improve efficiency for temporary hockey rink flooding.

PERFORMANCE MEASURES	2011	2012	2013
Percentage of residents rating the quality of parks maintenance service as “excellent” or “good” in the Quality of Life Survey.	92%	N/A	99%
Percentage of residents rating the condition of trails and sidewalks as “excellent” or “good” in the Quality of Life Survey.	93%	N/A	95%

PUBLIC WORKS DEPARTMENT— PARKS MAINTENANCE DIVISION



Park Maintenance Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budgeted	Budgeted	Budgeted
General Fund						
Personal services	\$ 1,560,481	\$ 1,670,812	\$ 1,659,266	\$ 1,659,266	\$ 1,792,056	\$ 1,844,549
Contractual services	370,231	424,658	504,650	514,171	446,198	458,450
Commodities	163,001	200,744	246,874	211,813	240,400	241,200
Central Services	323,108	308,901	309,936	309,936	363,540	370,332
Construction Fund						
Equipment replacemen	285,167	36,015	20,000	20,000	282,500	60,420
Total	<u>\$ 2,701,988</u>	<u>\$ 2,641,130</u>	<u>\$ 2,740,726</u>	<u>\$ 2,715,186</u>	<u>\$ 3,124,694</u>	<u>\$ 2,974,951</u>

PUBLIC WORKS DEPARTMENT

Electrical / HVAC Division

DIVISION OVERVIEW

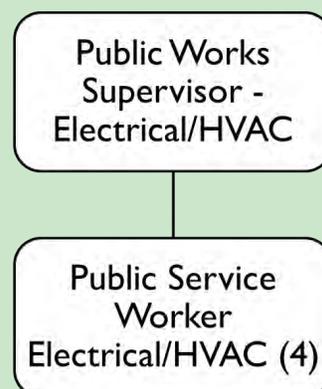
The Electrical/HVAC Division is responsible for the maintenance and repair of more than 400 street lights, City-owned traffic signals, and lighting fixtures for the more than 80 City facilities and the Electrical/HVAC needs at each of those facilities. They also manage and act as the first contact for each of the 2,500 Xcel Energy-owned street lights, 26 Hennepin County signals and 10 traffic signals owned by the State of Minnesota.

The Public Works Electrical/HVAC Division maintains and repairs Electrical/HVAC needs for:

- ◆ 12 neighborhood street lighting systems and more than 400 City-owned street lights.
- ◆ Hockey rink lighting and athletic field lighting, warming house lighting/electrical maintenance and heating and air conditioning at 25 park facilities.
- ◆ Interior and exterior lighting, electrical maintenance, heating and A/C and a GEO thermal system at 63 City buildings, including Edina City Hall, Public Works & Park Maintenance Facility, two Fire Stations and three Edina Liquor stores.
- ◆ 13 City-owned traffic signals.
- ◆ Lighting and electrical needs in the four public parking ramps.

In addition, the division locates all electrical underground wires, such as service wires and those for street light and traffic signals.

DIVISION ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT—ELECTRICAL/HVAC DIVISION

2014-2015 DIVISION GOALS

- ◆ Development and implementation of program to retrofit industrial area lighting replacement
- ◆ Continue to respond to “light out” concerns in efficient and timely manner
- ◆ Systematically replace the LED bulbs in our traffic signal systems

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Installed a charging station for the new electric car in the Public Works and Parks Maintenance Facility.
- ◆ Completed in-house electrical and HVAC modification of the Public Works and Parks Maintenance Facility to accommodate remodel.
- ◆ Implemented new FHWA regulations on crosswalk signal timing for City-maintained traffic signals.
- ◆ Responded to and corrected lightning strike damage at Courtney Fields.
- ◆ Replaced lighting fixtures in South Ramp stairwell at 50th & France.



PERFORMANCE MEASURES	2011	2012	2013
Percentage of residents rating the quality of street lighting as “excellent” or “good” in the Quality of Life Survey.	95%	N/A	93%
Performance savings realized by building interior lighting improvements	N/A	N/A	\$33,748
Performance savings realized by improvements to building infrastructure related to heating and ventilation	N/A	N/A	\$14,312

PUBLIC WORKS DEPARTMENT

Streets Division

DIVISION OVERVIEW

The Streets Division is responsible for the year-round maintenance and repair of more than 230 miles of City streets, public parking lots, street signs and pavement markings.

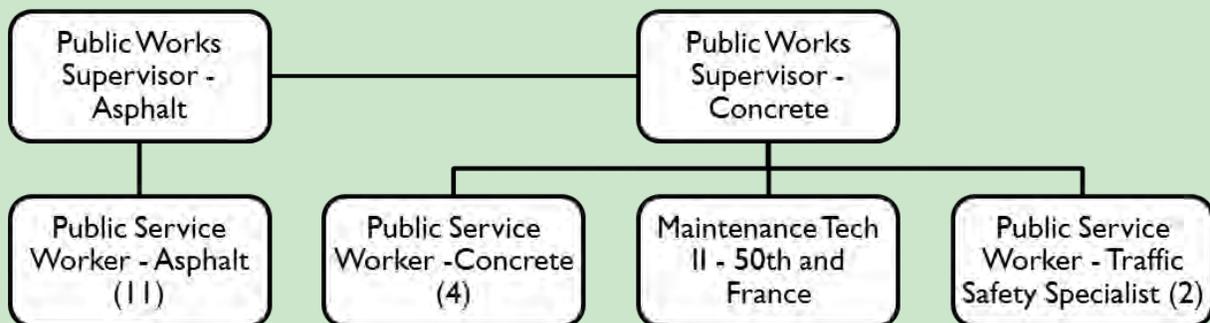
This responsibility is managed by two department divisions: Asphalt (bituminous/blacktop) and Concrete Streets. Approximately 80 percent of Edina's streets are paved with a flexible bituminous pavement. All pothole repairs, street sweeping, crack sealing and a majority of overlay projects and sealcoating are performed by the Asphalt Streets crews. The Concrete Streets crews handle the concrete street repairs, concrete curb and gutter, sidewalk replacements and maintenance of the City's traffic signs.

There are currently 23 Public Works staff in the Streets Divisions.

There are an estimated 1,000 3' x 6' crosswalk blocks that are painted annually by the traffic safety branch of the Concrete Streets Division.

In the off-season, Concrete Streets crews provide non-emergency maintenance services for City Hall.

DIVISION ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT—STREETS DIVISION

2014-2015 DIVISION GOALS

- ◆ Successful implementation of street rehabilitation programs (sealcoat, mill and overlay, concrete road repair, etc.).
- ◆ Implementation and tracking of snow removal program to measure effectiveness.
- ◆ Continued systematic replacement of brick pavers at 50th and France Business District.
- ◆ Implementation of pothole crown sourcing application that allows concerns from residents to be easier to log and more efficient to track.
- ◆ Development of annual bridge rehabilitation program that will ensure the safety and stability of Edina's bridges.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed in-house construction of Access to 70th Street site saving taxpayer dollars.
- ◆ Completed Lake Edina pathway project.
- ◆ Completed annual Mill and Overlay program in asphalt area and concrete rehabilitation program.
- ◆ Completed annual Sealcoat program.
- ◆ Completed annual removal and replacement of pavers at 50th France business district.
- ◆ Swept entire road way system two times annually (Spring and Fall).



PERFORMANCE MEASURES	2011	2012	2013
Percentage of citizens rating street snow plowing as “excellent” or “good” in the Quality of Life Survey.	95%	N/A	96%
Tons of Asphalt pavement constructed	8,072	9,649	8,829
Cubic Yards of Concrete Pavement repair	558	667	560
Number of potholes filled	N/A	N/A	3,971*

*6/1/2013-12/31/2013

PUBLIC WORKS DEPARTMENT

Utilities Division

DIVISION OVERVIEW

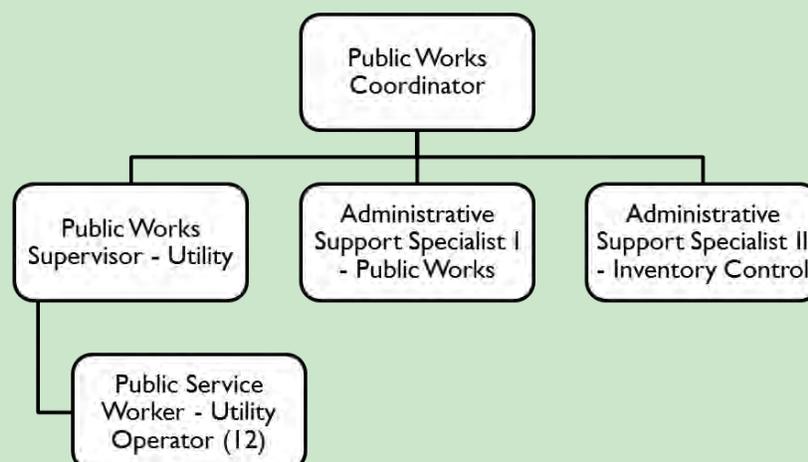
The City's Utilities Division ensures that there is clean, safe water, and that what goes down the drain stays down the drain. There are three main components of the Utilities Division: pump, treat and distribute drinking water; sanitary sewer collection; and storm water collection. All members of the Utilities Division are certified and licensed by both the Minnesota Department of Health and the Minnesota Pollution Control Agency, and vary individually in experience from 10 to 40 years working in the water/wastewater field.

The City of Edina operates two separate water systems: The Morningside water system and the Edina water system. The Morningside system is supplied with treated surface water from the City of Minneapolis which utilizes Ultrafiltration, lime softening and multiple chemical treatments. While the water is from Minneapolis, Edina's Utilities Division maintains the system's piping. The Edina system gets its water from 18 groundwater wells. All well water is treated with fluoride (for public health and wellness), chlorine (disinfectant) and polyphosphates (pipe corrosion inhibitor). Water Treatment Plants are used for the additional removal of iron and manganese, naturally occurring minerals common to groundwater. Once the water has been treated, it is distributed through a system of 200 miles of water main, four water towers and a ground reservoir.

Sewage collection and flow is based on gravity and controlled by lift stations and pumps. The City collects and pumps sewage to a neighboring community where it eventually goes to a wastewater treatment facility operated by the Metro Council Environmental Service.

The City also collects storm water. During and after a rain or melt event, it is crucial that water is removed quickly from roadways so it doesn't create a public safety issue. However, instead of being sent to a treatment plant, it is routed to our creeks, ponds, lakes and wetlands. These highly visible areas serve as natural treatment facilities for our storm water, create wildlife habitat and add to the aesthetics of our neighborhoods.

DIVISION ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT—UTILITIES DIVISION

2014-2015 DIVISION GOALS

- ◆ Coordinate the feasibility of establishing a “no-fault” City-sponsored insurance plan for victims of sewer backups.
- ◆ Complete the scheduled maintenance rehabilitations of Wells 2, 8, 9, and 10.
- ◆ Coordinate and complete the installation of meters in every City Owned building.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed water meter replacement program.
- ◆ Completed emergency repair and rehabilitations on Wells 11 and 13.
- ◆ Completed scheduled rehabilitation on Well 12.
- ◆ Implemented and began operating Water Treatment Plant No. 5.
- ◆ Upgraded radio system for first leg of SCADA system.
- ◆ Evaluated and purchased Sewer Camera and Cable Reel.

PERFORMANCE MEASURES	2011	2012	2013
Operating cost per 1,000,000 gallons water pumped/produced	\$1,700.00	\$1,608	N/A
Number of water main breaks and water service leaks	55	62	82
Number of sewer backups or blockages	29	12	13
Percentage of unaccounted water	10.6%	11.2%	N/A

Utilities Division Expenses						
	2011 Actual	2012 Actual	2013 Estimated	2013 Budgeted	2014 Budgeted	2015 Budgeted
Operating expenses						
Cost of sales and services	1,862	11,141	-	-	-	-
Personal services	1,597,123	1,494,688	1,585,198	1,585,198	1,520,562	1,565,488
Contractual services	5,735,937	5,663,351	5,854,850	6,594,750	5,865,123	5,999,500
Commodities	735,697	830,431	910,050	1,044,450	968,000	993,000
Central services	526,452	614,449	621,648	621,648	685,464	701,748
Depreciation	2,319,927	2,668,212	3,127,861	2,600,000	3,305,000	3,487,500
Bond interest and other	692,397	799,408	793,625	793,625	731,133	602,824
Total expenses	<u>11,609,395</u>	<u>12,081,680</u>	<u>12,893,232</u>	<u>13,239,671</u>	<u>13,075,282</u>	<u>13,350,060</u>

PUBLIC WORKS DEPARTMENT

Equipment Operations Division

DIVISION OVERVIEW

The Equipment Operations division serves as the City’s auto shop. It maintains more than \$8 million worth of vehicles and rolling stock. The mechanics that make up this division do all of the routine maintenance but also are available for the emergency repairs necessary to keep our fleet in operation during critical events such as snow plowing.

2014-2015 DIVISION GOALS

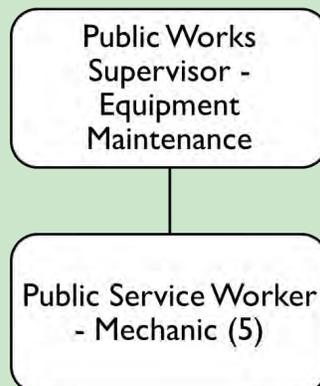
- ◆ Continue weekly inspections of emergency vehicle apparatuses.
- ◆ Strategically implement equipment replacement plan.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed the upgrade of Fleet Management software.
- ◆ In cooperation with the Communications & Technology Services Department, completed an internal customer satisfaction survey.

PERFORMANCE MEASURES	2011	2012	2013
Percentage of internal customers that rated service as “good” or “excellent”	N/A	N/A	91.9%
Total amount of unleaded fuel used	97,046	104,011	N/A
Total amount of diesel fuel used	58,606	59,180	N/A
Number of repair orders	2,331	2,546	3,489

DIVISION ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT

Facilities Management Division

DIVISION OVERVIEW

The Facilities Management Division supports all City departments by managing the long term viability of the City’s current physical infrastructure and by planning for future needs. The major facilities include City Hall, Public Works and Parks Maintenance Facility, City parking ramps, and other non-City facilities including the exterior building services at Edina Community Library/Senior Center, the 50th & France Special Services District, park shelter buildings and utility buildings. The City maintains nearly 80 buildings.

2014-2015 DIVISION GOALS

- ◆ Create a preventative maintenance program for City facilities
- ◆ Continue implementing energy savings improvements to City facilities.

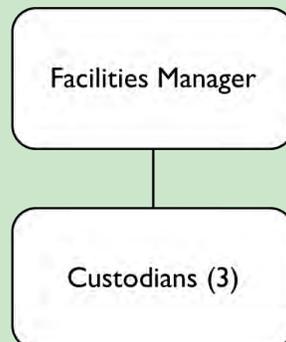
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed an internal Public Works remodel project.
- ◆ Completed the Countryside Park renovation.

PERFORMANCE MEASURES	2011	2012	2013
City-wide building energy costs	1,154,000	1,017,000	1,100,000*
FUTURE MEASURE: Average monthly completion rate of maintenance requests	N/A	N/A	N/A
Performance savings realized by solar panel installation at City Hall	N/A	N/A	\$831

*Estimate based on Quarter 1 through Quarter 3 data

DIVISION ORGANIZATIONAL CHART



E ENGINEERING DEPARTMENT

Chad Millner, Interim Director
 cmillner@EdinaMN.gov 952-826-0318



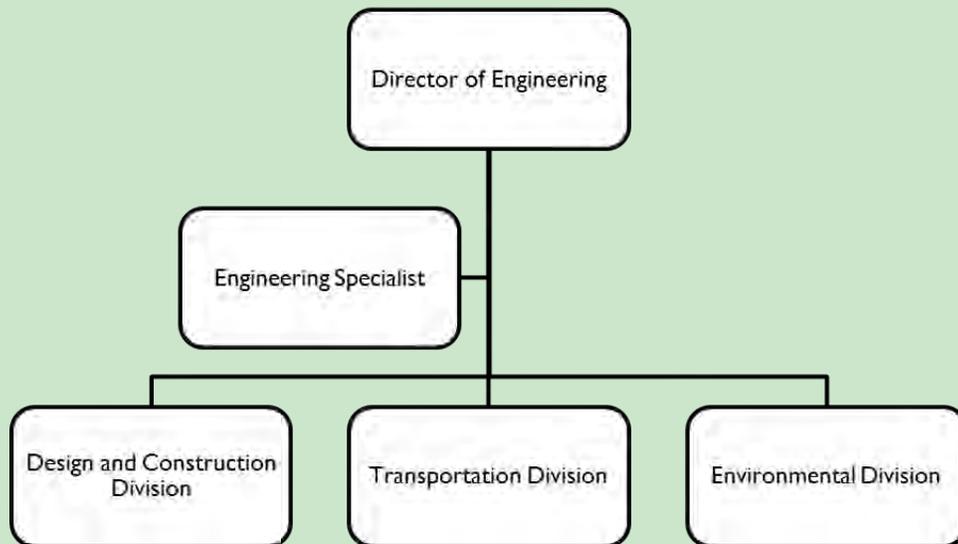
DEPARTMENT OVERVIEW

The Engineering Department is responsible for the planning, design and construction of the City's infrastructure, including the sidewalk system, bikeway system, local street system, storm sewer system, sanitary sewer system, water system, street lighting system, and other projects that support residents and businesses. Staff ensures that projects meet design standards and engineering requirements. The Engineering Department provides staff liaisons to the Energy & Environment Commission and the Transportation Commission. The Engineering Department also works directly with other local, regional and state agencies.

MAJOR SERVICE AREAS

- ◆ Design and Construction of Utility and Transportation Projects
- ◆ Project Management of Utility and Transportation Projects
- ◆ Asset Management
- ◆ Transportation
- ◆ Environmental Services
- ◆ GIS

DEPARTMENT ORGANIZATIONAL CHART



ENGINEERING DEPARTMENT

2014-2015 DEPARTMENTAL GOALS

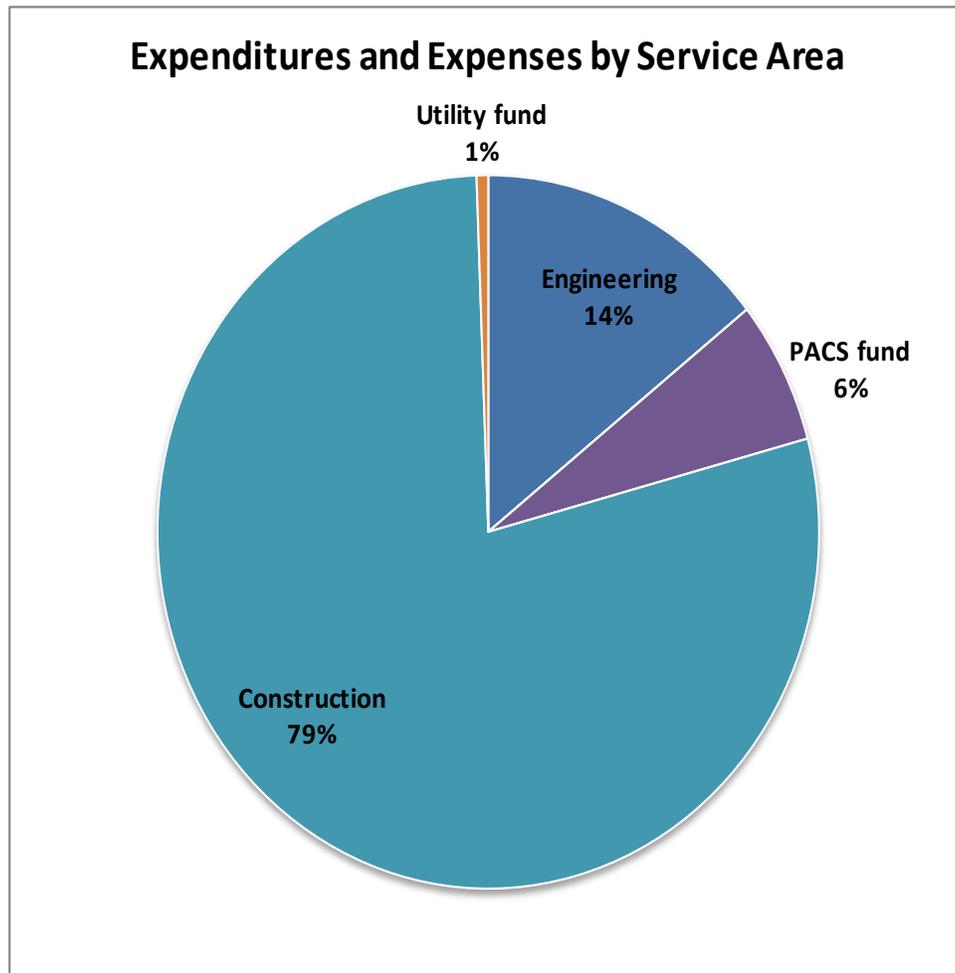
- ◆ Update and develop surface water plans, including flood protection and water quality improvements as part of Improvement Project No STS-406.
- ◆ Continue to review the status and level of service provided from the public utility system.
- ◆ Improve pedestrian and bicycle safety through projects funded by the Pedestrian and Cyclist Safety Fund (PACS).
- ◆ Provide superior (timely and relevant) customer service to internal and external customers

2012-2013 DEPARTMENTAL ACCOMPLISHMENTS

- ◆ Restructured Department to include Design and Construction, Transportation, and Environmental Divisions.
- ◆ Constructed 12 miles of local neighborhood streets.
- ◆ Improved performance of the water infrastructure by replacing over 11,000 feet of water main, 100 fire hydrants, and 120 gate valves.
- ◆ Reduced potential inflow and infiltration by rehabilitating more than 18,000 feet of sanitary sewer trunk pipe.
- ◆ Completed system inventory and mapping of the following assets: sanitary system, water system, streetlights and street signs.
- ◆ Completed the planning and prioritization of a Pedestrian and Bicycle Safety Plan.

PERFORMANCE MEASURES	2011	2012	2013
Survey Rating from Residents of the Neighborhood Reconstruction Projects (Average % of respondents who rated the project process “very effective” or “somewhat effective”)	NA	NA	58%
Total GIS Users	33	34	65
Miles of sidewalks constructed	0.7	0.4	0.7

ENGINEERING DEPARTMENT



Engineering Department Expenditures & Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Engineering	\$ 1,231,912	\$ 1,265,826	\$ 1,562,591	\$ 1,566,841	\$ 1,607,798	\$ 1,655,095
General fund subtotal	<u>1,231,912</u>	<u>1,265,826</u>	<u>1,562,591</u>	<u>1,566,841</u>	<u>1,607,798</u>	<u>1,655,095</u>
Other Funds						
PACS fund	-	-	800,000	800,000	1,226,752	1,232,744
Construction	11,195,932	6,581,036	9,686,000	9,701,000	6,320,000	5,545,000
Utility fund	-	-	-	-	176,000	177,000
Department Total Budget	<u>\$ 12,427,844</u>	<u>\$ 7,846,862</u>	<u>\$ 12,048,591</u>	<u>\$ 12,067,841</u>	<u>\$ 9,330,550</u>	<u>\$ 8,609,839</u>

ENGINEERING DEPARTMENT

Design and Construction Division

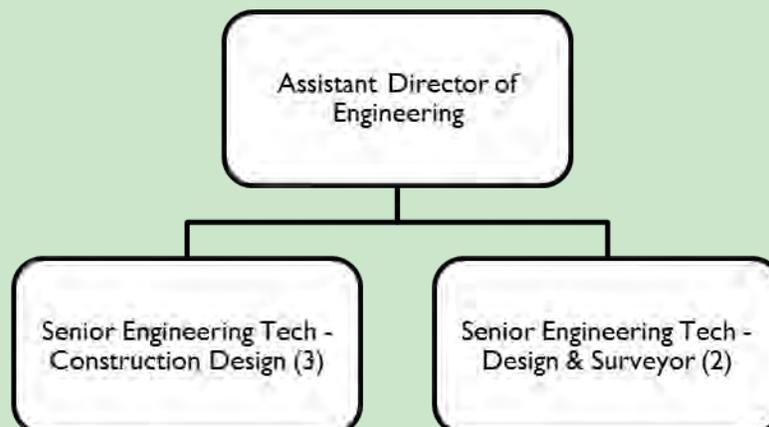
DIVISION OVERVIEW

The Design and Construction Division is responsible for the design and construction of the City's infrastructure. Staff use the Pavement Condition Index (PCI) to prioritize street reconstruction projects, factoring in water main service/breaks, storm sewer/drainage and sanitary sewer deficiencies. Streets are grouped together in neighborhoods for major reconstruction and maintenance projects.

Division Service Areas include:

- ◆ Design and coordinate the reconstruction of neighborhood roadways.
- ◆ Initiate and coordinate the design studies for MSA roadways.
- ◆ Design and coordinate rehabilitation of existing utilities.
- ◆ Coordinate bridge inspections and rehabilitations.
- ◆ Implement Pedestrian and Cyclist Safety (PACS) projects.
- ◆ Coordinate various noise wall and fence projects with MN/DOT and Hennepin County.
- ◆ Assist the Parks & Recreation and Communication & Technology Services Departments with design and coordination of infrastructure improvement projects.

DIVISION ORGANIZATIONAL CHART



ENGINEERING DEPARTMENT—DESIGN AND CONSTRUCTION DIVISION

2014-2015 DIVISION GOALS

- ◆ Improve Resident Communication for the Neighborhood Street Reconstruction Projects through improved meeting materials, increased use of City Extra, efficient use of the City's website and feedback from post project survey's.
- ◆ Plan, design, and coordinate the reconstruction of City roadways utilizing the Living Streets Policy.
- ◆ Continue to Refine Infrastructure Condition Assessments and Selection Criteria for Neighborhood Street Reconstruction Projects.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Successfully constructed 12 miles of local neighborhood streets.
- ◆ Installed more than 8,000 feet of raw water main connecting to new Water Treatment Plant #6.
- ◆ Improved performance of the water infrastructure by replacing more than 11,000 feet of water main, 100 fire hydrants, and 120 gate valves.
- ◆ Reduced potential inflow and infiltration by rehabilitating over 18,000-ft. of sanitary sewer trunk pipe.
- ◆ Installed 17 miles of bicycle lanes striping and/or route markers.

PERFORMANCE MEASURES	2011	2012	2013
Survey Rating from Residents of the Neighborhood Reconstruction Projects (Average % of respondents that rated the project process very effective and somewhat effective)	NA	NA	58%
Number of Contract Change Orders	14	34	13
% Change Order Amount per Contract Amount	1.4%	4.3%	2.5%

ENGINEERING DEPARTMENT

Transportation Division

DIVISION OVERVIEW

The Transportation Division is responsible for the planning, design and management of local transportation systems and facilities in the City of Edina. The division considers social, environmental and aesthetic impacts of those systems when designing projects. Staff work directly with the Transportation Commission on matters related to the local street system.

Division Service Areas include:

- ◆ Oversees the planning and design of traffic operations within the City.
- ◆ Administers the Living Streets program and Pedestrian and Cyclist Safety (PACS) fund.
- ◆ Manages the PACS fund budget.
- ◆ Serves as the staff liaison to the Transportation Commission.
- ◆ Coordinates non-motorized transportation facilities (NMTF) marketing and promotional activities aimed at furthering education in the City.
- ◆ Receives and reviews resident requests for traffic control or calming devices throughout the City, conducts the appropriate level of analysis and makes recommendations.

The Transportation Division include the Transportation Planner and Traffic Safety Coordinator.

2014-2015 DIVISION GOALS

- ◆ Continue to develop, prioritize and implement sidewalk and bicycle master plans.
- ◆ Develop standards for the PACS Fund program.
- ◆ Conduct transportation studies for key redevelopment sites throughout the City.
- ◆ Brand and implement the Living Streets Plan.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Created the Transportation Division within Engineering
- ◆ Developed and prioritized sidewalk master plan.
- ◆ Adopted the Living Streets Policy.

PERFORMANCE MEASURES	2011	2012	2013
Number of requested and resolved traffic safety issues throughout the City	119/112	68/59	90/82
Miles of sidewalks constructed	0.7	0.4	0.7
Mile of bikeways constructed	4.9	14.2	4.6

ENGINEERING DEPARTMENT—TRANSPORTATION DIVISION

PACS Fund

The Pedestrian and Cyclist Safety Fund (PACS Fund) is a special revenue fund created to account for new utility franchise fee revenues from both Xcel and CenterPoint residential customers. The utility franchise fees is dedicated revenue to the PACS Fund. Other potential revenues for the PACS Fund may include grants, gifts, special assessments and transfers from other City funds. The purpose of the PACS Fund is to provide funding for the creation, maintenance and improvement of non-motorized transportation facilities for the primary benefit of pedestrians and cyclists in Edina. Non-motorized transportation facilities (NMTF) shall be defined as sidewalks, trails and other bicyclist-related facilities. In 2014, the franchise fees are expected to generate approximately \$1.1 million each year in new revenue.

PACS Fund Financial Summary			
	2013	2014	2015
	Budgeted	Budgeted	Budgeted
Revenues & other financing			
Franchise fees	\$ 800,000	\$ 1,200,000	\$ 1,200,000
Other fees	-	-	-
Total revenues	<u>800,000</u>	<u>1,200,000</u>	<u>1,200,000</u>
Expenditures & other financing			
Contractual services	-	22,000	23,000
Commodities	-	25,000	28,000
Central services	80,004	79,752	81,744
Capital outlay	<u>719,996</u>	<u>1,100,000</u>	<u>1,100,000</u>
Total expenses	<u>800,000</u>	<u>1,226,752</u>	<u>1,232,744</u>
Change in fund balance	<u>-</u>	<u>(26,752)</u>	<u>(32,744)</u>
January 1 balance	<u>-</u>	<u>-</u>	<u>(26,752)</u>
December 31 balance	<u>\$ -</u>	<u>\$ (26,752)</u>	<u>\$ (59,496)</u>

Projects Scheduled for 2014 *

Normandale Road Sidewalk	2014 Neighborhood Roadway Improvements	Benton to Clover Ridge
W 62nd St Sidewalk	2014 Neighborhood Roadway Improvements	Beard Pl to Zenith Ave S
W 42nd St Sidewalk (within limits)	2014 Neighborhood Roadway Improvements	Includes Scott & Alden Aves
W 42nd St Sidewalk (outside of limits)	2014 Neighborhood Roadway Improvements	Grimes to city limits
Grimes Ave Sidewalk	2014 Neighborhood Roadway Improvements	42nd to Iglewood
Crocker & Grimes Sidewalk	2014 Neighborhood Roadway Improvements	South of 42nd St
York Avenue Sidewalk	Hennepin County CIP (25% cost participation)	66 th St to Transit Center
Valley View Rd Sidewalk	Active Routes to School Plan	Gleason Rd to Chapel Ln
W 70th Street	Green bike lane thermoplastic @ Metro Blvd	
66th Street	Pedestal mounted ped flashers (3 crossings)	Rosland Park
W 69th Street	Mid-block overhead mounted ped flasher	Promenade location
Olinger Blvd bike lanes	MSA mill & overlay (Vernon to Tracy)	Pavement markings
Ohm's Ln/W 72nd St bike lanes	2013 mill & overlay (Metro to W 74th St)	Pavement markings

*Projects are subject to change.

ENGINEERING DEPARTMENT

Environmental Division

DIVISION OVERVIEW

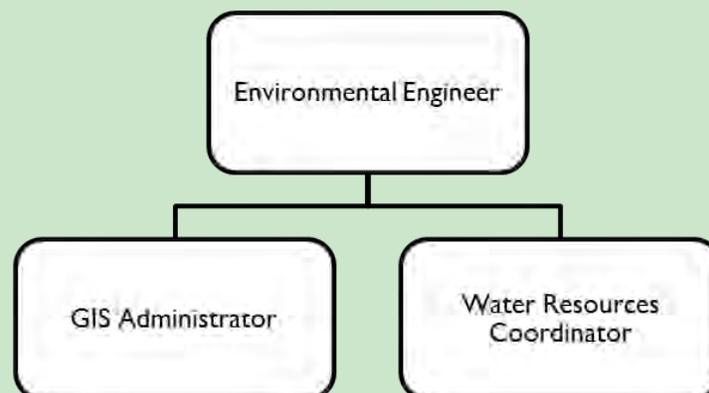
The Environmental Engineering Division identifies and evaluates potential impacts of municipal projects and operations and develops mitigation measures to limit or prevent impacts. Staff works with the Energy & Environment Commission to stay on the forefront of sustainability issues.

Division Service Areas include:

- ◆ System planning, design, design review and project management for flood protection, clean surface water, sanitary sewer and domestic water utilities.
- ◆ Implementation of I/I reduction program, Storm water Pollution Prevention Program, Wellhead Protection Program and Comprehensive Water Resources Management Plan and supports related natural resource and water conservation activities.
- ◆ Implementation of asset management systems including: geographical information system (GIS) database, infrastructure and asset management database, ArcGIS, and Cityworks software and trains City staff on its use.
- ◆ Liaison to Energy & Environment Commission and administers the Edina Emerald Energy program (EEEP).

*The Environmental Division was formed in 2012. At that time, the **Edina Emerald Energy Program** was started, the former **Utility Engineer** position was broadened to include environmental services, and a **Water Resources Coordinator** was hired. This budget reflects an expansion of local energy and water resource services.*

DIVISION ORGANIZATIONAL CHART



ENGINEERING DEPARTMENT—ENVIRONMENTAL DIVISION

2014-2015 DIVISION GOALS

- ◆ Accelerate adoption of mobile GIS and asset management tools in Public Works operations to enhance transparency of operations, track and promote increased organizational productivity, and begin using decision support tools to better track operations costs and capital investment in utilities.
- ◆ Begin implementation of Wellhead Protection Program and revise Storm water Pollution Prevention Program to meet new State permit requirements.
- ◆ Provide broader range of local energy conservation services through EEEP.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed system inventory and mapping of the following assets: sanitary system, water system, streetlights and street signs.
- ◆ Completed performance contract for building energy efficiency and commissioning of City Hall Solar Panel Project.
- ◆ Secured the following grant funding: \$25,000 chloride reduction grant, \$10,000 wellhead protection implementation, \$5,000 electric vehicle (air pollution reduction grant) and \$550,000 inflow and infiltration abatement.

PERFORMANCE MEASURES	2011	2012	2013
Total City building energy use (kBtu)	78.4M	67.4M	75M
Total City building energy use carbon(ton)	10490	9744	10000
Total City building energy use cost	\$1.15M	\$1.01M	\$1.16
Total EEEP funded projects	0	2	0
Total Home Energy Squad visits	0	30	67
GIS Service Requests	1720	1546	1700
GIS work order usage	245	1064	600
Water Resources education and outreach audience	1 About Town article	1 About Town article	1 About Town article, 3 lakes group meetings, and 2 public events

POLICE DEPARTMENT

Jeff Long, Chief

jlong@EdinaMN.gov

952-826-0491



DEPARTMENT OVERVIEW

The Edina Police Department's 51 sworn officers and 27 civilian staff consistently deliver outstanding police services, even as they face a variety of law enforcement challenges. The Department is called upon to perform many emergency and public service tasks throughout the year and is also responsible for educating the public in crime prevention techniques and investigating of all felony crimes against persons, as well as other crimes. As of Oct 31, the City reported 837 major Part I crimes, such as burglary, robbery, assault and theft, with an additional 564 Part II or lesser crimes in 2013. This was a 4% decrease compared to the same time frame in 2012. More than 80% of the Police budget is directly or indirectly spent on labor.

The Police Department operates 7 days a week, 24 hours per day and maintains an average patrol strength of 5.2 officers at any given time.

MAJOR SERVICE AREAS

- ◆ Patrol
- ◆ Traffic
- ◆ Animal Control
- ◆ 911 Dispatch
- ◆ Investigations
- ◆ School Resource Officers
- ◆ Drug and Financial Crimes
- ◆ Task Forces
- ◆ Civilian Services
- ◆ Community Health
- ◆ Property and Evidence
- ◆ Crime Prevention

DEPARTMENT ORGANIZATIONAL CHART



POLICE DEPARTMENT

2014-2015 DEPARTMENTAL GOALS

- ◆ Increase accessibility and enhance customer service through technology improvements such as the Police to Citizen internet portal.
- ◆ Utilize crime analysis tools such as the SYMN report and RAIDS Online to prevent and control crime.
- ◆ Implement alarm registration program to maximize cost recovery and efficiency.
- ◆ Develop framework for rental housing program to improve public health and safety and ensure code compliance.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

- ◆ Leveraged technology investments such as new radars, alarm processing software and squad and interview room video systems to maximize efficiency and cost savings.
- ◆ Analyzed and implemented process improvements to increase effectiveness, compliance and customer service.
- ◆ Launched public education and compliance campaigns such as Focus-In and Herberger's Heroes to reduce violations and enhance public safety, health and welfare in support of Edina Vision 20/20.
- ◆ Signed 4-year contract with Richfield to provide 911/Dispatch services beginning December, 2013.

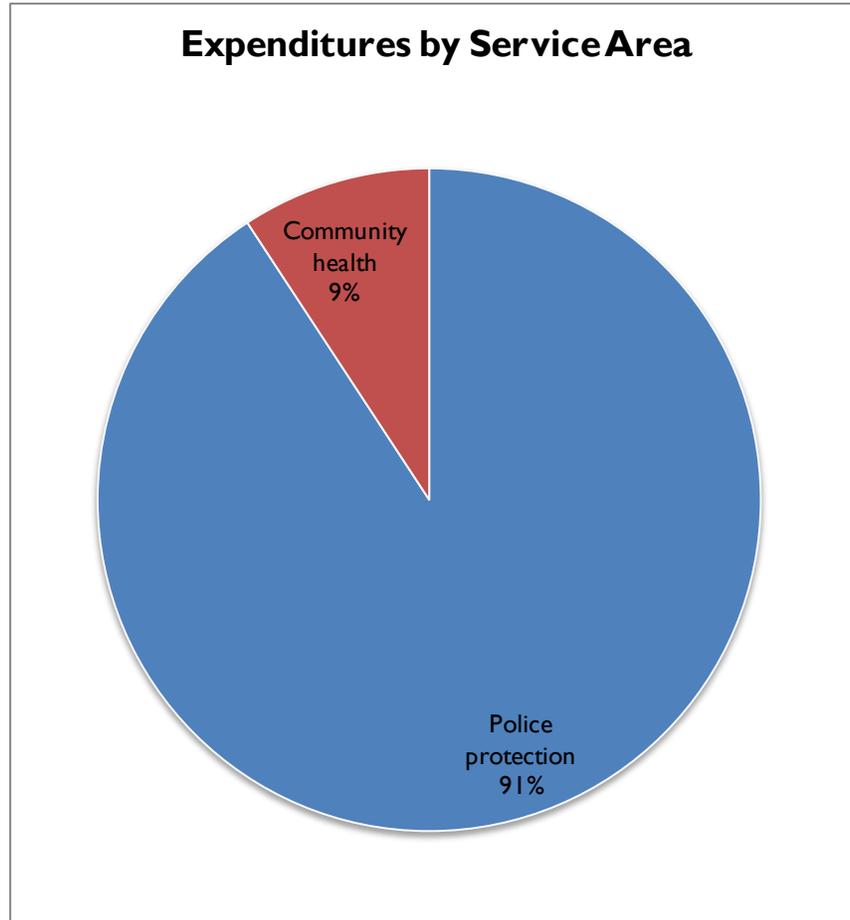


PERFORMANCE MEASURES	2011 (Actual)	2012 (Actual)	2013*
Percentage of respondents rating police services "Excellent" or "Good"	97%	N/A	98%
Cost of police services per household**	\$483.58	\$492.65	\$557.91
Total number of false residential and commercial alarms	1194	1200	1150
Total number of traffic citations issued	18,908	16,740	17,000

*as of 10/31/2013

**Based on Met Council housing data

POLICE DEPARTMENT



Police Department Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Police protection	\$ 8,263,567	\$ 8,359,180	\$ 8,803,796	\$ 8,800,039	\$ 9,344,448	\$ 9,514,385
Community health	497,411	490,758	522,406	529,816	528,718	544,030
Legal services	254,791	287,157	273,500	278,500	293,000	299,000
General fund subtotal	<u>9,015,769</u>	<u>9,137,095</u>	<u>9,599,702</u>	<u>9,608,355</u>	<u>10,166,166</u>	<u>10,357,415</u>
Other Funds						
Police special revenue	103,973	173,021	151,007	243,654	59,000	61,000
Construction (equipment)	440,689	459,068	811,082	416,916	1,038,845	566,925
Recycling	521,290	529,195	418,651	565,209	429,702	441,408
Department Total Budget	<u>\$ 10,081,721</u>	<u>\$ 10,298,379</u>	<u>\$ 10,980,442</u>	<u>\$ 10,834,134</u>	<u>\$ 11,693,713</u>	<u>\$ 11,426,748</u>

POLICE DEPARTMENT

Patrol Division

DIVISION OVERVIEW

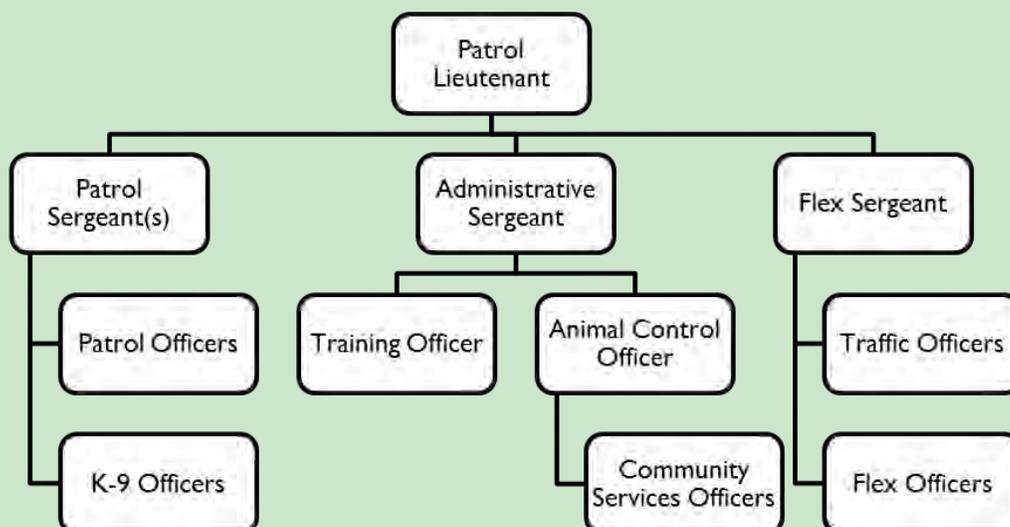
In 2012, the Edina Police Patrol Division responded to more than 36,686 calls for service, including medical emergencies, fires, accidents, thefts, damage to property, reports of suspicious persons and alarm responses as well as public service and educational activities. Approximately 40% of those calls required multiple officer responses, which equals well over 51,000 officer responses. The Division consists of 36 Full-Time Employees (FTEs), including 22 patrol officers, six sergeants, two K-9 handlers, one Animal Control Officer, three traffic officers, two plain-clothes commercial officers and four part-time Community Service Officers.

The Animal Control Unit consists of one FTE, with assistance from four part-time Community Service Officers, and is a function of the Police Department's Patrol Division. The Animal Control Officer is responsible for the enforcement of the animal-related City ordinances and also assists residents with animal control problems, both wild and domestic. Approximately 1,693 calls for service were responded to in 2012.

Speed citations average 16 MPH over the limit on side streets and 17 MPH over the limit on highways.

The Patrol Division added one new Part-Time Community Service Officer position in 2013.

DIVISION ORGANIZATIONAL CHART



POLICE DEPARTMENT— PATROL DIVISION

2014-2015 DIVISION GOALS

- ◆ Continue “Focus In” campaign to increase education and compliance.
- ◆ Develop and implement more efficient system of assigning calls, such as GPS-based unit recommendations.
- ◆ Maximize efficiency and manage equipment costs by replacing outdated squad phones, digital cameras and digital recorders with a single smart-phone or mobile device.
- ◆ Increase leash law compliance by providing more off-leash areas.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Implemented “Focus In” program, resulting in increased compliance with common Statutory and Code violations.
- ◆ Purchased and implemented new in-squad video systems into the marked patrol fleet.
- ◆ Added 17 new laser speed detection devices.
- ◆ Added one PT Community Services Officer position.
- ◆ Developed and held Coyote Education and Hazing presentations for residents.
- ◆ Implemented Herberger’s Heroes and Bike Safety for Kids programs to promote general safety and improve community outreach and enforcement efforts.
- ◆ Purchased and installed video system for interview rooms.



PERFORMANCE MEASURES	2011	2012	2013*
Number of traffic statute or ordinance violations	18,908	16,740	17,000
Average response time for top priority calls (in minutes)	4.76	4.87	4.75
Total number of dog licenses issued	3,000	3,100	3400
Total number of animal impounds	92	88	44

*as of 10/31/2013

POLICE DEPARTMENT

Investigations Division

DIVISION OVERVIEW

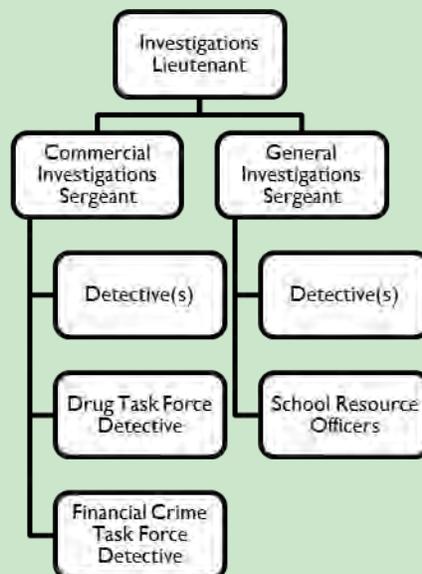
The Edina Police Department's Investigations Division has 11 FTEs who investigate a wide variety of crimes, including thefts, burglaries and assaults. Detectives prepare and execute search warrants, recover stolen property, collect evidence and conduct background investigations on new employees. The Division also includes School Resource Officers, Financial Crimes and Drug Task Force Detectives and a part-time Community Service Officer. In 2012, a total of 470 cases were assigned to the Division for investigation.

Investigation is a separate division, but does not currently have a separate budget within the department.

*The increased use of DNA evidence and video technology contributed to a **higher clearance rate** of cases.*

*Actual and attempted burglaries are currently **down 24%** from 2012.*

DIVISION ORGANIZATIONAL CHART



POLICE DEPARTMENT— INVESTIGATIONS DIVISION

2014-2015 DIVISION GOALS

- ◆ Increase number of criminal cases cleared through new video technology, DNA, forensic evidence and cooperative investigative groups.
- ◆ Work with the Communications & Technology Services Department to develop and implement an effective means of delivering timely information to the neighborhood associations within the City.
- ◆ Implement the interagency Hennepin Justice Integration Project Pro-Case program using a BCA interface to utilize a paperless felony case submission process. This E-charging process submits felony cases directly to Hennepin County prosecutors.
- ◆ Evaluate the effectiveness of maintaining a Certified Computer Forensic Specialist.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Identified a process solution to the HennRAP (Hennepin County Repository for Adult Photos) booking photo bottleneck.
- ◆ Worked with LOGIS to implement the RAIDS Online crime reporting system.
- ◆ Implemented BCA E-Charging – a paperless, technology-based submission and signing process for misdemeanor and gross misdemeanor cases.
- ◆ Entered into a Joint Powers Agreement with Minnesota Internet Crimes Against Children, allowing our continued participation through the May 31, 2016 grant period.



PERFORMANCE MEASURE

Clearance Rates for Part I and Part II crimes

2011

49%

2012

41%

2013*

52%

*as of 10/31/2013

POLICE DEPARTMENT

Civilian Services Division

DIVISION OVERVIEW

The Civilian Division was created in 2012 and encompasses all civilian units and positions within the Police Department, including 911/Dispatch, Community Health, Property and Evidence, Crime Prevention, Records Management and Administrative Support. The Division as a whole has 20 FTEs, plus three part-time Dispatch positions. This Division provides essential services to Patrol, Investigations, Administration and the general public.

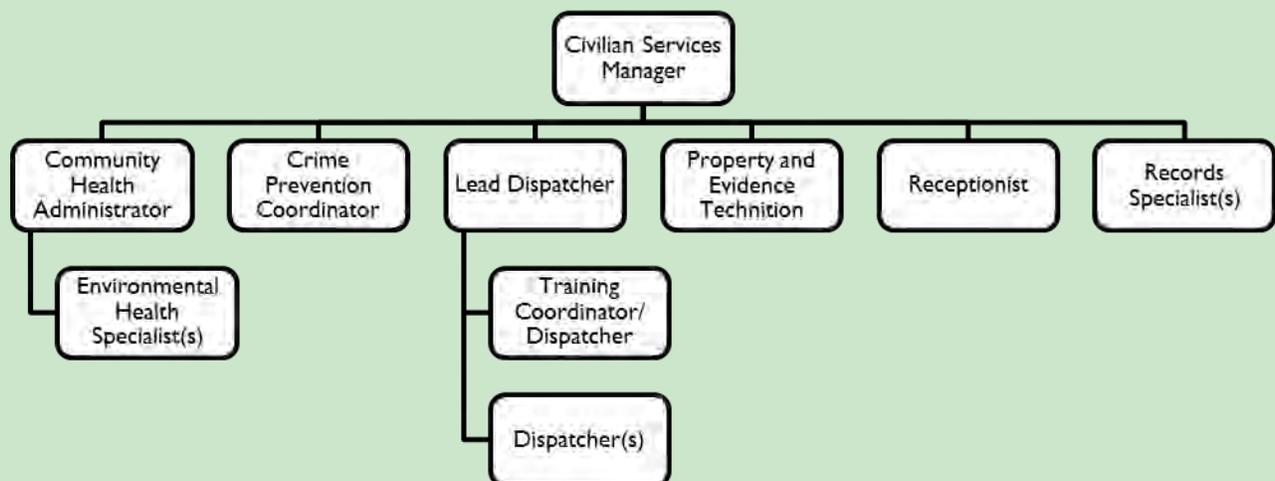
The Edina 911/Dispatch Center now serves the cities of Edina, Golden Valley and Richfield, handling thousands of telephone calls and radio transmissions annually. Additionally, the team performs many other critical functions while maintaining a high level of service to both residents and responders.

Administrative Support Staff are responsible for a number of key department functions, such as records management, finance and false alarm management. Additional specialized support is provided to the Investigations Division.

The Community Health Unit holds a delegation agreement with the Minnesota Department of Health to license and inspect food, beverage and lodging establishments, institutions such as schools and day cares, and public swimming pools. Responsibilities also include investigating food complaints, reports of food and waterborne illnesses, and disasters such as fires and floods. In addition, the Unit responds to public health nuisance complaints, housing code violations and is a resource for other health issues such as radon, mold, asbestos, noise complaints and second hand smoke.

The Community Health Unit is generally self-supporting with license, inspection and plan review fees the only sources of revenue. Additionally, the Unit receives and administers grants from the Minnesota Department of Health to provide its community health services and programs.

DIVISION ORGANIZATIONAL CHART



POLICE DEPARTMENT— CIVILIAN SERVICES DIVISION

2014-2015 DIVISION GOALS

- ◆ Increase efficiency and reduce errors by purchasing and implementing new dictation and transcription software.
- ◆ Implement alarm registration program to improve database accuracy and maximize revenue and collection efforts.
- ◆ Improve accessibility and staff efficiency using a police-to-citizen internet portal.
- ◆ Finalize purchase and installation of shared 911 Call Handling System with regional partners.
- ◆ Develop framework for rental housing program to ensure safety and decrease code violations.
- ◆ Utilize new technology and education to maximize code compliance and enforcement efforts.
- ◆ Improve Community Health presence and accessibility by developing educational opportunities for residents and making website improvements.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Purchased and implemented alarm registration and billing software.
- ◆ Implemented Emergency Medical Dispatch quality assurance program.
- ◆ Purchased and implemented new digital recording system for telephone and radio traffic.
- ◆ Completed Minnesota Department of Health evaluation of food, beverage, lodging and pool inspection program.
- ◆ Partnered with Public Works to purchase and implement code enforcement software.
- ◆ Negotiated a new seven-year residential curbside recycling contract.
- ◆ Migrated to the State's Next Generation 911 fiber network.
- ◆ Conducted audit of Property and Evidence room.

PERFORMANCE MEASURES	2011	2012	2013
Total number of 911 and non-emergency calls processed	74,937	77,082	79,324
Property room clearance rate	72%	67%	75% *
Rate of false alarm fee collection	78%	88%	80% *
Percentage of EMD compliance	N/A	N/A	98.87% *
Total number of public nuisance complaints investigated	158	135	150*
Total number of new licensed establishments	5	4	15*
Total number of food, pool and lodging inspections	362	325	320*

*as of 10/31/2013

FIRE DEPARTMENT

Darrell Todd, Interim Chief

dtodd@EdinaMN.gov

952-826-0328



DEPARTMENT OVERVIEW

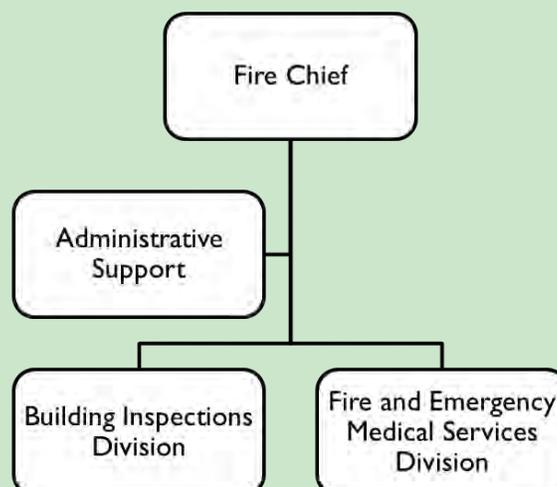
The mission of the Edina Fire Department is to serve the community by protecting lives, property and the environment in a safe, efficient and professional manner. The Department works together to ensure the safety of the City's residents through the implementation of building and fire codes for new constructions, to fire extinguishment and EMS response.

The City of Edina is also responsible for the management of the South Metro Public Training Facility (SMPTF). SMPTF is a joint project of the Cities of Bloomington, Eden Prairie and Edina and the Minneapolis/St. Paul International Airport Police Department. The SMPTF provides high quality, cost effective training and development for public safety organizations through shared resources to ensure premier public safety services to our communities. The facility provides a variety of police and fire training opportunities in a 28,000-square-foot, two-building campus on a 3.5 acre site.

MAJOR SERVICE AREAS

- ◆ Building Inspections
- ◆ Emergency Medical
- ◆ Emergency Management
- ◆ Fire Suppression & Prevention
- ◆ Management of the South Metro Public Training Facility

DEPARTMENT ORGANIZATIONAL CHART



FIRE DEPARTMENT

2014-2015 DEPARTMENT GOALS

- ◆ Develop a strategy for the ambulance service in light of the Affordable Care Act.
- ◆ Implement an emergency scene management system with surrounding Fire Departments to improve the communication and safety of emergency personnel.
- ◆ Move to an electronic plan review system to shorten the time it takes to issue building permits.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

- ◆ Upgraded videoconferencing equipment in Training Room/Emergency Operations Center.
- ◆ Expanded Mutual Aid Alarm System to get more firefighters on emergency scenes faster.
- ◆ Expanded the e-permit application system to allow for faster issuance of building permits.

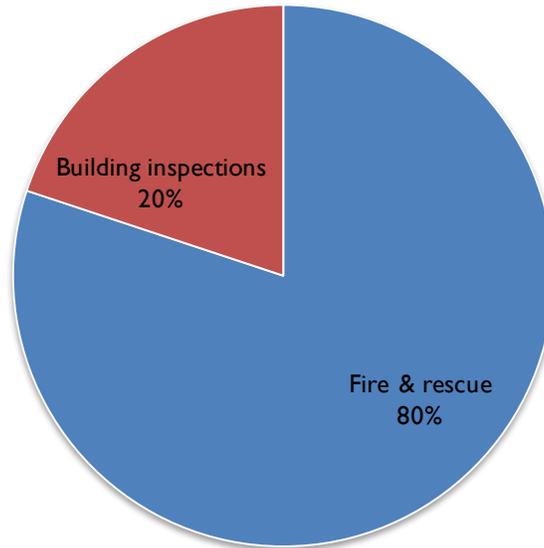


PERFORMANCE MEASURES	2011	2012	2013*
Total calls for Fire Department response	4612	4804	3918
Number of ambulance calls	3652	3946	3037
Fire incidents – structure and non-structure	63	93	63
Number of false fire alarms	268	298	233
Number of all other calls for assistance	776	692	585
Number of public education events	182	203	188
Property dollar loss from fires	\$755,668	\$1,353,402	\$1,204,198
Dollar value of building permits issued	\$133,162,663	\$186,349,921	\$204,234,460

*as of 10/31/2013

FIRE DEPARTMENT

Expenditures by Division and/or Service Area



Fire Department Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Fire & rescue	\$ 4,619,293	\$ 4,735,801	\$ 5,260,395	\$ 4,778,435	\$ 5,371,462	\$ 5,550,776
Building inspections	1,131,072	1,175,964	1,269,389	1,267,879	1,325,996	1,361,622
General fund subtotal	<u>5,750,365</u>	<u>5,911,765</u>	<u>6,529,784</u>	<u>6,046,314</u>	<u>6,697,458</u>	<u>6,912,398</u>
Other Funds						
Construction	<u>738,442</u>	<u>353,155</u>	<u>325,000</u>	<u>490,000</u>	<u>422,000</u>	<u>273,000</u>
Department Total Budget	<u>\$ 6,488,807</u>	<u>\$ 6,264,920</u>	<u>\$ 6,854,784</u>	<u>\$ 6,536,314</u>	<u>\$ 7,119,458</u>	<u>\$ 7,185,398</u>

FIRE DEPARTMENT

Building Inspections Division

DIVISION OVERVIEW

The Building Inspections Division is responsible for plan review, permitting and inspection of all new construction within the City to ensure that new buildings meeting both structural and exiting safety standards. The City of Edina adopts the Minnesota State Building Code, which in turn adopts the International Building Code, International Residential Code and other codes and standards relating to building inspections. The Division includes 11 full-time and one part-time staff.

2014-2015 DIVISION GOALS

- ◆ Establish an inspections hotline so there is one number to call for any building, health or fire inspection.
- ◆ Reduce the number of on-site minor inspections by utilizing photographs.
- ◆ Develop a system for handling heavy demand times following severe weather events.
- ◆ Identify areas to improve customer service by shortening wait times for permit issuance and field inspections.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Implemented the use of iPads for electronic field inspections.
- ◆ Hired part-time inspector to perform over-the-counter residential plan reviews.
- ◆ Implemented a survey to find ways to improve customer service.
- ◆ Established an agreement with Richfield and Eden Prairie to share inspectors when demand overwhelms resources.
- ◆ Converted three part-time inspectors to full-time inspectors to address increase in service demand.

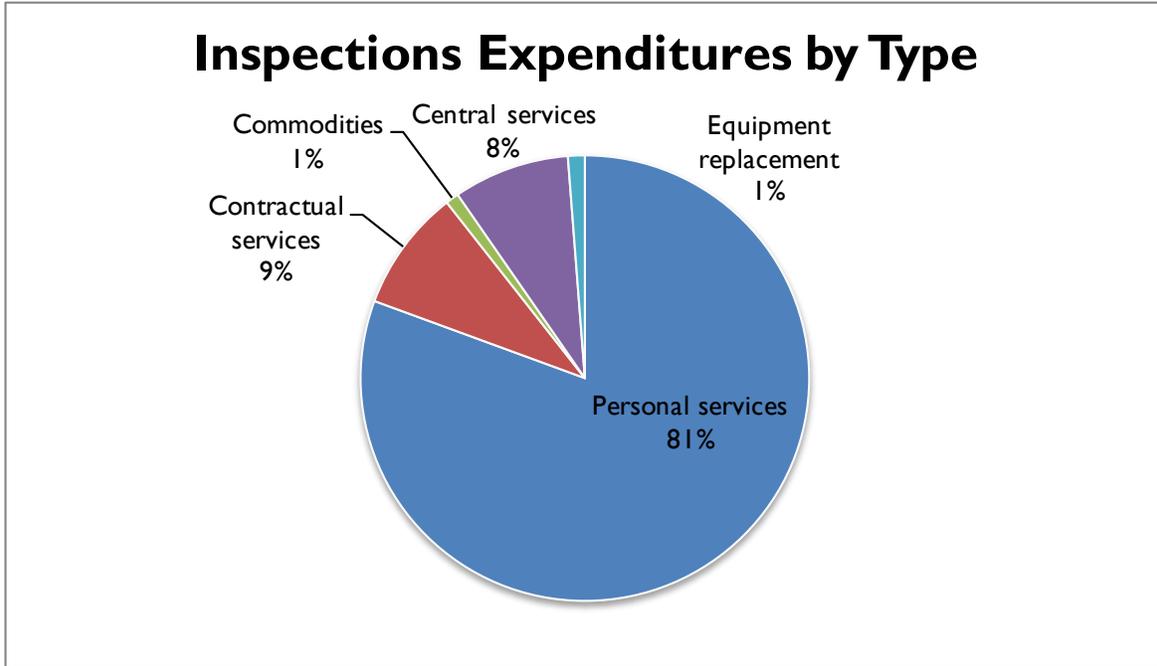
PERFORMANCE MEASURES	2011	2012	2013*
Number of inspections	16606	16784	18000
Average number days from initial permit application to final approval	231	196	221
Number of occupancies inspected	57	101	99
Median time it takes to process a new single dwelling plan (in days)	21	24	25

*as of 10/31/2013

DIVISION ORGANIZATIONAL CHART



FIRE DEPARTMENT— BUILDING INSPECTIONS DIVISION



Building Inspections Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 915,071	\$ 970,902	\$ 1,035,401	\$ 1,035,401	\$ 1,078,940	\$ 1,109,898
Contractual services	112,875	92,416	111,720	114,600	119,200	121,000
Commodities	9,374	12,354	13,800	9,410	14,000	14,000
Central services	93,752	100,292	108,468	108,468	113,856	116,724
General fund subtotal	<u>1,131,072</u>	<u>1,175,964</u>	<u>1,269,389</u>	<u>1,267,879</u>	<u>1,325,996</u>	<u>1,361,622</u>
Other Funds						
Equipment replacement	-	44,926	15,000	15,000	18,000	-
Department Total Budget	<u>\$ 1,131,072</u>	<u>\$ 1,220,890</u>	<u>\$ 1,284,389</u>	<u>\$ 1,282,879</u>	<u>\$ 1,343,996</u>	<u>\$ 1,361,622</u>

FIRE DEPARTMENT

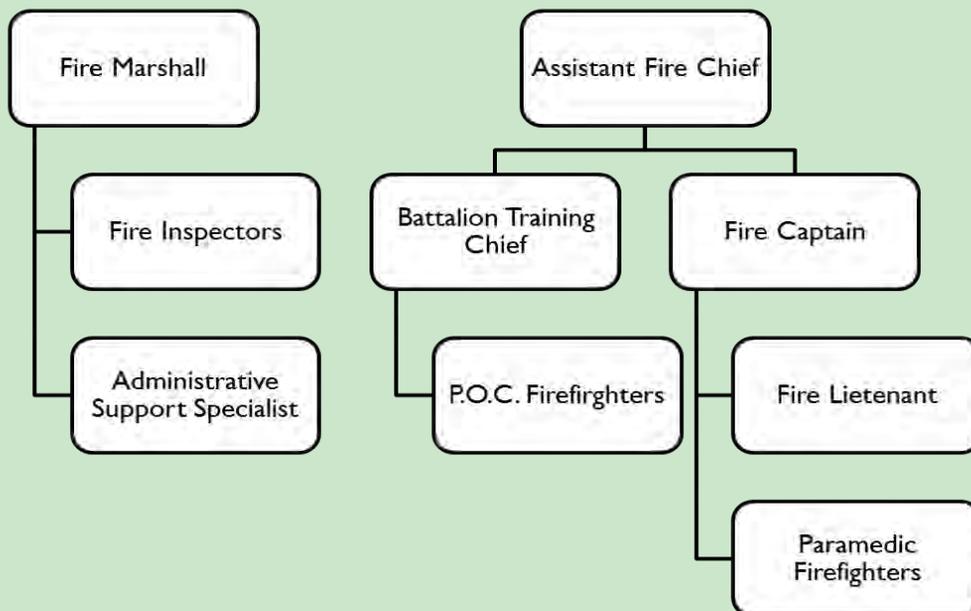
Fire and Emergency Medical Services Division

DIVISION OVERVIEW

The Fire and Emergency Medical Services Division is responsible for extinguishing fires, providing paramedic and advanced life support medical service, educating the community on fire prevention issues and maintaining firefighting equipment and fire department facilities. In addition, the Division enforces laws and ordinances pertaining to fire safety. The Division currently operates two fire stations with 31 full-time fire personnel, 14 paid-on-call firefighters, and two administrative staff.



DIVISION ORGANIZATIONAL CHART



FIRE DEPARTMENT— FIRE AND RESCUE DIVISION

2014-2015 DIVISION GOALS

- ◆ Upgrade tablets and software for electronic patient care reports on ambulance calls.
- ◆ Acquire powered cot loading system for ambulances.
- ◆ Develop "cloud based" documentation of fire inspection activities.
- ◆ Present fire prevention program to all Edina pre-school, kindergarten and 1st grade students annually.
- ◆ Expand videoconferencing capabilities with mobile devices and add equipment to secondary Emergency Operations Center.

2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Implemented electronic fire inspections reports using iPads.
- ◆ Implemented video intubation equipment for use in placing advanced airways in non-breathing patients.
- ◆ Initiated use of LUCAS mechanical chest compression devices for patients in cardiac arrest.
- ◆ Began use of fire suppression grenades to slow the spread of fire while crews prepare to attack the fire.

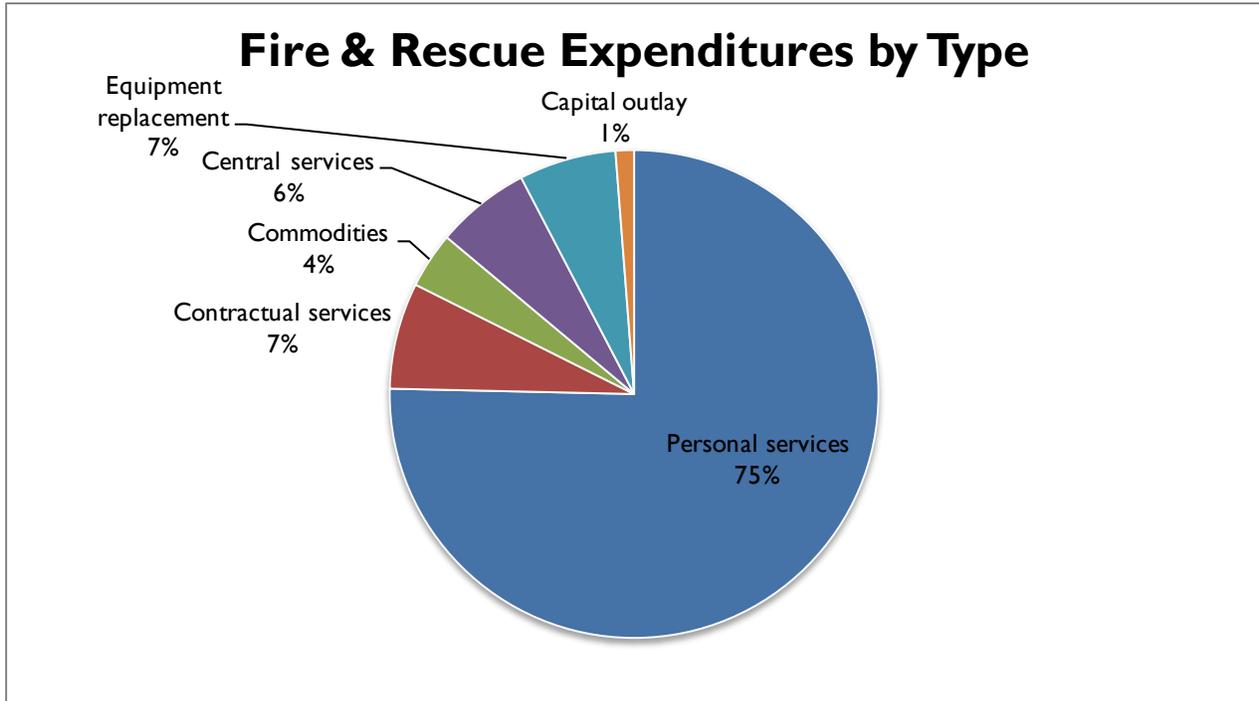


PERFORMANCE MEASURES	2011	2012	2013*
Actual annual operating cost per household**	\$256.99	\$241.28	N/A
Fire response time	4:25	4:48	4:18
Ambulance response time	4:40	4:09	3:50
Percentage of patients that utilize Medicare or Medicaid	71%	67%	65%
Ambulance net revenues	\$1,692,232	\$1,848,845	\$1,324,831

*as of 10/31/2013

** using Met Council housing data

FIRE DEPARTMENT— FIRE AND RESCUE DIVISION



Fire & Rescue Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 3,722,966	\$ 3,805,395	\$ 4,285,975	\$ 3,905,975	\$ 4,429,129	\$ 4,584,216
Contractual services	384,217	411,212	387,250	366,120	377,325	386,600
Commodities	197,604	208,846	257,230	176,400	185,700	191,400
Central services	314,506	310,348	329,940	329,940	379,308	388,560
General fund subtotal	<u>4,619,293</u>	<u>4,735,801</u>	<u>5,260,395</u>	<u>4,778,435</u>	<u>5,371,462</u>	<u>5,550,776</u>
Other Funds						
Equipment replacement	589,209	308,229	310,000	475,000	154,000	273,000
Capital outlay	149,233	-	-	-	250,000	-
Department Total Budget	<u>\$ 5,357,735</u>	<u>\$ 5,044,030</u>	<u>\$ 5,570,395</u>	<u>\$ 5,253,435</u>	<u>\$ 5,775,462</u>	<u>\$ 5,823,776</u>

P ARKS & RECREATION DEPARTMENT

Ann Kattreh, Director
 akattreh@EdinaMN.gov 952-826-0431



DEPARTMENT OVERVIEW

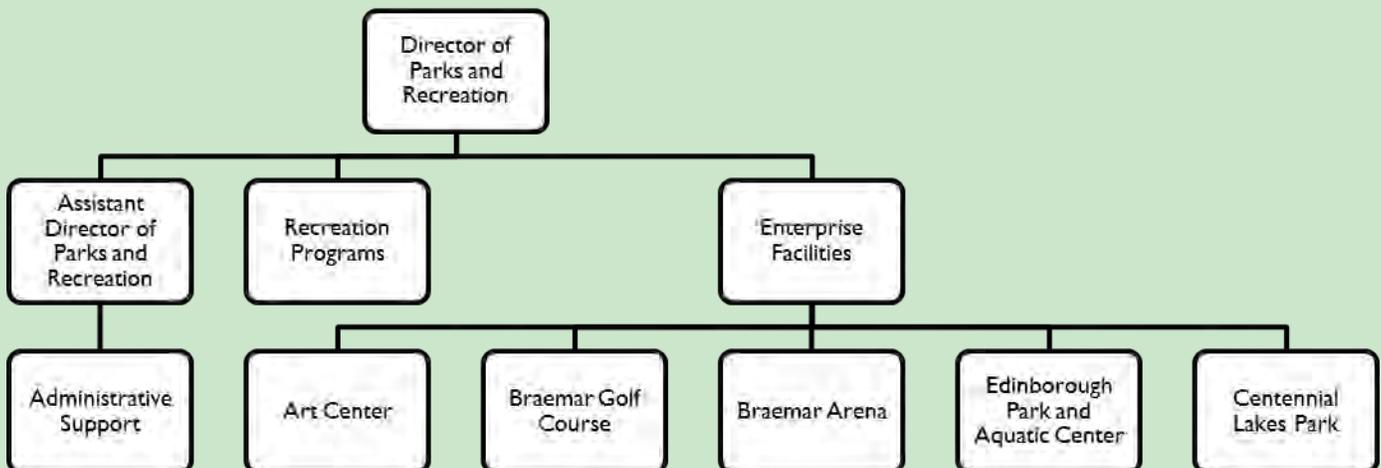
The Parks and Recreation Department is responsible for administering and maintaining the entire parks system. This includes 40 parks that total 1,553 acres of property including park enterprise facilities. The department coordinates adaptive recreation, adult and youth recreation, and works with 14 athletic associations, the Edina Garden Council, the Edina Historical Society and the Edina Museum. The Parks Department acts as staff liaison to the Park Board, which advises the City Council on parks and recreation issues.

Staff consists of seven full-time employees and approximately 125 part-time seasonal staff, including playground leaders, ice rink attendants, arts and craft specialists, concession employees and sports instructors.

MAJOR SERVICE AREAS

- ◆ Recreation programs
- ◆ Park Design
- ◆ Art Center
- ◆ Special Events
- ◆ Aquatic Center
- ◆ Braemar Arena
- ◆ Braemar Golf
- ◆ Centennial Lakes Park
- ◆ Edinborough Park
- ◆ Strategic Planning
- ◆ Project Management

DEPARTMENT ORGANIZATIONAL CHART



PARKS & RECREATION DEPARTMENT

2014-2015 DEPARTMENTAL GOALS

- ◆ Complete a strategic plan for the park system.
- ◆ Prioritize capital improvement projects based on strategic plan.
- ◆ Provide enhanced and consistent service to all athletic associations through greater contact with association boards, resulting in increased accountability from athletic association boards regarding financial data, residency percentages, insurance information, etc.
- ◆ Develop an assessment tool to evaluate programs and determine resident needs.
- ◆ Design and build a sports dome, outdoor refrigerated rink and make improvements at Pamela Park.
- ◆ Complete construction of the sports dome by the end of 2014.

2012-2013 DEPARTMENT ACCOMPLISHMENTS

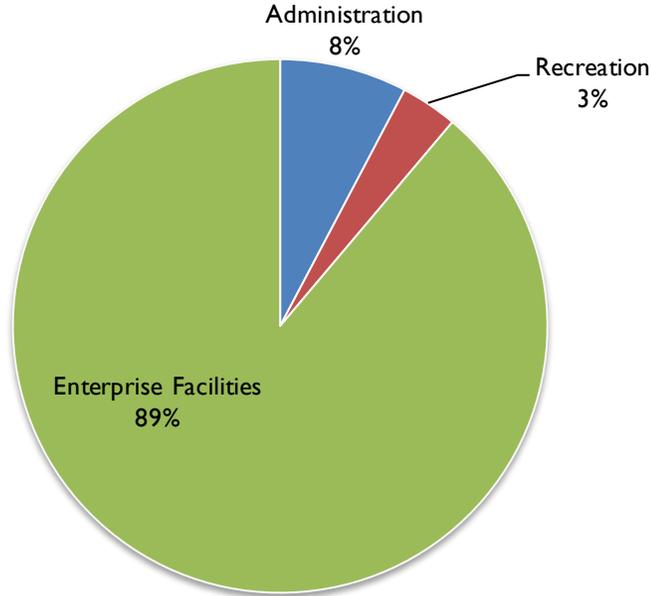
- ◆ Implemented a pilot community garden at Yorktown Park and an edible playground at Lewis Park.
- ◆ Completed the Countryside Park master plan renovation and renovated the Garden Park baseball field.
- ◆ Completed insurance settlement and re-built the Golf Dome.
- ◆ Developed a Parks & Recreation Department customer service video for staff training.
- ◆ Completed a recreational programming assessment.



PERFORMANCE MEASURES	2011	2012	2013
Percentage of lesson and camp programs that met minimum enrollment requirements	84%	78%	81%
Percentage of residents who, from their experience, rate the quality of parks as "excellent" or "good".	90%	NA	99%
Percentage of residents who, from their experience, rate the recreation programs and classes "Good" or "Excellent".	98%	NA	99%

PARKS & RECREATION DEPARTMENT

Expenditures and Expenses by Service Area

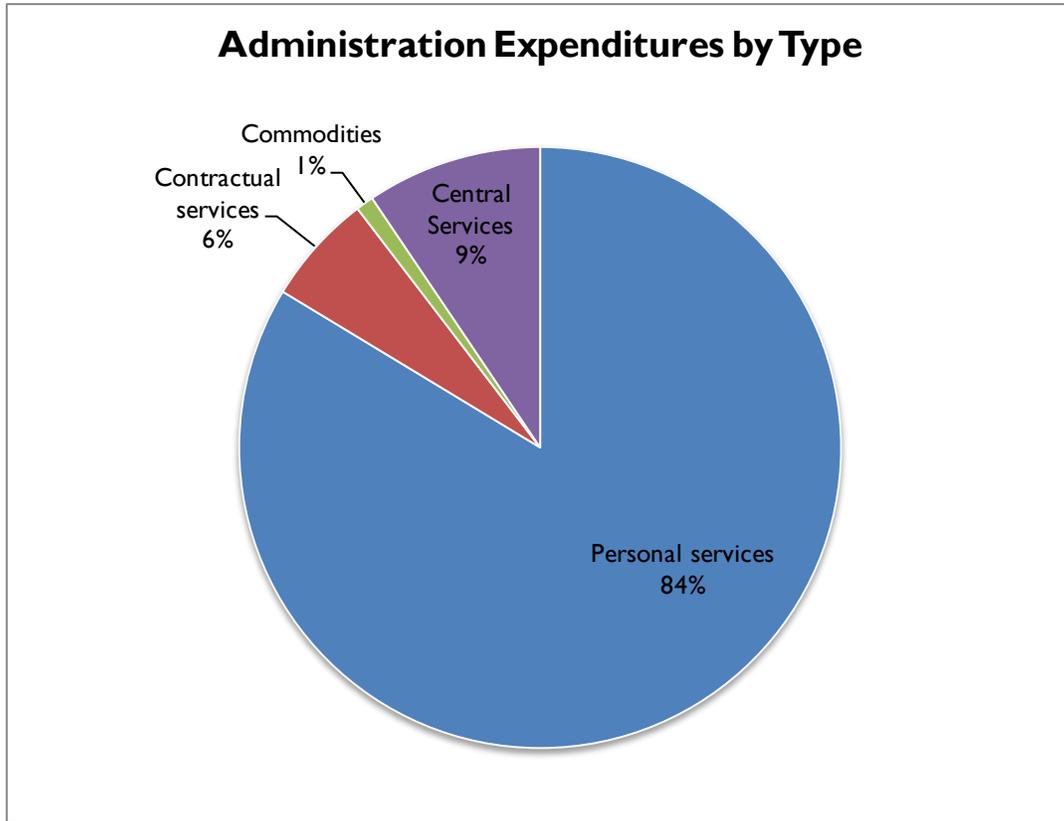


Parks and Recreation Department Expenditures & Expenses

	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Administration	\$ 755,642	\$ 815,173	\$ 849,763	\$ 840,683	\$ 932,240	\$ 956,414
Recreation	328,989	326,153	356,436	430,643	425,399	431,673
General fund subtotal:	1,084,631	1,141,326	1,206,199	1,271,326	1,357,639	1,388,087
Other Funds						
Braemar Memorial	6,092	6,757	900	100,000	-	275,000
Construction	775,620	505,169	700,000	700,000	333,000	1,742,325
Aquatic Center	718,027	866,944	881,234	930,209	891,349	938,625
Art Center	615,172	617,577	652,068	709,888	663,538	683,306
Golf Course	3,390,949	3,293,192	3,636,951	3,726,719	3,935,124	4,046,382
Arena	1,773,456	2,182,200	2,166,520	2,102,277	2,385,165	2,423,956
Edinborough Park	1,408,649	1,355,285	1,536,360	1,557,280	1,575,683	1,616,747
Centennial Lakes	890,639	869,277	964,859	957,319	992,638	1,014,860
Total	\$ 10,663,235	\$ 10,837,727	\$ 11,745,091	\$ 12,055,018	\$ 12,134,136	\$ 14,129,288

PARKS & RECREATION DEPARTMENT

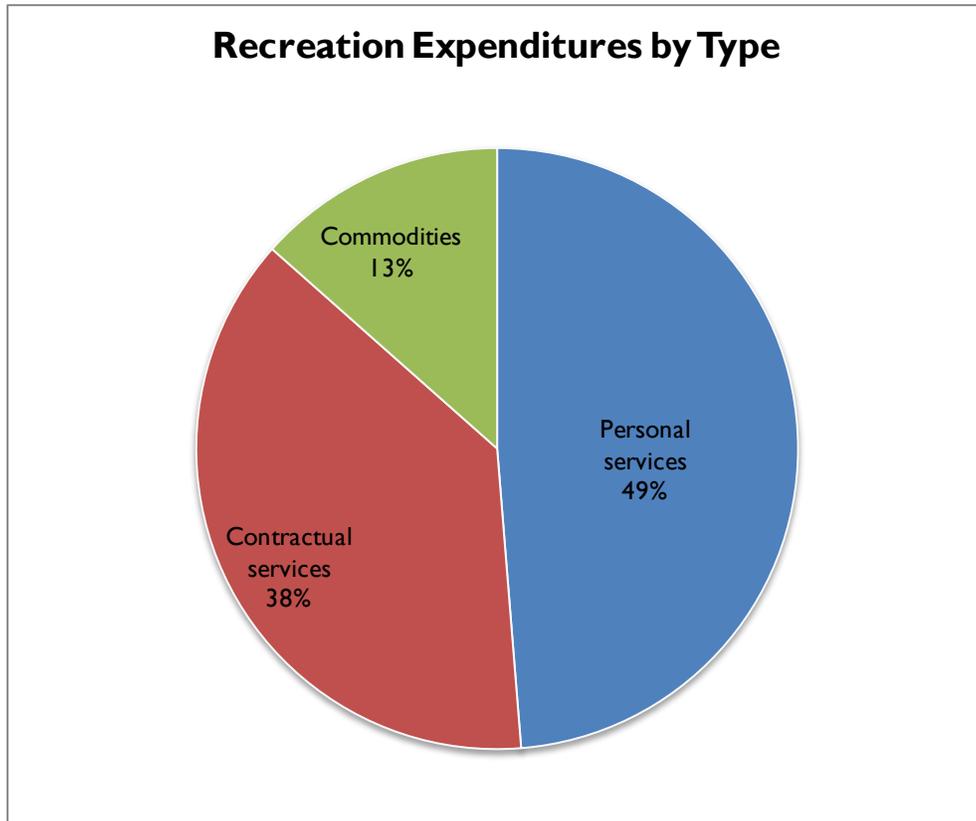
Administration



Park Administration Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 657,592	\$ 705,638	\$ 722,525	\$ 722,525	\$ 739,838	\$ 760,973
Contractual services	20,434	26,670	20,850	28,604	104,462	105,209
Commodities	2,447	3,727	20,000	3,166	9,820	9,820
Central Services	75,169	79,138	86,388	86,388	78,120	80,412
Total	<u>\$ 755,642</u>	<u>\$ 815,173</u>	<u>\$ 849,763</u>	<u>\$ 840,683</u>	<u>\$ 932,240</u>	<u>\$ 956,414</u>

PARKS & RECREATION DEPARTMENT

Recreation



Recreation Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 159,843	\$ 170,788	\$ 194,946	\$ 194,946	\$ 197,449	\$ 202,386
Contractual services	127,526	108,249	113,500	180,887	169,393	170,230
Commodities	41,620	47,116	47,990	54,810	58,557	59,057
Total	<u>\$ 328,989</u>	<u>\$ 326,153</u>	<u>\$ 356,436</u>	<u>\$ 430,643</u>	<u>\$ 425,399</u>	<u>\$ 431,673</u>

PARKS & RECREATION DEPARTMENT

Art Center

DIVISION OVERVIEW

The Edina Art Center provides excellent educational programs for all ages in the visual arts. Located on the west side of Kenneth Rosland Park, it is a tranquil place for residents and visitors to view and purchase local and regional art-work, and a central location for creative energy, discussion, and ideas. The Edina Arts and Culture Commission was formed in May 2013 replacing the Art Center Board and advises City Council on artistic and cultural offerings in Edina.

Art Center staff includes 2 FT, 8 PT and a roster of 51 highly trained instructors. The General Manager acts as staff liaison to the Commission and its working groups.

The Art Center has historically run an annual operating loss that is subsidized by donations from the public and transfers from other City funds, primarily the Liquor and Constructions funds. Traditionally the Liquor fund supports operations and the Construction fund supports building improvement projects.

The Art Center **brochure merged** with the Activities Directory and is mailed to every Edina home. 2013 YTD **registration income** is \$226,425 compared to \$204,947 at the same time last year.

DIVISION ORGANIZATIONAL CHART



*Full-Time Staff

PARKS & RECREATION DEPARTMENT— ART CENTER

2014-2015 DIVISION GOALS

- ◆ Expand partnerships and outreach efforts to build a vibrant community through the arts.
- ◆ Maintain 1,000 members monthly.
- ◆ Reorganize the Peggy Kelly Media Arts Studio for optimum efficiency in terms of profit and space.
- ◆ Improve the Art Center intern program.
- ◆ Implement MaxSolutions software to update and modernize registration and room scheduling.

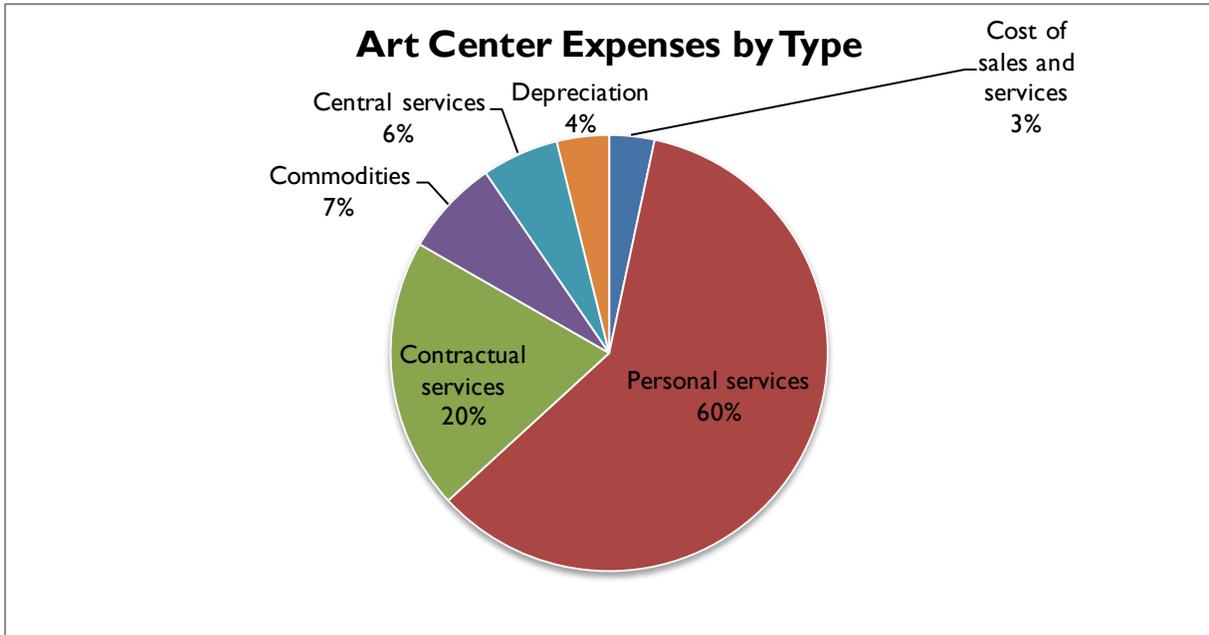
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Reorganized full and part time staff in 2013.
- ◆ Doubled the number of 2013 Edina Film tickets/revenue (587 tickets in 2013 compared to 300 in 2011 & 2012).
- ◆ Developed partnerships with Edina Chorale, Morningside Women's Group, Lion's Club, Edina Community Foundation, Edina Community Center, and Fairview Southdale Hospital to expand Art Center programming.
- ◆ Increased number of summer camps offered from 72 to 85 with LivingSocial Marketing.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	73%	72%	64%
Annual number of class registrations	2,090	2,272	2,400
Annual number of memberships	906	939	1,000
Annual participants in non-class offerings	435	534	575
Number of outside events hosted by the Art Center	4	9	12

PARKS & RECREATION DEPARTMENT—ART CENTER



Art Center Revenues and Expenses						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
Revenues						
Retail sales	\$ 39,706	\$ 36,929	\$ 36,486	\$ 45,500	\$ 36,500	\$ 37,000
Concessions sales	938	559	406	500	500	500
Memberships	25,731	27,741	24,763	29,000	24,375	24,775
Class registration & other	384,968	376,712	401,707	379,500	378,175	383,675
Donations	13,537	9,844	-	15,000	3,000	3,000
Revenues	<u>464,880</u>	<u>451,785</u>	<u>463,362</u>	<u>469,500</u>	<u>442,550</u>	<u>448,950</u>
Expenses						
Cost of sales and services	21,376	20,310	22,000	22,000	23,000	23,000
Personal services	213,937	395,106	431,070	431,070	437,753	449,431
Contractual services	276,069	98,836	85,305	136,750	95,367	101,175
Commodities	42,966	39,152	47,338	57,000	47,050	48,300
Central services	36,163	37,886	40,068	40,068	34,368	35,400
Depreciation	24,661	26,287	26,287	23,000	26,000	26,000
Expenses	<u>615,172</u>	<u>617,577</u>	<u>652,068</u>	<u>709,888</u>	<u>663,538</u>	<u>683,306</u>
Income (loss)	<u>(150,292)</u>	<u>(165,792)</u>	<u>(188,706)</u>	<u>(240,388)</u>	<u>(220,988)</u>	<u>(234,356)</u>

PARKS & RECREATION DEPARTMENT

Aquatic Center

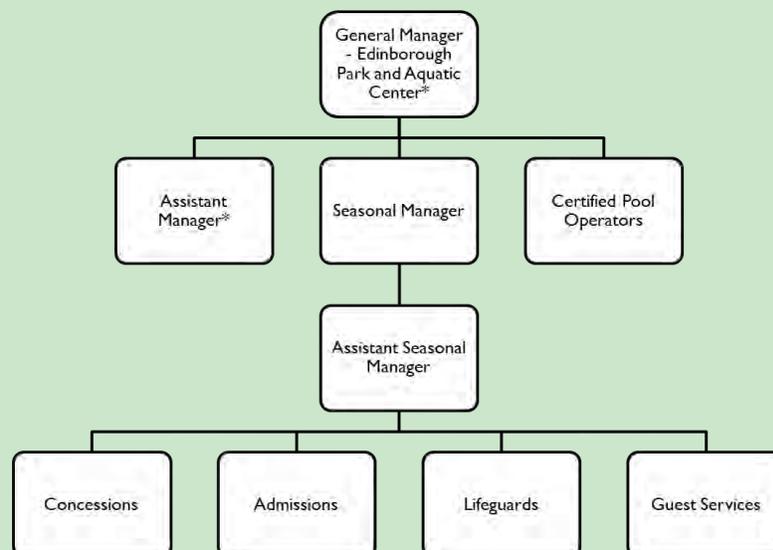
DIVISION OVERVIEW

The Aquatic Center is a unique, high volume facility that accommodates swimmers of all ages and a wide range of activities, including recreational swimming, competitive swimming, lap swimming and swimming lessons. There are four separate bodies of water, including a six lane, 50 meter lap pool with a diving well; a plunge pool; a zero-depth entry pool with a large play structure; and a FlowRider. The FlowRider was added in 2012 and is unique because it's the only outdoor surf simulator in the state. Significant collaborative relationships have been developed with the Edina Swim Club, the Aquajets Swim Club and Martha Burns Swimming School. New initiatives include implementing Birthday Party rental options, as well as expanding choices for a healthier concessions menu.

The Aquatic Center is only open in the summer. The full-time staff consists of four positions with shared responsibilities. There are three FT employees (General Manager, Assistant Manager, Manager and Maintenance Coordinator) who have year-round responsibility for Edinborough Park and the Aquatic Center during the summer season. There is also one FT Certified Pool Operator who is dedicated to the Aquatic Center in the summer and also works in Park Maintenance the remainder of the year. The Aquatic Center hires approximately 84 seasonal staff, including lifeguards, concession, admissions and guest services employees.

The Aquatic Center hosted the **world's largest swimming lesson** in June 2013 to raise awareness for swimming lessons and water safety. There were 474 participants in the session!

DIVISION ORGANIZATIONAL CHART



*Full-Time Staff

PARKS & RECREATION DEPARTMENT—AQUATIC CENTER

2014-2015 DIVISION GOALS

- ◆ Increase number of FlowRider group sessions and lessons.
 - ◇ Target businesses and athletic groups for outings and team-building events.
 - ◇ Explore morning and evening sessions outside of regular facility hours.
- ◆ Continue focus on safety, staff training and customer service.
- ◆ Complete capital improvement plan equipment replacements as scheduled.

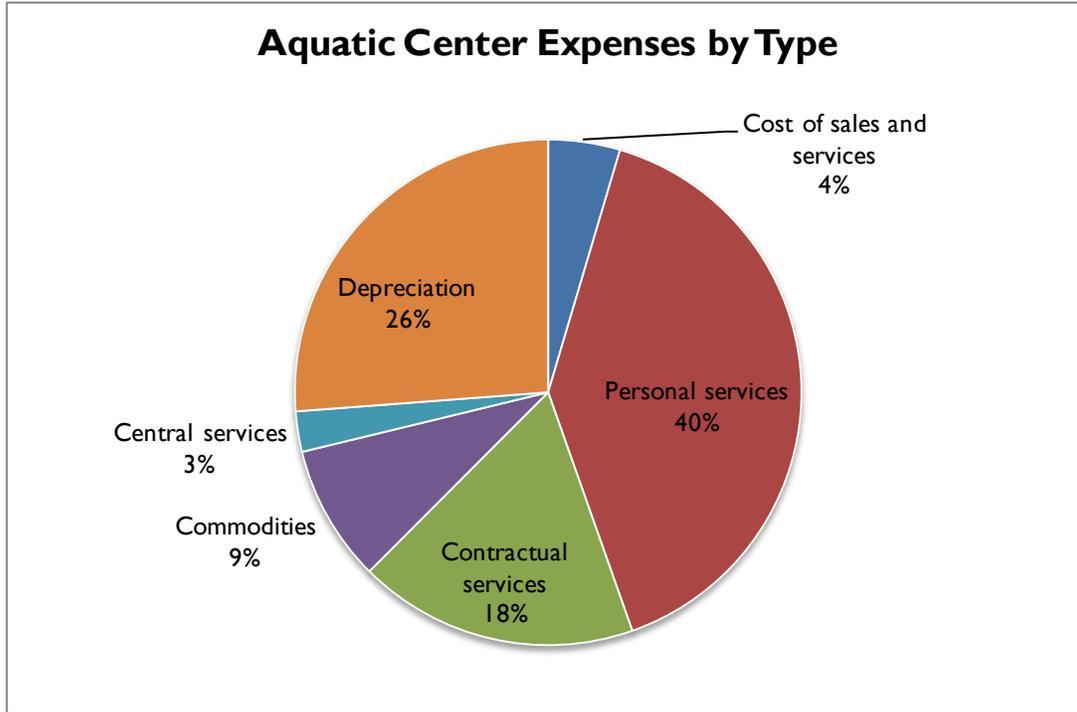
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed construction and launched the The Lost Wave: Flow Rider in 2012.
- ◆ Continued a solid safety record with no major accidents or incidents.
- ◆ Exceeded \$1M in venue revenue resulting in 10% growth.
- ◆ Implemented new POS system that provides improved attendance tracking, financial accuracy and marketing opportunities.
- ◆ Implemented a healthier menu in concessions which resulted in 6% growth in concession sales.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	130%	116%	101%
Number of season passes sold	2,782	3,379	3,308
Number of daily admission sold	NA	43,077	39,693
Number of birthday parties booked	NA	NA	18
Percentage of residents who, from their experience, rate the quality of the Aquatic Center as “excellent” or “good”.	97%	NA	92%

PARKS & RECREATION DEPARTMENT—AQUATIC CENTER



Aquatic Center Fund Financial Summary						
	2011 Actual	2012 Actual	2013 Estimated	2013 Budget	2014 Budget	2015 Budget
Revenues						
Retail sales	\$ 4,466	\$ 1,849	\$ 5,000	\$ 5,000	\$ 6,000	\$ 6,000
Concessions sales	117,148	124,275	120,000	128,000	128,000	135,000
Memberships	418,982	472,166	468,633	488,000	487,500	515,000
Admissions	333,889	360,786	262,500	284,000	300,000	322,000
Building rental	38,898	42,870	39,000	39,000	45,000	45,000
Other fees	-	-	-	-	-	-
Total revenues	913,383	1,001,946	895,133	944,000	966,500	1,023,000
Expenses						
Cost of sales and services	31,115	34,996	41,000	39,200	43,500	46,000
Personal services	284,211	324,705	359,223	359,223	362,211	371,593
Contractual services	94,850	217,171	148,125	138,400	159,225	162,300
Commodities	61,400	48,694	76,100	113,050	60,850	89,650
Central services	22,804	18,347	19,236	19,236	26,340	27,108
Depreciation	194,456	210,424	226,450	250,000	231,500	236,500
Bond interest	15,306	12,607	11,100	11,100	7,723	5,474
Nonoperating expense	13,885	-	-	-	-	-
Total expenses	718,027	866,944	881,234	930,209	891,349	938,625
Income	195,356	135,002	13,899	13,791	75,151	84,375

PARKS & RECREATION DEPARTMENT

Braemar Arena

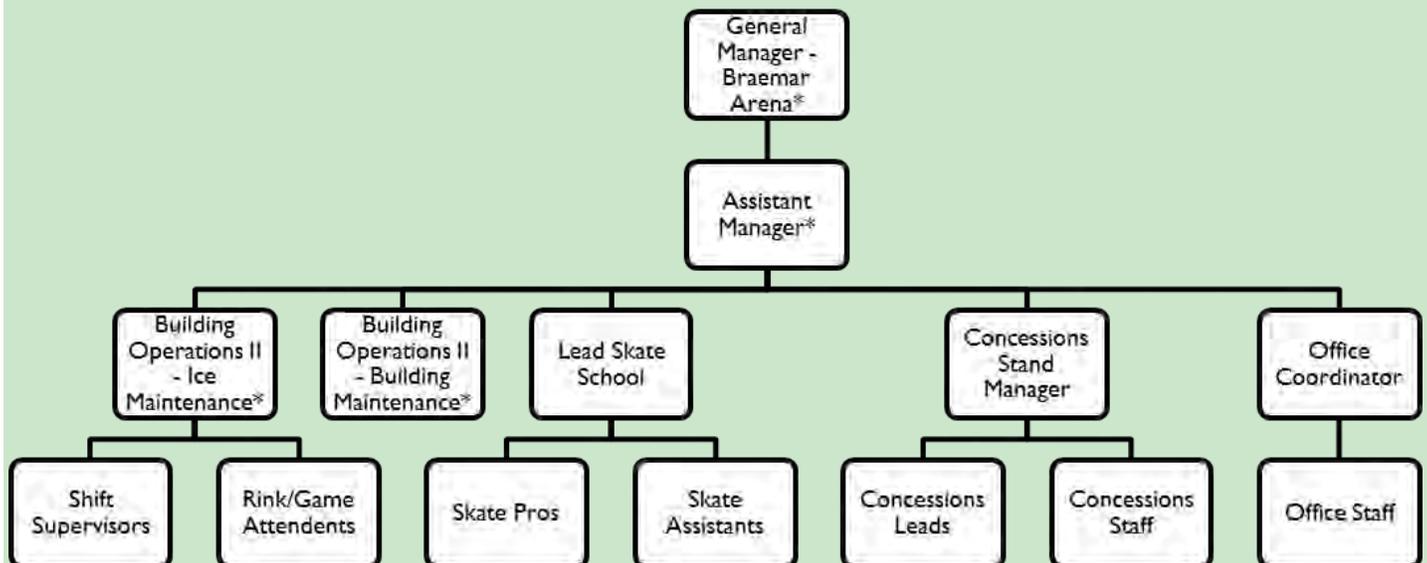
DIVISION OVERVIEW

Braemar Arena features three indoor, regulation-size ice sheets. Braemar is available for open skating, group rental, adult and youth hockey and figure skating programs. The facility also offers group skating lessons for ages 4 through adult and is home to the Braemar-City of Lakes Figure Skating Club, the Edina Hornets high school hockey teams and the Edina Hockey Association. Braemar Arena also recently completed the addition of the Hornets Nest. The Hornets Nest is home to the Edina High School hockey teams and provides a public-private partnership through 10,275 feet of off-ice training and 3,000 square feet of retail.

Braemar Arena currently operates with four full time employees. During our prime season, a typical high activity time will have one on duty supervisor, three rink attendants and two concession stand employees. During open skating there is also an office staff person selling admissions and skate rentals. Currently Braemar Arena has four full-time employees and approximately 90 part-time employees.

*The **Hornets Nest**, including new Zamboni room and accessible route to the East and South Arenas, was added to Braemar Arena in 2012.*

DIVISION ORGANIZATIONAL CHART



*Full-Time Staff

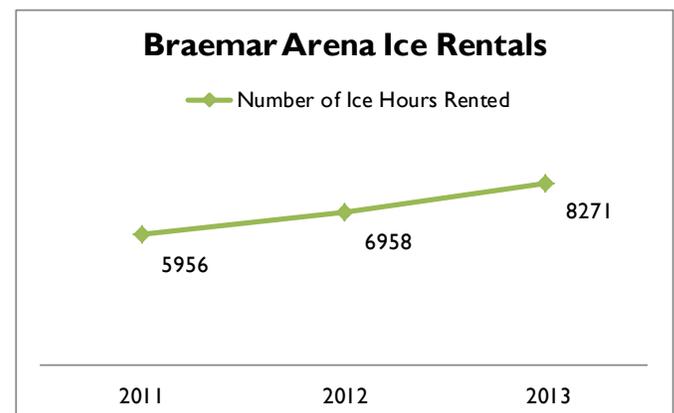
PARKS & RECREATION DEPARTMENT—BRAEMAR ARENA

2014-2015 DIVISION GOALS

- ◆ Successfully host Mid-Westerns figure skating event.
- ◆ Sell 95% of prime ice time.
- ◆ Remodel Ballet Room to create a multipurpose space.
- ◆ Replace Low E Ceiling in East Arena.
- ◆ Construct a sports dome and outdoor ice rink.

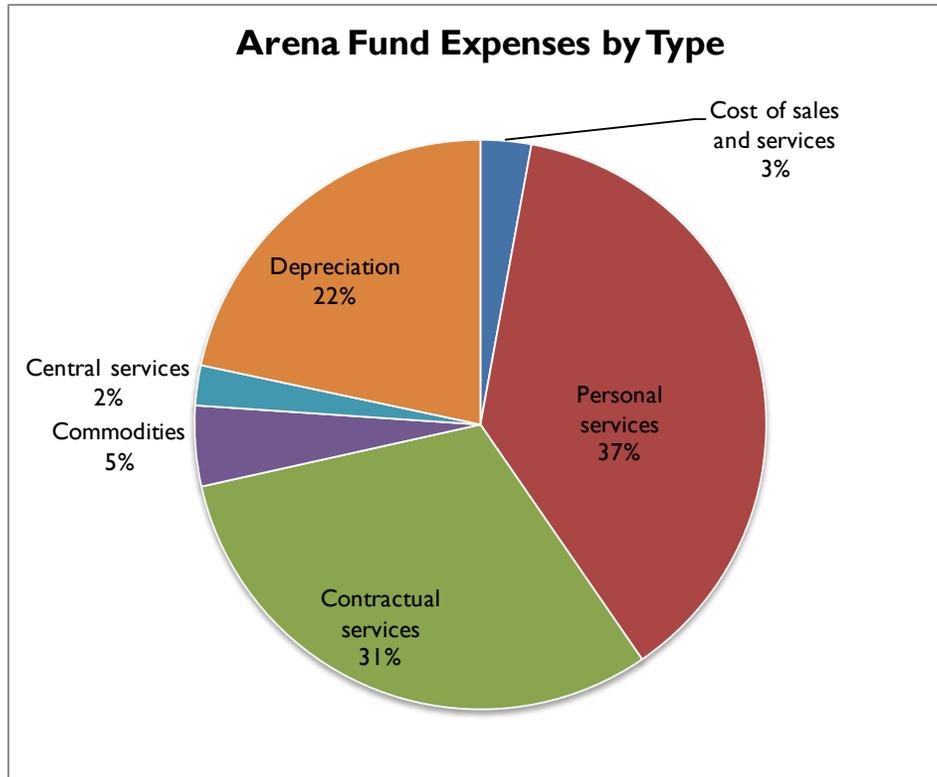
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Increased ice rentals by 28% in the past three years.
- ◆ Restructured the figure skating lesson program to generate additional revenues and provide higher quality services.
- ◆ Changed ice resurfacing schedule from 15 to 10 minutes to generate an additional \$42,000 in revenue from additional ice sales (60 - 90 minutes per weekday, 3 hours per weekend). This schedule does require more diligent daily ice maintenance.
- ◆ Received a \$10,000 Grant from USA Hockey/Edina Hockey for Coaches Resource Center; \$5,100 grant from Ikola Cup; \$3000 grant from Edina Booster Club.
- ◆ Began managing concession operations and remodeled the concessions stand.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	78%	69%	81%
Number of hours sold (excludes Arena programs)	5,956	6,763	8,163
Revenue from hours sold (excludes Arena programs)	\$1,062,949	\$1,130,057	\$1,400,000
Concessions stand revenues	N/A	\$85,145 (.5 yr.)	\$190,000
Percentage of residents who, from their experience, rate the quality of Braemar Arena as "excellent" or "good".	90%	NA	88%

PARKS & RECREATION DEPARTMENT—BRAEMAR ARENA



Arena Fund Financial Summary						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
Revenues						
Retail sales	\$ 2,000	\$ 1,736	\$ 4,000	\$ 2,000	\$ -	\$ -
Concessions sales	4,183	85,145	191,000	190,000	190,000	202,000
Memberships	7,324	3,926	3,000	5,000	4,000	5,000
Admissions	112,151	110,497	105,000	105,000	107,000	110,000
Building rental	1,062,949	1,130,057	1,300,000	1,200,000	1,517,764	1,571,119
Rental of equipment	2,407	2,468	2,400	1,400	2,400	2,400
Class registration & other	124,421	118,606	119,000	127,000	120,000	127,000
Investment income (loss)	135	139	-	-	-	-
Other nonoperating revenue	-	810,707	-	-	-	-
Total revenues	1,315,570	2,263,281	1,724,400	1,630,400	1,941,164	2,017,519
Expenses						
Cost of sales and services	1,172	37,825	75,000	76,500	80,000	85,000
Personal services	613,222	676,340	814,397	814,397	861,659	885,513
Contractual services	593,432	854,957	607,150	579,650	612,400	612,750
Commodities	89,989	102,162	94,335	87,750	95,750	96,950
Central services	40,553	40,710	42,660	42,660	57,048	58,836
Depreciation	350,633	387,375	451,658	420,000	535,000	545,000
Bond interest & other	84,455	82,831	81,320	81,320	143,308	139,907
Total expenses	1,773,456	2,182,200	2,166,520	2,102,277	2,385,165	2,423,956
Income (loss)	(457,886)	81,081	(442,120)	(471,877)	(444,001)	(406,437)

PARKS & RECREATION DEPARTMENT

Braemar Golf Course

DIVISION OVERVIEW

Braemar Golf Course facilities include 27 regulation holes, two executive courses, a driving range, practice area, pro shop, grill, banquet room and golf dome.

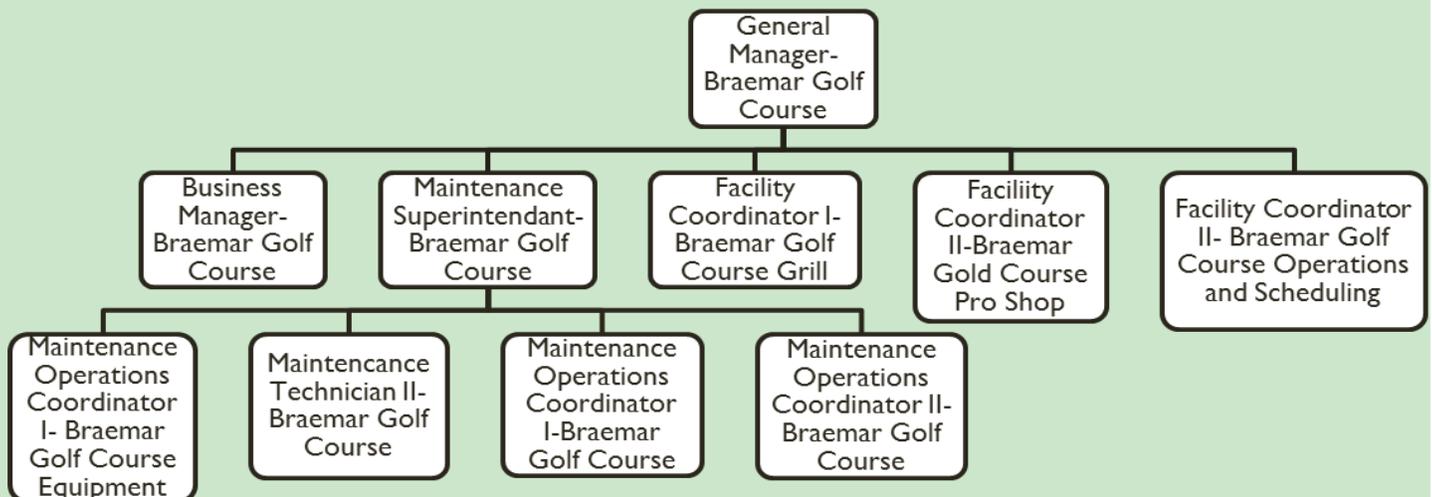
The Braemar Golf Dome offers golfers the opportunity to practice during the winter months. The Dome is also used for sports such as soccer and lacrosse during evening hours. Group and private lessons for adults and juniors are offered by the PGA professional staff at the dome and outside at the driving range during the outdoor season.

During peak season, the courses see roughly 725 golfers daily. The 500 acres of park land is carefully maintained by our grounds maintenance staff. Our driving range is a primary metro attraction for golfers where we sell roughly 39,000 buckets of range balls in a season. Our golf professionals utilize the driving range to offer both group and private lessons. In addition, our banquet facility, grill and patio decks accommodate approximately 225 meetings and events of all sizes annually. Nearly 900 golfers play in one or more of Braemar’s many leagues.

The golf course has 12 FT employees with more than 100 seasonal employees.



DIVISION ORGANIZATIONAL CHART



PARKS & RECREATION DEPARTMENT—BRAEMAR GOLF COURSE

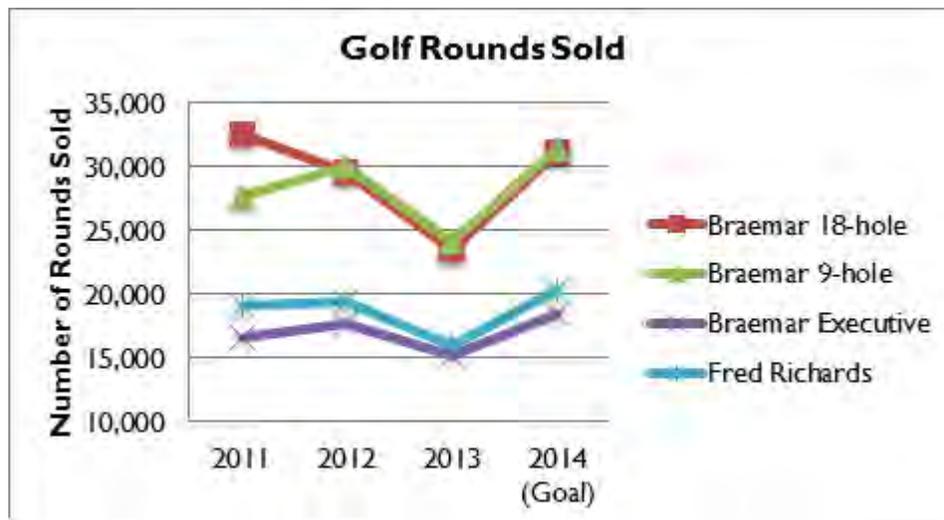
2014-2015 DIVISION GOALS

- ◆ Add one hour golf clinics twice a month to increase revenues as well as promote the game of golf.
- ◆ Complete driving range and cart path projects at Braemar Golf Course.
- ◆ Formulate operating, maintenance, and capital finance decisions over the next year, and implement those decisions in the following years, to make golf course operations a financially self-sufficient enterprise facility.

2012-2013 DIVISION ACCOMPLISHMENTS

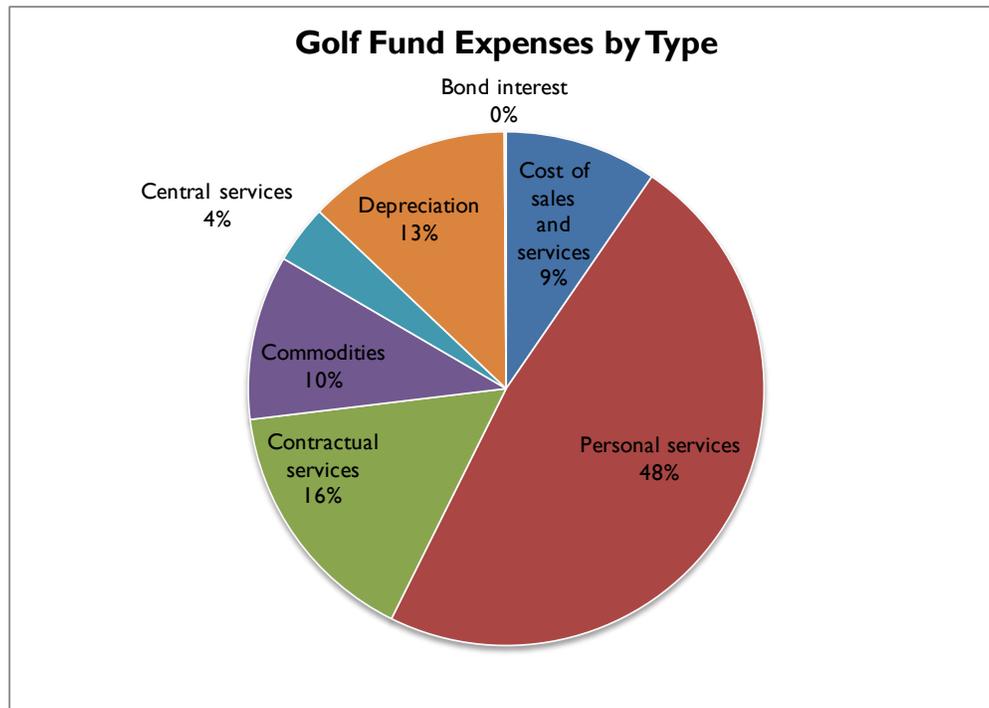
- ◆ Implemented the Braemar Fore! Loyalty Club to reward our loyal customers.
- ◆ Implemented a new tree-trimming program that will not only help the health of our trees, but will help speed up the pace of play for our golfers.
- ◆ Utilized our point-of-sale system to track customer data to more efficiently serve our customers.
- ◆ Integrated all group lessons to the online registration system.
- ◆ Managed construction of the new Golf Dome.

Braemar Golf welcomed the opening of the **new Golf Dome** in 2013 with enhancements such as improved lighting, new turf and a new heating system.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	97%	98%	101%
Hours rented at banquet hall	1042	1020	921
Total number of rounds sold all courses	95,771	96,496	78,740
Buckets of balls sold at Driving Range	31,904	39,600	31,100
Percentage of residents who, from their experience, rate the quality of Braemar Golf Course as “excellent” or “good”.	92%	NA	97%

PARKS & RECREATION DEPARTMENT—BRAEMAR GOLF COURSE



Golf Fund Financial Summary						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
Revenues						
Liquor sales	\$ 145,492	\$ 161,040	\$ 140,000	\$ 151,000	\$ 173,000	\$ 181,200
Retail sales	230,865	230,120	200,600	259,450	248,150	260,700
Concessions sales	203,598	223,775	176,800	248,000	244,000	256,200
Memberships	108,978	88,555	62,000	118,000	95,000	100,000
Admissions	313,735	70,049	130,000	278,000	330,000	342,000
Building rental	87,081	74,215	71,000	94,000	93,000	99,000
Equipment rental	335,161	359,484	312,050	379,600	370,400	389,800
Greens fees	1,517,962	1,661,982	1,388,000	1,818,000	1,783,000	1,870,000
Other operating revenue	338,353	356,371	302,500	399,000	393,200	417,500
Nonoperating revenue	4,516	2,623,627	-	-	-	-
Total revenues	<u>3,285,741</u>	<u>5,849,218</u>	<u>2,782,950</u>	<u>3,745,050</u>	<u>3,729,750</u>	<u>3,916,400</u>
Expenses						
Cost of sales and services	320,132	347,752	329,200	356,800	366,540	385,100
Personal services	1,564,676	1,574,394	1,838,829	1,838,829	1,828,701	1,879,494
Contractual services	628,347	489,372	477,050	597,750	633,455	642,300
Commodities	329,006	344,549	374,450	383,900	412,800	436,900
Central services	128,266	134,496	141,840	141,840	128,628	132,588
Depreciation	408,147	395,953	472,482	404,500	565,000	570,000
Bond interest	12,375	6,676	3,100	3,100	-	-
Total expenses	<u>3,390,949</u>	<u>3,293,192</u>	<u>3,636,951</u>	<u>3,726,719</u>	<u>3,935,124</u>	<u>4,046,382</u>
Income (loss)	<u>(105,208)</u>	<u>2,556,026</u>	<u>(854,001)</u>	<u>18,331</u>	<u>(205,374)</u>	<u>(129,982)</u>

PARKS & RECREATION DEPARTMENT

Centennial Lakes Park

DIVISION OVERVIEW

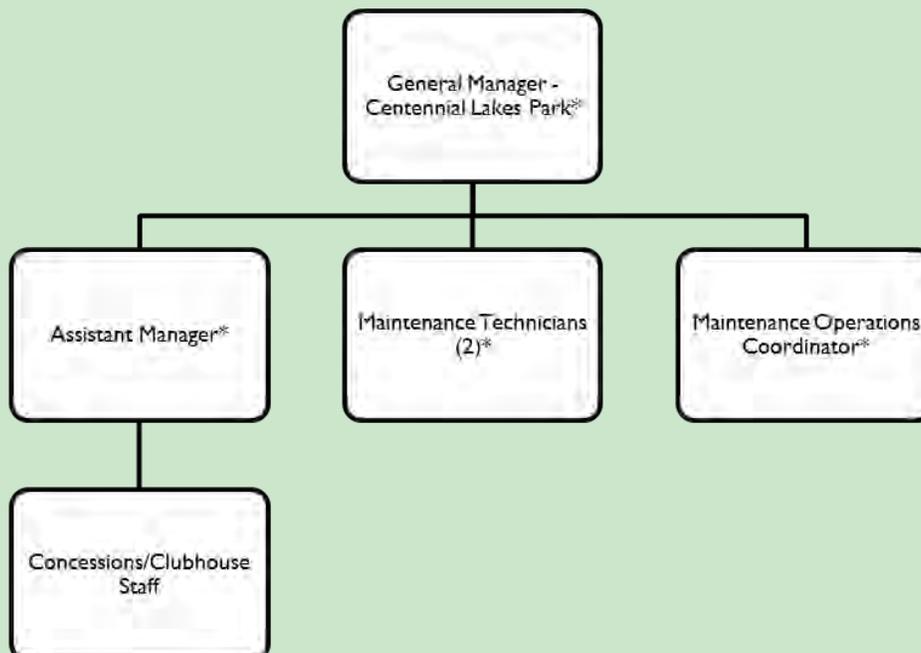
Centennial Lakes Park provides a very unique social and recreational experience for Edina and the metropolitan area. The 24-acre site features more than 1.5 miles of paved pathways meandering around a 10-acre lake and boasts numerous amenities including an amphitheater, putting course, lawn games area, paddleboats, fishing, winter ice skating, banquet space, and a farmers market. The park and the adjacent Edina Promenade, also has a number of sculptures and works of public art for visitors to enjoy.

Staffing at Centennial Lakes consists of a FT General Manager, Assistant Park Manager, 3 Maintenance Technicians, and 35 PT seasonal staffing for Concessions, Horticulture and Maintenance.

Centennial Lakes has historically run an annual operating loss that is subsidized by the Centennial Lakes dedication fund.

Centennial Lakes Farmers Market was named one of the **Top 10 Metro Farmers Markets** by *City Pages* in 2012.

DIVISION ORGANIZATIONAL CHART



*Full-Time Staff

PARKS & RECREATION DEPARTMENT—CENTENNIAL LAKES PARK

2014-2015 DIVISION GOALS

- ◆ Expand dock area at the Clubhouse to accommodate additional paddleboats to increase paddleboat revenues by 10%.
- ◆ Remodel front concessions counter in Pavilion.
- ◆ Improve the aesthetics of the streetscapes on Parklawn Avenue, 76th Street and Minnesota Drive.
- ◆ Complete construction of Phase 4 of the Edina Promenade.

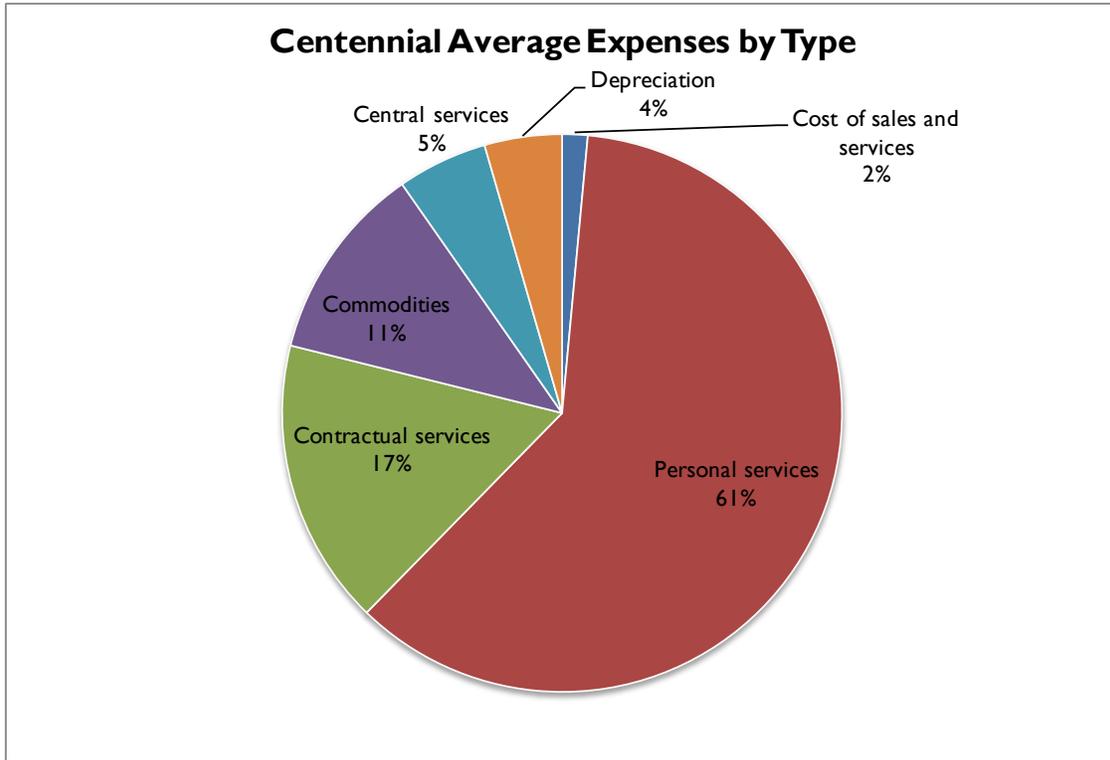
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Renovated putting greens.
- ◆ Built new restroom addition on south side of pavilion.
- ◆ Increased ice rink revenues to a record \$106k during 2012-13 season.
- ◆ Added new accessible restrooms for the public.
- ◆ Added an EBT program for customers.



PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	77%	82%	79%
Number of facility rentals	201	243	200
Number of putting course rounds	23,690	21,584	21,370
Number of Paddleboat Rentals	5906	6180	6015
Percentage of residents who, from their experience, rate the quality of Centennial Lakes Park as “excellent” or “good”.	99%	NA	100%

PARKS & RECREATION DEPARTMENT—CENTENNIAL LAKES PARK



Centennial Lakes Fund Financial Summary						
	2011*	2012	2013	2013	2014	2015
	Estimated	Actual	Estimated	Budget	Budget	Budget
Revenues						
Concessions sales	\$ 27,460	\$ 28,641	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000
Building rental	105,570	112,756	108,000	105,000	111,000	114,000
Equipment rental	101,749	112,542	111,000	109,000	121,000	128,000
Greens fees	179,615	183,873	180,000	205,000	200,000	205,000
Association fees and other	271,300	275,884	305,000	305,000	305,000	305,000
Investment income	95,866	28,921	-	38,500	27,500	25,000
Other nonoperating revenue	3,540	-	-	-	-	-
Total revenues	785,100	742,617	738,000	796,500	798,500	811,000
Expenses						
Cost of sales and services	11,702	10,004	17,000	17,000	14,000	14,000
Personal services	526,907	527,627	588,069	588,069	606,641	623,683
Contractual services	144,663	142,006	172,250	140,650	166,885	177,625
Commodities	119,651	100,902	100,800	102,400	117,800	108,300
Central services	41,211	49,909	52,200	52,200	49,812	51,252
Depreciation	46,505	38,829	34,540	57,000	37,500	40,000
Total expenses	890,639	869,277	964,859	957,319	992,638	1,014,860
Income (loss)	(105,539)	(126,660)	(226,859)	(160,819)	(194,138)	(203,860)

PARKS & RECREATION DEPARTMENT

Edinborough Park

DIVISION OVERVIEW

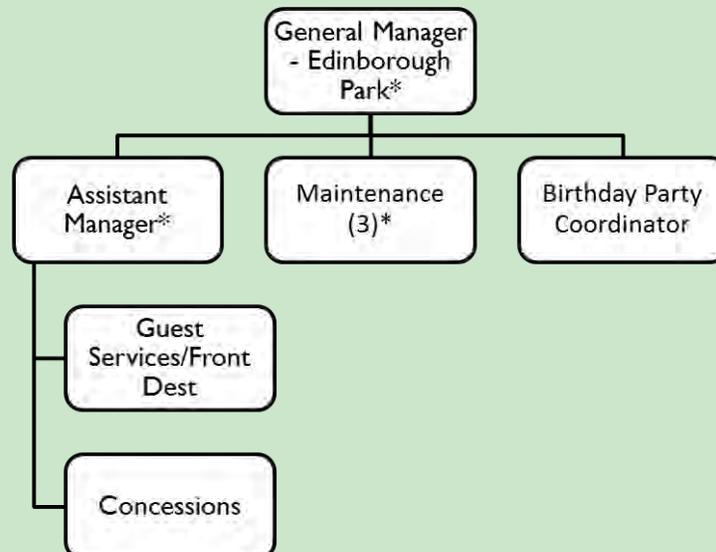
Edinborough Park is Minnesota’s unique indoor public park. The enclosed, one-acre park includes a swimming pool, a running track and fitness equipment, multi-purpose activity area, 250-seat amphitheater, a renovated Grotto, and Adventure Peak. One of the most unique features of the park is Adventure Peak, which is the largest and tallest indoor play structure in the region. Each week during the school year, there is free entertainment consisting of music, dance, theater and visual arts programs that attract children, parents and grandparents.

Edinborough Park has six full time employees, including the General Manager, Assistant Manager, and Maintenance Coordinator that have shared responsibilities with the Aquatic Center, and 3 FT Maintenance Coordinators dedicated solely to Edinborough Park. The PT staff consists of 15 guest services staff, 10 concessions staff, three maintenance staff and one birthday party coordinator.

Revenue is generated by season passes, daily admissions, birthday parties, facility rentals and Association fees charged to neighboring residents and businesses. Edinborough Park has historically run an operating loss that is subsidized out of the Edinborough Park dedication fund.

Edinborough Park was voted **best birthday party place** by Edina Magazine and **best indoor park** by WCCO.

DIVISION ORGANIZATIONAL CHART



*Full-Time Staff

PARKS & RECREATION DEPARTMENT—EDINBOROUGH PARK

2014-2015 DIVISION GOALS

- ◆ Increase concession revenue by advertising Birthday Party food packages.
- ◆ Increase usage of pool/track with renovation to the locker rooms and improvements to the pool shell and deck.
- ◆ Increase usage of Amphitheater and generate new revenue with additional programming.
- ◆ Complete capital improvement plan equipment replacements as scheduled.

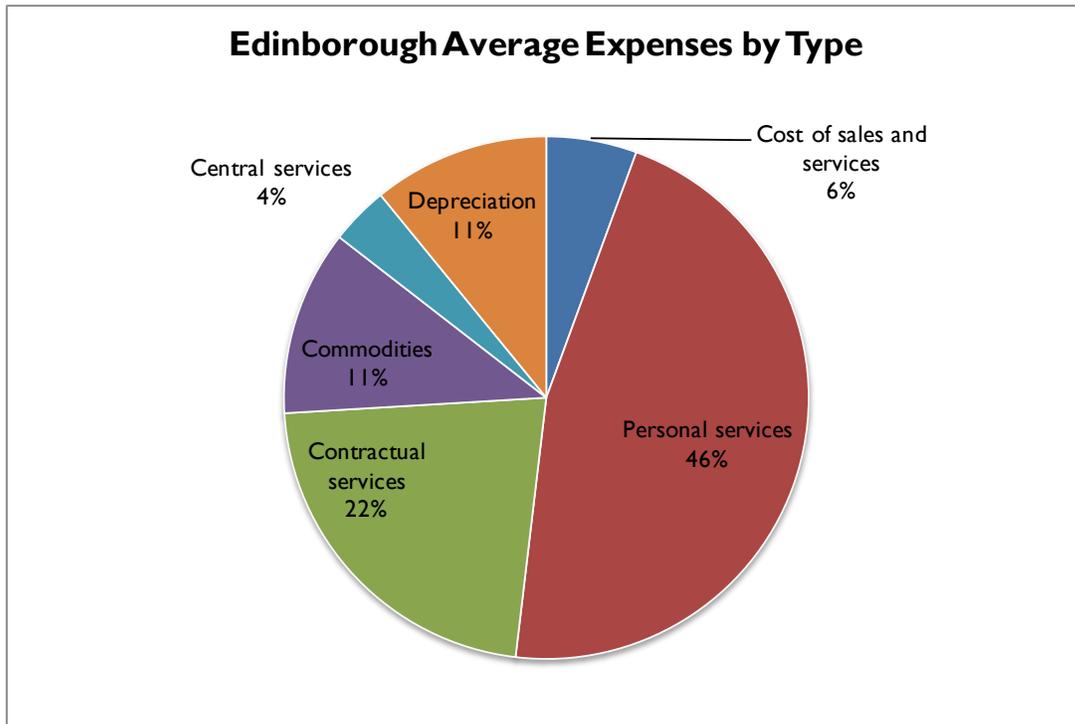
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Reported overall paid attendance for Edinborough Park at 222,852 guests, which included daily admissions, membership check-ins and birthday party guests.
- ◆ Renovated Grotto area to be more open, handicap accessible and available for new programming opportunities.
- ◆ Sold 1,270 Birthday Party Packages in 2012 and increased revenue by 11%, which totaled \$166,342.
- ◆ Generated \$53,000 in revenue from a partnership with the Edina Swim Club.

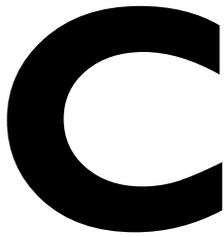


PERFORMANCE MEASURES	2011	2012	2013
Operating revenue as a % of operating expenses	85%	92%	80%
Number of daily admissions sold	146,341	134,696	127,705
Number of birthday parties	1331	1270	1029
Percentage of residents who, from their experience, rate the quality of Edinborough Park as “excellent” or “good”.	96%	NA	94%

PARKS & RECREATION DEPARTMENT—EDINBOROUGH PARK



Edinborough Fund Financial Summary						
	2011*	2012	2013	2013	2014	2015
	Estimated	Actual	Estimated	Budget	Budget	Budget
Revenues						
Concessions sales	\$ 52,975	\$ 120,183	\$ 167,360	\$ 185,000	\$ 165,000	\$ 175,000
Memberships	54,436	50,348	56,000	56,000	60,000	60,000
Admissions	654,971	646,399	805,000	626,000	650,000	665,000
Building rental	208,865	166,342	177,000	150,000	152,000	164,000
Equipment rental	20,364	14,142	8,000	8,500	9,800	9,800
Association fees and other	202,488	246,039	267,200	214,200	275,000	281,000
Investment income	95,866	37,133	33,250	33,250	25,000	15,000
Other nonoperating revenues	-	-	-	-	-	-
Total revenues	<u>1,289,965</u>	<u>1,280,586</u>	<u>1,513,810</u>	<u>1,272,950</u>	<u>1,336,800</u>	<u>1,369,800</u>
Expenses						
Cost of sales and services	70,603	41,237	88,000	105,000	95,000	105,000
Personal services	637,147	654,628	713,484	713,484	725,075	745,581
Contractual services	318,858	302,340	346,500	319,000	358,000	362,650
Commodities	169,991	141,675	171,850	187,700	184,150	183,450
Central services	51,851	54,010	57,096	57,096	51,708	53,316
Depreciation	160,199	161,395	159,430	175,000	161,750	166,750
Total expenses	<u>1,408,649</u>	<u>1,355,285</u>	<u>1,536,360</u>	<u>1,557,280</u>	<u>1,575,683</u>	<u>1,616,747</u>
Income (loss)	<u>(118,684)</u>	<u>(74,699)</u>	<u>(22,550)</u>	<u>(284,330)</u>	<u>(238,883)</u>	<u>(246,947)</u>



COMMUNITY DEVELOPMENT DEPARTMENT

Cary Teague, Director

cteague@EdinaMN.gov

952-826-0460



DEPARTMENT OVERVIEW

The mission of the Edina Community Development Department is to promote the health, safety and welfare of our residents, neighborhoods, and districts through orderly land use and development as well as the preservation of our historic and natural resources in an efficient and effective manner. The Community Development Department is responsible for planning and zoning, housing and redevelopment, and is responsible for estimating the market value and determining the classification of each piece of property in the City of Edina for property tax purposes.

MAJOR SERVICE AREAS

- ◆ Planning
- ◆ Zoning
- ◆ Heritage Preservation
- ◆ Residential Appraisal
- ◆ Sign Permits
- ◆ Commercial Appraisal



*In 2013, the Edina hired Minnesota's first **Residential Redevelopment Coordinator**.*

DEPARTMENT ORGANIZATIONAL CHART



COMMUNITY DEVELOPMENT DEPARTMENT

2014-2015 DEPARTMENTAL GOALS

- ◆ Continue to monitor, improve and explore ways to minimize impacts regarding residential redevelopment impacts.
- ◆ Manage the City's liaison and research duties, including attendance and observation of meetings of the Metropolitan Airports Commission (MAC) and the MAC's Noise Oversight Committee (NOC), related to aviation noise.
- ◆ Value all taxable parcels annually and meet the minimum target sales ratio, as required by the County Assessor

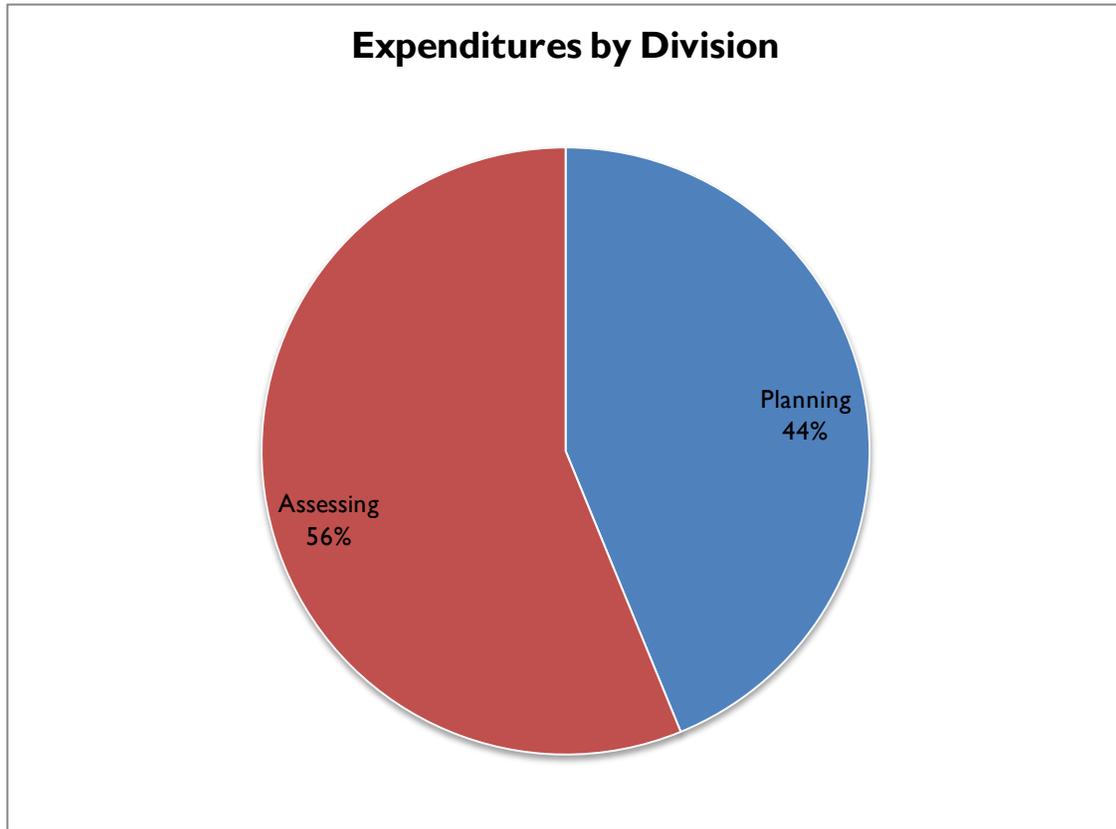
2012-2013 DEPARTMENT ACCOMPLISHMENTS

- ◆ The Planning Division applied for and received a Livable Communities Grant through the Met Council to provide \$1.1 million for contamination cleanup grants at Pentagon Park.
- ◆ Completed the Grandview District Development Framework.
- ◆ Completed the Residential Redevelopment Ordinance including public input and City Council approval.

PERFORMANCE MEASURES	2011	2012	2013
Number of processed applications and plans reviewed	N/A	471	500
Number of residential property inspections	5,459	4,033	3,227*
Number of Special Assessments levied	18	21	17

*as of 11/15/2013

COMMUNITY DEVELOPMENT DEPARTMENT



Community Development Department Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Planning	\$ 467,870	\$ 502,165	\$ 553,526	\$ 504,926	\$ 686,837	\$ 679,087
Assessing	757,287	817,962	882,829	882,829	908,194	933,073
General fund subtotal	<u>1,225,157</u>	<u>1,320,127</u>	<u>1,436,355</u>	<u>1,387,755</u>	<u>1,595,031</u>	<u>1,612,160</u>
Other Funds						
Community Development						
Block Grant	108,067	16,543	100,000	145,365	105,000	100,000
Construction	63,573	31,666	-	-	-	30,000
Department Total Budget	<u>\$ 1,396,797</u>	<u>\$ 1,368,336</u>	<u>\$ 1,536,355</u>	<u>\$ 1,533,120</u>	<u>\$ 1,700,031</u>	<u>\$ 1,742,160</u>

COMMUNITY DEVELOPMENT DEPARTMENT

Assessing Division

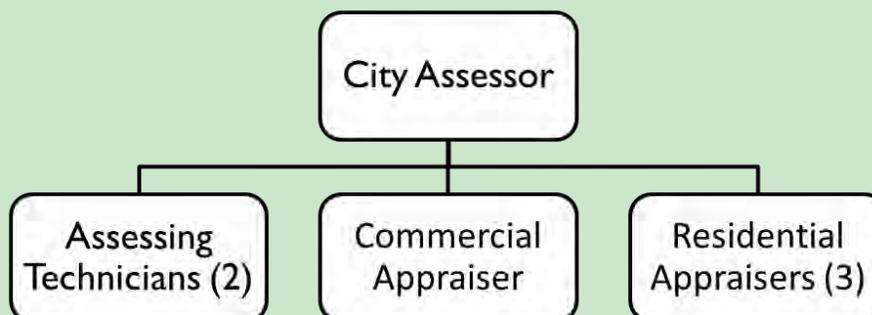
DIVISION OVERVIEW

The Assessing Division conducts quintile field inspections (Minnesota Statute 273.08) and performs annual classification and valuation of Edina's 21,245 real estate parcels. In addition, once every six years, the division must appraise all exempt properties. Accepted approaches (cost, market comparison and income approach) to property valuation are considered in the appraisal process. Each year, all tangible changes to property that may affect value are physically inspected using building permits as an informational source. Statistical analysis is performed on more than 450 residential sales and existing assessor's market values each year, forming a basis for annual adjustments to value. Sales and the analysis of available income and expense data help determine adjustments to commercial, industrial, and apartment values. The division's work culminates each year with the Board of Appeal & Equalization. Hundreds of inquiries and reviews are handled each year prior to that meeting. Throughout the year, staff also manages appeals on commercial/industrial and apartment properties in Minnesota Tax Court.

Hennepin County municipalities compare, coordinate and discuss ratios of assessor's values to sale prices to ensure an acceptable level of assessment and equity between jurisdictions. These ratios indicate the quality of our assessment and are monitored and corrected (if necessary) by the Department of Revenue.

The Assessing Division is also responsible for certification and collection of special assessments.

DIVISION ORGANIZATIONAL CHART



COMMUNITY DEVELOPMENT DEPARTMENT—ASSESSING DIVISION

2014-2015 DIVISION GOALS

- ◆ Physically inspect and revalue 20 percent of all real property, as required by statute.
- ◆ Value all taxable parcels annually and meet the minimum target sales ratio, as required by the County Assessor.
- ◆ Participate in the implementation and training for the new Assessment and Taxes program with Hennepin County.

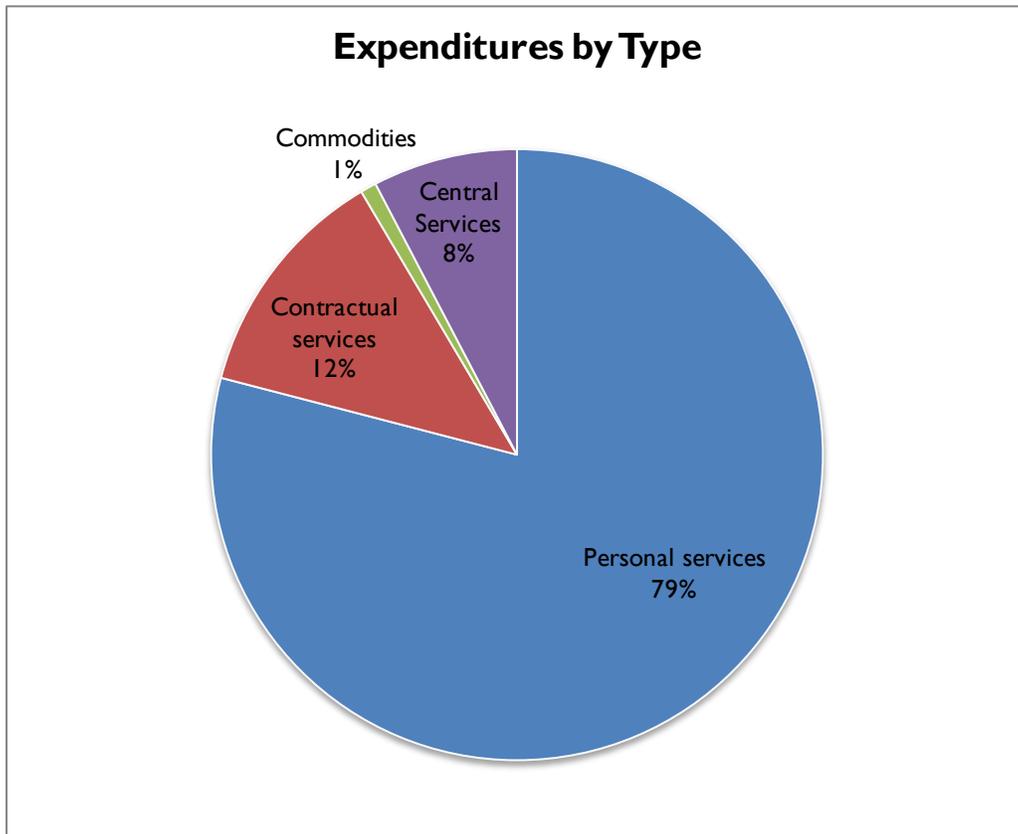
2012-2013 DIVISION ACCOMPLISHMENTS

- ◆ Completed the 2013 assessment with a median sales ratio of 95.9 percent and a coefficient of dispersion of 6.2 percent.
- ◆ Physically inspected and revalued 20 percent of all real property, as required by statute.
- ◆ Valued all taxable parcels annually and met the minimum target sales ratio, as required by the County Assessor.



PERFORMANCE MEASURES	2011	2012	2013
Appraisal value to actual sales value ratio	95.7	95.8	95.8
Board of Appeal and Equalization cases heard	4	6	6
Minnesota Tax Court petitions filed	125	108	65

COMMUNITY DEVELOPMENT DEPARTMENT—ASSESSING DIVISION



Assessing Division Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 603,368	\$ 661,057	\$ 699,228	\$ 699,228	\$ 718,416	\$ 738,949
Contractual services	93,336	93,802	113,441	113,441	116,246	118,720
Commodities	1,101	1,283	2,900	2,900	2,900	2,900
Central Services	59,482	61,820	67,260	67,260	70,632	72,504
Construction Fund						
Equipment replacement	-	-	-	-	-	30,000
Total	<u>\$ 757,287</u>	<u>\$ 817,962</u>	<u>\$ 882,829</u>	<u>\$ 882,829</u>	<u>\$ 908,194</u>	<u>\$ 963,073</u>

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division

DIVISION OVERVIEW

The Planning Division is primarily responsible for the review and management of development and redevelopment in the City of Edina. The division coordinates the preparation of a Comprehensive Plan, including the City's long-range guide to how property should be developed or redeveloped.

Within the context of the Comprehensive Plan, the division administers the City's zoning ordinances, which govern how property can be used. Planning staff provides recommendations to the Planning Commission and City Council on all land use issues. The Planning Division also acts as the staff liaison to the Edina Heritage Preservation Board and the Edina Housing Foundation.

In a typical year, the Planning Division will process 75 variance requests; submit to the City Council between 20 and 30 requests for subdivision, rezoning, site plan and conditional use permit approval; process 100 sign permits and administer \$150,000 in Community Development Block Grant funding.

*The Planning Division received a **Livable Communities Grant** through the Metropolitan Council to provide **\$1.1 million** for contamination cleanup grants at **Pentagon Park**.*

DIVISION ORGANIZATIONAL CHART



COMMUNITY DEVELOPMENT DEPARTMENT—PLANNING DIVISION

2014-2015 DIVISION GOALS

- ◆ Review and update the Planning Division website to make it more user friendly with more project information
- ◆ Facilitate the development of a master redevelopment plan for Pentagon Park.
- ◆ Complete, or have a draft of, a small area plan for Wooddale and Valley View.

2012-2013 DIVISION ACCOMPLISHMENTS

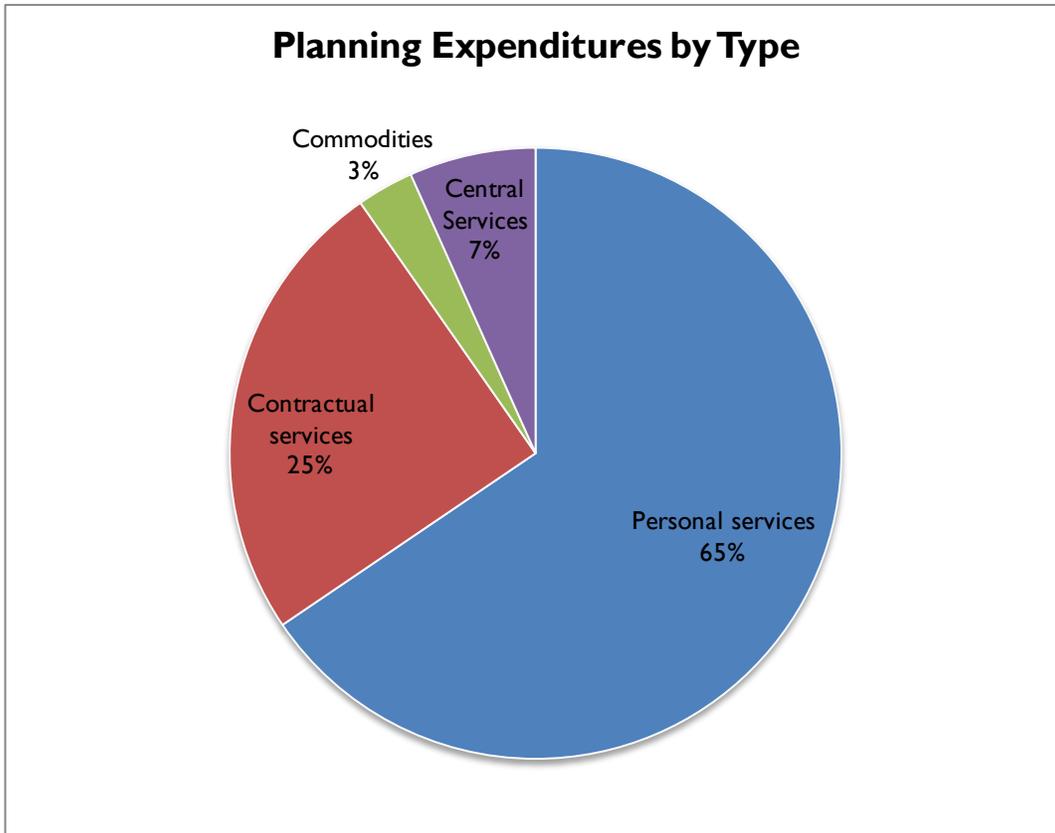
- ◆ Applied for and received a Livable Communities Grant through the Met Council to provide \$1.1 million for contamination cleanup grants at Pentagon Park.
- ◆ Completed the Grandview District Development Framework.
- ◆ Hired the State's first Residential Redevelopment Coordinator.
- ◆ Revised the City's Zoning Ordinance to address residential redevelopment.

**PERFORMANCE MEASURES**

	2011	2012	2013
Grandview Development Framework	In Process	Completed	Phase III
Number of Conditional Use Permits submitted	2	5	3
Number of New Home permits reviewed	54	97	127
Number of Sign Permits submitted	132	130	157
Number of Sketch Plans submitted	1	6	5
Number of Variance applications submitted	13	14	23
Number of Subdivision applications submitted	7	3	7
Number of Rezoning applications submitted	2	2	3

*as of 11/18/2013

COMMUNITY DEVELOPMENT DEPARTMENT— PLANNING DIVISION



Planning Division Expenditures						
	2011	2012	2013	2013	2014	2015
	Actual	Actual	Estimated	Budget	Budget	Budget
General Fund						
Personal services	\$ 380,416	\$ 391,560	\$ 414,842	\$ 414,842	\$ 522,989	\$ 537,915
Contractual services	39,254	66,550	87,300	38,700	112,900	88,000
Commodities	1,645	2,527	6,000	6,000	5,000	6,000
Central Services	46,555	41,528	45,384	45,384	45,948	47,172
CDBG Fund						
Contractual services	108,067	16,543	100,000	145,365	105,000	100,000
Construction Fund						
Capital outlay	63,573	31,666	-	-	-	-
Total	<u>\$ 639,510</u>	<u>\$ 550,374</u>	<u>\$ 653,526</u>	<u>\$ 650,291</u>	<u>\$ 791,837</u>	<u>\$ 779,087</u>

City of Edina

COMMUNITY PROFILE



For living, learning, raising families, and doing business.

COMMUNITY PROFILE

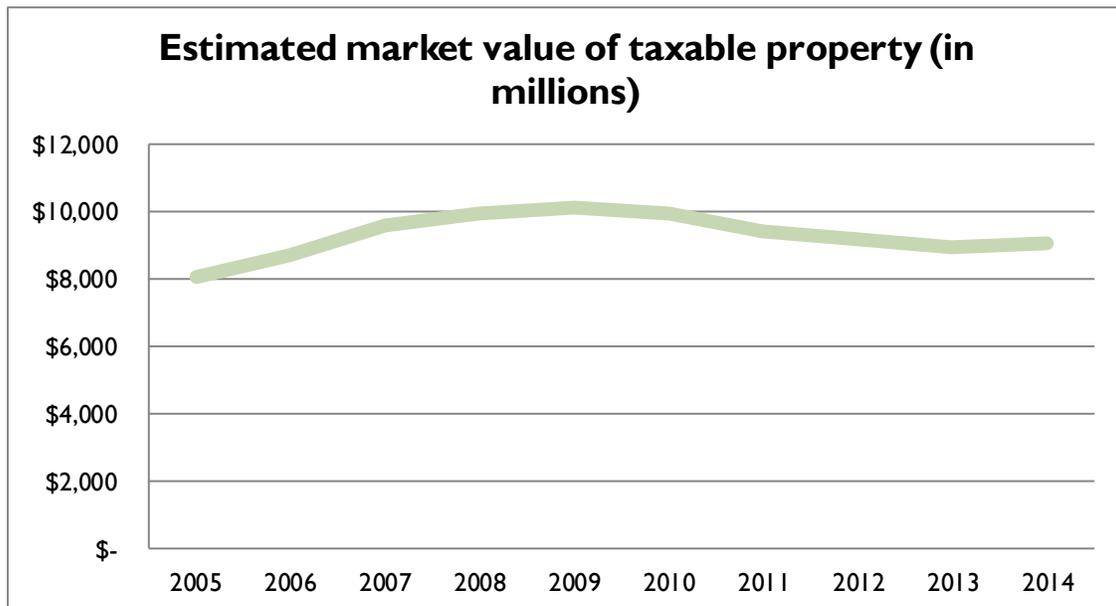
MARKET VALUE OF PROPERTY: LAST TEN FISCAL YEARS

Although the City has been nearly fully developed and our borders haven't changed for many years, total market value of properties in the City has grown. Like many communities, property values dropped somewhat after 2009, but the drop in Edina was not as severe as many other places.

Fiscal Year	Market Value (In millions) ^a	
	Estimated	Taxable
2005	\$ 8,053	\$ 7,668
2006	8,713	8,536
2007	9,619	9,452
2008	9,987	9,929
2009	10,112	10,079
2010	9,960	9,950
2011	9,442	9,432
2012	9,179	9,026
2013	8,955	8,799
2014	9,085	8,933

Source: Hennepin County Taxpayer Services.

^a Property in the City is assessed annually. Assessed value is equal to market value, although taxable value may be different, as shown. The City receives reports from Hennepin County showing total market value, but not separated by property classification.



COMMUNITY PROFILE

TOP TEN TAX PAYERS

The City of Edina's local economy is healthy and diverse. There are several large tax payers in the City that are important but none is dominant. Edina is not overly reliant on one business or industry.

Taxpayer	2012		Percentage of Total Capacity
	Tax Capacity	Rank	
Southdale Shopping Center	\$2,373,048	1	2.18%
Galleria Shopping Center	1,271,050	2	1.17%
Southdale Office Park	686,102	3	0.63%
Centennial Lakes Retail	670,848	4	0.62%
Southdale Medical Building	620,285	5	0.57%
Centennial Lakes Phase V	553,770	6	0.51%
Centennial Lakes Phase IV	543,040	7	0.50%
National Car	484,530	8	0.44%
Target	439,250	9	0.40%
Hellmuth & Johnson	358,912	10	0.33%
Totals	<u>\$8,000,835</u>		<u>7.34%</u>

Source: City of Edina Assessing Office



Centennial Lakes, Edina

COMMUNITY PROFILE

TOP TEN EMPLOYERS

The City of Edina's local economy is healthy and diverse. There are several large employers in the City that are important but none is dominant. Edina is not overly reliant on one employer or industry.

Employer	2012		
	Employees	Rank	Percentage of Total City Employment
Fairview Southdale Hospital	1,000	1	4.39%
Macy's (Marshall Field's or Dayton's)	1,000	2	4.39%
BI Worldwide	1,000	3	4.39%
Universal Hospital Service Inc.	1,000	4	4.39%
Edina Public Schools ISD #273	600	5	2.64%
Promenade Salon Concepts	500	6	2.20%
Regis Salons Division	500	7	2.20%
Regis Franchise Division	500	8	2.20%
Master Cuts Division	500	9	2.20%
Smart Style Family Hair Care	500	10	2.20%
Totals	7,100		31.20%

Sources:

2012 data from www.mnprospector.com and ISD #273's 2011 annual report. For data obtained from www.mnprospector.com, low number in the range was used.

COMMUNITY PROFILE

EDUCATION AND WORKFORCE

Fiscal Year	Population	High School Graduation Rate	Unemployment Rate
2003	47,570	91.5%	4.10%
2004	48,156	93.3%	3.90%
2005	47,448	92.1%	3.30%
2006	46,896	92.0%	3.00%
2007	47,090	92.0%	3.45%
2008	48,169	92.0%	4.33%
2009	48,169	92.4%	6.38%
2010	47,941	91.6%	5.56%
2011	48,262	92.2%	5.25%
2012	48,262	97.4%	4.56%

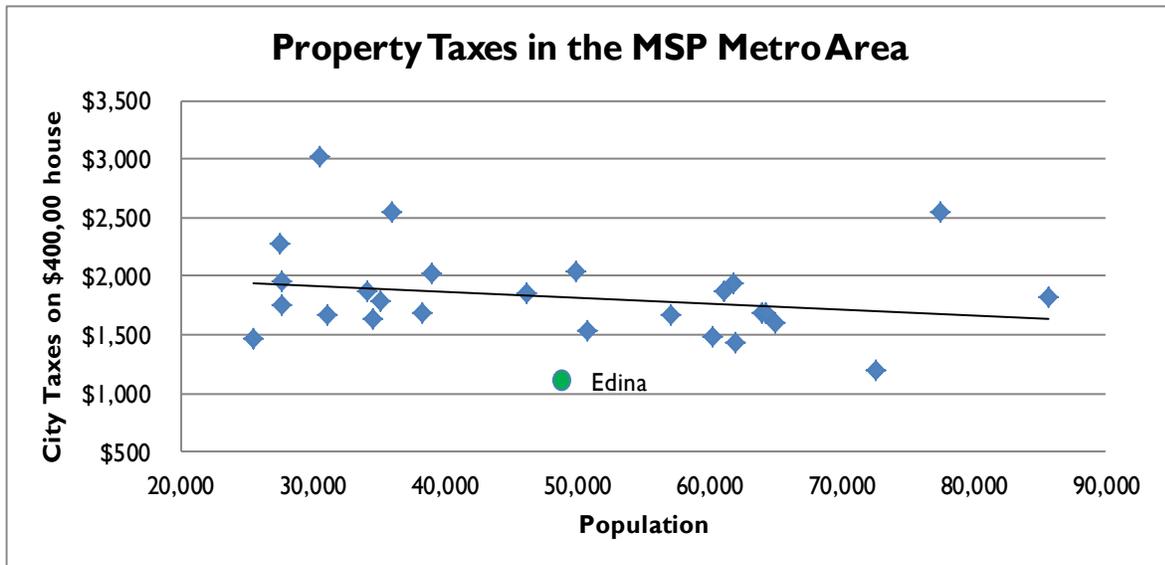
Sources:

Population data from U.S. Census Bureau/Metropolitan Council.

High school graduation rate data from U.S. Census Bureau for all of Hennepin County.

Unemployment rate data from State of Minnesota Department of Employment and Economic Development

TAXES



Each blue diamond indicates a different city in the MSP area. Includes all cities with population 25,000-100,000

2013 Taxes per LMC Property Tax Calculator

2012 Population per Met Council estimate

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City of Edina

GLOSSARY



For living, learning, raising families, and doing business.

GLOSSARY

Accounting – A system to measure and communicate financial information about an organization, including annual results and current position. It has been called the “language of business”.

Accrual basis of accounting – A method of accounting for transactions by recording revenues when they are earned (whether cash is received at the same time or not) and recording expenses when goods and services are received (whether cash is paid at the same time or not).

Adopted budget – The City Council adopts a financial plan for a fiscal year, including revenues and other financing sources as well as expenditures, expenses and other uses.

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.

Assessed valuation – Market value for all real or personal property equals the price that a property would command under competitive, open-market conditions, at the time the property is assessed. The City Assessor’s Office determines assessed valuation. In Minnesota there is a one year delay between the time a property is valued and the payment of taxes based on that value.

Asset – An accounting term. Any tangible or intangible economic resource that is capable of producing future value can be considered an asset. Assets are shown on the balance sheet. Asset values are sometimes estimated as of the balance sheet date.

Balance sheet – Summarizes an entity’s financial position on a specific date, often the last day of the fiscal year. The balance sheet is sometimes described as a “snapshot of an entity’s financial position”. Governmental accounting sometimes uses alternative words or phrases to describe financial documents similar to a balance sheet, such as “Statement of Net Position” or “Statement of Fund Net Position”.

Bond – A written promise to pay (debt) a specified sum of money (called principal, par 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.

Capital asset – An accounting term used to describe assets with significant value and having a useful life of several years. Capital assets are sometimes called fixed assets.

Capital Improvement Plan (CIP) – A plan to prioritize expenditures for significant projects and match financing to pay the project costs. The City of Edina prepares a five-year CIP every two years.

Capital outlay – Expenditures for the acquisition of capital assets.

Capital projects fund – A type of fund defined by GASB. Capital projects funds are used to account for all financial resources that are restricted, committed, or assigned to expenditures for capital outlay, other than those financed by proprietary funds. The City of Edina has one capital projects fund that we call the Construction fund.

GLOSSARY

Central services – The City of Edina is a diverse organization that has several departments, divisions and business units. There are some common costs (overhead) like property and liability insurance, IT services, building maintenance and equipment maintenance that we have found are most efficiently performed centrally for all of our business units. The term central service is how we describe our system for allocating the costs of this overhead to the business units that benefit from them. Sometimes other cities will use the term “internal service”, which describes the same goal but is a slightly different process with different accounting rules.

City Council – Five elected leaders, including the mayor, that represent the legislative arm of local government in Edina.

Community Development Block Grant (CDBG) – The CDBG program is a federal program that dates back to 1974, and exists to provide communities with resources to address a wide range of unique community development needs. The City of Edina receives CDBG funding through Hennepin County.

Debt service – Payment of interest and repayment of principal to holders of a government’s debt instruments.

Debt service fund – A type of fund defined by GASB. Debt service funds are used to account for all financial resources that are restricted, committed, or assigned to expenditures for principal and interest. The City of Edina has one debt service fund that we call the Debt Service fund.

Deficit – (1) May be used when discussing an entity’s balance sheet where liabilities exceed assets (2) Also may be used when discussing an entity’s income statement where expenditures or expenses exceed revenues during an accounting period.

Depreciation – A system of allocating the cost of a capital asset over its useful life. The City of Edina uses depreciation in our enterprise funds, but not our governmental funds.

Enterprise fund – A type of fund defined by GASB. Enterprise funds use full accrual accounting. The City of Edina has eight enterprise funds; Utilities fund, Liquor fund, Aquatic Center fund, Golf Course fund, Arena fund, Art Center fund, Edinborough fund, and Centennial Lakes fund.

Expenditure – An accounting term often used when discussing governmental or modified accrual accounting. Expenditures are generally recorded when a liability is incurred, as expenses are recorded under accrual accounting. However, some changes in long-term liabilities, like debt service or compensated absences, are recorded as expenditures only when payment is due.

Expense – An accounting term. Expenses include outflows of economic resources or depletions of assets during a period of time, like a month, quarter, or fiscal year.

Fiscal disparities – A program in the Minneapolis/St. Paul (MSP) metropolitan area in which a portion of the commercial and industrial property value of each city and township is contributed to a tax base sharing pool. Each city and township then receives a distribution of property value from the pool based on market value and population in each city.

Franchise fee – Sometimes called a franchise tax, this is revenue the City of Edina collects from a company in exchange for granting the right or license to market that company’s goods or services in the City’s borders. The City of Edina currently receives franchise fee revenue from Comcast Cable, Xcel Energy, and Centerpoint Energy.

GLOSSARY

Generally Accepted Accounting Principles (GAAP) – The body of rules that govern accounting. The City of Edina uses accounting principles generally accepted in the United States for local governments. The Governmental Accounting Standards Board (GASB) is an influential body that sets GAAP. GAAP is enforced through the audit process, when auditors render opinions on the fairness of financial statement presentations in conformity with GAAP.

Governmental Accounting Standards Board (GASB) – An independent, non-governmental organization that is the official source of Generally Accepted Accounting Principles (GAAP) used by State and Local governments in the United States, including the City of Edina. The GASB was established in 1984 by agreement of the Financial Accounting Foundation (FAF) and 10 national associations of state and local government officials.

Governmental funds – A category of funds that always includes a governmental entity’s general fund, special revenue funds, capital projects funds and debt service funds. Governmental funds use the modified accrual basis of accounting with revenues recognized in the accounting period in which they become available and measurable. Expenditures are generally recorded when a liability is incurred, as expenses are recorded under accrual accounting. However, some changes in long-term liabilities, like debt service or compensated absences, are recorded as expenditures only when payment is due.

Government Finance Officers Association (GFOA) – A professional association of local government finance officers in the United States and Canada, headquartered in downtown Chicago. The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Homestead market value exclusion – Property that is homesteaded is eligible to receive the Homestead market value exclusion. The Homestead market value exclusion causes the amount of value that is taxable to be reduced by excluding a portion of a property’s estimated market value.

Housing and Redevelopment Authority (HRA) – The Edina HRA is an entity legally separate from the City, established in 1974 for the purpose of undertaking urban redevelopment projects and assisting with the development of affordable housing. The members of the City Council comprise the five-member board of commissioners of the HRA.

Income statement – Summarizes an entity’s revenues and expenses or expenditures for a specified accounting period, such as a month, quarter, or fiscal year. The income statement is sometimes also called the profit and loss (P&L), statement of operations, earnings statement or other similar term. Governmental accounting sometimes uses additional alternative words or phrases to describe financial documents similar to an income statement, such as “Statement of Activities”, “Statement of Revenues, Expenditures, and Changes in Fund Balances” (governmental funds), or “Statement of Revenues, Expenses, and Changes in Fund Net Position/Equity” (proprietary or enterprise Funds).

League of Minnesota Cities (LMC) – The LMC is a membership organization dedicated to promoting excellence in local government. The League serves its more than 800 member cities, including Edina, through advocacy, education and training, policy development, risk management, and other services.

Levy limit – The amount a local unit of government is permitted to levy for specific services under state law. Annual levy limits, when applicable, are set by the State Legislature.

GLOSSARY

Liability – An accounting term. A liability is an obligation arising from past events, the settlement of which is expected to result in an outflow of resources (assets). Liabilities are shown on the balance sheet. Liability values are sometimes estimated as of the balance sheet date.

Local Government Aid (LGA) – A Minnesota State government revenue sharing program for cities with low property wealth or high service burdens that is intended to provide an alternative to the property tax. The City of Edina doesn't receive LGA.

Local sales taxes – A local tax levied on the sale of goods and services to be used for specific purposes by a local government. The City of Edina doesn't impose or collect any local sales taxes.

Municipal Legislative Commission (MLC) – The MLC is a lobbying group that provides a voice at the state capital for 16 suburban communities, including Edina, sharing common demographic, economic and tax base characteristics.

Pedestrian and Cyclist Safety (PACS) – In 2013 the City began collecting franchise fee revenue from both Xcel and CenterPoint customers to be used for the creation, maintenance and improvement of non-motorized transportation facilities in Edina.

Property tax levy – The City of Edina goes through a budget process to determine what services we will provide, what those services will cost, and where we will get the money. The City Council sets the annual property tax levy, which is then certified to Hennepin County for collection.

Property tax refund – The State of Minnesota has a program to partially refund property taxes to those taxpayers whose property taxes are out of proportion with their incomes, according to program guidelines. The program is available to homeowners and renters.

Quality of Life survey (QLS) – A survey of residents commissioned by the City of Edina designed to provide performance feedback to the City Council and city staff.

Revenue – An accounting term. Revenues include money an organization receives during a period of time, like a month, quarter, or fiscal year.

Special assessment – The City places a financial lien against a property to recoup the cost of certain improvements or services provided to a property, such as a street or utility improvement or unpaid utility services.

Special revenue fund – A type of fund defined by GASB. Special revenue funds are used to account for all financial resources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. The City of Edina has five special revenue funds; HRA fund, PACS fund, CDBG fund, Police Special Revenue fund, and Braemar Memorial fund.

State general property tax – The State of Minnesota imposes property taxes on commercial, industrial, and seasonal recreational properties.

Tax capacity – The valuation of property based on market value and class rates. For properties in Edina, the City Assessor's office sets the value, the State of Minnesota sets the class rates, and Hennepin County performs the calculation.

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City of Edina

APPENDIX



For living, learning, raising families, and doing business.

F INANCIAL MANAGEMENT POLICIES

PURPOSE

The City of Edina has a responsibility to provide quality services to its residents, and considers it important to do so in a fiscally responsible fashion designed to keep services and taxes as consistent as possible over time. These financial management policies are meant to serve as the framework upon which consistent operations may be built and sustained.

OPERATING BUDGET POLICIES

Scope. It is the City's policy to budget for all governmental and enterprise funds.

Accounting. The governmental funds use the modified accrual basis of accounting for budgeting and reporting purposes. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities for the current period. The City considers all revenues, except reimbursement grants, to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

The Enterprise Funds use the accrual basis of accounting for budgeting and reporting purposes. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Stakeholder Input. The annual budget process is intended to weigh all competing requests for City resources within expected fiscal constraints. Requests for new programs made outside the annual budget process are discouraged. The City will provide ample time and opportunity for public input into its budget process every year.

Balanced Budget Adoption. The operating budget for the General Fund will be balanced. The City will not use internal or external short-term borrowing, asset sales, or one-time accounting changes to balance the General Fund budget. The balanced budget will include a reasonable annual appropriation for contingencies.

Budgetary Controls. The legal level of budgetary control is at the department level within the General Fund even though budgetary data is presented at lower levels (personal services, contractual services, commodities, and central services). Expenditures may not legally exceed appropriations by department unless offset by increases in revenues. All unencumbered appropriations lapse at year-end.

The City Manager may approve budgetary transfers. The City Council may approve supplemental appropriations.

FINANCIAL MANAGEMENT POLICIES

Monitoring. Department Directors are responsible for administration of their respective department budgets. Such responsibility includes reviewing monthly financial reports to detect errors and assess progress, staying within budget authorization, and submitting requests for budget adjustments, when required.

REVENUE POLICIES

Policies. The City will endeavor to maintain a diversified and stable revenue system to shelter programs and services from short-term fluctuations in any single revenue source.

Property Taxes. It is beneficial for residents and for the City to keep tax rates low and consistent from year to year. The City will strive to proactively avoid large increases in the operating budget levy.

Fees and Charges. The City shall establish user charges and fees for General Fund program activities at a level related to the full cost of providing the services. Components of the user charges shall include direct and indirect costs of providing the service. The City will also consider policy objectives and market rates when setting fees.

Transfers. Transfers should not be used as a revenue source to balance the operating budget except for the annual transfer from our liquor operations.

Investment Income. The City will reasonably budget for investment revenue in our operating budget based on the conservative investment strategy outlined in our investment policy (under separate cover).

FUND BALANCE POLICIES

Definitions. The term *fund balance* describes the net assets of the City's governmental funds calculated in accordance with generally accepted accounting principles (GAAP). GAAP further divides fund balance into five categories; *non-spendable* fund balance, *restricted* fund balance, *committed* fund balance, *assigned* fund balance, and *unassigned* fund balance.

- ◆ Nonspendable fund balance consists of amounts that cannot be spent because they are not in spendable form, such as prepaid items.
- ◆ Restricted fund balance consists of amounts related to externally imposed constraints established by creditors, grantors or contributors; or constraints imposed by state statutory provisions.
- ◆ Committed fund balance consists of amounts that are constrained for specific purposes that are internally imposed by formal action (resolution) of the City Council. Those committed amounts cannot be used for any other purpose unless City Council removes or changes the specified use by taking the same type of action it employed to previously commit those amounts.
- ◆ Assigned fund balance consists of amounts intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the general fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the general fund, assigned amounts represent intended uses established by the City Council.
- ◆ Unassigned fund balance is the residual classification for the general fund and also reflects negative residual amounts in other funds.

FINANCIAL MANAGEMENT POLICIES

Policies. At the end of each fiscal year, the City will maintain nonspendable and restricted fund balance equal to the amounts required by GAAP for a variety of purposes, including but not limited to: prepaid expenditures, park dedication fees, E-911 funds, forfeiture funds, and other assets restricted by grantors, contributors, creditors, or enabling legislation.

At the end of each fiscal year, the City will maintain committed fund balance constrained for specific purposes by City Council.

At the end of each fiscal year, the City will maintain assigned fund balance in the General Fund for investments as calculated by the difference between market value and amortized value of investments held by the City at year-end. The City will also maintain assigned fund balance in the General Fund for Compensated Absences of 40% of the actual full-accrual General Fund liability for compensated absences.

At the end of each fiscal year, the City's goal is to maintain unassigned fund balance for Cash Flow in the General Fund in a range equal to 42-47% of the subsequent year's budgeted tax revenue. In the event that unassigned fund balance falls above or below the desired range, the Finance Director shall report such amounts to the City Council as soon as practicable after the end of the fiscal year. Should the actual amount of unassigned fund balance fall below the desired range, the City shall create a plan to restore the appropriate levels. Should the actual amount of unassigned fund balance fall above the desired range, any excess funds will remain unassigned pending the Council's final decision concerning transfer to another fund. It is the policy of the City that, to the extent possible, such excess funds will be transferred to the Construction Fund to support capital improvements and equipment.

Available fund balances shall not be used for ongoing operating expenditures.

When both restricted and unrestricted resources are available for use, it is the City's policy to first use restricted resources, then use unrestricted resources as they are needed.

When committed, assigned, or unassigned resources are available for use, it is the City's policy to use resources in the following order: 1) committed, 2) assigned, and 3) unassigned.

CAPITAL OUTLAY POLICIES

Equipment Replacement Program. The City strives to maintain its physical assets at a level that minimizes future repair and maintenance costs. To accomplish this goal, the City has established the Equipment Replacement Program to annually budget and set aside funds for the timely replacement of City equipment.

The City's Equipment Replacement Program includes equipment used for General Fund programs.

Capital Improvement Plan (CIP). The goal of the City's CIP is to develop a comprehensive program for use by decision makers to guide capital investments based on an assessment of the community's needs, taking into account the best use of limited resources while providing efficient and effective municipal services.

FINANCIAL MANAGEMENT POLICIES

The City will develop a five-year plan for capital improvements and update it annually. The CIP process includes analyzing projects contributing to the public health and welfare, projects helping to maintain and improve the efficiency of the existing systems, and projects that define a future need within the community.

The City will identify the estimated cost and potential funding sources for each capital project proposal in the CIP. Purchase contracts for equipment and projects included in the CIP must still be properly authorized according to the City's Purchasing Policy.

The CIP will include equipment and projects from any City fund.

DEBT MANAGEMENT POLICIES

Policy Limits. The City will use debt only for capital improvement or projects that have a life of more than 4 years. The City will avoid using debt for cash flow borrowing, operations, or repairs.

When possible, the City will not use debt to finance equipment purchases when it is possible to purchase the equipment on a pay-as-you-go basis with equipment replacement program or capital improvement plan reserves.

The City shall use G.O. tax increment bonds only when the development merits special consideration.

The City's capital improvement plan shall contain debt assumptions which match this policy and requires a commitment to long-range financial planning which looks at multiple years of capital and debt needs.

Legal Limits. Minnesota Statutes, Section 475 prescribes the statutory debt limit that outstanding principal of debt cannot exceed 2% of taxable market value. This limitation applies only to debt that is wholly tax-supported. The type of debt included is either general obligation debt of any size bond issue (G.O.) or lease revenue bond issues that were over \$1,000,000 at the time of issuance. However, there are also several other types of debt that do not count against the limit. G.O. tax increment, G.O. special assessment, G.O. utility revenue, G.O. recreational facility revenue, and HRA-issued debt are considered to have a separate revenue source other than just taxes and are excluded from the legal debt limit calculation. Local ordinances do not limit the City's ability to issue debt.

Issuance Practices. The City uses the competitive sale method for its general obligation bond sales unless factors such as structure, size or market conditions compel the use of a negotiated sale.

The City may use an outside bond attorney, an independent financial advisor, and/or other service providers to assist with the structuring and sale of the bonds.

Debt Structuring. The City's collective debt shall amortize at least 50% of its principal within 10 years. In all cases, the maturity shall be shorter than the life of the related assets.

Conduit Debt. The City may participate in conduit debt financings. Development proposals are reviewed to determine if they meet program objectives and whether the proposals are financially feasible.

FINANCIAL MANAGEMENT POLICIES

Variable Rate Debt. The City may use variable rate debt to provide debt structuring flexibility and potential interest savings to the total debt portfolio. Variable rate debt should not constitute more than 20% of the City's total debt obligations.

Refunding. Current refunding bonds may be utilized when present value savings of 3% of refunded principal is achieved or in concert with other bond issues to save costs of issuance.

Advance refunding bonds may be utilized when present value savings of 4% of refunded principal is achieved.

Adopted by City Council February 20, 2007

Revisions: March 20, 2007
 December 15, 2009
 December 20, 2011