



OFFICE OF FINANCIAL SERVICES

Presentation of FY25 Budget Recommendations to City Council



SAINT PAUL
MINNESOTA

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Photo courtesy of

Agenda

- **Department Overview**
- **Org Chart**
- **FTEs Summary**
- **Challenges & Opportunities**
- **Revenue Overview**
- **Updates on Recent Initiatives**
- **ARPA Update**
- **Budget-to-Actuals**
- **Budget Summary**
- **Activities Summary**
- **2025 Proposal**





OFS Mission

Champion the financial health of the City and its residents and facilitate organizational effectiveness.

OFS Strategic Objectives

1. Ensure effective stewardship of the financial and physical assets of the City and its residents.
2. Provide excellent service to internal and external customers to deliver quality public services.
3. Foster a caring, supportive, and anti-racist workplace that reflects and honors the community we serve.



OFS by the Numbers...

Fleet:

- 32 staff complete over 3,500 work orders annually
- Maintain over 1,100 vehicles at 2 locations
- 400,000 gallons of fuel consumed annually
- Total fleet replacement value of \$78M
- Annual equipment replacement budget of \$3M



Real Estate:

- Managed the allocation process for \$27 million in citywide capital maintenance projects
- Managed energy efficiency projects across the City, reducing total emissions from City buildings by nearly 45% between 2015 and 2022





OFS by the Numbers...

Accounting:

- Processed 63,233 invoices for a total of over \$429 million in 2023
- More than 99% of invoices paid in 35 days or less
- Received the GFOA's Excellence in Financial Reporting award for 47 consecutive years



Grants:

- Oversee spending, outcomes, reporting and compliance for \$166.6 million in American Rescue Plan funds, supporting 51 different projects across the City



Business Support:

- Responded to an average of 205 service desk requests per month for Infor support so far this year





OFS by the Numbers...

Treasury:

- Successfully manage a \$616 million debt portfolio
- McCarron's Water Treatment plant largest bond sale in City history at \$94 million



Budget:

- Held 41 budget engagement events, with 399 submissions from Saint Paul residents



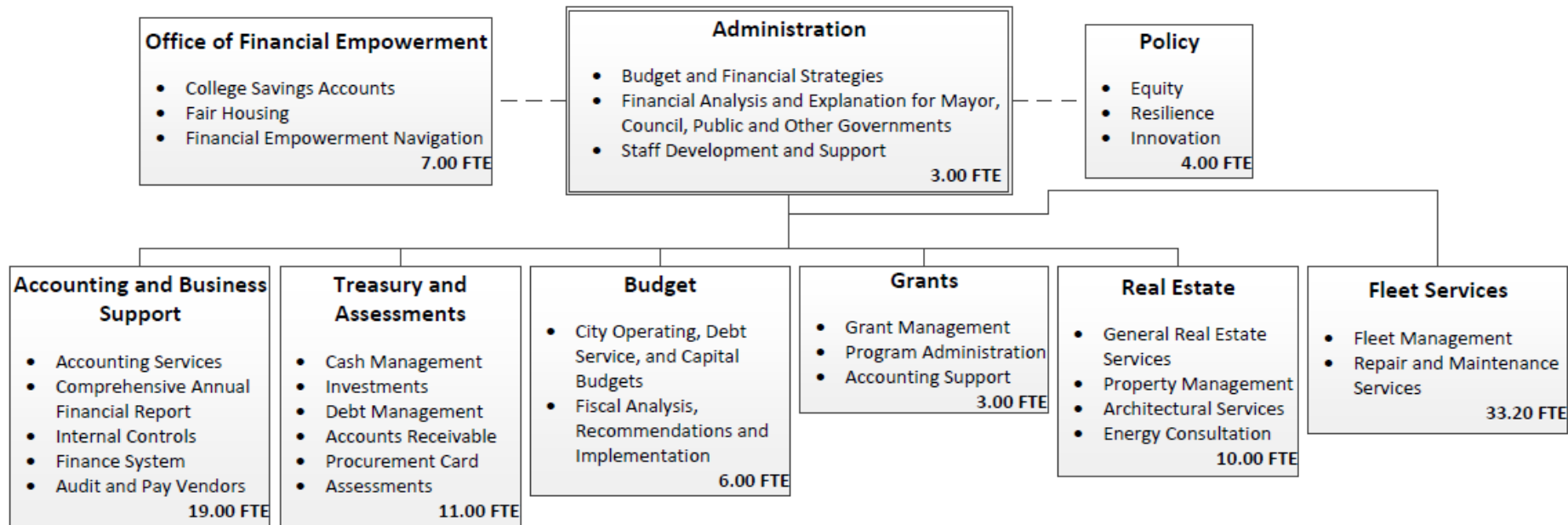
Department-wide:

- Maintained compliance with City's fund balance policy
- AAA Credit Rating from S&P and Fitch





OFFICE OF FINANCIAL SERVICES



Total FTEs: 96.20



Department Staffing by Fund

Fund	2020 Adopted FTE	2021 Adopted FTE	2022 Adopted FTE	2023 Adopted FTE	2024 Adopted FTE	2025 Proposed FTE	Change from 2024
100: General Fund - OFS & OFE	31.80	28.95	28.75	27.95	30.95	33.80	2.85
200: City Grants - OFE only	-	1.00	1.00	1.00	3.00	1.50	(1.50)
211: General Government Special Projects	-	-	13.00	13.00	13.00	2.00	(11.00)
215: Assessments Fund	1.00	-	-	-	-	-	-
300: Debt Fund	2.45	2.45	2.45	2.45	2.45	2.45	-
710: Central Service Fund	20.55	20.25	20.25	21.25	24.25	24.25	-
731: OFS Fleet	32.00	32.00	32.00	32.00	32.20	32.20	-
Total Budgeted FTEs	87.80	84.65	97.45	97.65	105.85	96.20	(9.65)



Revenue Overview – Government Funds

General Fund

Description	FY 2023	FY 2024 - YTD
Procurement Card Commissions	\$88,059	\$45,287
Transfers In (Accounting Support)	\$185,758	\$0

Assessments Fund

Description	FY 2023	FY 2024 - YTD
Improvement & Abatement Assessments	\$5,525,093	\$2,611,638
Special Services District	\$1,261,187	\$0
Diseased Tree Assessments	\$221,399	\$0



Revenue Overview – Government Funds

Central Service Fund

Description	FY 2023	FY 2024 - YTD
ERP Maintenance Internal Fees	\$1,856,213	\$1,250,763
Investment Service Fees	\$1,695,531	\$0
Design Service Fees	\$518,822	\$11,000
City Hall Annex Rent	\$2,026,834	\$67,174
Real Estate/Assessment Admin	\$989,705	\$78,907
Energy Coordinator Fees	\$167,692	\$0



Revenue Overview – Government Funds

OFS Fleet Services Fund

Description	FY 2023	FY 2024 - YTD
Vehicle Repair and Rental Fees	\$9,952,353	\$1,372,701
Equipment Sales	\$92,191	\$73,734



Challenges & Opportunities

Annual Comprehensive Financial Report (ACFR) Timeline

- Challenges completing the City's annual financial report and month close process
- Several contributing factors: staff turnover, financial software upgrades, GASB implementations, State Auditor staffing, needed process improvement

Improvement Plan:

- Deputy Director to oversee Accounting and Business Support, focusing on process improvement
- Dedicated staff to build expertise on GASB implementation, and consultant support
- Prioritized month close, department-wide
- Prioritized areas for process improvement and automation with OTC

Current Status:

- Increased efficiency on 2023 month-end close process
- On track to complete the 2023 financial report 3 months earlier than the 2022 report



THE BOND BUYER

FRIDAY, JUNE 7, 2024

THE DAILY NEWSPAPER OF PUBLIC FINANCE

VOL. 396 NO. F755 N.Y., N.Y.

Accountant Shortage a Challenge

BY KEELEY WEBSTER

The shortage of qualified accountants has affected nearly every organization in both the public and private sector.

And it's definitely not helping a public finance sector that has long struggled to supply audited financial information in a timely manner.

"In terms of audit findings, we haven't seen an uptick in incorrect audits, though we will be keeping a close eye on that going forward."



"The shortage of accountants is not a brand new issue," said Richard Ciccarone, president emeritus of Merritt Research Services.

Staff Turnover:

- Recruitment and retention challenges
- Recent and pending retirements

Improvement Plan:

- Detailed process documentation
- Staff cross-training
- Advance hiring for staff overlap
- Internal promotions and career pathways

Current Status:

- Accounting team fully staffed



Challenges & Opportunities

Fleet Capital Replacement:

- Saint Paul's average fleet age is 14.5 years
- Historically high inflation - vehicle replacement costs average 30% higher than 2019

Improvement Plan:

- Continue pursuing MPCA and DoE grants to supplement replacement budget for older high polluting diesel vehicles
- Promote interdepartmental collaboration and equipment sharing
- Implement new internal billing structure that incentivizes fleet "right-sizing"

Current Status:

- Council resolution approved to leverage department savings, providing a one-time boost to capital equipment replacement budget



Updates on Recent Initiatives

Citywide Grants Division Implementation

- 2024 adopted budget included \$440,113 to create central Grants Team
- 3.0 FTEs have been hired: Grants Director, Grants Administrator, Grants Writer/Prospector
- Support Departments with:
 - Grant prospecting and strategy
 - Grants writing and new money
 - Grants management and technical assistance
 - Training and development
 - Citywide best practices



Updates on Hiring Recently Authorized FTEs

Position	Status
Deputy Director	Hired Q1-2024
Grants Director	Hired Q1-2024
Grants Administrator	Hired Q3-2024
Grants Writer/Prospector	Hired Q3-2024



Updates on ARP – Electronic Payments

Milestones:

- Conducted citywide inventory, needs assessment, and prioritization of all services for which the City currently accepts payments
- Selected vendor for accounts receivable portal to securely accept credit card and electronic checks through Infor
- Support for department payment projects:
 - Selected partner for solid waste payment processing
 - SPRWS bill pay software
 - Collaborating with DSI, OTC on permit and license software implementation
- Hired Project Manager to implement new payment processes as identified in needs assessment



Historical Budget-to-Actual

	Adopted Budget	Amended Budget	Actual Expenditures	Variance	% Variance
FY 2021	\$3,614,697	\$4,556,021	\$4,234,552	\$321,469	7%
FY 2022	\$3,559,116	\$3,224,104	\$2,662,852	\$561,252	17%
FY 2023*	\$3,537,540	\$3,533,952	\$3,247,567	\$286,385	8%

* 2023 actuals are unaudited.



Composite Budget Summary

	2022 Actuals	2023 Adopted	2024 Adopted	2025 Proposed	Change	% Change
General Fund	\$2,571,231	\$3,537,540	\$4,271,696	\$4,633,378	\$361,682	8%
Gen Gov Spec Projects	\$2,870,271	\$2,760,170	\$2,760,170	\$4,802,300	\$2,042,130	74%
Assessment Fund	\$5,682,440	\$7,626,533	\$7,624,165	\$10,706,422	\$3,082,257	40%
Internal Loan	\$1,486,146	\$8,260,030	\$24,888,374	\$24,888,374	\$0	0%
Central Services	\$6,554,828	\$7,356,938	\$7,492,826	\$8,227,305	\$734,479	10%
Fleet Services	\$11,095,926	\$12,295,085	\$12,355,961	\$12,335,085	(\$20,876)	(0%)
Total	\$30,260,841	\$41,836,296	\$59,393,192	\$65,592,864	\$6,199,672	10%



OFS Budget by Division/Service

Division	2025 Proposed	2025 FTEs
Administration	\$605,369	3.00
Accounting	\$1,856,805	13.00
Business Support	\$965,461	6.00
Budget	\$947,646	6.00
Citywide Grants	\$474,760	3.00
Fleet	\$12,537,411	33.2



OFS Budget by Division/Service

Division	2025 Proposed	2025 FTEs
Treasury	\$1,716,321	7.10
Assessments	\$976,111	3.90
Real Estate Administration	\$561,926	2.60
Design & Construction	\$648,818	3.00
Energy & Climate	\$644,566	2.00
CHA Maintenance	\$1,942,841	3.40



2025 Proposed Changes

General Fund	Amount	FTE	Ongoing / One-time
Central Grants Team	169,970	1.00	Ongoing
Staffing Adjustments	(82,380)	0.35	Ongoing
Total Changes	87,590	1.35	
Central Service Fund	Amount	FTE	Ongoing / One-time
Payroll-Accounting Consultant	150,000	-	One-time
Total Changes	150,000	-	



Questions & Discussion



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CITY OF SAINT PAUL

Mayor's Proposed 2025 Debt Budget Presentation to the St. Paul City Council

October 2, 2024



Agenda

- I. Debt Management
- II. Mayor's Proposed 2025 Debt Budget

Debt Management

A large, dark blue silhouette of a building dome with a central spire, positioned on the right side of the slide. The background is a solid, medium blue color.



Municipal bond types

- General Obligation (GO) Bonds – For Saint Paul, that means a pledge to use property tax debt levy to repay bondholders
 - GO Capital Improvement Budget (GO CIB)
 - Street Reconstruction Bonds
- Revenue Bonds - Unlike GOs, revenue bonds are secured by a pledge by the specific revenue generating source
 - Water Revenue Bonds – utility users, ratepayers
 - Sales Tax Revenue Bonds – general sales tax revenues
 - Sewer Revenue Bonds – utility users, ratepayers
 - Parking Revenue Bonds – parking users, meter collections and fines



Outstanding Debt Portfolio

as of September 27th, 2024

City Debt Summary Table

General Obligation Bonds	
General Obligation Tax Levy	\$172,626,000
General Obligation Levy (Library)	7,095,000
General Obligation Special Assessment	64,540,000
General Obligation Tax Increment	5,681,000
Subtotal	<u>\$249,942,000</u>
Revenue Bonds	
Lease Payments	\$ 2,372,000
Special Assessment Revenue	6,995,000
Water Revenue	192,556,000
Sewer Revenue	88,415,000
Sales Tax	76,595,000
Subtotal	<u>\$366,933,000</u>
Total	<u><u>\$616,875,000</u></u>



Credit Ratings

- Measure's borrowers ability and willingness to repay debt
- Serves as an independent third-party assessment
- Saint Paul's "AAA" rating with a stable outlook is the highest possible rating and translates to the lowest borrowing cost
- Bonds may be rated by one or more of the four major credit rating agencies:
Moody's, **Standard & Poor's (S&P)**, **Fitch**, or Krohl

Investment Grade Quality	Moody's	S&P and Fitch
Highest Quality	Aaa	AAA
High Quality	Aa1	AA+
	Aa2	AA
	Aa3	AA-
Upper Medium Quality	A1	A+
	A2	A
	A3	A-
Medium Quality	Baa1	BBB+
	Baa2	BBB
	Baa3	BBB-

Jurisdiction	Moody's Investors Service	Standard & Poor's Ratings Services	Fitch
City of Saint Paul/Port Authority	n/a	AAA	AAA
County of Ramsey	Aaa	AAA	n/a
Saint Paul Public Schools	Aa2	AA+	n/a



AAA G.O. Ratings – S&P and Fitch

- Very strong management, with strong financial policies
- Very strong liquidity, providing very strong cash levels to cover both debt service and expenditures
- Very strong budgetary flexibility, with available general fund reserves exceeding the City's 15% policy
- Strong budgetary performance
- Strong economy, benefits of being in the Metro
- Strong institutional framework
- Adequate debt and liability position
 - Marginal increase of debt levels
 - Pension pressures

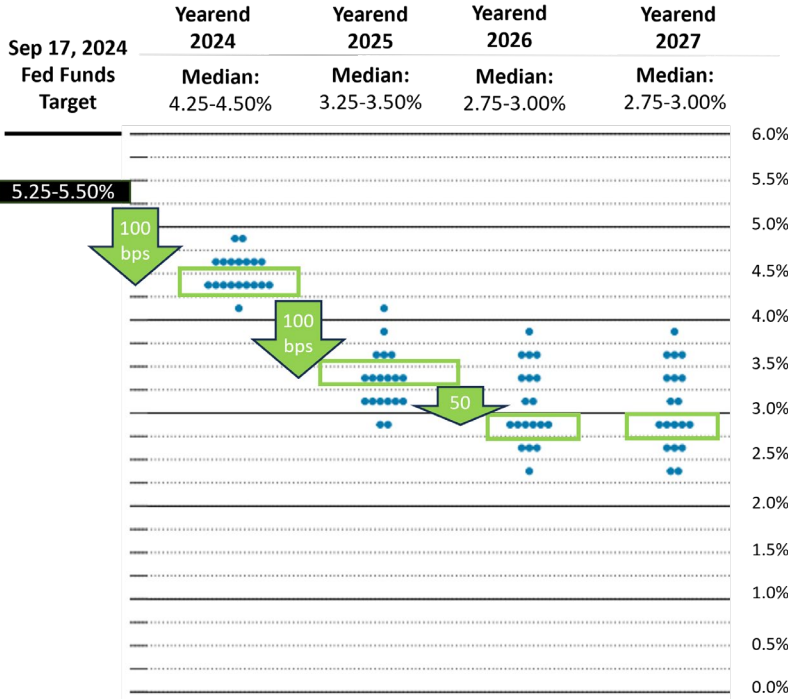


MMD Rates





FOMC Projections





Potential Refundings

Remaining Principal Outstanding Amount	Issuance	Call Date
\$2,067,000	2000 People Connection Lease	anytime
1,075,000	G.O. Tax Increment (Kock/Mobil), Series 2010A*	3/1/2020
9,245,000	G.O. Street Bonds, 2014B	11/1/2023
3,705,000	G.O. Library Bonds, 2014C	11/1/2024
4,415,000	Sewer Revenue Bonds, Series 2014E	12/1/2022
5,080,000	Sewer Revenue Bonds, Series 2015B	12/1/2023
5,075,000	Sewer Revenue Bond, 2016B	12/1/2024
6,485,000	Sewer Revenue Bond, 2016D	12/1/2024
2,850,000	G.O. Various Purpose Bonds, 2016E	12/1/2024
6,480,000	Highland Bridge/Ford Stormwater G.O./Revenue Bond	6/1/2021

*Tentatively to be paid off on December 1, 2024

Mayor's Proposed 2025 Debt Budget

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Debt Levy

Property Tax Levy and State Aid: City, Library Agency, and Port Authority Combined 2024 Adopted vs. 2025 Proposed

Property Tax Levy

City of Saint Paul	2024 Adopted	2025 Proposed	Amount Change	Percent Change	Percent of City 2024 Total	Percent of City 2025 Total
General Fund	160,078,894	174,907,888	14,828,994	9.3%	77.81%	78.76%
General Debt Service	23,179,457	24,710,069	1,530,612	6.6%	11.27%	11.13%
Saint Paul Public Library Agency	22,462,394	22,449,086	(13,308)	-0.1%	10.92%	10.11%
Total (City and Library combined)	205,720,745	222,067,043	16,346,298	7.9%	100.00%	100.00%
Port Authority	2,776,700	2,901,700	125,000	4.5%		
Overall Levy (City, Library, and Port)	208,497,445	224,968,743	16,471,298	7.9%		

These amounts are the total property tax levy used to determine tax rates. Actual financing available to support the budget is less, due to a 2% "shrinkage" allowance for delinquent taxes.



Debt Model

Spending	2025
Total Debt Service (Existing + Future)	34,707,728
Administration	969,319
Total Subsequent year Debt service – Debt Policy	16,181,373
Total Highland Bridge Spending	936,895
Total Expenditures	51,858,420
Financing	
Property Tax Budget	24,215,868
Special Assessments includes M&O	2,739,594
STAR	3,500,000
WPA Transfer	3,000,000
General Fund Lease Support	463,399
Interest Earnings	852,506
OFS Fees	100,000
Delinquent Property Taxes	40,900
Ford Financing - Other Revenue	936,895
Use of Fund Balance - subsequent year	16,181,373
Use of Fund Balance (contribution)	(2,146,625)
Total Financing	51,858,420
<i>Property Tax Budget</i>	<i>24,215,868</i>
Property Tax Proposed Budget Increase	1,500,000



2025 Planned Debt Issuance

Preliminary Amount	Issuance	Project(s) Financed
TBD	Sales Tax Revenue – One Cent	Public Works and Parks and Rec. Capital Projects
17,578,000	G.O. Various Purpose Bonds	CIB, Green Energy Projects and Public Safety Vehicles
15,500,000	G.O. Variable Rate Street Reconstruction Bonds	2025 Street Projects
13,000,000	Sewer Revenue Bonds	Sewer Utility and Water Street
29,000,000	Water PFA Note	McCarrons Water Treatment Plant
10,630,000	Water PFA Note	Lead Service Line Replacement



1% Sales Tax

- Working with Parks to optimize spending and financing.

Local: Other Financing Sources	2020 ADOPTED	2021 ADOPTED	2022 ADOPTED	2023 ADOPTED	2024 ADOPTED	2025 PROPOSED
Assessments	200,000	200,000	200,000	200,000	200,000	4,050,000
City 1% Sales Tax Bonds	-	-	-	-	-	36,759,625
City 1% Sales Tax Projects**	-	-	-	-	29,184,000	18,500,000
City 1% Sales Tax Revenue**	-	-	-	-	-	-
Neighborhood Sales Tax Revitalization (STAR)	-	-	-	380,000	-	-

***City 1% Sales Tax revenue appears twice in the budget: where collected, and as a City 1% Sales Tax construction project.*

QUESTIONS

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2025 Proposed Capital Improvement Budget

Presentation to City Council October 2, 2024

Agenda

- Capital Improvement Budget and Committee
- Revenue Sources
- 2025 Proposed Capital Improvement Budget
- 2025 Capital Improvement Bonds
- CIB Committee Recommendations



Capital Improvement Budget & Committee Overview



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Capital Improvement Budget

How the City funds the construction and maintenance of infrastructure

- Physical improvements to facilities and infrastructure, adopted annually, funding decisions on two-year cycle
- \$30-70 million annually

Primarily funds projects in:

- Public Works
- Parks
- PED
- Libraries
- Public Safety

Available at stpaul.gov/budget
or Saint Paul Open Budget Site





North End Community Center

“Raise the Roof” Construction Celebration



Fire Station 7 Groundbreaking



GLEN STUBBE, STAR TRIBUNE







Capital Improvement Budget Committee

Capital Improvement Budget Committee

Advisory committee established in State Law, City Charter, and Administrative Code

Tasked with:

- Recommending a bi-annual budget to fund capital improvements
- Ranking project proposals
- Reviewing all proposed amendments to the approved budget

Guiding Principals:

- Racial Equity and Inclusion
- Strategic Investments
- Fiscal Responsibility





Capital Improvement Budget

Major Revenue Sources

General Obligation Bonds

- Capital Improvement, Public Safety, Library, and Street Reconstruction Bonds.
- General obligation debt is **backed by the government's taxing ability**, ex. property taxes.
- Capital projects on City property, with a useful life of at least 10 years.

Municipal State Aid (MSA)

- **Saint Paul's share of the state gas tax**, for maintenance, and/or reconstruction of roads.
- **Can only be used on designated MSA routes.** About 20% of streets in Saint Paul are designated as MSA routes. Most are major arterials.





Capital Improvement Budget

Major Revenue Sources

Saint Paul Streets Program

- Funded through Street Reconstruction Bonds and assessments to owners of benefiting properties
- Residential and arterial streets

Other

- Sales Tax
- State aid (in addition to MSA)
- Federal grants (including CDBG)
- Special revenue bonds, private donations, and other City financing tools



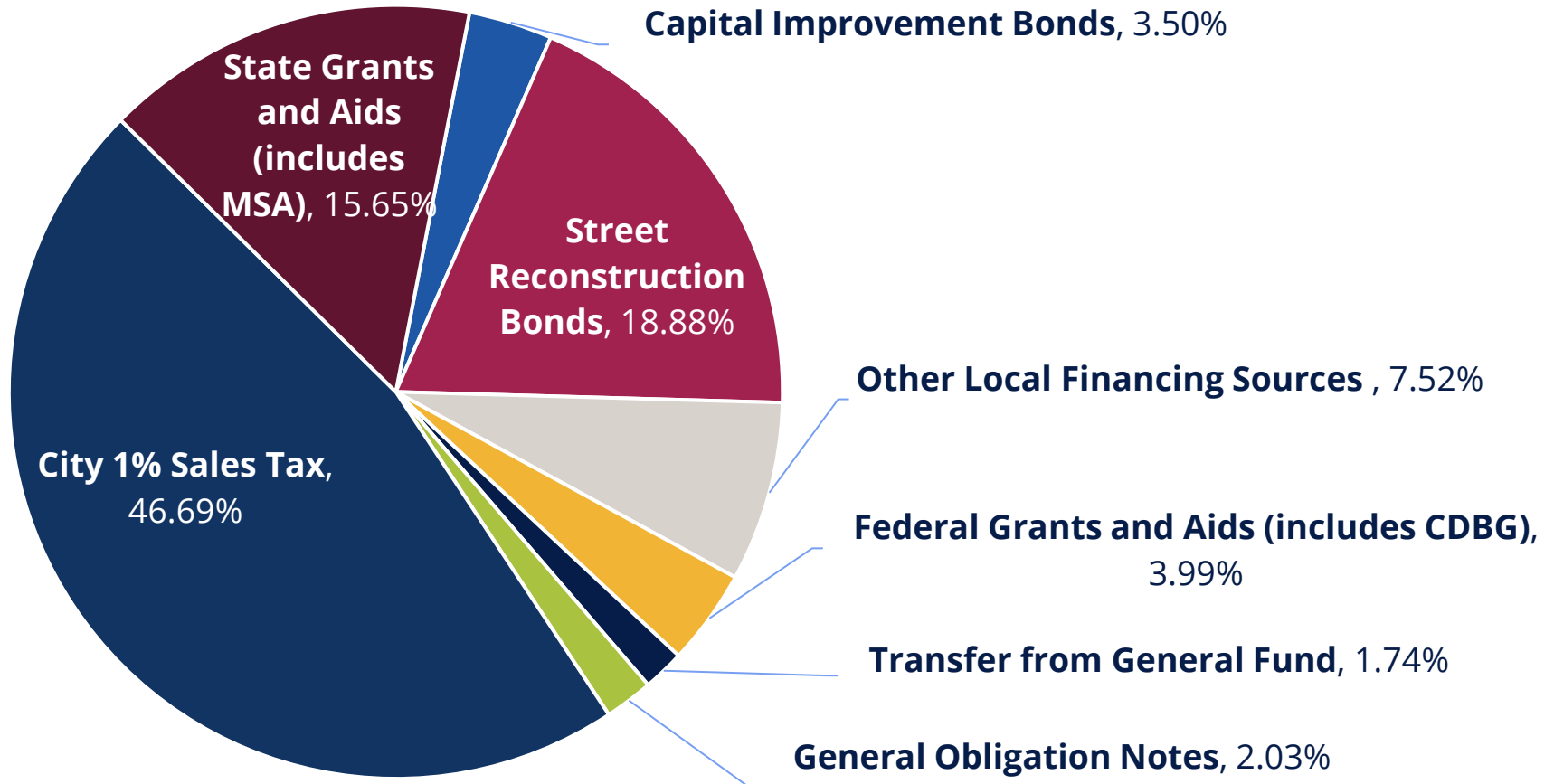


Major Revenue Sources

	2024 ADOPTED	2025 PROPOSED	% of CIB Budget
Local Financing Sources			80.36%
Capital Improvement Bonds	4,546,000	4,147,000	3.50%
Street Reconstruction Bonds	16,500,000	22,350,000	18.88%
City 1% Sales Tax	29,184,000	55,259,625	46.69%
Other Local Financing Sources	8,197,000	13,356,319	11.28%
State and Federal Grants and Aids			19.46%
Municipal State Aid	15,735,115	11,354,000	9.59%
Community Development Block Grant	4,000,000	4,000,000	3.38%
Other State and Federal Grants and Aids	1,426,000	7,888,000	6.66%



Capital Improvement Budget



Capital Improvement Bonds



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5-Year CIB Budget: 2022-2026

5-Year Program: 2022-2026 Planned CIB, Library, and Sales Tax Bonds

	2022	2023	2024	2025	2026	Total
Department Projects	\$ 8,936,000	\$ 27,722,000	\$ 630,000	\$ 231,000	-	\$ 37,519,000
Add'l Deferred Maintenance	\$ 6,147,000	\$ 17,853,000	-	-	-	\$ 24,000,000
Annual Programs	\$ 3,916,000	\$ 3,916,000	\$ 3,916,000	\$ 3,916,000	\$ 3,916,000	\$ 19,580,000
Total	\$ 18,999,000	\$ 49,491,000	\$ 4,546,000	\$ 4,147,000	\$ 3,916,000	\$ 81,099,000

2021 Department Process: 5-Year Plan

- “Front-loaded” budgets to fund highest priority projects in the first two of five-year period (2022 – 2026)
- No department project review process in 2023



5-Year CIB Budget: 2022-2026

Title	2022 Amended	2023 Adopted	2024 Adopted	2025 Proposed	2026 Tentative
Parks Deferred Maintenance	\$640,000	-	-	-	-
Gold Line BRT and Pedestrian Improvements	\$600,000	\$600,000	-	-	-
Bruce Vento Elementary Safe Routes to School	\$549,000	-	-	-	-
Burns/Suburban Sidewalk Infill	-	-	\$630,000	-	-
Available for Other Projects	-	-	-	-	-
Hamline Midway Library (Library Bonds)	\$1,000,000	\$7,169,000	-	-	-
North End Community Center (Sales Tax Bonds)	\$5,000,000	\$13,100,000	-	-	-
Fire Station 7 (Sales Tax Bonds)	\$1,147,000	\$6,853,000	-	-	-
Department Projects Total	\$8,936,000	\$27,722,000	\$630,000	-	-
Annual Programs Total	\$3,916,000	\$3,916,000	\$3,916,000	\$4,147,000	\$3,916,000
TOTAL CIB, LIBRARY, AND SALES TAX BONDS	\$12,852,000	\$31,638,000	\$4,546,000	\$4,147,000	\$3,916,000



Capital Improvement Budget

Capital Improvement Bonds	2024 Adopted	2025 Proposed	2026 Tentative
Burns/Suburban Sidewalk Infill	630,000		
Annual Programs			
Asphalt Restoration and Replacement Program*	250,000	250,000	250,000
Children's Play Area Improvements*	-	231,000	-
CIB Bond Sale Costs*	130,000	130,000	130,000
CIB Contingency*	150,000	150,000	150,000
Citywide Long-Term Capital Maintenance Program*	1,500,000	1,500,000	1,500,000
Citywide Stairway Repair and Replacement Program*	250,000	250,000	250,000
Citywide Tree Planting Program*	330,000	330,000	330,000
Community Proposals*	500,000	500,000	500,000
Outdoor Court Restoration Program*	236,000	236,000	236,000
Park and Library Capital Asset Revitalization*	200,000	200,000	200,000
Parks Grant Prep/Preliminary Design Program*	20,000	20,000	20,000
Pedestrian and Traffic Safety Program*	225,000	225,000	225,000
Railroad Crossing Safety Improvements Program*	10,000	10,000	10,000
Signalized Intersection Safety Improvements Program*	115,000	115,000	115,000
Total Capital Improvement Bonds	4,546,000	4,147,000	3,916,000

Community Proposal Process

Overview



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Capital Improvement Bonds

Year One: City Department Projects

In the spring of the odd-numbered years: a working group composed of representatives from City departments and the CIB Committee begin to review project proposals and 5-year plans submitted by City departments. As part their review, the working group shares the list of potential projects with the community for input. When project review is completed, the working group forwards their project and plan recommendations to the CIB Committee. The Committee reviews, discusses, and holds a public meeting on the recommended plans.

Year Two: Community Proposed Projects

During even-numbered years, the process begins with the Mayor announcing City priorities for the coming budget year. The City and CIB Committee begin recruiting applications from the community. In the spring of the even-numbered year, the working group screens submitted applications for eligibility. All eligible proposals present to the CIB Committee. Online polling provides additional data that the CIB Committee may use while considering which projects to recommend.



Capital Improvement Budget

2024 – 2025 Committee Recommendations

Project Title	Requested	Recommended	Dept.	Ward(s)
1% Public Art Allocation	10,000	10,000		
Contingency	50,000	50,000		
Improve Safety near Skyline Tower and Midway Peace Park	65,000	65,000	Public Works	1
Traffic calming on Jefferson Ave. in the West 7th Neighborhood	120,000	102,153	Public Works	2
Park Street Traffic Safety Improvements	225,000	225,000	Public Works	1, 5
Resurfacing of Basketball Courts at Highwood Hills	172,847	172,847	Parks	7
Traffic Calming at the intersection of Thomas Ave. and Griggs	225,000	225,000	Public Works	4
Upgrade and replace Poor lighting in Dayton's Bluff	150,000	150,000	Public Works	7
Total	1,017,847	1,000,000		

Questions?



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