ROSEVILLE

REQUEST FOR COUNCIL ACTION

Date: 11/15/2010
Item No.: 10.a

Department Approval | City Manager Approval

Item Description: Receive Draft City Performance Measures

BACKGROUND

During the past couple of years, City Staff have been developing performance measures that would complement the numerous reports and statistics prepared by the City and to provide guidance for future decision making. These performance measures have been established in accordance with the City's Imagine Roseville 2025 visioning process and City Council goals. They also include a number of operating indices that are used to manage city programs and services.

Attachment A includes a summary of the City performance measures that have been developed to date. It is expected that this list will be refined in the coming months.

These performance measures are not meant to be an all-encompassing reflection on the results or outcomes the City achieves. The success of city programs and services are affected by a number of determinants including the availability of financial and staffing resources. However, these measures should allow the City to gauge whether established standards are being met, and whether resources are being allocated effectively. They should also provide some insight on whether the City is making adequate progress on achieving its long-term goals and objectives.

It is suggested that performance measures be integrated with other citywide best practices such as; strategic planning or visioning, seeking citizen input, establishing goals and objectives, preparing multi-year capital improvement plans and financial plans, and adopting an annual budget. The design of an integrated model might be well suited for a Council goal-setting discussion topic.

POLICY OBJECTIVE

Establishing and implementing performance measures is consistent with the Imagine Roseville 2025 process and industry-recommended practices.

FINANCIAL IMPACTS

Not applicable.

STAFF RECOMMENDATION

Not applicable.

REQUESTED COUNCIL ACTION

For information purposes only. No formal action is required.

Prepared by: Chris Miller, Finance Director
Attachments: A: Draft Summary of City Performance Measures
B: IR2025 Goals & Strategies

Administration Department

Regional Benchmark: Average number of days from a position vacancy to candidate acceptance
IR2025 Strategy: 2.B
Description: # of days between person leaving and person accepting the position

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Regional Benchmark: Rate of turnover
IR2025 Strategy: 2.B
Description: # of employees that leave the city divided by total number of positions (excludes seasonal employees)

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Local Benchmark: Number of days for the employee hiring process
IR2025 Strategy: 2.B
Description: # of days between job posting and person accepting the position

Goal	2009	2010	2011	3-Year Avg.	2012

Local Benchmark: Percentage of employee performance reviews conducted within 30 days of the due date
IR2025 Strategy: 2.B
Description: N/A

Goal	2009	2010	2011	3-Year Avg.	2012
%	%	%	%	%	%

Local Benchmark: Number of website subscribers for electronic communications
IR2025 Strategy: 2.B
Description: Number of email accounts registered to receive City News updates through the website's email subscription program

Goal	2009	2010	2011	3-Year Avg.	2012

-	-	-	-	-	-

Local Benchmark: Percentage of time cable channel is free of difficulties
IR2025 Strategy: 2.B
Description: Technical difficulties are equipment related problems or human errors that prevent residents from viewing Roseville Cable Channel 16

Goal	2009	2010	2011	3-Year Avg.	2012
%	%	%	%	%	%

Local Benchmark: Tons of material collected through curbside collection
IR2025 Strategy: 2.B
Description: Tons of material collected as part of the City's contracted recycling collection program

Goal	2009	2010	2011	3-Year Avg.	2012
-	-	-	-	-	-

Finance Department

Regional Benchmark: Average processing days for accounts payable vendor checks
IR2025 Strategy: 2.B
Description: # of days from invoice date to check date

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Local Benchmark: Percentage of cash receipts (40,000 annually) processed accurately
IR2025 Strategy: 2.B
Description: N/A

Goal	2009	2010	2011	3-Year Avg.	2012
99 %	%	%	%	%	%

Local Benchmark: Percentage of vendor payments (7,000 annually) processed accurately
IR2025 Strategy: 2.B
Description: N/A

Goal	2009	2010	2011	3-Year Avg.	2012
99 %	%	%	%	%	%

Local Benchmark: Percentage of paychecks (8,000 annually) processed accurately
IR2025 Strategy: 2.B
Description: N/A

Goal	2009	2010	2011	3-Year Avg.	2012
99 %	%	%	%	%	%

Local Benchmark: Average License Center customer wait time; tab renewals
IR2025 Strategy: 2.B
Description: N/A

Goal	2010	2011	2012	3-Year Avg.	2013
< 5 minutes	-	-	-	-	-

Local Benchmark: Average License Center customer wait time; MV, DL, DNR Licenses
IR2025 Strategy: 2.B
Description: N/A

Goal	2010	2011	2012	3-Year Avg.	2013
< 15 minutes	-	-	-	-	-

Police Department

Regional Benchmark: Number of sworn full-time equivalent officers per 1,000 population
IR2025 Strategy: 5.A
Description: Number of sworn officers divided by 2,080 divided by population in thousands

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Regional Benchmark: Response time
IR2025 Strategy: 5.A
Description: Time it takes on top priority calls, when officer responds with lights and sirens, from dispatch to first officer on scene

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Local Benchmark: Crime data accuracy
IR2025 Strategy: 5.A
Description: Percentage of correct data supplied to BCA

2009	2010	2011	3-Year Avg.	2012
%	%	%	%	%

Benchmark: Number of traffic contacts per member of the Patrol Division
IR2025 Strategy: 5.A.6
Description: Total number of traffic contacts divided by number of personnel in the Patrol Division

2009	2010	2011	3-Year Avg.	2012
-	-	-	-	-

Local Benchmark: Percentage of criminal cases cleared
IR2025 Strategy: 5.A
Description: Percentage of criminal cases cleared by arrest, unfounded, exceptionally cleared; divided by the number of cases assigned

2009	2010	2011	3-Year Avg.	2012
%	%	%	%	%

Local Benchmark: Number of active Neighborhood Watch Programs
IR2025 Strategy: 5.A
Description: Total number of neighborhoods active in the Program

2009	2010	2011	3-Year Avg.	2012
-	-	-	-	-

Fire Department

Regional Benchmark: Response time
IR2025 Strategy: 5.B.1
Description: Time it takes from dispatch to apparatus on scene

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Local Benchmark: Percentage of fire calls responded to in five minutes or less from time of dispatch to arrival at the scene
IR2025 Strategy: 5.B.1
Description: N/A

	All – Calls	Emergency Calls	Non-Emergency Calls
Roseville			
ICMA Average	50.7 %	57.9 %	41.7 %
% Above / Below			

Local Benchmark: Average response time of total EMS calls requiring emergency response from time of dispatch to arrival at the scene
IR2025 Strategy: 5.B.1
Description: N/A

	All EMS Calls (seconds)
Roseville	
ICMA Average	272
% Above / Below	

Local Benchmark: Fire personnel injuries with no lost time per 1,000 calls
IR2025 Strategy: 5.B.2
Description: N/A

	Calls	Injuries	% per 1,000
Roseville			%
ICMA Average			%
% Above / Below			%

Local Benchmark: Fire suppression stops/fire confined to room of origin
IR2025 Strategy: 5.B.1
Description: N/A

	Structure Fires	Stops	% per 100 Structure Fires
Roseville	-	-	%
ICMA Average	-	-	%
% Above / Below	-	-	%

Local Benchmark: Fire and EMS cost per Roseville resident
IR2025 Strategy: 5.A.1
Description: N/A

	Budget	Cost per Resident
Roseville	$	$
ICMA Average	$	$
% Above / Below	%	%

Local Benchmark: EMS calls for service per 1,000 residents
IR2025 Strategy: 5.A.1
Description: N/A

	EMS Calls	% per 1,000
Roseville		%
ICMA Average		%
% Above / Below		%

Public Works Department

Regional Benchmark: Average time to complete a snow event
IR2025 Strategy: Goal/Strategy #12
Description: # of hours to plow and sand the entire road system once

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	8	-	-	-	-

Regional Benchmark: Gallons of water pumped per day per capita
IR2025 Strategy: 7.A.3
Description: Annual water purchased divided by 365 days divided by # of residents

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	132	-	-	-	-

Local Benchmark: Project Engineering cost as a percent of total project construction cost
IR2025 Strategy: Goal/Strategy #12
Description: Average for all projects

2010	2011	2012	3-Year Avg.	2013
8.6 %	%	%	%	%

Local Benchmark: Cost per unit for street sweeping
IR2025 Strategy: Goal/Strategy #12
Description: Per linear miles

City	2009	2010	2011	3-Year Avg.	2012
Spring	$ 309.00	$	$	$	$
Fall	$ 114.00	$	$	$	$

Local Benchmark: Cost per unit for seal coating
IR2025 Strategy: Goal/Strategy #12
Description: Per square yard

2009	2010	2011	3-Year Avg.	2012
$ 1.04	$	$	$	$

Local Benchmark: Cost per unit for snow plowing
IR2025 Strategy: Goal/Strategy #12
Description: Per snow season (Nov-Apr) per lane mile

2009	2010	2011	3-Year Avg.	2012
$ 1,563.00	$	$	$	$

Parks & Recreation Department

Regional Benchmark: Percentage of fees to expenditures
IR2025 Strategy: 8.A.1
Description: Amount of fees collected for programs divided by program costs

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	%	%	%	%	%
Roseville	%	%	%	%	%

Local Benchmark: Total number of Recreation program participants
IR2025 Strategy: 1.A.6; a, b, and c. 1.B, 3.A, 4.A.6, 8.A
Description: N/A

2010	2011	2012	3-Year Avg.	2013
-	-	-	-	-

Local Benchmark: Skating Center ice hours sold
IR2025 Strategy: 1.A.6; a, b, and c, 3.A, 8.A, 10.B
Description: N/A

2010	2011	2012	3-Year Avg.	2013
-	-	-	-	-

Local Benchmark: Pathway plowing cost per mile
IR2025 Strategy: 8.B.3, 1.A.6.d, 3.D.1.b, 8.A.4
Description: N/A

2010	2011	2012	3-Year Avg.	2013
-	-	-	-	-

Local Benchmark: Cost per acre maintained in park system
IR2025 Strategy: 2.A.1.d, 8.A
Description: N/A

2010	2011	2012	3-Year Avg.	2013
-	-	-	-	-

Community Development Department

Regional Benchmark: # of inspections completed per full-time equivalent building inspector
IR2025 Strategy: 2.B
Description: Total inspections divided by total FTE's

City	2009	2010	2011	3-Year Avg.	2012
Woodbury	-	-	-	-	-
Roseville	-	-	-	-	-

Local Benchmark: Complete residential plan reviews within 5 business days 95% of the time
IR2025 Strategy: 2.B
Description: N/A

	2009	2010
Percent	n/a	%

Local Benchmark: Complete commercial plan reviews within 10 business days 95% of the time
IR2025 Strategy: 2.B
Description: N/A

	2009	2010
Percent	n/a	%

Local Benchmark: Close public nuisance cases within 20 business days 90% of the time
IR2025 Strategy: 2.B, 2.C
Description: N/A

	2009	2010
Percent	87.3 %	%

Local Benchmark: Close Neighborhood Enhancement Program-initiated cases within 20 business days
90% of the time 2.B, 2.C
IR2025 Strategy:
Description: N/A

	2009	2010
Percent	86.2 %	%

Local Benchmark: Median time to approve administrative deviation
IR2025 Strategy: 2.B, 6.D
Description: N/A

	2009	2010	2011	3-year Avg.	2012
Time	14 days	-	-	-	-

imagine ROSEVILLE 2025 Goals & Strategies

Goals

Community	1) Roseville is a welcoming community that appreciates differences and fosters diversity
	2) Roseville is a desirable place to live, work, and play
	3) Roseville has a strong and inclusive sense of community
	4) Roseville residents are invested in their community
Safety	5) Roseville is a safe community
Housing	6) Roseville Housing meets community needs
Environment	7) Roseville is an environmentally healthy community
Parks, Open Space, Recreation & Wellness	8) Roseville has world-renowned parks, open space, and multigenerational recreation programs and facilities
	9) Roseville supports the health and wellness of community members
Education	10) Roseville supports high quality, lifelong learning
Infrastructure	11) Roseville has a comprehensive, safe, efficient, and reliable transportation system
	12) Roseville has well-maintained, efficient, and cost-effective public infrastructure
Technology	13) Roseville has technology that gives us a competitive advantage
Finance and Revenue	14) Roseville has a growing, diverse and stable revenue base
	15) Roseville responsibly funds programs, services, and infrastructure to meet long-term needs

	Strategy		Item	Dept		Brainstorming	Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
1.A	Make Roseville a livable community for all	1.A.2	Educate community members on diversity issues and provides means to repair damage caused by prejudice; convey a clear message that intolerance is not welcome in our community	**AD**	1.A.2.b **TP**	Letters to editor about community attitudes							
				AD	1.A.2.f **AI**	Continue the work of the Human Rights Commission							
		1.A.3 **TP** **DR**	Establish a City Help desk to provide communications within the community; make community information available in multiple languages and to people with disabilities	**FN**	1.A.3.a	Assess the demand for information 24x7x365 and/or demand for information in multiple languages. Potential tools include expanded website capability, additional Staff with special training, or outside contractors. *Budget speakers (Bill Maclinen couple of thousand Politicians, Amy Klobucher. Partner with RPD, League of Women Voters Sponsorships (HRC)*	X			X			$
		1.A.5	Organize mentoring opportunities serving newcomers to the community; work with school districts to address needs of newcomers	**AD**	1.A.5.a **CK**	Conduct community survey/focus groups to find out # of newcomers, where from, needs *Disability (HRC)*							
		1.A.6 **TP** **DR**	Foster youth leadership and development	**PR**	1.A.6.a	Year-Round, Seasonal Youth Employment – SC, Recreation, GC, HANC, P&R Maintenance Create Mentorship opportunities *Short Term/Long Term (P&R)* ***High priority*** *Mentoring – continual opportunities Feeling committed – Brainstorming Data from schools (translators) (HRC)*	X				X		$$
				PR	1.A.6.b	Expand Leaders in Training (LIT) *Short Term/Long Term (P&R)* ***High priority***	X				X		$
				PR	1.A.6.c	More year-round recreation and activity space including Field space for soccer, lacrosse, baseball, football, Indoor Swimming Pool, Gymnasiums for basketball, volleyball & indoor play, Arts Spaces for		X		X			$$$$

Strategy	Item	Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Maint	Change	Cost*
				visual arts, performing arts, creative play and exploration *Short Term/Long Term (P&R)* ***High priority***							
		PR	1.A.6.d **AI** **TP**	Citywide transportation system *Short Term (P&R)* ***High/medium priority*** *Identify transit system components-add timeline (PWET)*							
		PD	1.A.6.e	Renew interest/involvement in the Police Explorers program	X				X		$
		PD	1.A.6.f	Assign an additional School Liaison Officer to RAS	X			X			$$
		PD	1.A.6.g	Institute a yearly Youth Academy	X			X			$
		PD	1.A.6.h	Institute a yearly Youth Safety Camp	X			X			$
		PD	1.A.6.i	Institute a yearly Bicycle Safety Camp	X			X			$
		PD	1.A.6.j	Expand the "Officer Friendly" program, participating in pre-school, elementary, middle and high school programs and functions	X				X		$
		PD	1.A.6.k	Reinstate the Summer Bicycle Patrol	X			X			$$
		PD	1.A.6.l	Enhance Community Service Program – additional CSO's will reduce demands now placed upon police officers while providing important/essential training to future law enforcement professionals	X					X	$$
		PD	1.A.6.m	Institute a 1 day/1 hour per shift visit by officers to a grade school classrooms to present on safety, law enforcements role in society and acceptable social behavior	X			X			$
		PD	1.A.6.n	Design diversion program for juveniles, allowing them to shadow officers or investigators, or complete certain administrative or CSO duties. include communication with parents to monitor progress or decline in social behavior	X				X		$
		PD	1.A.6.o	Provide parental support through group interaction with professional moderator	X			X			$
		PD	1.A.6.p	Provide support to "at-risk" juveniles with early intervention	X				X		$$
		PD	1.A.6.q	Ongoing interaction with students at RAHS and Concordia, highlighting positive events	X			X			$$
		PD	1.A.6.r **CK**	Interaction with student council groups and school leadership programs	X			X			$
		PD	1.A.6.s	Participation in Career Days	X				X		$
		PD	1.A.6.t	Anticipate needs associated with the new Alternative Learning Center which at the Fairview Community Center (network with faculty,	X			X			$$

Strategy		Item		Dept		Brainstorming	Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
						assign an officer to the school for more interaction and consulting)							
				PD	1.A.6.tu	On-going interaction with youth groups such as Cub Scouts, Brownies, Girl and Boy Scouts (tours)	X			X			$
				PD	1vA.6.w	On-going interaction with park and recreation programs, especially summer outdoor events involving juveniles	X				X		$
				PD	1.A.6.x	Participate in library events, reading events, etc.	X			X			$
				PD	1.A.6.y	Become involved in alternative to juvenile court, involve peer panel that becomes part of decision-making process re: discipline and/or corrective behavior actions.	X			X			$
				FD	1.A.6.z	Expand Fire Explorer Post program to allow shift work.	X					X	$
				FD	1.A.6.aa	Develop partnership with RAHS for an emergency services curriculum path.	X			X			$$
				FD	1.A.6.ab	Implement an annual fire-EMS-safety camp for Roseville youth.	X			X			$
		1.A.7	Honor individuals and groups who contribute to the community	**AD** **CK**	1.A.7.a	Expand newsletter to include more articles "Volunteer of the Month" or "Spotlight on Volunteer" articles. *Conduct a broad survey, climate of City needed pursue with Council, National Citizen attitude (HRC)*							
1.B	Make Roseville A livable community for all	1.B.3	Promote ethnic celebrations and festivals	**PR** **DR**	1.B.3.b	Create Culture-Based Connections through Summer Entertainment Series and Rosefest. Work to mirror community makeup with culture driven performances *Short Term/Long Term (P&R)* ***High/medium priority***	X					X	$$
2.A	Create an attractive, vibrant, and effective city with a high quality of life	2.A.1 **AI**	Preserve and maintain community green spaces, parks, and open spaces, and improve as needed in response to changing community needs	**PR**	2.A.1.a **CK** **DR** **TP**	Update Master Plans (to include parks and community facilities) throughout Parks & Recreation System. Establish a strategic plan for public land use, recreation and leisure opportunities. Include community input Create a system of destination parks to meet the range of community interests and recreation programming options *Short Term/Long Term (P&R)* ***High priority***	X					X	$$$
				PR	2.A.1.b	Provide proper care and maintain open spaces, park facilities, outdoor play areas and community resources Provide appropriate maintenance systems *Short Term/Long Term (P&R)* ***High priority***	X					X	$$

Strategy		Item	Dept		Brainstorming	Timeline (years)			Strategy			Cost*
						1-3	4-8	9+	New	Maint	Change	
			PR	2.A.1.c	Replace Central Park Harriet Alexander Nature Center Boardwalk with state-of-the-art materials *Short Term (P&R)* ***High priority***	X				X		$$$
				2.A.1.d	Establish and management system that maintains safe, healthy facilities Establish a system of community wide maintenance zones with dedicated staff and procedures. Expand maintenance staff to provide for systematic inspection and attention	X					X	$$
	2.A.2	Promote commercial and residential aesthetics and design innovations; set high standards for landscaping and design of public improvements	**CD**	2.A.2.a **TP**	Upgrade design standards. *Include pathway construction standards, visibility standards for intersections (PWET)*	Consultant	Staff					$$
	2.A.9 **AI** **TP**	Encourage tree preservation and replacement; make Roseville "bloom" by encouraging decorative landscaping	**CD**	2.A.9.a	Upgrade design standards. *Undertake systemic code review , to include at least* *-clarification of permitted uses in B-1-B vs. B-2 zones* *-review for cultural diversity disconnects* *- implementation of lot split changes (PC)* ***High priority***							
			CD	2.A.9.b	Create specific area design standards.							
			CD	2.A.9.c	Create a landscape ordinance & a practical tree preservation policy.							
			CD	2.A.9.d	Require additional boulevard landscaping in single-family areas. *Add boulevard visibility standards for drivers to see at corners and signage (PWET)* *Sight Visibility (PWET)*							
			CD	2.A.9.e	Make standards compatible with progressive cities.							
					Develop information for residents regarding environmental and landscaping for energy preservation, water quality, tree preservation, etc.(PC) ***High Priority***							
	2.A.10	Keep city clean and inviting; enforce nuisance ordinances	**CD**	2.A.10.a **CK** **DR**	Ensure that code enforcement officers have resources, political support and authorizing ordinances that they need.							

Strategy		Item		Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Maint	Change	Cost*
				CD	2.A.10.c **TP**	Ensure that city departments and other public agencies are in conformance with our own nuisance codes. *Undertake systemic code review , to include at least* *-clarification of permitted uses in B-1-B vs. B-2 zones* *-review for cultural diversity disconnects* *- implementation of lot split changes (PC)* ***High priority*** *Develop communication and educational materials for informing residents of existing design standards, ordinances and codes (PC)* ***High priority*** *Code enforcement – does the community know enough about the codes to understand the effect? Part of code review* ***Mid priority***							
2.B	Provide excellent, effective, and efficient city services	2.B.1	Benchmark and routinely seek community input to evaluate and continuously improve city services	**PD**	2.B.4.f **CK** **TP** **DR**	Initiate neighborhood-by-neighborhood survey of code violations in conjunction with Code Enforcement, using new Crime Impact Team. This cross-enforcement effort would take advisory, and enforcement action on code issues such as grass height, junked vehicles, trash cans							
				PD	2.B.4.k **DR** **AI**	Provide funding for traffic warning/speed boards	X				X		$$
2.C	Provide Regional leadership in creative and sustainable redevelopment	2.C.1	Set the tone for private development by having environmentally sustainable public facilities and properties	**CD**	2.C.1.a **DR**	*Development review process in place(PWET)* *Inventory locations where storm water practices can be implemented (PWET)*							
		2.C.2	Support environmentally friendly energy options for residential, business, and governmental needs *Inventory existing city properties to install storm BMPs (PWET)* *Clarify development review process to include environment (PWET)*	**PW**	2.C.2.a **AI**	Create City Energy Policy	X			X			$

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Main	Change	
				PW	2.C.2.b **DR**	Hybrid vehicles when technology achieves desired performance/need						X	
2.D	Enhance the city's diverse business community	2.D.1	Actively promote Roseville in the greater metropolitan area and throughout the state and region	**CD**	2.D.1.a **DR**	Should be Administration. RVA & Chamber of Commerce driven.							
		2.D.2 **AI**	Encourage businesses with family-sustaining jobs	**CD**	2.D.2.a	Is this income-related or is it encouraging jobs that provide family-friendly benefits and services?							
		2.D.3 **AI**	More actively support existing businesses	**CD**	2.D.3.a	Research modern methods of accomplishing this in a metropolitan area. Chamber-driven? Note: Business retention has been unfunded for 3+ years.							
				AD	2.D.3.b	Business newsletter							
				AD	2.D.3.c	Determine what businesses want from the city in terms of support							
				AD	2.D.3.d	Support employees of businesses – newsletters, special health fairs or other activities for groups of small companies that may benefit							
				AD	2.D.3.e	Survey businesses to determine their needs							
				AD	2.D.3.f	List Serve communities for ideas							
		2.D.4 **TK**	Welcome new businesses	**CD**	2.D.4.a	Welcome packet for businesses							
				CD	2.D.4.b	Research the benefits of business incubators.							
				CD	2.D.4.c	Business newsletter							
				CD	2.D.4.d	Work with Chamber of Commerce on a way to recognize new businesses							
				CD	2.D.4.e	Call on new businesses, provide a special new business packet							
3.A	Foster and support community gathering places	3.A.1	Plan for, develop, and maintain public and private gathering places distributed throughout the city	**PR**	3.A.1.b **DR**	Establish capital improvements fund accounts to support projects for the Skating Center and Nature Center *Short Term (P&R)* ***High priority***	X			X			$$$$
				PR	3.A.1.c **TP**	Replace/relocate Skate Park *Short Term (P&R)* ***High/medium priority***	X					X	$$

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Main	Change	
				PR	3.A.1.e **DR** **TP**	Include shade pavilions and/or park shelters at all parks to promote neighborhood connections and accommodate neighborhood gatherings *Short Term/Long Term (P&R)* ***High/medium priority***		X		X			$$$$
		3.A.2	Promote inter- and intragenerational, multipurpose gathering places that promote a sense of community	**PR**	3.A.2.b **TK**	Community Center -- Art Center Performance Center, Senior Center, Teen Center *Short Term/Long Term (P&R)* ***High/medium priority***		X		X			$$$$ +
		3.A.4	Foster collaboration between city and community-based organizations, groups, and nonprofits	**PR**	3.A.4.a **DR** **TP**	Establish a "Community Resource and Volunteer Center/Network" to house, support and grow community-based organizations, groups and nonprofits as well as a volunteer network. Include meeting space, office space, office equipment, meeting space, volunteer coordinator, office manager, registration site. Explore partnerships with local schools, churches etc. Align with strategies 2A1,3A1,3A2,3B1 *Short Term/Long Term (P&R)* ***Medium priority***		X		X		X	$$$
3.B	Explore new Community Center	3.B.2	Take into account nearby facilities and opportunities. Explore strong partnerships to better meet community needs. Consider options including pool, exercise/fitness, teen activities, technology access, performing arts, theater, eating and meeting spaces, space for local organizations, etc.	**PR**	3.B.2.a **DR** **TP**	Community Center Discussion Take into account findings from Community Feasibility Study and Master Planning processes Inventory facilities in neighboring surrounding communities (both private and public funded); include age of facility, user demographics, facility features of note, research what is missing from the regional community facility landscape … what facilities, amenities are needed to strengthen our community …Work with School District to combine efforts to develop and build multi-purpose outdoor facilities with artificial turf *Short Term (P&R)* ***High priority***	X			X			$$$
3.D	Encourage development of neighborhood identities to build a sense of community and foster neighborhood communications, planning, and decision making	3.D.1 **DR** **AI**	Encourage development of neighborhood groups, organizations, and forums in order to provide residents with a sense of belonging *ID geographic neighborhoods (PWET)*	**PR**	3.D.1.a	Establish nature study organizations such as Bird Club, Wildflower Club, Green Group, and more environmentally friendly groups *Long Term (P&R)* ***Medium priority***				X			$

Strategy	Item	Dept		Brainstorming	Timeline (years)			Strategy			Cost*
					1-3	4-8	9+	New	Maint	Change	
		TP	3.D.1.b	Establish neighborhood or park based wellness/fitness groups – running club, walking club, training team (marathon, triathlon, 10K), inline club, skating club, biking club *Long Term (P&R)* ***Low priority***				X			$
			3.D.1.c	Lifestyle and special interest organizations such as book club, investment club – establish lines of communication to process special interest recommendations and connect with other interested parties *Long Term (P&R)* ***Medium priority***				X			$
		TP	3.D.1.d	Create a directory of community organizations, special interest groups and affiliated groups – print copy and electronic copy – Convenient search engine for easy access by community members Include a quarterly newsletter to tell the story of organization activity and promote to potential participants *Long Term (P&R)* ***Medium priority***				X			$
			3.D.1.e	Provide convenient and accessible community meeting locations to support neighborhood groups and community organizations – Community Center *Short Term (P&R)* ***High/medium priority***				X			$
			3.D.1.f	Establish city staff liaisons to community and neighborhood groups to serve as the go-to person in city hall to assist and support as needed *Long Term (P&R)* ***High/medium priority***				X	X		$
		PD	3.D.1.g	Expand Neighborhood Watch to include all neighborhoods within the city and assign police personnel as liaisons to each group	X			X			$$
		PD	3.D.1.h	Expand upon Citizen Emergency Response Team program – add additional teams	X			X			$
		PD	3.D.1.i	Year-around Park Patrol		X					$
		PD	3.D.1.j	Institute Neighborhood Patrols by private citizens		X		X			0
		PD	3.D.1.k	"Movie Night" in the neighborhoods	X			X			$
		PD	3.D.1.l	Lemonade stands in park in summer/Hot chocolate in the winter	X				X		$
		PD	3.D.1.m	Safety Day at Rosedale – Squad used as visual aid – information on police services and opportunities	X			X			$

Strategy		Item		Dept		Brainstorming	Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
				PD	3.D.1.n TP	Bring back the "R U OK?" program, a daily, electronic "check" on senior citizens	X			X			
				PD	3.D.1.o	Assign personnel for business contacts (especially in retail areas)	X			X			$
				PD	3.D.1.p	Engage faith groups, rental complexes, business groups in on-going discussions/interactions to foster communication, exchange information and clarify expectations	X			X			$
		3.D.2	Maintain neighborhood architectural integrity where possible	CD	3.D.2.a CK	Increase funding for and more actively promote housing redesign program *Set lot size discussion (PWET)*							
					3.D.2.c AI	Consider establishing defined neighborhoods *Energy efficiency (PWET)*							
4.A	A: Provide meaningful opportunities for community engagement	4.A.1 AI	Value community-driven change and provide for community-based planning to occur; promote and support community-led civic involvement	CD	4.A.1.a	Develop tools to better engage the public. Survey may be a good tool to get the input of the silent majority or those who cannot participate in other venues							
				AD	4.A.5.b	Develop guidelines & training for participants							
		4.A.6	Promote volunteer activities and opportunities, and neighborhood and city events including ethnic celebrations/festivals	PR	4.A.6.a TP	Align with Strategies 1.B.3, 3.A.4, 3.D.1 Establish a Community Resource and Volunteer Center/Network with support and coordinating staff to recruit, train, nurture volunteers, Offer volunteer opportunities at the Golf Course, Host events at City facilities and sponsored by user groups, affiliated groups, special interest volunteer *Short Term (P&R)* ***High priority***	X			X			$$
	Ensure that city government is civil, informative, and responsive	4.B.3	Ensure that city employees and elected officials respond appropriately and respectfully to resident concerns, and clearly and transparently explain all actions	AD	4.B.3.b DR TP	Have request for service form on website							

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
5.A	Provide strong police, fire, and emergency medical services so neighborhood residents feel and are safe	5.A.4 **TP**	Support a neighborhood network to be used for emergency preparation	**PD**	5.A.4.a	Expand the police reserve program	X				X		$
				PD	5.A.4.b	Add full-time civilian position to oversee Emergency Management	X			X			$$
				PD	5.A.4.c	Pay reserve officers as part-time employees (provide incentive to work more on-duty park patrol, aid in full-time police officer recruitment)	X			X			$$
				PD	5.A.4.d **TP**	Outreach programs (similar to information provided prior to Y2K - the first things you do when in an emergency situation where no electrical power is available… how do we communicate with our citizens?)	X				X		
				PD	5.A.4.e	Offer child care during meetings involving citizens (better attendance, attention to subject matter)	X			X			
				FD	5.A.4.f	Use block party format for all-hazards education campaign.	X			X			$
				FD	5.A.4.g	Develop an e-mail list-serve that can be segmented by neighborhood/region of the city	X			X			$
		5.A.5 **AI** **DR** **TP?**	Provide safe trails, crosswalks, and pathways *Private connections to public sidewalks, front door access to businesses (PWET)* *Pathways as a business resource (PWET)*	**PW**	5.A.5.a	Levy for new construction to meet master plan	X			X			$$
					5.A.5.b	Identify needs in uncontrolled cross walks for flashing solar activated crosswalk lights, 1 per year	X				X		$$
				PW	5.A.5.c **TP**	Work with Ramsey County on crosswalk painting on County roads. They have cut back due to budget constraints. Be serious about pedestrian by increasing enforcements, dedicate one new officer to speed and crosswalk law enforcement at $90,000.	X					X	$
				PW	5.A.5.d **TP**	Install Pedestrian countdown timers at signalized intersections	X				X		$

Strategy		Item		Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Main t	Change	Cost*
				PW	5.A.5.e	Consider increasing pedestrian crossing clearance time at signals	X			X			$
		5.A.6 **DR**	Vigorously enforce traffic laws	**PD**	5.A.6.a	Education – information and spotlights on problem areas	X				X		
				PD	5.A.6.b	Expand what we are doing under State of MN programs (Click it or Ticket, Safe and Sober)	X				X		$$
				PD	5.A.6.c	Search for grants to support overtime relating to traffic enforcement	X				X		
				PD	5.A.6.d	Work with RAHS drivers education *RAHS – Driver Ed is not a school district activity – separate contractor (PWET)*	X				X		$
				PD	5.A.6.e	Identify "major employers" in Roseville, request meetings with employees (brown-bag sessions) to educate and interact	X			X			$
				PD	5.A.6.f	Seek out groups (juvenile and adult) to share information related to all types of traffic safety	X				X		$
				PD	5.A.6.g	Increase participation (both with citizens and PD employees) in child safety seat set-ups	X				X		$
				PD	5.A.6.h	Develop "incentive system" for personnel relating to traffic enforcement	X			X			
				PD	5.A.6.i	Provide take-home vehicles to sworn police personnel living within the city of Roseville	X			X			$$$
6.A	Coordinate housing plans with all other community plans				**DR**	*HRA currently has a housing plan dated August 2005.* *Ensure that the RHRA are part of the City Comprehensive Plan update process for the Housing Section.* *Hire an RHRA staff person (Executive Director and Housing Coordinator) that is within the City's Community Development Department. The staff person would report directly to the City Manager or Community Development Director as a city employee and paid for from HRA funds. The structure would ensure that there is communication between the HRA and the City regarding housing and community development issues.(HRA)*							
6.C	Implement programs to ensure safe and well-maintained properties	6.C.2	Development more stringent codes for rental properties of four or fewer units	**CD**	6.C.2.a **DR**	Implement Rental Registration and continue to evaluate rental licensing *HRA recommended a rental registration program and educational*							

Strategy		Item		Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Main t	Change	Cost*
					TP	*process after a citizen lead review of the issues. – Still awaiting Council direction and action regarding drafted ordinance.* *HRA to provide annual funding for a rental registration program support staff and educational process and materials.(HRA)*							
		6.C.4	Provide loans and other assistance to help people maintain property	CD	6.C.4.a DR	Establish an emergency loan fund for low interest. deferrable loans for property maintenance *HRA has two existing loan funds and emergency funding already available. – no emergency funding requested to date.* *HRA to fund renovation loan program and emergency funding for housing code violations.* *HRA to provide funding on a large scale through bonding, HRA levy and grant funding to address the maintenance of older multifamily rental and ownership housing (HRA)*							
6.D	Ensure life-cycle housing throughout that city to attract and retain a diverse mix of people, family types, economic statuses, ages, and so on				6.D.e AI CK TP	Encourage development of transit, walkability and alternate transportation. *For both business and recreational purposes – school students, bicycle commuters, etc (PWET)* *HRA Housing Plan includes the following strategy - Because there is a higher use of public transit by rental housing residents, invite the City Public Utilities and Transportation Commission and the Metropolitan Council's Public Transportation and Transit Agencies to meet annually with the HRA Board to discuss possible joint ventures. – No process started to date.* *HRA to be consulted on redevelopment and infill projects where there is proposed or the opportunity to provide life cycle housing options.*							
						Survey non-Roseville residents and people moving out of the city to determine Roseville's pros & cons. *HRA Housing Plan strategy includes exploring the costs and benefits of partnering with the City and local school districts on a "Quality of Life" and school focused community study.* ***This has been identified as a high priority of the HRA. – HRA met with the school district to solicit input on HRA goals and strategies, no specific action has resulted to date.*** *HRA to facilitate a community wide quality of life process that includes key stakeholders and helps to provide direction regarding*							

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
						how the City and HRA are meeting the current and future housing needs of Roseville.(HRA)							
						Create a city/real estate agent work group and realtor workshop. *The HRA Housing Plan Goal is to strengthen the city's relationship with local banks, realtors, school district and non-profit service providers to effectively inform the community about the benefits of housing rehabilitation and reinvestment programs and partnerships.* ***Identified as a high priority for the HRA – HRA publishes a Housing Link with the intent of providing to bankers and real estate agents. This was an active process and will be reinitiated once new data is collected .*** *HRA will strengthen the city's relationship with local banks, realtors, school district and non-profit service providers through annual focus group meetings, one-on-one relationships and quarterly newsletter correspondences. (HRA)*							
						Commercial/industrial redevelopment and property infrastructure maintenance to maintain a vital community for new & potential residents. *HRA to be consulted on redevelopment and infill projects where there is proposed or the opportunity to provide life cycle housing options. (HRA)*							
						Through comprehensive review of land use policies for both development and redevelop, focus attention on bringing families to the school districts and the increasing tax base to support both schools and city services (PC) ***High priority*** *Gather input from community on increasing residential density and the effect on land use to deal with the disconnect between theory of increasing and the reaction to specific development plans (PC)* ***High priority***							
7.A	Preserve and enhance soil, water, and urban forest resources	7.A.1 **AI** **TP**	Protect and preserve existing lakes, wetlands, ponds, aquifers, and other natural environments and habitats	**CD**	7.A.1.a	Ensure that code reflects DNR regulations.							
					7.A.1.b **AI**	Coordinate departmental review/enforcement. *Explore city leading and initiating TMDL studies (PWET)*							

Strategy		Item	Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Maint	Change	Cost*
				7.A.1.c **AI** **DR**	Adopt a tree preservation ordinance							
	7.A.2	Recognize water resources and the importance of aquifer recharge; reduce stormwater runoff through regulation and education	**PW**	7.A.2.b **DR**	Volume reduction for City and Private projects	X				X		$$
			PW	7.A.2.c **DR**	Educate public on benefits of reducing runoff	X				X		$
	7.A.3	Use best practices to maintain and develop natural resources, focusing on wetlands and groundwater quality; encourage water conservation	**PW**	7.A.3.b **DR** **TP**	Revise water rates from use base to conservation base incentives for 10-20% reduction in residential and business usage	X				X		Rate Change
	7.A.4 **AI**	Protect and enhance urban forests	**PW**	7.A.4.a	Tree planting program/maintenance of existing urban forest *Randy's tree language (PWET)*						X	$$
			PW	7.A.4.b	Spring annual reduce cost program for homeowners ½ cost for planting in private property *Clarify "reduce cost program" (PWET)* *Grant opportunities (PWET)*							$-$$
			PW	7.A.4.c	Reduce/eliminate invasive species *Citywide, including private & parks (PWET)*		X				X	$-$$
	7.A.5	Collaborate with other governmental units and groups to identify and help meet environmental targets *System of partnership studies (PWET)*	**PW**	7.A.5.a **DR** **TP**	Rain Barrel Program- Partnerships with Watersheds & St. Paul?	X						$
			PW	7.A.5.b **DR**	Rain Garden Workshop/ grant program- Partnerships with Watersheds and Ramsey Conservation District	X						0

	Strategy		Item	Dept		Brainstorming	Timeline (years) 1-3	4-8	9+	Strategy New	Maint	Change	Cost*
7.B	Reduce negative human impacts by conserving energy and reducing pollution	7.B.1 **TP**	Vigorously enforce housing codes	**CD**	7.B.1.a	*Develop new means to conserve energy and reduce pollution (e.g. alternatives to full-size pickups, pedestrian trails for walkability, etc. (PC)* ***High Priority***							
		7.B.3	Provide loans and other assistance to help people maintain property *Loan to finance replacement with energy efficient appliances – Green design (PWET)*	**CD**	7.B.3.a **AI** **TP**	*Green Design (PWET)*							
8.A.	Expand and maintain year-round, creative programs and facilities for all ages, abilities, and interests	8.A.1	Remain aware of and responsive to changes in recreational needs and trends	**PR**	8.A.1.a **CK**	Establish a system to track recreational trends. Provide opportunities for staff at all levels to participate in regional/national conference and training opportunities. Remain active in state, regional and national professional organizations to keep current on trends *Short Term/Long Term (P&R)* ***High priority***	X			X	X		$
		8.A.2	Keep a reasonable balance between open spaces and parks	**PR**	8.A.2.a **CK** **TP**	See 2.A.1 Update Master Plans (to include parks and community facilities) throughout Parks & Recreation System *Short Term/Long Term (P&R)* ***High priority***							
		8.A.4	Maintain and improve trails, wetlands, and nature center(s)	**PR**	8.A.4.a **AI**	See 2.A.1 Update Master Plans (to include parks and community facilities) throughout Parks & Recreation System *Short Term (P&R)* ***High/medium priority***							
				PR	8.A.4.b **DR** **AI**	Engage in wetland restoration and install interpretive route		X		X			$$$
					8.A.4.c **AI**	Respond to recommendations of Nature Center Planning Committee report *Short Term/Long Term (P&R)* ***High priority***	X					X	$$
8.B	Provide high quality and well-maintained facilities, parks, and trails	8.B.1 **AI**	Maintain and manage parks, recreation facilities, forests, and open spaces to the highest standards using best	**PR**	8.B.1.a	See 2.A.1 Consider green technology when replacing building mechanical systems – SC *Short Term (P&R)* ***High priority***	X		X			X	$$$

Strategy		Item	Dept		Brainstorming	Timeline (years)			Strategy			Cost*
						1-3	4-8	9+	New	Maint	Change	
		practices; implement a plan to retain green and open space										
			PR	8.B.1.b	Continuing education on facility operations and maintenance procedures to keep staff knowledge base high - use state and national affiliation workshops and clinics *Short Term/Long Term (P&R)* ***High priority***	X				X		$$
			PR	8.B.1.c	Implement system of tracking maintenance initiatives Expanded documentation and implementation requires additional staffing *Short Term/Long Term (P&R)* ***High priority***	X			X			$$
	8.B.2	Leverage resources by partnering with other communities, agencies, and school districts to optimize open space, fitness and recreation programming, and facility options	**PR**	8.B.2.a **TP**	Use local community partners *Short Term (P&R)* ***High priority***	X			X			$$$
			PR	8.B.2.b **TP**	Promote unique activities at the OVAL within neighboring communities to increase programs numbers and increase exposure opportunities – capitalizing on something Roseville has that few others can match *Short Term/Long Term (P&R)* ***High priority***	X				X		$
			PR	8.B.2.c	Pursue collaborations with north side nature centers for shared programming opportunities *Short Term (P&R)* ***High priority***	X				X		$
	8.B.3 **AI**	Connect the park system to the community via paths and trails *Also useful for business travel (PWET)*	**PW**	8.B.3.a	Identify segments with poor or no connection. Follow Master plan guide. Address Hwy 36 and Snelling crossing barriers: tunnels or bridges at Lydia, Co C, Co B, or Roselawn							$$
	8.B.5	Support volunteerism to encourage people to actively support parks and open spaces	**PR**	8.B.5.a **TP**	See 3.A.4 Establish Community Resource and Volunteer Center/Network to support and advocate for a healthy, maintained park system *Short Term (P&R)* ***High priority***	X			X			$$

	Strategy		Item	Dept		Brainstorming	Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Main t	Change	
10.B	Provide sustainable, cutting edge, educational technology	10.B.1	Educate community members on what technology can provide	PR	10.B.1.a **TP**	*Connect fiber to all public sites (PWET)*							
11.A	Provide a road system that moves people and goods safely and efficiently *Change strategy to "Provide a transportation system…" (PWET)*	11.A.1	Plan and budget to reduce congestion, travel time, costs, and pollution	PW	11.A.1.a **DR** **TP**	Consider Roundabouts. If space and buying R.O.W. is feasible. *Ensure coordination of transportation and land use plans with all funding sources and agencies, from local to federal to support the City's environmental and safety goals. (PC)* ***High priority***	X			X			$$
				PW	11.A.1.c **TP**	Consider striping bike lanes on all collectors and arterials.	X					X	$-$$
		11.A.3	Collect and maintain data on roadway deficiencies (safety, operations, capacity), and target investments accordingly, including the top 10 intersections where the greatest number of accidents occur	PW	11.A.3.a **DR** **TP**	Fund Citywide traffic model	X					X	$-$$
11.B	Ensure a robust public transit system that is integral to the metropolitan system and meets long-term needs	11.B.1	Leverage public transit to improve access to jobs, school, retail, and other destinations within and outside of Roseville	PW	11.B.1.a **TP**	Add buses and routes for flexibility and suburb-to-suburb travel *And intra-city destinations (PWET)* *Ensure coordination of transportation and land use plans with all funding sources and agencies, from local to federal to support the City's environmental and safety goals. (PC)* ***High priority***			X			X	
					11.B.1.b **DR** **TP**	Work w/ Metro Transit to identify location of long-term park-n-ride facility	X					X	$$
		11.B.4	Aggressively support transit-oriented development	CD	11.B.4.b **TK**	Continue to lobby for the Northeast Diagonal transit line							
					11.B.4.d **CK**	Increase development density to existing/future transit stops.							

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
		11.B.5	Expand options for transit-dependent people	PW	11.B.5.a **TK**	Local transit options, including home service for those that require		X				X	$-$$
				PW	11.B.5.b	Transit shelters – expand program		X				X	0
					11.B.5.c								
		11.B.6	Promote alternatives to single-occupancy vehicles including ride share, dial-a-ride, park and ride, car sharing, and others; work to keep Roseville as a Transit Hub with adequate park and ride facilities	PW	11.B.6.b **TP**	Work with Metro Transit to identify a replacement Park N Ride site	X					X	$$
				PW	11.B.6.c **AI**	Work with Metro transit to improve and expand local bus service	X					X	
		11.B.8	Promote highway and freeway redevelopment that incorporates transit options	PW	11.B.8.a **AI**	Expand park and rides that feed into existing inter ring suburbs and core city.	X					X	0
11.D	Expand, maintain, and promote a system of continuous and connected pathways that encourage walking and biking *Reactivate Pathway Committee – with more public notice & participation (PWET)*	11.D.1 **TP**	Regularly update Pathway Master Plan to guide construction and prioritization, with particular emphasis on collector and arterial roads	PW	11.D.1.a	Begin update of 2002 Pathway Plan (1-3 yrs) *Education ((PWET)* *Participation from larger community (PWET)* *Establish a pathway committee (PWET)*	X					X	0
				PW	11.D.1.b	Promote regional trail connections through partnership projects	X				X		
		11.D.2	Require new public and private construction projects to include pathways	PW	11.D.2.a **TP**	Enforce existing sidewalk Code requirements.	X					X	0
		11.D.3 **TP**	Provide safe crossings (overpasses, tunnels, etc.) across busy streets to keep areas connected	PW	11.D.3.a	Same as in A.B.3						X	$$$

Strategy		Item		Dept	Brainstorming		Timeline (years)			Strategy			Cost*
							1-3	4-8	9+	New	Maint	Change	
		11.D.6 **CK** **AI**	Create walkable neighborhoods that promote community cohesion, connections, and cooperation; create pathways that connect neighborhoods as well as community gathering/meeting places with each other	**CD**	11.D.6.a **TK** **AI**	Create a sidewalk/trail installation program.							
				CD	11.D.6.b **AI**	Require new development to create and dedicate paths and sidewalks.							
14.A	Establish sustainable funding sources and mechanisms to pay for community needs			**FD**	14A.1.b **TP** **CK**	Develop program to provide fire, safety, CPR, fire extinguisher training to businesses.		X		X			$
14.C	Consider alternative mechanisms to fund city services			**FN**	14.C.1.d **DR** **CK**	Seek collaborative partners and alternative funding mechanisms.							