ROSEVILLE

REQUEST FOR COUNCIL ACTION

Date: 02/28/11
Item No.: 13.c

Department Approval | City Manager Approval

Item Description: Consider Adopting a 2012 Budget Calendar

BACKGROUND

On February 14, 2011 the City Council held an initial discussion on the 2012 (and now 2013) Budget Calendar. As part of that discussion, Councilmembers were asked to submit their individual preferences for the type of budget process to be followed as well as the information to be compiled. A discussion was also held on how the proposed budget calendar would be amended to accommodate a biennial budgeting process.

With regard to the 2012-2013 Budget Calendar as proposed on 2/14/11; it is suggested that the following additions be made:

August 13th, 2012	Review Jan-June financial results for 2012
September 10, 2012	Adopt 2013 Preliminary tax levy
November 19, 2012	Review Jan-September financial results for 2012, and adopt 2013 Utility Rates
December 3, 2012	Adopt 2013 Final tax levy and Budget

It is also suggested that many of the 2011 dates identified on the Calendar will need to be pushed back if we want to accommodate results from the Council Task Force on the CIP (due June 13, 2011) or the results from the Citizen Survey (due March 28, 2011) and Park Master Plan Survey (due Spring/Summer 2011).

Other dates could be added to accommodate discussion on emerging trends, changes in priorities, or unforeseen circumstances. Staff will be available at the Council meeting to address further questions or concerns.

POLICY OBJECTIVE

Adopting a budget calendar helps establish a commitment to an effective budget process.

FINANCIAL IMPACTS

Not applicable.

STAFF RECOMMENDATION

Staff recommends that the Council adopt the 2012-2013 Budget Calendar.

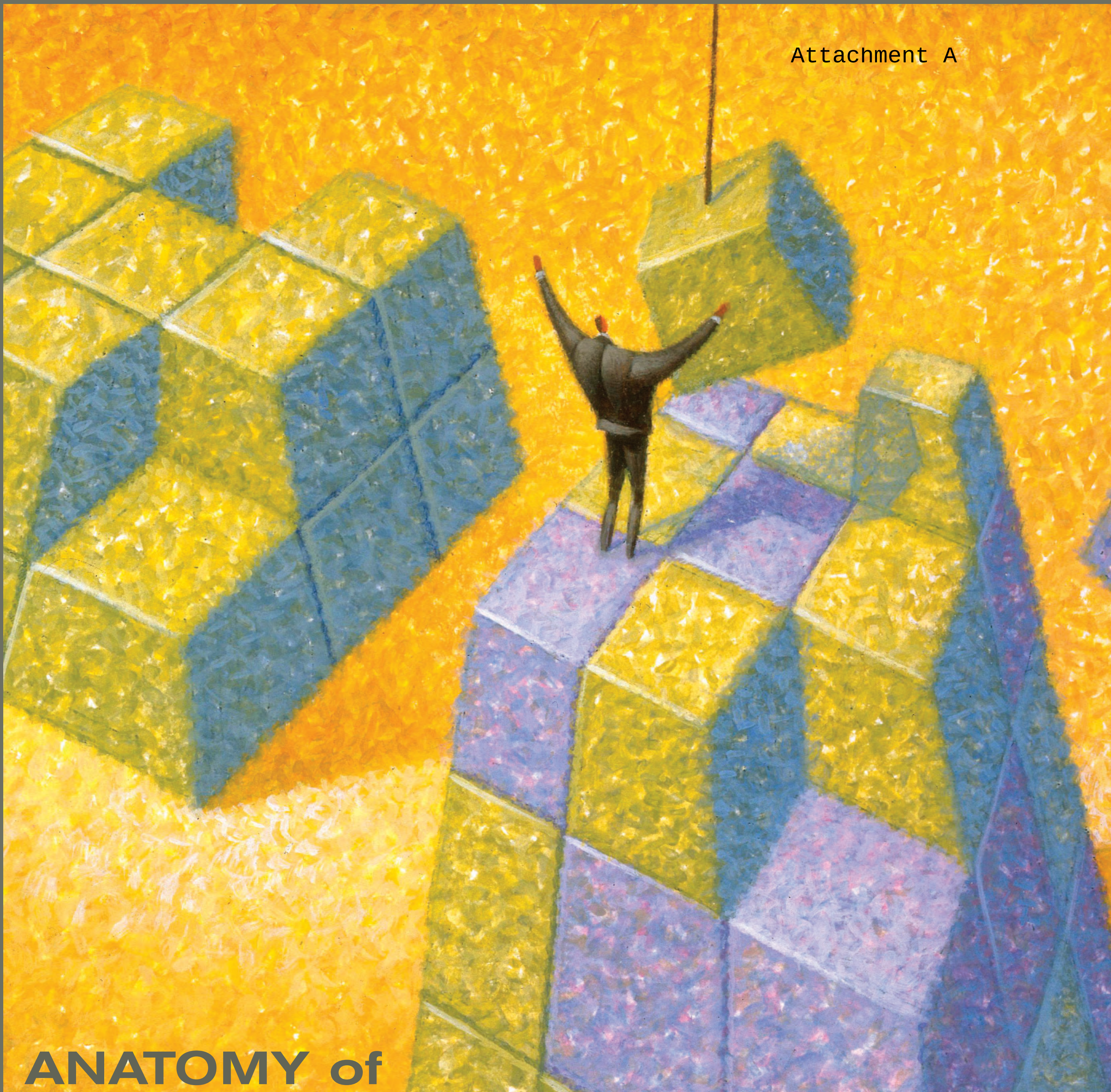
REQUESTED COUNCIL ACTION

Motion to approve the 2012-13 Budget Calendar (as amended if necessary).

Prepared by: Chris Miller, Finance Director

Attachments:
A: Article on Priority Based Budgeting from the Government Finance Officers Association
B: Materials submitted by Mayor Roe, Councilmember McGehee, and City Staff denoting possible budget approaches and data compilation examples.
C: Materials from the 2/14/11 Council Meeting

Attachment A



ANATOMY of a Priority-Based Budget Process

BY SHAYNE C. KAVANAGH, JON JOHNSON, AND CHRIS FABIAN

The traditional incremental approach to budgeting is not up to the financial challenges posed by the Great Recession. An incremental approach is workable (but not optimal) in periods of revenue growth because the new revenue increments can be distributed among departments and programs with relatively little controversy. There is much more potential for acrimony, though, when allocating revenue decrements during times of revenue decline. Hence, the popularity of across-the-board cuts — they are perceived as equitable and thus attenuate conflict. But by definition, across-the-board cuts are not strategic. They do not shape and size government to create value for the public.

Priority-driven budgeting (PDB) is a natural alternative to incremental budgeting. Using PDB, the government identifies its most important strategic priorities. Services are then ranked according to how well they align with the priorities, and resources are allocated in accordance with the ranking.[1]

This article identifies the essential steps in a PDB process and the major levers that can be pushed and pulled to customize PDB to local conditions. The following organizations contributed to the Government Finance Officers Association's research on PBD: the City of Savannah, Georgia; Mesa County, Colorado; Polk County, Florida; County, Washington; City of Walnut Creek, California; City of San Jose, California; and City of Lakeland, Florida.

MAKING THE PROCESS YOUR OWN

Designing a process that is fair, accessible, transparent, and adaptable is a challenge. However, it is also an opportunity to customize a PDB process that fits your organization best. The GFOA's research has identified five key customization questions that need to be answered as you design a PDB process:

- What is the scope? What funds and revenues are included? What is the desired role of non-profit and private-sector organizations in providing public services?
- What is the role of PDB in the final budget decision? Is it one perspective that will be considered among many, or is it the primary influence? By what method will resources be allocated to services?

- What is the organizational subunit that will be evaluated for alignment with the organization's strategic priorities? Departments, divisions, programs? Something else?
- How will subunits be scored, and who will score them? The scoring mechanism is central to PDB.
- How and where will elected officials, the public, and staff be engaged in the process? Engagement is essential for democratic legitimacy.

Jurisdictions can tailor the process to their needs so long as they stay true to the philosophy of PBD, which is about how a government should invest resources to meet its stated objectives. Prioritizing helps a jurisdiction better articulate why its programs exist, what value they offer citizens, how they benefit the community, what price we pay for them, and what objectives and citizen demands they are achieving. PDB is about directing resources to those programs that create the greatest value for the public.

STEPS IN PRIORITY-DRIVEN BUDGETING

A PDB process can be broken down into a few major steps. In addressing each step, there are several options for answering the five key customization questions.

1. Identify Available Resources. The organization needs to fundamentally shift its approach to budgeting before embarking on priority-driven resource allocation. An organization should begin by clearly identifying the amount of resources available to fund operations, one-time initiatives, and capital expenditures, instead of starting out by identifying the amount of resources the organization needs for the next fiscal year.

Many jurisdictions start developing their budgets by analyzing estimated expenditures to identify how much money the organizational units will need to spend for operations and capital in the upcoming fiscal year. Once those needs are determined, then the organization looks to the finance department or budget office to figure out how they will be funded. When adopting a PDB approach, the first step is to gain a clear understanding of the factors that drive revenues. Jurisdictions perform the requisite analysis to develop accurate and reliable revenue forecasts of how much money will be available for the upcoming year.

> Designing a process that is fair, accessible, transparent, and adaptable is a challenge. However, it is also an opportunity to customize a priority-driven budgeting process that fits your organization best.

Once the amount of available resources is identified, the forecasts should be used to educate and inform all stakeholders about what is truly available to spend for the next fiscal year. As the organization begins developing its budget, everyone must understand and believe that this is all there is — that there is no padding beyond what is forecast. Sharing the assumptions behind the revenue projections creates a level of transparency that dispels the belief that there are always "secret funds" to fix the problem. This transparency establishes the level of trust necessary for PDB to be successful.

In the first year of implementing PDB, an organization might chose to focus attention on only those funds that appear to be out of alignment on an ongoing basis. This will usually involve the general fund, but the organization might decide to include other funds in the PCB process. Polk County, Florida, for instance, limits the scope to the general fund.

> Intended Result: A common understanding throughout the organization about the amount of resources available, which limits how much can be budgeted for the upcoming fiscal year.

2. Identify Your Priorities. PDB is built around a set of organizational strategic priorities. These priorities are similar to well-designed mission statements in that they capture the fundamental purposes behind the organization — why it exists — and are broad enough to have staying power from year to year. The priorities are very different from a mission statement, however, in one respect: They should be expressed in terms of the results or outcomes that are of value to the public. These results should be specific enough to be meaningful and measurable, but not so specific that they outline how the result or outcome will be achieved, or that they will become outmoded after a short time. Mesa County, California, has six priority results, which are expressed as citizen statements:

- **Economic Vitality.** "I want Mesa County to have a variety of industries that will promote a healthy and sustainable economy."
- **Well-Planned and Developed Communities.** "I want plans and infrastructure that maintain quality of life."
- **Self-Sufficient Individuals and Families.** "I want a community where citizens have opportunities to be self-sufficient."

- **Public Safety**. "I want to feel safe any time, anywhere in Mesa County."
- **Public Health.** "I want a healthy Mesa County."
- **Public Resources.** "I want Mesa County to have well-managed resources."

A strategic plan, vision, or mission statement can be the starting point for identifying the priority results. Grounding the priority results in these previous efforts can be helpful, as it respects the investment stakeholders might have in them and gives the priorities greater legitimacy.

Developing the priorities is a critical point of citizen involvement. The governing board must also be closely involved. Familiar tools such as citizen surveys, focus groups, and one-on-one interviews work well, too.

Are Support Services a Priority?

The jurisdictions that participated in the GFOA's research offered two alternatives for funding support services. Some suggested creating a "good governance" priority that addresses high-quality support services. This gives support services a clear place in PDB and allows them to evaluate program relevance against the strategic results they are asked to achieve. Here is how the City of Walnut Creek, California, defined its governance goals:

- Enhance and facilitate accountability and innovation in all city business.
- Provide superior customer service that is responsive and demystifies city processes.
- Provide analysis and long-range thinking that supports responsible decision making.
- Proactively protect and maintain city resources.
- Ensure regulatory and policy compliance.

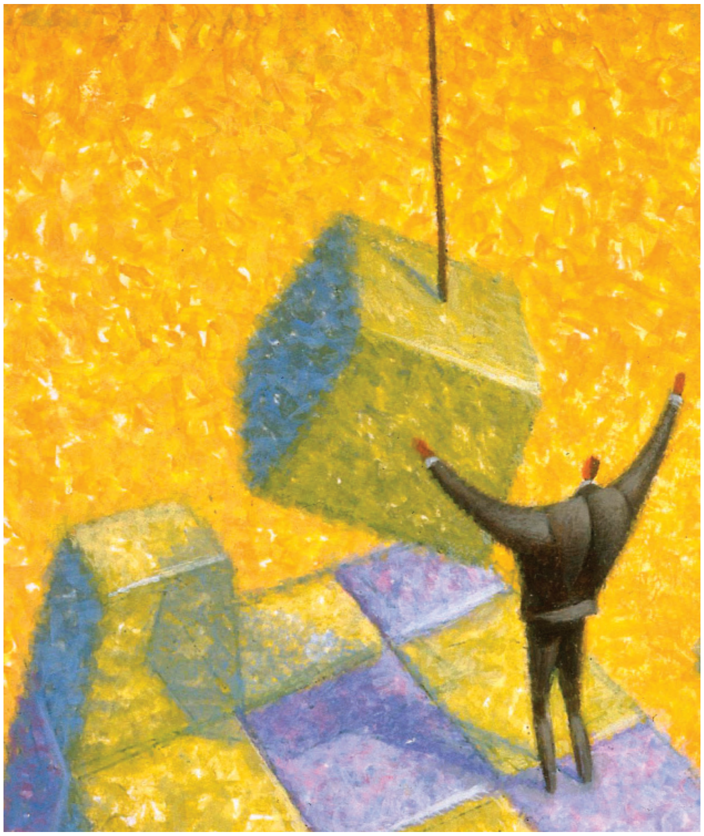
Other participants envisioned moving to a system that would fully distribute the cost of support services to operating programs. Thus, the impact of any changes in the funding of these services would be tied to the prioritization of the operating services they support.

Intended Result: A set of priorities that are expressed in terms of measurable results, are of value to citizens, and are widely agreed to be legitimate.

3. Define Your Priority Results More Precisely. The foundation of any prioritization effort is the results that define why an organization exists. Organizations must ask what makes them relevant to their citizens. Achieving relevance — providing the programs that achieve relevant results — is the most profound outcome of a prioritization process.

The challenge is that results can be broad, and what they mean for your community can be unclear. Take, for instance, a result such as "providing a safe community," which is shared by most local governments. Organizations talk about public safety, or the provision of a safe community, as if it were an obvious and specific concept. But is it?

In the City of Walnut Creek, California, citizens, together with city leadership, commonly identified issues of building safety specific to surviving earthquakes as an important influence on the safety of their community. In the City of Lakeland, Florida, however, not a single citizen or public official discussed earthquakes in their work to help define the very same



result. Hence, the uniqueness and relevance we seek is established through the specific definitions of the community's results. The process of defining results reveals the community's identity and the objective meaning of what is relevant.

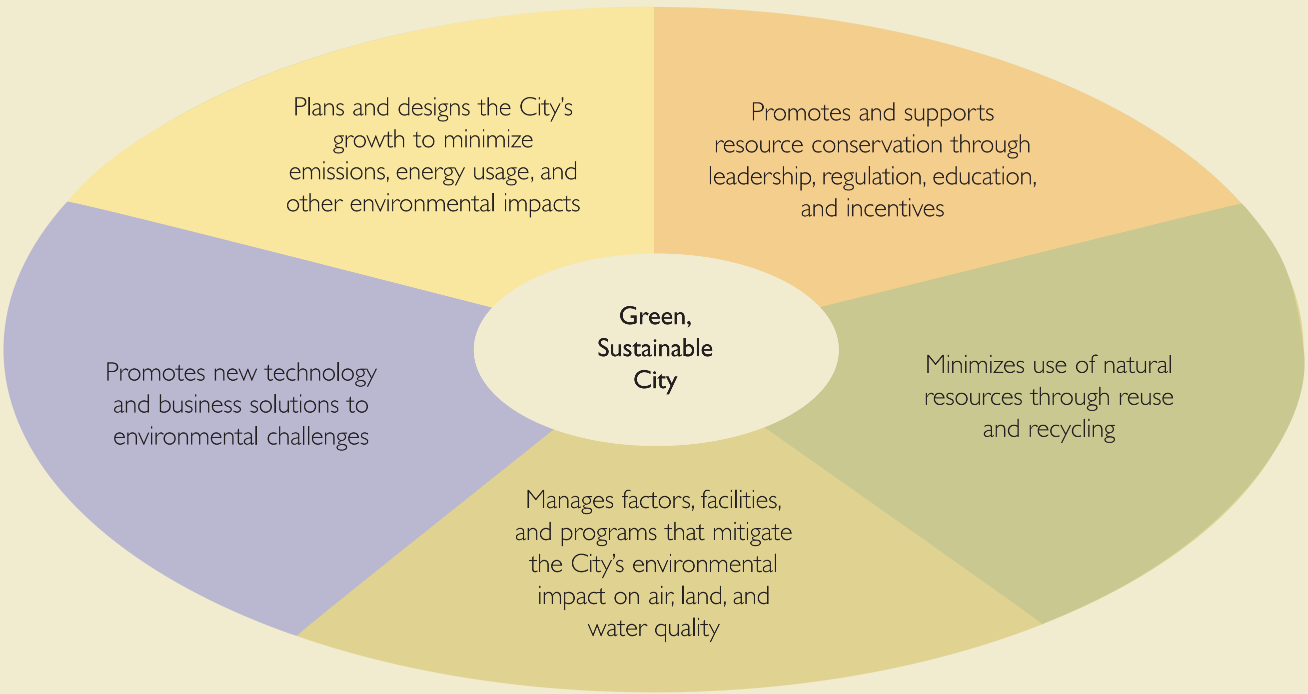
Strategy mapping is a powerful method for defining results.[2] It is a simple way to take a complex and potentially ambiguous objective — such as achieving a safe community — and create a picture of how that objective can be achieved. Sometimes referred to as cause-and-effect diagrams, or result maps, strategy maps can help an organization achieve clarity about what it aims to accomplish with its results.

Exhibit 1 shows a result map from the City of San Jose, California. The center of the map is the desired result — a green, sustainable city — and the concepts around the result are the definitions. The definitions help San Jose clearly articulate, "When the City of San Jose _____ (fill in the blank with any of the result definitions), then we achieve a green, sustainable city."

The City of Walnut Creek approached the process of defining results knowing that citizens and community stakeholders needed to be involved. Its rationale was that its prioritization efforts would be valid only if the community members were responsible for establishing the results and their definitions. The city was successful in reaching out to the community (via radio, newspaper, city newsletters, and the city's Web site) to invite any citizen who was interested in participating to attend one of several town hall meetings. After an orientation, citizens were invited to participate in a facilitated session where they submitted as many answers as they could to fill in the blank in the following question: "When the City of Walnut Creek _______ , then they achieve (the result the citizen was focused on)." The response from citizens was tremendous and generated a host of answers to the questions posed by the city. Members of the city government, who participated in the meetings, were then responsible for summarizing the citizens' responses by developing result maps.

When defining the results that establish relevance in your community, consider if some results might be more important than other results. This could have an impact on how programs are valued and prioritized. Elected officials, staff, and citizens have participated in voting exercises where they receive a set number of "votes" (or dollars, or dots, etc.) that

Exhibit 1: Result Map



they can use to indicate the value of one result versus another. This process should not be perceived as a budget allocation exercise (whereby the budget of a certain result is determined by the votes attributed to it). Instead, participants are communicating and expressing that certain results (and therefore the programs that eventually influence these results) might have greater relevance than others.

Intended Result: Revealing the identity of your community and the objective meaning of what is relevant to it through the process of defining results.

What about Capital Projects?

A priority-driven budgeting process can be used to evaluate capital projects or one-time initiatives in the same way it is used to evaluate programs and services. For instance, the capital improvement plan can be ranked against the priority results.

4. Prepare Decision Units for Evaluation. Evaluating the services against the government's priority results is at the crux of PDB. First, the decision unit to be evaluated must be defined. A decision unit is the organizational subunit around which budgeting decisions will be made. For PDB, the decision unit must be broad enough to capture the tasks that go into producing a valued result for citizens, but not so large as to encompass too much or be too vague. If the decision unit is too small, it might capture only certain tasks in the chain that lead to a result, rather than the overall result, and might overwhelm the process with too many decision units and details. Traditional departments and divisions are not appropriate decisions units for PDB because they are typically organized around functions rather than results. Hence, research subjects took one of two approaches to this issue: offers and programs.

Offers. Offers are customized service packages designed by departments (or cross-functional teams, or sometimes private firms or non-profits) to achieve one or more priority results. Offers are submitted to evaluation teams for consideration against the organization's priority results.

Offers are intended to be different from existing organizational subunits for several reasons: to make a direct connection between the subunits being evaluated and the priority results; to encourage innovative thinking about what goes into an offer; and to make it easier for outside organizations to participate in the PDB process. For example, multiple departments can cooperate to propose a new and inventive offer to achieve a result instead of relying on past ways of doing things. A private firm could submit an offer to compete with an offer made by government staff.

How Many Offers Are There?

Research participants that used the offer approach averaged one offer for every $1.5 million in revenue that was available in the priority-driven budgeting process.

The drawback of offers is that they constitute a radical departure from past practice and might be too great a conceptual leap for some. This could increase the risk to the process, but if the leadership's vision is for a big break from past practice, then the risk could be worth it. For example, Mesa County's board is interested in having private and non-profit organizations fully participate in its budget process at some point in the future, so the offer approach makes sense for that jurisdiction.

When adopting a priority-driven budgeting approach, the first step is to gain a clear understanding of the factors that drive revenues.

Programs. A program is a set of related activities intended to produce a desired result. Organizations that use the program method inventory the programs they offer and then compare those to the priority results. Programs are an established part of the public budgeting lexicon, and some governments already use programs in their financial management, so thinking in terms of programs is not much of conceptual leap. This means less work and process risk. However familiar the concept, though, the programs need to be sufficiently detailed to allow for meaningful decision making. Generally speaking, if a program makes up more than 10 percent of total expenditures for the fund in which it is accounted for, then the program should probably be broken down into smaller pieces. If a program makes up 1 percent or less of total expenditures, or less than $100,000, it is probably too small and should be combined with others.

Also, the program approach might provide less opportunity for outside organizations to participate in the budgeting process. That's because the starting point is, by definition, the existing portfolio of services. For that same reason, radical innovation in service design or delivery method is less likely.

Intended Result: Preparing discrete decision-units that produce a clear result for evaluation. Think about evaluating these decision-units against each other and not necessarily about evaluating departments against each other.

5. Score Offers/Programs against Results. Once the organization has identified its priority results and more precisely defined what those results mean in terms of meeting the unique expectations of the community, it must develop a process to objectively evaluate how the offers/programs achieve or influence the priority results. Scoring can be approached in several ways, but the system must ensure that scores are based on the demonstrated and measurable influence the offers/programs have on the results. In many organizations, such as the cities of Lakeland, Walnut Creek, and San Jose, programs were scored against all the organization's priority results. The idea was that a program that influenced multiple results must be a higher priority — programs that achieved multiple results made the best use of taxpayer money. Alternately, organizations such as Mesa County, City of Savannah, Polk County, and Snohomish County matched each offer with only one of the priority results and evaluated it based on its degree of influence on that result. Using this scenario, a jurisdiction should establish guidelines to help it determine how to assign an offer/program to a priority area and how to provide some accommodation for those offers/programs that demonstrate critical impacts across priority result areas. Both of these approaches have been used successfully in PDB.

Priority-driven budgeting is a natural alternative to incremental budgeting.

There are two basic approaches to scoring offers/programs against the priority results. One approach is to have those who are putting forth the offers/programs assign scores based on a self-assessment. This approach engages the owners in the process and taps into their unique understanding of how the offers/programs influence the priority result. When taking this approach, it is critical to incorporate a peer review or other quality control process that allows review by peers in the organization and external stakeholders (citizens, elected officials, labor unions, business leaders, etc.). During the peer review, the owner of the offer/program would need to provide evidence to support the scores assigned.

A second approach to scoring establishes evaluation committees that are responsible for scoring the offers/programs against their ability to influence the priority result. Owners of offers/programs submit them for review by the committee, which in turn scores the programs against the result. The PDB process becomes more like a formal purchasing process based on the assumption that those doing the evaluations might be more neutral than those proposing the offers/programs. Committees could be made up entirely of staff, including people who have specific expertise related to the result being evaluated and others who are outside of that particular discipline. An alternate committee composition would include both staff and citizens to gain the unique perspectives of both external and internal stakeholders

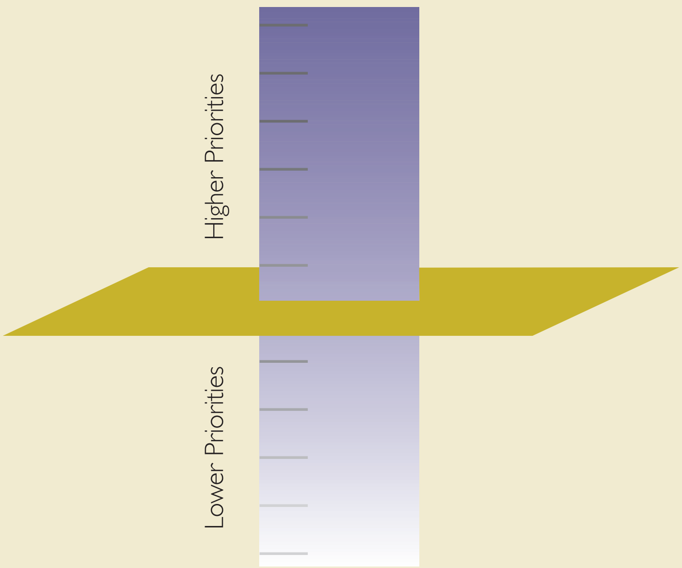
Regardless of who is evaluating the offers/programs and assigning the scores, there are two key points. To maintain the objectivity and transparency of the PDB process, offers/programs must be evaluated against the priority results as commonly defined (see step 3). Also, the results of the scoring process must be offered only as recommendations to the elected officials who have the final authority to make resource allocation decisions.

Organizations should establish the elected governing board's role at the outset. In some jurisdictions, the board is heavily integrated into the PDB process, participating in the scoring and evaluation step. They can question the assigned scores, ask for the evidence that supports a score, and ultimately request that a score be changed based on the evidence presented and their belief in the relative influence that an offer/program has on the priority result it has been evaluated against. In other organizations such as Snohomish County, Washington, the PDB process is implemented as a staff-only tool that is used to develop a recommendation to the governing body.

Intended Result: Scoring each unit of prioritization in a way that indicates its relevance to the stated priorities.

6. Compare Scores Between Offers/Programs. A real moment of truth comes when scoring is completed and the information is first compiled, revealing the top-to-bottom comparison of prioritized offers/programs. Knowing this, an organization must be sure that it has done everything possible prior to this moment to ensure that there are no surprises, that the results are as expected, and that the final comparison of offers/programs in priority order is logical and intuitive.

Exhibit 2: Drawing the Line



In the City of San Jose's peer review process, the scores departments gave their programs were evaluated, discussed, questioned, and sometimes recommended for change. The city established a review team specific to each of the city's results. The review teams first went over the result map to ensure that each member of the team was grounded in the city's specific definition of the result. Next, the review teams were given a report detailing every program that gave itself a score for the particular result under review. The teams met to discuss: whether they understood the programs they were reviewing; whether they agreed with the scores; whether they required further testimony or evidence to help them better understand the score given; and whether the score should stand, or if the team should recommend increasing or decreasing it. All programs were evaluated in this manner until a final recommendation was made regarding the final program scores.

What made San Jose's approach noteworthy is that in addition to including peers within the organization to review the scores, the city also invited the local business community, citizens representing their local neighborhood commissions, and labor leaders. According to San Jose's City Manager's Office, "The participants found the effort informative as to what the city does; they found it engaging with respect to hearing staff in the organization discuss how their programs influence the city's results; and, most interesting, they found it fun."

Lastly, it is important to recognize that community stakeholders could be apprehensive about engaging in an evaluation that could result in losing support for their program. Even though program directors, or citizens who benefit from a particular program, might understand why their programs weren't ranked highly, they still won't be pleased with that outcome. Organizations must ask if the end result of their efforts in prioritizing programs is simply that finish line when it is clear what programs should be cut. Organizations such as the City of Lakeland have used prioritization not only to balance their budgets in a meaningful way, but also to understand how programs that might appear less relevant to the city as a whole might in fact be very relevant to other community stakeholders. These stakeholders might actually take responsibility for supporting or preserving a program. There are often opportunities to establish partnerships with other community institutions such as businesses, schools, churches, and non-profits.

Intended Result: A logical and well-understood product of a transparent process — no surprises.

7. Allocate Resources. Once the scoring is in place, resources can be allocated to the offers/programs. There are a number of methods for allocating resources. One method is to order the offers/programs according to their prioritization within a given priority result area and draw a line where the cost of the offers/programs is equal to the amount of revenue available (see Exhibit 2). Revenues can be allocated to each result area based on historical patterns or by using the priority's relative weights, if weights were assigned. Those offers/programs that are above the line are funded, and those that are below the line are not. Discussion will ensue about the offers/programs on either side of the line and about moving them up or down, reorganizing them to move them above the line (e.g., lowering service levels), or even shifting resources among priority results.

An alternate method, used by the City of Lakeland, is to organize the offers/programs into tiers of priority (i.e., quartiles) and then allocate reductions by tier. For example, programs in the first tier might not be reduced, while programs in the lowest tier would receive the largest reductions. The programs could be forced to make the reductions assigned, or the reductions could be aggregated as a total reduction amount for each department, based on the programs within its purview (with the implication being that the department would weight its reductions toward the lower-priority pro-

Exhibit 3: Connecting Priority Result Areas to Key Indicators

Basic Needs

Priority

People in Polk County who are at risk because of their health or economic status will get their basic needs met, and are as self-sufficient as possible.

Indicators

Poverty Level	Improving
Homeless Population	Maintaining
No Health Coverage	—
County vs State	Improving

grams, but this would provide more flexibility in deciding the precise reduction approach). Of course, under any PDB process, the prioritization is always just a recommendation to the governing board, and there is give and take to negotiate a final budget.

PDB can be used effectively for evaluating priorities in all funds, not just the general fund. One option is to handle special purpose funds (where there are restrictions placed on how monies can be used) separately. For example, perhaps enterprise funds or court funds would be evaluated on a different track or budgeted in a different way altogether. Another option is to rank offers/programs without respect to funding source, but then allocate resources with respect to funding source. Knowing the relative priority of all the offers/programs could generate some valuable discussion, even if there is no immediate impact on funding. For example, if a low-ranking offer/program is grant funded, is it still worth providing, especially if that grant might expire in the foreseeable future?

Intended Result: Aligning resource allocation with results of priority-driven scoring.

CREATING ACCOUNTABILITY

There can be a potential moral hazard in PDB; the owners of the offers/programs that are being evaluated might over-promise or over-represent what they can do to accomplish the priority result. Create methods for making sure that offers/programs deliver the results that their positive evaluations were based on. Many of the GFOA's research participants are striving toward performance measures for this purpose. For example, an offer/program might have to propose a standard of evidence or a metric against which it can be evaluated to see if the desired result is being provided.

Polk County has a conceptual approach to connecting priority result areas to key indicators (see Exhibit 3). However, none of the research participants have worked this situation out entirely to their satisfaction. For those just starting out, the lesson is to be cognizant of the place for evidence in your process design, but also to be patient about when this part of the process will be fully realized.

Intended Result: Making sure that those who received allocations are held accountable for producing the results that were promised.

CONCLUSIONS

Priority-driven budgeting is a big change from traditional budgeting. You should have strong support for the PDB philosophy before proceeding, especially from the chief executive officer (who proposes the budget) and, ideally, from the governing board (who adopts the budget). If you move forward, study PDB carefully so you can design a process that works for your organization. Keep in mind the major levers and decision points mentioned in this article and use them to create a process that fits your organization.

Notes:

1. Priority-driven budgeting is also known as budgeting for results, and the best-known method of implementing PDB is budgeting for outcomes (see "The City of Savannah Uses Budgeting for Outcomes to Address Its Long-Term Challenges" in this issue of *Government Finance Review* for more information about BFO). BFO was the subject of *The Price Of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* by David Osborne and Peter Hutchinson (New York: Basic Books) 2006.
2. Robert S. Kaplan and David P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston, Mass.: Harvard Business Press) 2004.

SHAYNE C. KAVANAGH is senior manager of research for the GFOA's Research and Consulting Center in Chicago, Illinois. He can be reached at skavanagh@gfoa.org. JON JOHNSON is an independent local government advisor on fiscal health and wellness issues, following a 28-year career as a government finance officer in Colorado and Missouri. He can be reached at jjohnson.jfadvisors@earthlink.net. CHRIS FABIAN is in partnership with Johnson as a local government advisor assisting organizations across the country as they implement the priority-based budgeting model the two developed while serving as budget practitioners in Jefferson County, Colorado. Chris can be reached at cfabian.jfadvisors@earthlink.net.

General Fund

H	2009	2010	2011					2012/13	
	Actual (audited)	Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget

Uses By Department/Program Area:

Public Works Functions

General Fund programs and activities administered by the Public Works Department (excludes Water, Stormwater, and Sanitary Sewer activities)

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Total	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Total Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Total FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

Public Works Administration

Programs and activited related to the administration of the Public Works Department

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

69 Stormwater Management

Customer service, engineering, plan review, coordination with outside agencies, including watershed districts, etc.

Priority	
Council	CM/DH
Mandatory	Mandatory

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

70 Permitting

Issue ROW & erosion permits, review plans, perform inspections, adminster corrective actions; planning & building permit review

Priority	
Council	CM/DH
Mandatory	Mandatory

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

71 Street Lighting

Maintain 1300+ street lights and signals; electrical costs for street lights and signals; manage contract maintenance

Priority	
Council	CM/DH
3.4	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

72 Project Delivery

Plan, design, manage city public works projects (excluding sewer, water, stormwater?) Includes staking and inspections

Priority	
Council	CM/DH
3.8	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

Attachment B

General Fund

73 Street Lighting Capital items

Maintain & replace street lights & signals

Priority	
Council	CM/DH
3.6	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

H	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

74 General Engineering/Customer Service

Assist with customer inquiries; manage department PW related maps, software, and documentation

Priority	
Council	CM/DH
3.2	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

75 Organizational management

Personnel supervision; dept planning, budgeting; preparation for council meetings

Priority	
Council	CM/DH
3.2	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

Streets

Programs & activities associated with maintenance of City streets and ROW (excludes pathway maintenance? or snow removal)

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

76 Traffic Management & Control

Design, fabrication, installation, and maintenance of City traffic control signs for streets and city parking facilities

Priority	
Council	CM/DH
Mandatory	Mandatory

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

77 Pavement Maintenance

Preventative Maintenance of all city pavement (including pathways?)

Priority	
Council	CM/DH
4.8	?

IR2025 Goals/Stragegies:

Perf Measure: Condition index 75-80 or greater — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget
Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

General Fund

				H	2009	2010	2011					2012/13	
					Actual (audited)	Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget
78	Winter Road Maintenance			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Plowing and sand/chemical application for City streets	Priority		Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
		Council	CM/DH	Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
		4.0	?	Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
	IR2025 Goals/Stragegies:			Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Perf Measure: Freq of weather-related incidents?	Perf. Score:	TBD	Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
79	Organizational Management			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Staff supervision; divisional purchasing; budgeting; planning	Priority		Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
		Council	CM/DH	Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
		3.2	?	Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
	IR2025 Goals/Stragegies:			Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Perf Measure: TBD	Perf. Score:	TBD	Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
80	Streetscape & Right Of Way Maintenance			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Tree-trimming for safety & visibility; mowing, watering, & weeding; picking up trash	Priority		Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
		Council	CM/DH	Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
		3.2	?	Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
	IR2025 Goals/Stragegies:			Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Perf Measure: TBD	Perf. Score:	TBD	Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Central Garage			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Programs & activites related to maintenance of the City's vehicle fleet			Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
				Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
				Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
				Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
81	Vehicle Repair			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Maintenance & repair fo City vehicles	Priority		Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
		Council	CM/DH	Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
		4.0	?	Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
	IR2025 Goals/Stragegies:			Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Perf Measure: Min. repair cost during deprec. ?	Perf. Score:	TBD	Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
82	Organizational management			Subtotal	$0	$0	$0	$0	$0	$0	-	$0	-
	Staff supervision; planning; budgeting;	Priority		Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
		Council	CM/DH	Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
		3.0	?	Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
	IR2025 Goals/Stragegies:			Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
				Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
				Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
	Perf Measure: TBD	Perf. Score:	TBD	Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

General Fund

H	2009 Actual (audited)	2010 Actual (pre-audit)	2011 Approved Budget	2011 Actual To-Date (pre-audit)	2011 Estimated Actual Final (pre-audit)	2011 Change, Bud to Est. Actual	2011 10 to '11 chg, act. to est act.	2012/13 CM Proposed Budget	2012/13 11 to '12/13 chg, est act. to budget

Building Maintenance

Programs & activites related to upkeep and general maintenance of City buildings (outside of parks?)

	2009 Actual (audited)	2010 Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	-	**$0**	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

83 Organizational Management

Staff supervision; planning; budgeting;

Priority	
Council	CM/DH
2.6	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	-	**$0**	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

84 General Maintenance

City custodial staff; HVAC system monitoring & maintenance; manage summer seasonal staff

Priority	
Council	CM/DH
2.4	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	-	**$0**	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

85 Custodial Services

Cleaning & contract maintenance for City buildings (outside of parks?)

Priority	
Council	CM/DH
1.6	?

IR2025 Goals/Stragegies:

Perf Measure: TBD — Perf. Score: TBD

	2009 Actual (audited)	2010 Actual (pre-audit)	Approved Budget	Actual To-Date (pre-audit)	Estimated Actual Final (pre-audit)	Change, Bud to Est. Actual	10 to '11 chg, act. to est act.	CM Proposed Budget	11 to '12/13 chg, est act. to budget
Subtotal	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	-	**$0**	-
Personnel Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Supplies & Materials	$0	$0	$0	$0	$0	$0	-	$0	-
Payments for Services	$0	$0	$0	$0	$0	$0	-	$0	-
Operating Capital Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Debt Service (Princ & Int)	$0	$0	$0	$0	$0	$0	-	$0	-
Other Operating Costs	$0	$0	$0	$0	$0	$0	-	$0	-
Subtotal Employees	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-
Subtotal FTE	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	-

Attachment B

Budget Information Request

Bill and Chris,

I wanted to get this information in before the Wednesday deadline. I realize that what I am asking for is more than has been provided in the recent past, but as a former Department Manager it is certainly what each Department Head or Director should have as background to the summary materials that have been provided in the past. If it is not, I believe it is what should be available within each department and therefore, now is as good a time as any to begin to create improved record keeping and cost accounting.

I am simply asking for estimates, but estimates that are based on real information. I do not expect employees to use time cards or managers to supply weekly sheets of time spent on individual tasks. I do believe, however, that every manager and department head should have a fairly accurate idea of what tasks are assigned to his or her employee on an annual basis. That individual should have a good idea of the breakdown of his or her time spent on each annual activity.

I am interested in having documentation appropriate for zero-based budgeting. I believe this is what is specified under state statute and what I believe is necessary to begin to embark on a path of fiscal responsibility, accountability, and sustainability. Such documentation would include, but not be limited to:

All positions, with percent time and salary or hourly wage

The names should be redacted, but each position should be listed individually

Benefits paid by City listed by dollar amount for each position

All program information for each program in each department including:

Staff time allocated

Revenues generated

Expenses incurred

(I would be willing to exempt the License Center as it appears to be self-supporting. If this can be demonstrated to be true of our IT outreach, I would exempt that as well.) To the best of my knowledge, the only other program offering shared services is Public Works with services provided to Falcon Heights and Arden Hills. I would like to see the information from those programs to understand our billing rate, staff time, and total benefit to Roseville.

As for the myriad of programs offered by Parks and Rec, I would like to see a level of detail by basic category in order to have an understanding of which basic areas and programs break even or generate revenue versus those that are primarily funded by the residents of Roseville. I believe the Parks and Rec Programs are an essential attribute in Roseville so this request should not be misconstrued to suggest that I believe all programs should be self-supporting or that we, at the level of the Council, should be deciding which programs should be altered, increased, or eliminated. It is a request to increase the information I believe I need to view the budget in its entirety to be sure that there is sufficient funding available to maintain our park properties without simply increasing taxes.)

Final information from each of the above categories listed by Department something similar to the format below. This is an approximation of what I would like to see based on a fictional department and positions. The information I would like, however, should be clear from this example.

Department: A

Position: Secretary 2, $33,000.00 annually, 75% time
Position: Director 1, $65,000.00 annually, 100% time
Position: Coordinator 3, $40,000 annually, 100 % time

Program: A-B: Revenues: $2,000.00
Coordinator 3: 20% time $5,000
Secretary 2: 10% time, $3,000.00
Supplies: $50.00 (paper, printing, etc.)
Mailing: 38.00
Program total: Expenses: $8,088.00
Revenues: 2,000.00

Program Total: -$6,088.00

Program: A-C: Revenues: $00.00
Coordinator 3: 25% time $10,000.00
Secretary 2: 50% time $16,500.00
Printing: $2,000.00
Mailing: Sent with Water Bill
Program total: Expenses: $26,500.00
Revenues: $ 00.00

Program Total: -$26,500.00

This example is in no way intended to indicate that the above programs would be cut or even modified. In my opinion this example indicates the level of information needed by the Council to responsibly review and discuss the budget, especially during these times of budget and economic uncertainty and following a long period of unsustainable expenditures and tax levies. Further, it seems that to begin a biennial budget process in advance of at least two years of successful zero-based budgeting that yields an annual budget that is on a sustainable footing would be both reckless and irresponsible.

Tammy McGehee

Staff Prepared

Attachment B

* To meet the letter of the law 412.701

City of Roseville
2012-2013 Budget Summary

	2009 Budget	2009 Actual	2010 Budget	2010 Actual	2011 Budget	2011 YTD	2011 Projected Final YTD	2012 Budget	$$ Increase (Decrease)	% Increase (Decrease)	2013 Budget	$$ Increase (Decrease)	% Increase (Decrease)
City Council - Business Meetings													
Ordinary Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!
Salaries & Wages	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Expenses	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Payment of Principal & Interest	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Community Support & Grants													
Ordinary Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!
Salaries & Wages	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Expenses	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Payment of Principal & Interest	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Intergovernmental Affairs & Memberships													
Ordinary Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!
Salaries & Wages	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Expenses	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Payment of Principal & Interest	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Recording Secretary													
Ordinary Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!
Salaries & Wages	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Expenses	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Payment of Principal & Interest	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council Total - All Programs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**#DIV/0!**

City of Roseville
2012-2013 Budget Summary

* To meet intent of the law 412.701

	2009 Actual	2010 Actual	2011 Budget	**2012 Budget**	$$ Increase (Decrease)	% Increase (Decrease)	**2013 Budget**	$$ Increase (Decrease)	% Increase (Decrease)
City Council - Business Meetings									
Personal Services	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!
Supplies & Materials	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Services & Charges	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Community Support & Grants									
Personal Services	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Supplies & Materials	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Services & Charges	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Intergovernmental Affairs & Memberships									
Personal Services	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Supplies & Materials	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Services & Charges	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council - Recording Secretary									
Personal Services	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Supplies & Materials	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Other Services & Charges	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Capital Outlay	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
Subtotal	-	-	-	-	-	#DIV/0!	-	-	#DIV/0!
City Council Total - All Programs	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	$ -	#DIV/0!

REQUEST FOR COUNCIL ACTION

Date: 2/14/11
Item No: 12.e

epartment Approval:

City Manager Approved:

WJMalinen

em Description: Adopting the 2012/13 Budget Calendar

Background

Annually, the City Council adopts, by resolution, a budget calendar in an effort to better coordinate the budget and decision-making process. Based on the outcome of previous year's budget processes, and in recognition that the 2011 budget process is relatively fresh in everyone's mind, Staff recommends that the Council take a similar approach for the 2012/13 Budget process, with some refinements.

The proposed calendar includes some suggested changes from previous years:

1) Recognition of the Priority Based Budgeting approach including Program Listing Prioritization methodology refinement occurs.
2) The staff and Council priority results are developed and reviewed.
3) The results of the Community Survey are reviewed and the results available for additional direction.
4) A preliminary Not To Exceed (NTE) levy is identified early in the year
5) A second draft budget from the CM based on the preliminary NTE levy
6) Identification of documentation to be used throughout the process.

For discussion purposes, Staff suggests the following meeting calendar:

2012/13 Budget Calendar

	Event	**Date(s)**
1.	Council/Staff Work Plan/Strategic Planning meetings	Jan. 31 & Feb. 7
2..	Council approves 2012 Budget Work Plan INCLUDING REQUIRED DOCUMENTATION	Feb. 14
3..	Council reviews and possibly refines Budget Ranking Methodology (note: rename to "Program Listing Prioritization Methodology")	Feb 28
4.	Dept. by Dept. Council-Staff Q & A on items in Program Listing (to understand what the items in the listing are)	Feb 28

	Event	**Date(s)**
5.	Council and Staff review and agree on which items on Program Listing are truly mandatory	Feb. 28
6.	Departments prepare 2012-2016 Strategic Plans based upon Council/Staff Work Plan/Strategic Planning meetings and priorities	Feb. 28-Mar. 14
7.	CM & Dept. heads develop and submit Program Listing prioritization results by dept. to Council (both tax & non-tax supported programs); Results reported as a single number (1-5) representing the joint CM/Dept. Head priority (each dept head only prioritizes programs in his/her dept.)	by Mar. 14
8.	With knowledge of joint CM/Dept. Head prioritization results, Councilmembers submit Program Listing prioritizations; Results reported back to Council with listings by Councilmember and Council averages	Mar. 14-Mar. 21 (or -Mar. 28)
9.	Based on prioritization results, CM & Dept heads develop 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary by dept., and Program Listing (and supporting Budget Expenditure Reconciliation related to 2011 final Budget Worksheets) AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax- & non-tax supported programs	Mar. 21 (or Mar. 28) – May 9
10.	Council receives report on results of citizen survey	Mar. 28
11.	Staff report to Council on 2011 County Assessor's Report property value changes for 2012, and preliminary tax base change estimate.	April 11 or 18
12.	Dept. by Dept. Council-Staff Q & A on 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary (and Budget Expenditure Reconciliation related to 2011 final Budget Worksheets) AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax- & non-tax supported programs	May 9 & 16
13.	Council sets preliminary 2012/13 NTE levy [AND preliminary utility rates] in response to 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax-and non-tax supported programs	May 23

	Event	Date(s)
14.	CM & Dept. heads refine 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary AND 2012/13 Capital Spending Plan (aka Capital Budget) based on preliminary 2012/13 NTE levy amount [and utility rates]	May 23 – June 20
15.	CM presents 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) for tax- and non-tax supported programs	Jun. 20
16.	Dept. by Dept. public comment on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Captital Spending Plan (aka Captial Budget) for tax- and non-tax-supported programs	Jul. 11, 18, & 25 as needed
17.	Council/staff discussion of issues raised in public comment on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) for tax- and non-tax supported programs	August 11 or 18
18.	Council sets final 2012/13 NTE levy [and 2012/13 utility rates]	Sept. 12
19.	County sends tax notices to property owners [Only if Council approves this: City sends notices to utility customers on proposed 2012 utility rates and impacts]	Nov. 10-24
20.	CM & Dept. heads refine 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) based on final 2012 NTE levy amount [and utility rates]	Sept. 13 – Dec. 4
21.	Budget Hearing on Proposed Levy [and Utility Rates] based on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget)	Dec. 5
22.	Council approves final 2012/13 budget, levy, [and utility rates]	Dec. 5 or 12

Budget Process Working Documents:
(Individual documents on the list may be combined with each other as appropriate.)

1. *Program Listing Prioritization Methodology.* Defines what each ranking 1-5 means.
2. *Program Listing.* List of programs and services, sorted first by fund, then by department or division, then by mandatory/non-mandatory, then by priority results (initially by previous results; later by updated results, when completed)

3. *Program Descriptions.* (ref. Attachment D of item 13a of Nov 15, 2010, agenda) Descriptions of programs in the *Program Listing*, organized in the same order as the *Program Listing;* includes descriptions of Performance Measures for each program, and current rating of performance versus performance measures
4. *Budget Expenditure Summary.* (ref. Attachment A of item 13b2 of Nov. 22, 2010, agenda) A listing of each program in the *Program Listing*, organized in the same order, with the current year's approved budget amount, previous years' actual amounts (as available), and the proposed 2012 budget amount, for each program, including percent change from previous year in each case
5. *Budget Revenue Summary.* A summary listing, for ALL programs combined (or further broken down beyond that level – such as BY FUND), of each revenue source, with the current year's approved budget amount, previous years' actual amounts (as available), and the proposed 2012 budget amount, with percent change from previous year in each case
6. *Budget Expenditure Summary Reconciliation.* (ref. Attachment B of item 13b2 of Nov. 22, 2010, agenda) For each program in *Program Listing* for which an expenditure change is proposed, a further detailed listing of the estimates for the additions and subtractions that result in the net change.

Discussion Items
The Council should review and discuss the proposed budget calendar.

Staff Recommendation
Staff recommends that the Council formally adopt the 2012 Budget Calendar by resolution.

Council Action Requested
Motion to approve the attached resolution adopting the 2012 Budget Calendar.

Attachments

A: Resolution adopting the 2012 Budget Calendar
B: Supporting Budget Document Examples
C: State Statute 412.701
D: State Statute 412.711
E: 2011 City Council Meeting Schedule

Attachment

EXTRACT OF MINUTES OF MEETING OF THE CITY COUNCIL OF THE CITY OF ROSEVILLE

* * * * * * * * * * *

Pursuant to due call and notice thereof, a regular meeting of the City Council of the City of Roseville, County of Ramsey, Minnesota was duly held on the 14th day of February 2011 at 6:00 p.m.

The following members were present:
and the following were absent:

Member introduced the following resolution and moved its adoption:

RESOLUTION ______________

RESOLUTION ADOPTING THE 2012/13 BUDGET CALENDAR

WHEREAS, the City Council of the City of Roseville, Minnesota is committed to a budget process that ensures effective discussions and informed decisions; and

WHEREAS, the City Council of the City of Roseville, Minnesota is committed to promoting opportunities for stakeholders and interested parties to participate in the budget process.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Roseville, Minnesota, that the following 2012/13 Budget Calendar be adopted.

	Event	Date(s)
1.	Council/Staff Work Plan/Strategic Planning meetings	Jan. 31 & Feb. 7
2..	Council approves 2012 Budget Work Plan INCLUDING REQUIRED DOCUMENTATION	Feb. 14
3..	Council reviews and possibly refines Budget Ranking Methodology (note: rename to “Program Listing Prioritization Methodology”)	Feb 28
4.	Dept. by Dept. Council-Staff Q & A on items in Program Listing (to understand what the items in the listing are)	Feb 28
5.	Council and Staff review and agree on which items on Program Listing are truly mandatory	Feb. 28

	Event	**Date(s)**
6.	Departments prepare 2012-2016 Strategic Plans based upon Council/Staff Work Plan/Strategic Planning meetings and priorities	Feb. 28-Mar. 14
7.	CM & Dept. heads develop and submit Program Listing prioritization results by dept. to Council (both tax & non-tax supported programs); Results reported as a single number (1-5) representing the joint CM/Dept. Head priority (each dept head only prioritizes programs in his/her dept.)	by Mar. 14
8.	With knowledge of joint CM/Dept. Head prioritization results, Councilmembers submit Program Listing prioritizations; Results reported back to Council with listings by Councilmember and Council averages	Mar. 14-Mar. 21 (or -Mar. 28)
9.	Based on prioritization results, CM & Dept heads develop 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary by dept., and Program Listing (and supporting Budget Expenditure Reconciliation related to 2011 final Budget Worksheets) AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax- & non-tax supported programs	Mar. 21 (or Mar. 28) – May 9
10.	Council receives report on results of citizen survey	Mar. 28
11.	Staff report to Council on 2011 County Assessor's Report property value changes for 2012, and preliminary tax base change estimate.	April 11 or 18
12.	Dept. by Dept. Council-Staff Q & A on 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary (and Budget Expenditure Reconciliation related to 2011 final Budget Worksheets) AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax- & non-tax supported programs	May 9 & 16
13.	Council sets preliminary 2012/13 NTE levy [AND preliminary utility rates] in response to 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary AND 2012/13 Capital Spending Plan (aka Capital Budget) for tax-and non-tax supported programs	May 23
14.	CM & Dept. heads refine 1st DRAFT CM recommended 2012/13 Budget Expenditure Summary AND 2012/13 Capital Spending Plan (aka Capital Budget) based on preliminary 2012/13 NTE levy amount [and utility rates]	May 23 – June 20
15.	CM presents 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) for tax- and non-tax supported programs	Jun. 20

	Event	Date(s)
16.	Dept. by Dept. public comment on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Captital Spending Plan (aka Captial Budget) for tax- and non-tax-supported programs	Jul. 11, 18, & 25 as needed
17.	Council/staff discussion of issues raised in public comment on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) for tax- and non-tax supported programs	August 11 or 18
18.	Council sets final 2012/13 NTE levy [and 2012/13 utility rates]	Sept. 12
19.	County sends tax notices to property owners [Only if Council approves this: City sends notices to utility customers on proposed 2012 utility rates and impacts]	Nov. 10-24
20.	CM & Dept. heads refine 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget) based on final 2012 NTE levy amount [and utility rates]	Sept. 13 – Dec. 4
21.	Budget Hearing on Proposed Levy [and Utility Rates] based on 2nd DRAFT CM recommended 2012/13 Budget Expenditure Summary and 2012/13 Capital Spending Plan (aka Capital Budget)	Dec. 5
22.	Council approves final 2012/13 budget, levy, [and utility rates]	Dec. 5 or 12

The motion for the adoption of the foregoing resolution was duly seconded by member and upon a vote being taken thereon, the following voted in favor thereof:

and the following voted against the same:

WHEREUPON, said resolution was declared duly passed and adopted.

State of Minnesota)
) SS
County of Ramsey)

I, undersigned, being the duly qualified City Manager of the City of Roseville, County of Ramsey, State of Minnesota, do hereby certify that I have carefully compared the attached and foregoing extract of minutes of a regular meeting of said City Council held on the 14th day of February, 2011 with the original thereof on file in my office.

WITNESS MY HAND officially as such Manager this 14th day of February , 2011.

____
William J. Malinen
City Manager

Seal

Attachment C of
Item 13.c - 2/28/11 Meeting

Attachment B

[redacted]

City of Roseville
Priority-Based Budgeting
Tax-Supported Programs
2011

Department / Division	Program / Function	8/9/2010 2011 Program Cost Current	Composite Council Rank	Klausing Rank	Ihlan Rank	Pust Rank	Roe Rank	Johnson Rank	Diff. +/-
Administration	Council Support	120,252	-	-	-	-	-	-	-
Administration	Records Management/Data Practices	23,852	-	-	-	-	-	-	-
Administration	Human Resources	108,216	-	-	-	-	-	-	-
Administration	Organizational Management	125,113	-	-	-	-	-	-	-
Code Enforcement	Code Enforcement	165,000	-	-	-	-	-	-	-
Elections	Elections	80,655	-	-	-	-	-	-	-
Finance	Accounts Payable	34,970	-	-	-	-	-	-	-
Finance	Gen. Ledger, fixed assets, financial reporting	149,908	-	-	-	-	-	-	-
Finance	Payroll	74,405	-	-	-	-	-	-	-
Finance	Risk Management	32,122	-	-	-	-	-	-	-
Finance	Cash Receipts	52,204	-	-	-	-	-	-	-
Finance	Lawful Gambling (partial cost)	4,359	-	-	-	-	-	-	-
Finance	Business Licenses	8,719	-	-	-	-	-	-	-
Finance	Workers Compensation Admin.	48,183	-	-	-	-	-	-	-
General Insurance	General Insurance	84,000	-	-	-	-	-	-	-
Fire Relief	Fire Relief	355,000	-	-	-	-	-	-	-
Police Patrol	Dispatch	292,078	-	-	-	-	-	-	-
PW Administration	Storm Water Management	36,424	-	-	-	-	-	-	-
PW Administration	Permitting	49,421	-	-	-	-	-	-	-
Recreation Maint.	Natural Resources	139,601	-	-	-	-	-	-	-
Streets	Traffic Management & Control	99,456	-	-	-	-	-	-	-
Miscellaneous	Debt Service - Streets	310,000	-	-	-	-	-	-	-
Miscellaneous	Debt Service - City Hall, PW Bldg.	825,000	-	-	-	-	-	-	-
Miscellaneous	Debt Service - Arena	355,000	-	-	-	-	-	-	-
	**** All items listed above are categorized as MANDATORY programs ****								
1 Police Patrol	24 x 7 x 365 First Responder	2,256,492	4.80	5.00	5.00	5.00	5.00	4.00	1.00
2 Police Investigations	Criminal Prosecutions	665,395	4.80	5.00	5.00	5.00	5.00	4.00	1.00
3 Fire Fighting / EMS	Emergency Medical Services	666,036	4.80	5.00	5.00	5.00	5.00	4.00	1.00
4 Fire Prevention	Fire Prevention	181,038	4.80	5.00	5.00	5.00	5.00	4.00	1.00
5 Fire Fighting / EMS	Fire Suppression / Operations	415,400	4.80	5.00	5.00	5.00	5.00	4.00	1.00
6 Firefighter Training	Firefighter Training	100,355	4.80	5.00	5.00	5.00	5.00	4.00	1.00
7 Police Investigations	Crime Scene Processing	44,013	4.40	3.00	5.00	5.00	5.00	4.00	2.00
8 Fire Administration	Emergency Management	371	4.40	5.00	3.00	5.00	5.00	4.00	2.00
9 Police Emerg. Mgmt	Police Emergency Management	10,185	4.40	5.00	2.00	5.00	5.00	5.00	3.00
10 Streets	Pavement Maintenance	562,881	4.20	4.00	4.00	5.00	4.00	4.00	1.00
11 Streets	Pathways & Parking Lots	187,242	4.00	4.00	3.00	5.00	4.00	4.00	2.00
12 Police Lake Patrol	Police Lake Patrol	1,900	4.00	5.00	3.00	5.00	3.00	4.00	2.00
13 Legal	Prosecuting Attorney	138,925	4.00	3.00	5.00	4.00	5.00	3.00	2.00
14 PW Administration	Street Lighting	219,447	4.00	3.00	3.00	5.00	5.00	4.00	2.00
15 Central Garage	Vehicle Repair	136,821	4.00	4.00	4.00	4.00	4.00	4.00	-
16 Streets	Winter Road Maintenance	222,237	4.00	3.00	3.00	5.00	5.00	4.00	2.00
17 Police Patrol	Animal Control	200,477	3.80	3.00	3.00	4.00	5.00	4.00	2.00
18 Finance	Budgeting / Financial Planning	77,995	3.80	3.00	4.00	3.00	4.00	5.00	2.00
19 Recreation Maint.	Facility Maintenance	329,779	3.80	4.00	3.00	5.00	4.00	3.00	2.00
20 PW Administration	Project Delivery	352,877	3.80	4.00	3.00	5.00	3.00	4.00	2.00
21 Police Investigations	Response to Public Requests	10,802	3.80	3.00	3.00	5.00	3.00	5.00	2.00
22 Street Lighting	Street Lighting capital items	64,000	3.80	3.00	4.00	4.00	4.00	4.00	1.00
23 Finance	Banking & Investment Management	11,012	3.60	4.00	4.00	3.00	4.00	3.00	1.00
24 Police Administration	Community Liaison	161,338	3.60	3.00	3.00	5.00	3.00	4.00	2.00
25 Miscellaneous	Emerald Ash Borer	100,000	3.60	4.00	3.00	3.00	3.00	5.00	2.00
26 Police Administration	Response to Public Requests	225,245	3.60	3.00	3.00	3.00	5.00	4.00	2.00
27 Recreation Programs	Volunteer Management	83,631	3.60	4.00	2.00	3.00	4.00	5.00	3.00
28 Skating Center	Arena	493,320	3.40	3.00	3.00	4.00	3.00	4.00	1.00
29 Skating Center	Banquet Area	135,998	3.40	3.00	3.00	4.00	3.00	4.00	1.00
30 Police Comm Services	Community Services	65,955	3.40	3.00	3.00	5.00	3.00	3.00	2.00
31 Rec Administration	Financial Management	58,814	3.40	3.00	2.00	5.00	3.00	4.00	3.00
32 Fire Administration	Fire Administration & Planning	166,325	3.40	4.00	2.00	5.00	2.00	4.00	3.00
33 Fire Prevention	Fire Administration & Planning	10,197	3.40	4.00	2.00	5.00	2.00	4.00	3.00
34 Skating Center	OVAL	407,038	3.40	3.00	3.00	4.00	3.00	4.00	1.00
35 Police Administration	Police Records / Reports	217,766	3.40	3.00	2.00	5.00	3.00	4.00	3.00
36 Police Patrol	Police Reports (by officer)	562,260	3.40	3.00	2.00	5.00	3.00	4.00	3.00
37 Rec Administration	Community Services	253,549	3.20	3.00	3.00	3.00	3.00	4.00	1.00
38 Fire Fighting / EMS	Fire Administration & Planning	107,294	3.20	3.00	2.00	5.00	2.00	4.00	3.00
39 PW Administration	General Engineering/Customer Service	132,157	3.20	3.00	3.00	3.00	3.00	4.00	1.00
40 Police Administration	Organizational Management	330,236	3.20	3.00	2.00	5.00	2.00	4.00	3.00
41 Police Patrol	Organizational Management	408,474	3.20	3.00	2.00	5.00	2.00	4.00	3.00
42 Police Investigations	Organizational Management	43,207	3.20	3.00	2.00	5.00	2.00	4.00	3.00
43 Fire Administration	Organizational Management	39,159	3.20	3.00	2.00	5.00	2.00	4.00	3.00
44 PW Administration	Organizational Management	112,143	3.20	3.00	2.00	5.00	2.00	4.00	3.00
45 Streets	Organizational Management	41,501	3.20	3.00	2.00	5.00	2.00	4.00	3.00
46 Recreation Programs	Personnel Management	67,734	3.20	3.00	2.00	5.00	2.00	4.00	3.00

City of Roseville
Priority-Based Budgeting
Tax-Supported Programs
2011

Attachment A

Department / Division	Program / Function	8/9/2010 2011 Program Cost Current	Composite Council Rank	Klausing Rank	Ihlan Rank	Pust Rank	Roe Rank	Johnson Rank	Diff. +/-
47 Police Patrol	Public Safety Promo / Community Interaction	604,924	3.20	3.00	1.00	4.00	3.00	5.00	4.00
48 Police Investigations	Public Safety Promo / Community Interaction	125,603	3.20	3.00	1.00	5.00	3.00	4.00	4.00
49 Streets	Streetscape & ROW Maintenance	275,093	3.20	3.00	3.00	3.00	3.00	4.00	1.00
50 Miscellaneous	Building Replacement	25,000	3.00	4.00	3.00	-	4.00	4.00	4.00
51 Finance	Contract Administration	7,799	3.00	4.00	2.00	3.00	3.00	3.00	2.00
52 Administration	Customer Service	38,590	3.00	3.00	3.00	3.00	3.00	3.00	-
53 Recreation Programs	Facility Management	237,591	3.00	3.00	2.00	4.00	3.00	3.00	2.00
54 Administration	General Communications	64,732	3.00	3.00	3.00	3.00	3.00	3.00	-
55 Recreation Maint.	Grounds Maintenance	326,279	3.00	2.00	3.00	3.00	3.00	4.00	2.00
56 Advisory Comm.	Human Rights Commission	2,250	3.00	3.00	3.00	3.00	3.00	3.00	-
57 Central Garage	Organizational Management	54,222	3.00	3.00	2.00	5.00	2.00	3.00	3.00
58 Recreation Programs	Organizational Management	64,345	3.00	3.00	2.00	5.00	2.00	3.00	3.00
59 Miscellaneous	Park Improvement Program	185,000	3.00	3.00	3.00	-	4.00	5.00	5.00
60 Rec Administration	Planning & Development	78,051	3.00	3.00	2.00	3.00	3.00	4.00	2.00
61 Recreation Programs	Program Management	787,975	3.00	3.00	2.00	3.00	3.00	4.00	2.00
62 Finance	Utility Billing (partial cost)	7,572	3.00	4.00	4.00	-	4.00	3.00	4.00
63 City Council	Business Meetings	79,810	2.80	3.00	2.00	3.00	3.00	3.00	1.00
64 Rec Administration	City-wide Support	28,365	2.80	3.00	2.00	3.00	2.00	4.00	2.00
65 Legal	Civil Attorney	154,500	2.80	3.00	2.00	4.00	2.00	3.00	2.00
66 City Council	Community Support / Grants	62,490	2.80	4.00	3.00	1.00	3.00	3.00	3.00
67 Skating Center	Department-wide Support	42,986	2.80	3.00	2.00	2.00	3.00	4.00	2.00
68 Recreation Maint.	Department-wide Support	116,543	2.80	3.00	2.00	3.00	3.00	3.00	1.00
69 Advisory Comm.	Ethics Commission	2,500	2.80	3.00	3.00	3.00	2.00	3.00	1.00
70 Rec Administration	Organizational Management	31,515	2.80	3.00	2.00	3.00	2.00	4.00	2.00
71 City Council	Recording Secretary	12,000	2.80	2.00	2.00	5.00	2.00	3.00	3.00
72 Recreation Maint.	City-wide Support	52,403	2.60	3.00	2.00	3.00	2.00	3.00	1.00
73 Finance	Debt Management	7,799	2.60	3.00	4.00	3.00	-	3.00	4.00
74 Finance	Economic Development	7,799	2.60	4.00	1.00	2.00	3.00	3.00	3.00
75 Miscellaneous	Equipment Replacement	50,000	2.60	4.00	2.00	-	4.00	3.00	4.00
76 Bldg Maintenance	Organizational Management	28,688	2.60	3.00	2.00	3.00	2.00	3.00	1.00
77 Rec Administration	Personnel Management	90,357	2.60	3.00	1.00	3.00	2.00	4.00	3.00
78 Finance	Receptionist Desk	36,482	2.60	2.00	3.00	3.00	2.00	3.00	1.00
79 Legal	Special Services	-	2.60	3.00	2.00	3.00	2.00	3.00	1.00
80 Bldg Maintenance	General Maintenance	358,955	2.40	1.00	4.00	3.00	2.00	2.00	3.00
81 Central Services	Central Services	73,500	2.20	3.00	2.00	1.00	2.00	3.00	2.00
82 Finance	Contractual Services (RVA, Cable)	9,519	2.20	3.00	2.00	1.00	2.00	3.00	2.00
83 Finance	Organizational Management	29,823	2.20	3.00	2.00	1.00	2.00	3.00	2.00
84 City Council	Intergovernmental Affairs / Memberships	29,490	2.00	3.00	1.00	1.00	2.00	3.00	2.00
85 Bldg Maintenance	Custodial Services	88,360	1.60	1.00	1.00	3.00	1.00	2.00	2.00
		$ 18,931,869							

Attachment B

City of Roseville
Priority-Based Budgeting
Summary of Non-Tax Programs
2011

Department / Division	Program / FunctionC	8/16/2010 2011 Program Cost urrent			
Planning	Planning - Current	300,235			
Planning	Planning - Long Range	59,842			
Planning	Zoning Code Enforcement	23,702			
Planning	Organizational Management	23,554			
Econ. Development	Economic Development and Redevelopment	104,869			
Econ. Development	Organizational Management	7,744			
Code Enforcement	Building Codes Review and Permits	408,335			
Code Enforcement	Nuisance Code Enforcement	33,981			
Code Enforcement	Organizational Management	64,501			
GIS	GIS	65,679			
GIS	Organizational Management	4,882	------------->	1,097,324	Total Community Development
Communications	Newsletter / News Reporting	143,552			
Communications	Audio / Visual	69,274			
Communications	Internet / Website	48,154			
Communications	NSCC Member Dues	84,500	------------->	345,480	Total Communications
Info Technology	Enterprise Applications	288,538			
Info Technology	Network Services	60,683			
Info Technology	PDA/Mobile Devices	13,219			
Info Technology	Server Management	49,087			
Info Technology	Telephone/Radio Systems	82,937			
Info Technology	Computer/End User Support	551,331			
Info Technology	User Administration	77,684			
Info Technology	Internet Connectivity	33,688			
Info Technology	Facility Security Systems	2,718			
Info Technology	Organizational Management	3,705	------------->	1,163,590	Total Information. Technology
License Center	Passport Issuance	108,069			
License Center	Motor Vehicle Transactions	479,071			
License Center	Identity Applications	144,418			
License Center	DNR Transactions	28,512			
License Center	Daily Sales Reporting & Cash Reconciliation	143,748			
License Center	Inventory and Supplies	16,565			
License Center	Customer Communications/Problem Solving	134,044			
License Center	Bad Check Recording & Recovery	10,989			
License Center	Organizational Management	79,308	------------->	1,144,724	Total License Center
Lawful Gambling	Gambling Licenses & Reports	50,660			
Lawful Gambling	Community Donations	80,000	------------->	130,660	Total Lawful Gambling
Water	Infrastructure Maintenance & Repair	749,891			
Water	System Monitoring & Regulation	138,272			
Water	Customer Response	112,099			
Water	GIS	25,106			
Water	Utility Billing	189,891			
Water	Metering	442,786			
Water	Wholesale Water Purchase from St. Paul	4,400,000			
Water	System Depreciation	250,000			
Water	Admin Service Charge	350,000			
Water	Organizational Management	412,770	------------->	7,070,815	Total Water
Sewer	Infrastructure Maintenance & Repair	846,840			
Sewer	Customer Response	63,415			
Sewer	GIS	34,298			
Sewer	Sewage Treatment Costs	2,750,000			
Sewer	System Depreciation	190,000			
Sewer	Admin Service Charge	275,000			
Sewer	Organizational Management	254,045	------------->	4,413,598	Total Sewer
Storm Sewer	Infrastructure Maintenance & Repair	882,267			
Storm Sewer	Street Sweeping	279,513			
Storm Sewer	Leaf Collection / Compost Maintenance	263,938			
Storm Sewer	System Depreciation	210,000			
Storm Sewer	Admin Service Charge	78,000			
Storm Sewer	Organizational Management	68,626	------------->	1,782,344	Total Storm Sewer
Recycling	Program Administration	21,077			
Recycling	Communications	16,061			
Recycling	Data Reporting / Outreach efforts	9,442			
Recycling	Recycling Pickup Contractor	435,000			
Recycling	Admin Service Charge	10,000	------------->	491,580	Total Recycling
Golf	Clubhouse Operations	181,154			
Golf	Grounds Maintenance	127,486			
Golf	Department-Wide Support	51,310	------------->	359,950	Total Golf
		$ 18,000,065			

[redacted]

2011 Budget Ranking Methodology

5 - Items in this category, if not funded, are those that could potentially compromise the physical well-being of individuals or property. Examples are the inability of police or fire to respond to calls.

4 - Items in this category, if not funded, are those that could result in substantial increases in the financial burden on the community in subsequent years. Examples of this would be a failure to repair a street or replace a capital asset.

3 - Items in this category, if not funded, are those that could impede the city's ability to provide the type of services that contribute to the quality of life. Examples of this would be funding for the cultural or social events.

2 - Items in this category, if not funded, are those that wouldn't likely affect individuals in the community, but would impede the ability of the city to fulfill its mission. An example of this would be reduced office maintenance.

1 - Items in this category, if not funded, are those that would have little or no impact either on the community, or the city's ability to fulfill its mission. An example of this would be deferred mowing.

[redacted]

[redacted]

City Council

City Council: Business Meetings - City Council salaries and cost of City audit.

City Council: Community Support/Grants - Annual Grants to NWYFS and Roseville Senior Program.

City Council: Intergovernmental Affairs / Memberships - Annual memberships: League of Minnesota Cities; Ramsey County League of Local Governments, Suburban Rate Authority; and National League of Cities

City Council: Recording Secretary – Contract for recording and preparation of city council meeting minutes.

Advisory Commissions

Human Rights Commission – Expenses related to hosting a forum, member training, essay contest member conference attendance and other misc expenses

Ethics Commission - Expenses related to annual Ethics Training and other misc expenses.

Administration

Administration: Customer Service - Time spent responding to phone, email and in person inquiries.

Administration: Council Support - Time spent preparing City Council packets; preparing official documents; Codification of Ordinances; and Administrative support of Ethics and Human Rights Commissions.

Administration: Records Management/Data Practices - Administration of city-wide electronic Records Management system to collect, archive, and retrieve records. Administration of city-wide Data Practices procedures to assure privacy of certain data and appropriate dissemination of public information.

Administration: General Communications - Provide public information via *Roseville City News*; website; news releases, and other materials. Educate the public via tapes/dvds and special events.

Administration: Human Resources - Administration of human capital; benefits and wellness; compensation; employee/labor bargaining and relations; employee training and development; communications; and, legal compliance and record keeping.

Administration: Organizational Management - Time spent planning, leading, and organizing the City and department; participating in general training or meetings, conducting performance evaluations, etc.

[redacted]

Elections

Elections - Administration and clerical support for the education, recruitment and training of judges and staff; absentee and Election Day voter support; and precinct preparation. Election Day supplies and annual maintenance fees.

Legal

Civil Attorney – Annual retainer plus out-of-pocket expenses.

Prosecuting Attorney – Annual retainer plus out-of-pocket expenses.

Special Services - Contingency amount budgeted for legal suits and/or other actions.

Finance, Central Services, Insurance

Banking & Investment Management - Manage the City's investment portfolio and banking relationships including buying and selling investments, transferring cash among city accounts.

Budgeting / Financial Planning – Coordinate the City's Budget and capital planning function including; the preparation of the annual budget and CIP, and regular preparation of materials for the City Council, City Manager, and Department Heads.

Business Licenses - Process all tasks related to the issuance of business licenses including; application review and submittals to the City Council.

Cash Receipts - Process all tasks related to the cash receipts function including; entering cash receipts, balancing the cash drawer, etc.

Contract Administration - Assist in the coordination of IT JPA's, wireless lease agreements and License Center lease.

Contractual Services (RVA, Cable) - Provide contractual accounting-related services to the Roseville Visitor's Association, and Cable Commission.

Debt Management - Coordinate the City's debt management function including the issuance of all debt including conduit financing offerings.

Economic Development - Assist in the City's Economic Development function.

Accounts Payable - Process all tasks related to the accounts payable function including; processing invoices, issuing 1099's and sales tax filings.

Gen. Ledger, Fixed Assets, Financial Reporting - Process all tasks related to the general accounting and financial reporting functions including; journal entries, financial statement preparation, bank reconciliation, etc.

Lawful Gambling - Process all tasks related to the issuance of lawful gambling licenses including; application review and submittals to the City Council.

Payroll - Process all tasks related to the payroll function including; entering timesheets, managing benefit withholdings, general processing, federal and state reporting, etc.

Reception Desk - Process all tasks related to the receptionist function including; answering phones, directing lobby traffic, issuing pet licenses, etc.

Risk Management - Coordinate the City's risk management function including; property/liability, serving as Chair of the Safety Committee, and serving as the City's Agent of Record.

Utility Billing - Process all tasks related to the utility billing function including; entering meter reads, processing invoices, and servicing accounts.

Workers Compensation Administration - Administer the City's workers compensation program including managing First Report of Injury forms, and claims administration.

Organizational Management – Time spent planning, leading, and organizing the department; participating in general training or meetings, conducting performance evaluations, etc.

Central Services – Includes all general City Hall copier supplies (paper, toner, etc.), letterhead and envelopes, and postage machine lease payments.

General Insurance - The General Fund's share of the City's workers compensation and property/casualty insurance costs.

Police

Admin: Response to Public Requests - The foremost function of the police department is to serve and protect the public. Background checks through the Minnesota Bureau of Criminal of Apprehension (BCA) for new hires, gun purchase permits, clearance letters, investigations, business licensing: performed by front office staff trained by the BCA. Copies of police reports are available to the public upon request. The police counter front window is covered Monday-Friday, 8:00 to 4:30 to serve the public. There is also a 24 x 7 x 365 entry available to the public.

Admin: Police Records / Reports - Approximately 25,000 police reports are written by Patrol annually. Record Technicians review and code all reports and then enter the reports into the records management system. Staff scans any media pertaining to the reports and files a hard copy of 25,000 reports. Copies of police reports are available to the public upon request. Police reports are also forwarded to the City/County Attorneys and the Court.

Admin: Community Liaison - National & Family Night Out, Citizens Academy, Neighborhood Block Watch, volunteer Citizens Park Patrol, Shop with a Cop, Senior Safety Camp, Bike Rodeos, Crime Free Multi-Housing, crime alerts, business/residential premise safety reviews, and statistical crime reporting.

Admin: Organizational Management - Personnel supervision, strategic planning, budget planning/management, grant procurement/management, internal investigations, compliance with data practices and state statutes, web site maintenance, policy and procedure development, union deliberation, tactile planning (SWAT) and training.

Patrol: 24x7x365 First Responder - 24 hour day/seven days week patrol entire City; first responder on the scene of all 911 calls.

Patrol: Public Safety Promo/Community Interaction - Volunteer Reserve Officer unit, volunteer Citizen's Emergency Response Team (CERT), Explorer's, Officer Friendly, Bike Rodeos, Citizens Academy, Shop with a Cop, and participation in many community events. Patrol by district to become familiar to residents.

Patrol: Dispatch - Dispatch through Ramsey County Sheriff's Office – 24 x 7 x 365 days/year; billed by number of calls for service.

Patrol: Police Reports (by Officers) - Approximately 25,000 police reports are written by Patrol annually. All reports are reviewed by a sergeant and then the records technicians for thoroughness and accuracy. A good percentage of incidents require all officers involved write a report on the incident—the first officer on the scene generates the original report and other officers called to the scene generate a supplemental report under the same case number.

Patrol: Animal Control - The Patrol Division holds the primary responsibility for animal control in the City unless a part-time Community Service Officer is available.

Patrol: Organizational Management - Personnel supervision, training, compliance with ordinances and statutes, monitor budget, develop programs, evaluate services/programs/procedures for efficiency; define/establish/attain overall goals and objectives. Sworn officers are mandated by the state to attend several trainings on a regularly scheduled basis—many civil judgments across county (deliberate indifference), constitutional violations.

Investigations: Crime Scene Processing - On scene collection of evidence; secured filing of evidence in police department; submission of evidence to BCA and courts. May include the writing of search warrants, getting judicial approval of warrant and then execution of said warrant (may include SWAT).

Investigations: Public Safety Promo/Community Interaction - Officer Friendly, Bike Rodeos, Citizens Academy, Shop with a Cop, "lemonade stand," focused Rosedale surveillance, and participation in many community events. Assist with crime alerts to notify community of criminal activity. Investigation of all major cases that continues until the case is closed. Under contract, the school district pays 2/3 salary of a detective to act as school liaison officer at RAHS during the school year.

Investigations: Response to Public Requests - To function efficiently the police department needs to see active and continual collaboration with the public, the State, County, other city departments, other law enforcement agencies, the courts, local businesses, the schools, vendors, and unions. Investigation of all major cases (incidents) by the department's detectives that occur in the City of Roseville; investigation continues until case is cleared.

Investigations: Criminal Prosecutions - Present and forward cases to City/County Attorney, Probation,

Child Protection, and other law enforcement/public safety agencies.
Investigations: Organizational Management - Personnel supervision, training, compliance with ordinances and statutes, monitor budget, develop programs, evaluate services/programs/procedures for efficiency; define/establish/attain overall goals and objectives. Reviewing cases to determine which cases require follow-up or review by detectives based on solvability and case load. Coordination and supervision of major investigations and crime scenes.

Community Services: Community Services – Salary of two part-time temporary CSO's and annual community service officer budget that includes the cost of the City's contract with Brighton Vet Clinic—takes in strays and attempts to find owner, also disposes of dead animals.

Emergency Management: Emergency Management - City-wide emergency siren maintenance, cost of training for designated emergency manager, and cost to support the Department's volunteer reserve officer program.

Lake Patrol – Lake Patrol - Ramsey County Sheriff's Office to patrol Lake Owasso (water issues only).

Fire

Admin: Fire Administration and Planning - Administrative staff time related to department operations, planning, payroll processing, budgets, meeting, state, local, and federal requirements.

Admin: Emergency Management - Fire Department staff time for planning and operations related to City wide emergency management.

Admin: Organizational Management - Fire Department staff time related to daily department operations.

Prevention: Fire Administration and Planning - Full-time administrative and prevention personnel time for daily operations, personnel management, and planning.

Prevention: Fire Prevention - Prevention staff to perform prevention, plan review, inspections, fire investigations.

Fire Fighting/EMS: Fire Administration and Planning - Full-time administrative and operational personnel time for daily operations, personnel management, and planning.

Fire Fighting/EMS: Fire Suppression/Operations - On-duty staffing available to provide fire related response- General supplies, and equipment- Firefighter uniforms- Vehicle replacement.

Fire Fighting/EMS: Emergency Medical - On-duty staffing available to provide EMS response- General supplies, and equipment- Firefighter uniforms- Vehicle replacement.

Fire Fighter Training: Training - Firefighting, EMS, HAZ MAT, OSHA, leadership, rescue, vehicle operations, vehicle driving, equipment operations, report writing, new hire training, all areas of department training.

Public Works

Admin: Project Delivery – Planning, designing, organizing & managing engineering resources to ensure successful completion 2.5-4.0 million of projects. Construction staking, administration, and inspection of the construction process.

Admin: Street Lighting – Maintain 1300+ street lights & traffic signals, electrical costs for lighting. Manage contract maintenance.

Admin: Permitting – Issue ROW & erosion permits, review plans, inspection, coordinate with applicants. Take corrective action, as needed. Planning & building permit review.

Admin: General Engineering/Customer Service – Assist customers (phone, walk-up, online) with inquiries regarding public utilities, property lines, past & future projects, city services. Design, maintain, and update the City's organized collection of maps using computer hardware, software, geographic data designed to efficiently capture, store, update, manipulate, analyze, and display all forms of geographically referenced information

Admin: Storm Water Management – Customer service, engineering, review, and management/coordination of stormwater issues and outside agencies involved in Storm Water Management.

Admin: Organizational Management – Supervise PW Staff, develop and manage the budget. General oversight & planning of the department. Prepare for, participate in, and follow up to Council & Commission meetings.

Streets: Pavement Maintenance – Preventative maintenance & repair of all City pavement to achieve an average condition rating of 75-80. Crackseal and sealcoat on a regular schedule to ensure safe & adequate transportation and to extend life of the pavement in the most cost effective manner.

Streets: Winter Road Maintenance – Keeping roads and streets accessible through the winter is a priority for the City. Full plow after 2 or more inches, ice control as needed to keep roads safe.

Streets: Traffic Management & Control – Design, fabrication, installation and maintenance of City traffic control signs for City streets and parking lots. Street & parking lot striping, including crosswalks, arrows, lane markings, school & parking lots to ensure compliance.

Streets: Streetscape and ROW Maintenance – Regular tree-trimming program to ensure visibility and clearance for safety. Mowing, watering, weeding, picking trash, tree maintenance in all streetscape areas. Mowing & weeding ROW areas.

Streets: Pathways & Parking Lots – Maintain pathways & parking lots to ensure safety to all users and achieve an average pavement condition of 75-80. Sustain an aesthetically pleasing appearance through repairs & various types of sealants. Repair quickly to avoid higher costs or injury.

Streets: Organizational Management –
Supervise/oversee street staff, street purchases, manage budget, departmental planning of street division to maintain services.

[redacted]

Street Lighting: Street Lighting – Maintain /replace as needed.

Bldg Maintenance: Custodial services – Provide cleaning of City buildings & contract maintenance to medium level, order supplies, resolve issues to ensure buildings are kept clean and acceptable.

Bldg Maintenance: General Maintenance – Oversee two-person contract custodial staff, HVAC management & monitoring, maintenance, manage summer seasonals.

Bldg Maintenance: Organizational Management – Supervision, budgetary control, planning, leading, and organizing.

Central Garage: Vehicle Repair - Maintenance & repair of City fleet to maintain safe, working condition minimize downtime, and regular scheduled maintenance and repairs.

Central Garage: Organizational Management - Budgetary control, supervision, and organizing workplan for fleet maintenance division.

Sanitary Sewer: Infrastructure Maintenance & Repair - Preventative maintenance & repair of 145 miles sanitary sewer lines and 3,116 sewer manholes. Operate, monitor, maintain & repair lift stations to meet operational standards and necessary reliability.

Sanitary Sewer: Customer Response - Respond to customer inquiries and provide assistance for approximately 10,500 sewer customers. Issues, such as sewer backups are investigated and repaired/resolved 24/7.

Sanitary Sewer: Capital Improvement - Maintain/replace as needed.

Sanitary Sewer: Organizational Management - Supervise/oversee utility staff, organize training, sewer purchases, manage budget, departmental planning of sewer utility to maintain services.

Water: Infrastructure Maintenance & Repair – Preventative maintenance & repair of the water utility infrastructure, including 160 miles of watermains and 1,711 fire hydrants. Monitor, maintain & repair pump station and water tower.

Water: System Monitoring & Regulation - Monitor the water infrastructure and operations for continuous supply, and respond as necessary to ensure continuous service. Test sample as required by regulatory agencies.

Water: Customer Response - Respond to daily customer calls and inquiries, investigate and repair, and educate the customer.

Water: Metering - Reading of approximately of 3,000 water meters per month, plus re-reads and transfer reads. Repair, replace, and inspect water meters as necessary. Maintain all City meters and curb stops (approximately 10,300 each).

Water: Capital Improvement - Rehabilitate or replace water utility infrastructure as needed.

[redacted]

Water: Organizational Management - Supervise/oversee water utility staff, organize training, water purchases, budgetary control, planning, leading, and organizing.

Stormwater: Infrastructure Maintenance & Repair - Preventative maintenance and repair of 135 miles storm sewer mainline. Maintain, inspect and repair 3,500 catch basins and storm water lift stations.

Stormwater: Street Sweeping - Bi-Annual sweeping of city streets and as needed sweeping of streets to keep neighborhoods clean and livable and to protect our ponds, lakes, and wetlands.

Stormwater: Leaf Collection - Annual leaf collection program to remove leaves, clean streets to help keep leaves out of storm sewers and ponds. Maintain the compost site to minimize odors and efficiently compost material, deliver compost and wood chips.

Stormwater: Organizational Management - Supervise/oversee storm utility staff, training, storm purchases; manage budget, departmental planning of storm utility to maintain services.

Parks & Recreation

Admin: Personnel Management – Personnel Management includes direct staffing costs to process and track bi-weekly payroll for 25 FTE employees and over 300 part-time seasonal staff. Personnel Management is responsible for the training and development of 25 FTE employees. Personnel Management includes promoting employment opportunities, recruiting qualified candidates, processing needed personnel paperwork, training to insure high level of delivery and responsibility, supervising to assure quality experiences and services and policy and procedure adherence and evaluating to manage professional and community expectations.

Admin: Financial Management – preparing, executing and monitoring all aspects of the department budgets including revenues and expenses whereby more than 50% is generated through non-tax dollar revenue. Include: planning and coordinating outside funding, administer financial matters on a continual bases. Financial Management involves intensive monitoring of 68 program budgets, 11 facility budgets and 8 event budgets. Financial Management includes the costs to supervise both expense and revenue budgets, to develop annual budgets and to report budget outcomes. Financial Management also includes staffing costs to process, track and report daily cash receipts and credit transactions.

Admin: Planning & Development – Includes: reporting for information and decision making, research, policy development and execution, short term and long term planning, best practice/accreditation maintenance, and special and routine projects and committees. Develop goals and activities, conduct program research and development, legal and legislative work, analyze and plan for program and facility needs, prepare for capital improvements, etc. Planning and Development expenses are connected to department wide and community based policy relations, research and reporting and project management. Often times these projects are at the request of Council, Commission or Administration or involve improved department operations.

<u>Admin: Community Services</u> – includes department customer service, make presentations to local groups, participate with and support more than 20 affiliated groups, resident communications of offerings, special event support and guidance, incorporating technology into operations including website updates and timely e-mail responses. Community Services covers a range of community wide benefits from staff involvement with community organizations and agencies to providing excellent customer service, to offering a wide range of community events to producing communication materials that promote recreational opportunities and facilities and educate and inform the community to serving the community using current technology based tools for registration and communication.

<u>Admin: Citywide Support</u> – Includes projects, tasks, time spent not directly related to parks and recreation, i.e. department head meetings, city council meetings, community presentations, commission support, attending meetings and serving on city committees, coordinating with other city departments, etc. City-Wide Support includes personnel costs for staff involved in inter-department meetings and projects and community programs and events that involve multi city operations.

<u>Skating Center: OVAL</u> – The Skating Center services over 300,000 users annually and has the following three (3) specializations: 1) OVAL 2) Arena and 3) Banquet/Meeting Rooms. The OVAL portion reflects the cost of building maintenance, ice and equipment maintenance, personnel management and building and grounds maintenance. Also included in this budget are the costs of personnel, financial management, programs, event and overall facility management of the OVAL for the winter ice season and summer skate park.

<u>Skating Center: Arena</u> – The Skating Center services over 300,000 users annually and has the following three (3) specializations: 1) OVAL 2) Arena and 3) Banquet/Meeting Rooms. The Indoor Arena portion reflects the cost of building maintenance, ice and equipment maintenance and personnel management. Also included in this budget are the costs of personnel, financial management, programs, event and overall facility management of the year round operation of the Arena.

<u>Skating Center: Banquet Area</u> – The Skating Center services over 300,000 users annually and has the following three (3) specializations: 1) OVAL 2) Arena and 3) Banquet/Meeting Rooms. The Banquet Area portion reflects the cost of personnel management, program/event management and financial management. The amount reflected in the Banquet portion includes the cost of equipment and building maintenance for the estimated 50,000 users of the banquet facility at the Skating Center. Also included in this budget are the costs of personnel, equipment and supplies and overall facility management to host weddings, class reunions and hundreds of community group meetings and events.

<u>Skating Center: Department wide Support</u> – The amount in this portion of the Skating Center budget reflects the time spent by Skating Center staff working in other areas of the Parks and Recreation Department, i.e. parks and grounds, golf course, recreation, etc.

<u>Programs: Program Management</u> - Recreation Program Management involves all direct costs necessary to provide Roseville with 1850 recreation programs, events and opportunities annually. Program Management services all sectors of the community from the very young to older adults; provides opportunities in the arts, athletics, enrichment, wellness and leisure; and involves individuals, families and groups. Recreation Program Management includes all development, implementation and evaluation responsibilities including planning, communications and promotions, supervision and post program evaluations and reporting.

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Programs: Personnel Management - Personnel Management is responsible for the training and development of part-time seasonal staff. Over 300 part-time seasonal employees deliver front line recreation services as activity leaders, customer service representatives and facility managers. Personnel Management includes promoting employment opportunities, recruiting qualified candidates, processing needed personnel paperwork, training to insure high level of delivery and responsibility and supervising to assure quality experiences and recreation services.

Programs: Facility Management - Includes the costs to facilitate current community programming at the following facilities: Brimhall and Central Park Community Gymnasiums, Gymnastic Center, Fairview Community Center, Harriet Alexander Nature Center, ballfields, picnic shelters and the Muriel Sahlin Arboretum. Facility Management provides oversight and direct management for eleven community resources. Facility Management includes direct costs for: scheduling usage, part-time seasonal staffing to supervise facility use, provides needed resources to maintain clean, safe and desirable community facilities.

Programs: Volunteer Management - The cost to recruit, train, supervise, communicate and recognize the current level of volunteers. Volunteer Management is responsible for recruitment, training and development of parks and recreation volunteer team. Over 3,000 volunteer experiences annually account for 30,000 hours of community service as sport coaches, park maintenance, facility support, event support, activity leaders, advisors and advocates. Volunteer Management encompasses all aspects of the volunteer experience from promotion and communication to recruitment and training to supervision and support to recognition and appreciation.

Programs: Organizational Management - Includes a compilation of program liability insurance and credit card/on-line fees, direct costs for providing credit card use, online services and insurance coverage for recreation programs, facilities, events and services.

Maintenance: Grounds Maintenance - Grounds maintenance activities include all maintenance and management of activities performed on all City parkland areas, i.e. mowing/trimming, landscape repair/maintenance and construction, pathways maintenance, etc.. This does not include athletic field areas, Muriel Sahlin Arboretum, Harriet Alexander Nature Center, Cedarholm GC and the Roseville Skating Center.

Maintenance: Facility Maintenance - Facility and Equipment Maintenance includes all maintenance and management of activities performed on all City park facilities, i.e. play equipment, athletic fields, hard surface courts, Muriel Sahlin Arboretum, HANC, park shelters, park ice rinks, wading pool, etc. This does not include the Roseville Skating Center and Cedarholm Golf Course.

Maintenance: Natural Resources Maintenance - Natural Resources activities include implementation and management of the City Diseased and Hazard Tree program and all natural resource implementation and management activities.

Maintenance: Department wide support Maintenance - Department-wide support is maintenance for recreation and includes all direct activities and management of those activities to support 1850 Roseville Parks and Recreation Programs and activities and numerous affiliated group efforts.

Maintenance: City wide Support - City-Wide Support includes all activities and management for city-wide events the Parks and Recreation Department Planning and Maintenance Division supports such as National Night Out, Election Support, Roseville Home and Garden Fair, etc. This also includes support for various City committees such as The Development Review Committee, Safety Committee, etc.

Community Development

Planning: Current – Receive and review all land use applications (Plats, conditional uses, variances, etc), and guides the application through the approval process.

Planning: Long Range – Conducts studies and projects as required by state law (Comprehensive Plan and Zoning code updates) as well as special studies and projects as needed (i.e. lot split study, rental licensing study).

Zoning Code Enforcement – Investigation of violations of the City zoning code regarding land use, setbacks, sign codes and enforcing the correction of said violations.

Organizational Management – Oversee the implementation of all department functions

Economic Development – Works on the creation and the administration of TIF Districts. Conduct business retention and recruitment activities. Apply for economic development grant and loan funds to be used for projects.

Building Codes / Permits – Review plans for all residential and commercial improvements in City, issue the required permits and conduct inspections of improvements to ensure compliance with state and local codes.

Nuisance Code Enforcement – Investigation of all nuisance complaints (junk, property maintenance, tall grass) and enforcing the correction of said violations. Also conduct the Neighborhood Enhancement Program.

GIS – Create and maintain electronic property data base for City staff and public use. Create mailing list for public hearing notices. Maintain online mapping system and city website. Serve as Department Coordinator for electronic archiving of files.

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City of Roseville
Budget Expenditure Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 DH Budget	2011 CM Budget	$$ Increase (Decrease)	% Increase (Decrease)
City Council	164,350	170,028	176,030	179,560	186,490	183,790	4,230	2.36%
Human Rights Commission	1,453	3,242	3,179	2,000	2,250	2,250	250	12.50%
Ethics Commission	316	15	227	500	300	2,500	2,000	0.00%
Code Enforcement	-	-	-	-	-	165,000	165,000	0.00%
	-	-	-	-	-	-	-	0.00%
City Council & Commissions	166,119	173,285	179,436	182,060	189,040	353,540	171,480	94.19%
Administration	406,303	456,534	475,314	464,240	499,575	480,755	16,515	3.56%
Elections	21,486	76,556	26,806	80,655	80,655	80,655	-	0.00%
Legal	267,515	284,262	295,912	285,000	300,000	293,425	8,425	2.96%
Roseville Area Senior Program	-	-	-	-	-	-	-	0.00%
Finance Department	485,906	540,635	538,206	563,030	610,190	600,670	37,640	6.69%
Central Services	61,391	77,066	56,920	74,267	73,500	73,500	(767)	-1.03%
General Insurance	62,000	80,000	80,000	77,643	84,000	84,000	6,357	8.19%
Contingency	32,129	46,939	-	-	-	-	-	#DIV/0!
Administration & Finance	1,336,729	1,561,991	1,473,157	1,544,835	1,647,920	1,613,005	68,170	4.41%
Subtotal General Government	1,502,848	1,735,275	1,652,593	1,726,895	1,836,960	1,966,545	239,650	13.88%
Police Administration	357,569	380,681	363,598	453,300	955,135	934,585	481,285	106.17%
Police Patrol Operations	3,788,283	4,183,283	4,321,089	4,454,020	4,638,805	4,324,705	(129,315)	-2.90%
Police Investigations	739,070	796,783	832,857	902,525	891,560	889,020	(13,505)	-1.50%
Community Services	71,796	111,859	104,910	61,095	65,955	65,955	4,860	7.95%
Emergency Management	22,657	28,446	2,927	19,785	25,185	10,185	(9,600)	-48.52%
Lake Patrol	1,659	1,659	1,659	1,900	1,900	1,900	-	0.00%
Youth Service Bureau	-	-	-	-	-	-	-	0.00%
Police Operations	4,981,033	5,502,710	5,627,041	5,892,625	6,578,540	6,226,350	333,725	5.66%
Fire Administration	335,792	342,893	325,752	293,390	327,070	205,855	(87,535)	-29.84%
Fire Prevention	167,438	175,106	178,444	189,635	194,135	191,235	1,600	0.84%
Fire Fighting	1,323,344	1,144,165	907,626	1,099,625	1,270,215	1,188,730	89,105	8.10%
Fire Training	57,623	43,616	28,219	40,150	100,355	100,355	60,205	149.95%
Fire Operations	1,884,197	1,705,780	1,440,041	1,622,800	1,891,775	1,686,175	63,375	3.91%
Fire Relief Association	250,900	301,000	209,228	433,000	355,000	355,000	(78,000)	-18.01%
Fire Relief Contribution	250,900	301,000	209,228	433,000	355,000	355,000	(78,000)	-18.01%
Subtotal Public Safety	7,116,131	7,509,491	7,276,309	7,948,425	8,825,315	8,267,525	319,100	4.01%

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Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Expenditure Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 DH Budget	2011 CM Budget	$$ Increase (Decrease)	% Increase (Decrease)
Public Works Administration	649,950	687,128	696,682	688,600	913,576	902,469	213,869	31.06%
Street Department	1,002,476	1,158,695	860,021	1,190,160	1,446,300	1,388,410	198,250	16.66%
Street Lighting	187,144	172,584	191,515	200,000	64,000	64,000	(136,000)	-68.00%
Building Maintenance	358,040	352,584	293,797	383,400	495,882	476,003	92,603	24.15%
Central Garage	146,862	130,260	206,805	157,425	193,968	191,043	33,618	21.35%
Public Works	2,344,472	2,501,252	2,248,820	2,619,585	3,113,726	3,021,925	402,340	15.36%
* **TOTAL GENERAL FUND**	**10,963,451**	**11,746,017**	**11,177,722**	**12,294,905**	**13,776,001**	**13,255,995**	**961,090**	**7.82%**

Attachment C of
Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Expenditure Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 DH Budget	2011 CM Budget	$$ Increase (Decrease)	% Increase (Decrease)
Parks & Recreation Administration	667,872	711,379	-	749,995	549,166	540,651	(209,344)	-27.91%
Recreation Fee Activities	575,436	608,367	-	574,040	1,266,725	1,241,276	667,236	116.24%
Recreation Non-fee Activities	73,806	71,042	-	63,645	-	-	(63,645)	-100.00%
Recreation Nature Center	107,865	113,044	-	122,890	-	-	(122,890)	-100.00%
Recreation Activity Center	87,516	97,612	-	110,000	-	-	(110,000)	-100.00%
Skating Center	1,023,682	1,007,180	-	1,074,125	1,143,069	1,079,342	5,217	0.49%
* **Parks & Recreation Fund**	**2,536,177**	**2,608,625**	-	**2,694,695**	**2,958,960**	**2,861,269**	**166,574**	**6.18%**
Economic Development	137,482	157,032	-	214,825	113,851	112,613	(102,212)	-47.58%
Planning	265,539	361,899	-	266,445	412,560	407,333	140,888	52.88%
GIS	69,940	75,927	-	79,775	71,603	70,561	(9,214)	-11.55%
Code Enforcement	600,367	628,203	-	699,250	679,027	506,817	(192,433)	-27.52%
Transfer Out	-	-	-	-	-	-	-	0.00%
Community Development Fund	**1,073,328**	**1,223,061**	-	**1,260,295**	**1,277,041**	**1,097,324**	**(162,971)**	**-12.93%**
Information Technology	760,286	763,533	-	1,000,700	1,163,590	1,163,590	162,890	16.28%
Communications	297,205	288,887	-	327,650	345,480	345,480	17,830	5.44%
License Center	1,111,938	1,039,799	-	1,085,375	1,144,725	1,144,725	59,350	5.47%
Charitable Gambling	63,026	68,291	-	73,300	50,660	50,660	(22,640)	-30.89%
Charitable Gambling Donations	110,000	76,000	-	80,000	80,000	80,000	-	0.00%
* Parks Maintenance	831,731	977,610	-	994,805	1,127,805	964,605	(30,200)	-3.04%
Housing	-	-	-	-	-	-	-	0.00%
Special Purpose Operating Funds	**3,174,186**	**3,214,120**	-	**3,561,830**	**3,912,260**	**3,749,060**	**187,230**	**5.26%**
* Vehicle Replacement	494,666	615,294	-	-	-	-	-	#DIV/0!
* Equipment Replacement	133,436	157,177	-	50,000	50,000	50,000	-	0.00%
* Building Replacement	600,981	2,386,369	-	25,000	25,000	25,000	-	0.00%
* Park Improvements	47,793	219,823	-	185,000	185,000	185,000	-	0.00%
* EAB	-	-	-	-	100,000	100,000	100,000	#DIV/0!
* Pathway Maintenance	113,625	115,097	-	135,876	-	-	(135,876)	-100.00%
Pathway Construction	4,822	-	-	-	-	-	-	0.00%
* Boulevard Landscaping	23,707	23,747	-	58,233	-	-	(58,233)	-100.00%
Capital Replacement Funds	**1,419,030**	**3,517,507**	-	**454,109**	**360,000**	**360,000**	**(94,109)**	**-20.72%**

Attachment C of
Item 13.c - 2/28/11 Meeting

Attachment C of
Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Expenditure Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 DH Budget	2011 CM Budget	$$ Increase (Decrease)	% Increase (Decrease)
MSA Construction	-	-	-	-	-	-	-	0.00%
Special Assessment Construction	506,006	1,456,208	-	800,000	800,000	800,000	-	0.00%
Infrastructure Replacement	-	-	-	1,000,000	1,000,000	1,000,000	-	0.00%
Capital Improvement Funds	**506,006**	**1,456,208**	-	**1,800,000**	**1,800,000**	**1,800,000**	-	**0.00%**
Subtotal Capital Replacements	1,925,036	4,973,715	-	2,254,109	2,160,000	2,160,000	(94,109)	-4.17%
G.O. Improvement Bonds	468,950	468,950	-	310,000	310,000	310,000	-	0.00%
G.O. Facility Bonds	862,378	867,115	-	825,000	825,000	825,000	-	0.00%
Equipment Certificates	-	-	-	355,000	355,000	355,000	-	0.00%
Add'l for internal loan	-	-	-	490,000	-	-	(490,000)	0.00%
* **Debt Service Funds**	**1,331,328**	**1,336,065**	-	**1,980,000**	**1,490,000**	**1,490,000**	**(490,000)**	**-24.75%**
Tax Increment Pay-as-you-go	**540,666**	**687,078**	-	**900,000**	**500,000**	**500,000**	(400,000)	-44.44%
Sanitary Sewer Utility	3,035,276	3,508,997	-	4,417,300	4,419,674	4,413,598	(3,702)	-0.08%
Water Utility	4,739,327	4,910,358	-	5,993,150	7,079,805	7,070,815	1,077,665	17.98%
Stormwater Utility	826,298	726,136	-	1,510,875	1,787,176	1,782,344	271,469	17.97%
Solid Waste Recycling	443,984	467,847	-	449,000	491,580	491,580	42,580	9.48%
Golf Course	366,004	365,840	-	383,300	359,950	359,950	(23,350)	-6.09%
	-	-	-	-	-	-	-	0.00%
Enterprise Funds	**9,410,888**	**9,979,179**	-	**12,753,625**	**14,138,185**	**14,118,287**	**1,364,662**	**10.70%**
Parks Infrastructure Trust Fund	-	-	-	-	-	-	-	0.00%
Tax Reduction Fund	1,900,963	-	-	-	-	-	-	0.00%
Roseville Lutheran Cemetary	4,348	4,500	-	4,500	4,500	4,500	-	0.00%
Permanent Trust Funds	**1,905,311**	**4,500**	-	**4,500**	**4,500**	**4,500**	-	**0.00%**
Combined Budget - All Funds	**32,860,369**	**35,772,361**	**11,177,722**	**37,703,959**	**40,216,947**	**39,236,435**	**1,532,476**	**4.06%**
* **Combined Budget - Tax Supported Funds**	**17,081,716**	**20,185,824**	**11,177,722**	**18,418,514**	**19,712,766**	**18,931,869**	**513,355**	**2.79%**
** **Combined Budget - Tax Supported Funds for non-capital (sinking) funds**	**14,521,306**	**15,690,919**	**11,177,722**	**16,363,514**	**18,047,766**	**17,266,869**	**903,355**	**5.52%**

--------> excludes vehicle replacement funds

City of Roseville
Budget Reconciliation

[redacted]

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase
City Council	179,560	186,490	182,790	3,700	3,230	1.8%
			Eliminate TNT Notices	2,700	1,050	Training
			Reduced memberships	1,000	2,180	Financial Audit per contract
				$ 3,700	$ 3,230	
Commissions	2,500	2,550	4,750	(2,200)	2,250	90.0%
			Additional for Ethics	(2,200)	2,250	Add'l amount for Ethics
				$ (2,200)	$ 2,250	
Administration	464,240	499,575	477,905	21,670	13,665	2.9%
			Reduce COLA from 3% to 1%	11,775	5,000	1% COLA + Step Increases
			Reduce express delivery service	700	3,350	PERA, Insurance increases
			Reduce tansportation	200	5,260	Wellness
			Reduce training	2,750	55	Memberships
			Reduce career development training	1,000		
			Reduce citywide training	5,000	-	
			misc. memberships	245	-	
				$ 21,670	$ 13,665	
Elections	80,655	80,655	80,655	-	-	0.0%
				-	-	
				$ -	$ -	
Legal	285,000	300,000	293,425	6,575	8,425	3.0%
			Remove non-retainer/misc.	6,575	8,425	Add'l amount per contract
				$ 6,575	$ 8,425	

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase	
Finance	563,030	610,190	600,030	10,160	37,000	6.6%	
			Reduce COLA from 3% to 1%	10,160	5,000		1% COLA + Step Increases
				-	14,700		PERA, Insurance increases
				-	15,000		Wage allocation Shift from Lawful Gambling
				-	300		Add'l Supplies & Materials
				-	2,000		Add'l Springbrook Maintenance
				-	-		
				$ 10,160	$ 37,000		
Central Services	74,267	73,500	73,500	-	(767)	-1.0%	
				-	(767)		Reduced supplies
				$ -	$ (767)		
General Insurance	77,643	84,000	84,000	-	6,357	8.2%	
				-	6,357		Add'l General Fund portion of insurance
				$ -	$ 6,357		
Total General Govt.	**1,726,895**		**1,797,055**		**$ 70,160**	**4.1%**	

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase	
Police Administration	453,300	955,135	934,585	20,550	481,285	106.2%	
			Reduce COLA from 3% to 1%	18,800	9,200		1% COLA + Step Increases
			Reduce Capital Items by 50%	1,750	15,000		PERA, Insurance increases
				-	40,000		Reinstate full funding for Chief position
				$ 20,550	130,000		Captain Position allocation Shift from Patrol
					120,000		2 Record Tech Position allocation Shift from Invest.
					60,000		Office Asst. Position allocation Shift from Invest.
					80,000		Comm. Relations Coord. Allocation from Invest.
					1,115		Supplies & Materials
					8,000		Add'l RMS Support
					13,285		Add'l Professional Services ('10 set to low)
					2,850		Add'l telephone expenses
					350		Add'l Memberships & Subscriptions
					1,750		Capital Items
					-		
					$ 481,550		
Police Patrol	4,454,020	4,582,805	4,317,305	265,500	(136,715)	-3.1%	
* DH Request reduced by			Reduce COLA from 3% to 1%	55,000	50,000		1% COLA + Step Increases
$56K for reduced avg			Leave 49th Patrol Position vacant	85,000	28,000		PERA, Insurance increases
patrol officer salary used			Remove '2011 add'l training	18,000	(130,000)		Captain Position allocation Shift to Admin
on PBB worksheets			Remove Smart Cards	1,000	(90,000)		Narcotics Officer allocation to Investigations
			Reduce squad surveillance cameras	55,000	(90,000)		School Liaison Officer allocation to Investigations
			Reduce remaining Capital Items by 50%	51,500	2,980		Supplies & Materials
				$ 265,500	38,000		Dispatching
					715		Explorer Program
					1,200		Telephone
					51,500		Capital Items
					$ (137,605)		

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase
Police Investigations	902,525	891,560	862,075	29,485	(40,450)	-4.5%
			Reduce COLA from 3% to 1%	23,000	13,000	1% COLA + Step Increases
			Add missed overtime	8,760	35,000	PERA, Insurance increases
			Remove Smart Cards	(2,275)	(130,000)	2 Record Tech Position allocation Shift to Admin
				$ 29,485	(60,000)	Office Asst. Position allocation Shift to Admin
					(83,000)	Comm. Relations Coord. Allocation to Admin
					90,000	Narcotics Officer allocation to Investigations
					90,000	School Liaison Officer allocation to Investigations
					6,000	Add'l telephone costs
					(1,500)	Reduced Clothing, vehicle supplies
					$ (40,500)	
Police Comm. Services	61,095	65,955	65,955	-	4,860	8.0%
				-	2,860	Add'l CSO wages and benefits
				$ -	2,000	Brighton Vet Clinic
					$ 4,860	
Police Emergency Mgmt.	19,785	25,185	10,185	15,000	(9,600)	-48.5%
			Remove Emergency Mgmt. exercise	15,000	9,600	Reduced siren contract maintenance
				$ 15,000	$ 9,600	
Total Police	**$ 5,890,725**		**$ 6,190,105**		**$ 299,380**	**5.08%**

	10	11		
Admin	260,365	634,500		
Patrol	2,880,905	2,861,000		
Invest	622,760	632,260		
Total	3,764,030	4,127,760	363,730	
		(150,000)	Less add'l for avg salary	
		3,977,760	213,730	5.68%

Attachment C of
Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend		Amount Reduced	$$ Increase		% Increase
Fire Admin	293,390	327,070	203,645		123,425	(89,745)		-30.6%
				Reduce COLA from 3% to 1%	5,125	3,000	1% COLA + Step Increases	
				Eliminate Asst. Fire Chief	120,000	10,150	PERA, Insurance increases	
				Eliminate auto allowance for Chief	3,300	(120,000)	Eliminate Asst. Fire Chief	
				Add add'l amount for medical direction contract (Allina ?)	(5,000)	15,000	Staffing reorganization	
					-	5,000	Add add'l amount for medical direction contract (Allina ?)	
					-	(3,300)	Eliminate auto allowance	
					$ 123,425	**$ (90,150)**		
Fire Prevention	189,635	194,135	192,135		2,000	2,500		1.3%
				Reduce COLA from 3% to 1%	2,000	1,000	1% COLA + Step Increases	
					-	2,900	PERA, Insurance increases	
					-	(1,400)	Reduced conferences & memberships	
					$ 2,000	**$ 2,500**		
Fire Operations	1,099,625	1,270,215	1,242,715		27,500	143,090		13.0%
				Reduce COLA from 3% to 1%	22,000	11,000	1% COLA + Step Increases	
				Reduced FT hours 53-40 (2 FTE) - Net	12,000	23,000	PERA, Insurance increases	
				Add add'l wages for SWAT team	(6,500)	25,000	Add'l pt wages	
					-	6,500	Add'l supplies & materials	
					-	(4,000)	reduced utilities	
						70,000	add'l depreciation	
					-	6,500	Add add'l wages for SWAT team	
					$ 27,500	**$ 138,000**		
Fire Training	40,150	100,355	100,355		-	60,205		150.0%
					-	30,000	On-site training wages	
					-	3,000	Prof services	
					-	5,000	Contract maintenance	
					-	18,210	Off-site training prof services?	
					$ -	**$ 56,210**		

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend		Amount Reduced	$$ Increase	% Increase
PW Admin	688,600	913,573	900,573		13,000	211,973	30.8%
				Reduce COLA from 3% to 1%	13,000	6,000	3% COLA + Step Increases
					-	26,000	PERA, Insurance increases
					-	(20,000)	Less amount 2010 budget too high
					-	200,000	Street lighting costs transferred from St. Lt. Budget
					-	-	
					$ 13,000	**$ 212,000**	
Streets	1,190,160	1,446,300	1,387,300		59,000	197,140	16.6%
				Reduce COLA from 3% to 1%	9,000	5,000	1% COLA + Step Increases
				Remove 2011 additional depreciation	50,000	15,000	PERA, Insurance increases
					-	(40,000)	Wages transferred to other Divisions
					-	5,000	Add'l temp wages
					-	15,000	Add'l street supplies
					-	3,000	Add'l contract maintenance
					-	192,000	Transfer Pathway/parking Lot costs from other Fund
					$ 59,000	**$ 195,000**	
Street Lighting	200,000	264,000	64,000		200,000	(136,000)	-68.0%
				Transfer to PW Budget	200,000	(200,000)	Transfer to PW Admin
					-	64,000	Capital replacement costs
					$ 200,000	**$ (136,000)**	

Attachment C of
Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase
Building Maintenance	383,400	495,882	477,382	18,500	93,982	24.5%
			Reduce capital costs by 50%	18,500	75,000	Wages transferred from other divisions
				-	18,500	Capital replacement costs @ 50%
				$ 18,500	**$ 93,500**	
Central Garage	157,425	193,968	191,668	2,300	34,243	21.8%
			Reduce COLA from 3% to 1%	2,300	1,000	1% COLA + Step Increases
				-	4,250	PERA, Insurance increases
				-	25,000	Wages transferred to other Divisions
				-	500	Add'l telephone costs
				-	3,500	New minor equipment
				$ 2,300	$ 34,250	
Total Public Works	**$ 2,619,585**		**$ 3,020,923**		**$ 401,338**	**15.32%**

Attachment C of
Item 13.c - 2/28/11 Meeting

City of Roseville
Budget Reconciliation

Division / Program	2010 Adopted Budget	2011 DH Request	2011 CM Recommend	Amount Reduced	$$ Increase	% Increase
Park & Rec Admin	749,995	549,166				
Recreation Fee programs	574,040	1,266,725				
Recreation Non-Fee	63,645	-				
Nature Center	122,890	-				
Activity Center	110,000	-				
Skating Center	1,074,125	1,143,069				
	2,694,695	2,958,960	2,855,410	103,550	160,715	6.0%
Reduce COLA from 3% to 1%				24,000	12,000	1% COLA + Step Increases
Remove funding for MRPA Conference				2,800	26,000	PERA, Insurance increases
Remove funding for Skating Center clothing				250	43,000	Wages transferred from Park Maint.
Reduce advertising at Skating Center				14,000	1,100	Add'l supplies, telephone
Reduce supplies, utilities at Nature Center				4,500	1,200	Software updates
Reduce funding for non-fee programs				15,000	20,000	Fee program increases
Reduce capital items at Skating Center by 50%				43,000	15,000	Non-fee program increases
				-	43,000	New capital at Skating Center
				$ 103,550	**$ 161,300**	
Park & Rec Maintenance	994,805	1,127,805	971,805	156,000	(23,000)	-2.3%
Reduce COLA from 3% to 1%				9,000	5,000	1% COLA + Step Increases
Eliminate 2 FTE requests				120,000	13,000	PERA, Insurance increases
Reduce funding for contract maintenance				5,000	(43,000)	Wages transferred to Rec. Fund
Remove funding for Main Trac				22,000	1,000	Add'l insurance
				-	-	
				$ 156,000	**$ (24,000)**	
Code Enforcement	-	-	165,000	(165,000)	165,000	#DIV/0!
Transfer costs from CD Fund				(165,000)	165,000	Transfer costs from CD Fund
				$ (165,000)	**$ 165,000**	
Total reduced				**910,715**		

Attachment

2010 Minnesota Statutes

412.701 BUDGETING.

The manager shall prepare the estimates for the annual budget. The budget shall be by funds and shall include all the funds of the city, except the funds made up of proceeds of bond issues, utility funds, and special assessment funds, and may include any of such funds at the discretion of the council. The estimates of expenditures for each fund budgeted shall be arranged for each department or division of the city under the following heads: (1) ordinary expenses (for operation, maintenance, and repairs); (2) payment of principal and interest on bonds and other fixed charges; (3) capital outlays (for new construction, new equipment, and all improvements of a lasting character). Ordinary expenses shall be subdivided into: (a) salaries and wages, with a list of all salaried offices and positions, including the salary allowance and the number of persons holding each; (b) other expenses, with sufficient detail to be readily understood. All increases and decreases shall be clearly shown. In parallel columns shall be added the amounts granted and the amounts expended under similar heads for the past two completed fiscal years and the current fiscal year, actual to date and estimated for the balance of the year. In addition to the estimates of expenditures, the budget shall include for each budgeted fund a statement of the revenues which have accrued for the past two completed fiscal years with the amount collected and the uncollected balances together with the same information, based in so far as necessary on estimates, for the current fiscal year, and an estimate of the revenues for the ensuing fiscal year. The statement of revenues for each year shall specify the following items: sums derived from (a) taxation, (b) fees, (c) fines, (d) interest, (e) miscellaneous, not included in the foregoing, (f) sales and rentals, (g) earnings of public utilities and other public service enterprises, (h) special assessments, and (i) sales of bonds and other obligations. Such estimates shall be printed or typewritten and there shall be sufficient copies for each member of the council, for the manager, for the clerk, and three, at least, to be posted in public places in the city. The estimates shall be submitted to the council and shall be made public. The manager may submit with the estimates such explanatory statement or statements as the manager may deem necessary, and during the first three years of operation under Optional Plan B the manager shall be authorized to interpret the requirements of this section as requiring only such comparisons of the city's finances with those of the previous government of the city as may be feasible and pertinent.

History: 1949 c 119 s 86; 1973 c 123 art 2 s 1 *subd 2;* 1986 c 444; 1990 c 426 art 1 s 45

Attachment

2010 Minnesota Statutes

412.711 CONSIDERATION OF BUDGET; TAX LEVY.

The budget shall be the principal item of business at a regular monthly meeting of the council and the council shall hold adjourned meetings from time to time until all the estimates have been considered. The meetings shall be so conducted as to give interested citizens a reasonable opportunity to be heard. The budget estimates shall be read in full and the manager shall explain the various items thereof as fully as may be deemed necessary by the council. The annual budget finally agreed upon shall set forth in detail the complete financial plan of the city for the ensuing fiscal year for the funds budgeted and shall be signed by the majority of the council when adopted. It shall indicate the sums to be raised and from what sources and the sums to be spent and for what purposes according to the plan indicated in section 412.701. The total sum appropriated shall be less than the total estimated revenue by a safe margin. The council shall adopt the budget by a resolution which shall set forth the total for each budgeted fund and each department with such segregation as to objects and purposes of expenditures as the council deems necessary for purposes of budget control. The council shall also adopt a resolution levying whatever taxes it considers necessary within statutory limits for the ensuing year for each fund. The tax levy resolution shall be certified to the county auditor in accordance with law. At the beginning of the fiscal year, the sums fixed in the budget resolution shall be and become appropriated for the several purposes named in the budget resolution and no other.

History: 1949 c 119 s 87; 1953 c 735 s 8; 1973 c 123 art 2 s 1 *subd 2;* 1990 c 426 art 1 s 46

Attachment

ROSEVILLE

2011 City Council
Meeting Schedule

The Roseville City Council will meet at 6:00 p.m. in the City Council Chambers of Roseville City Hall, 2660 Civic Center Drive, on the following dates:

January
3 *Org Meeting*
10
24

February
14
28

March
14
21
28

April
11
18
25

May
9
16
23

June
13
20

Note: Rosefest Parade Monday, 6/27

July
11
18
25

August
8
15
22

September
12
19
26

October
10
17
24

November
14
21
28

December
5
12