ROSEVILLE

REQUEST FOR COUNCIL ACTION

Date: 7/19/2010
Item No.: 13.a

Department Approval

City Manager Approval

Item Description: Continue Discussion on the 2011 Priority-Based Budgeting Process

BACKGROUND

At the June 7, 2010 meeting, the Council agreed to a budget program ranking methodology to be used in establishing the 2011 Budget. The methodology is as follows:

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.

On July 17, 2010, the Council discussed the list of tax-supported programs and further refined the ranking process. During the discussion, the Council requested that Staff provide a brief description of each program. Those descriptions are presented below.

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 & Legal

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.

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 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.

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

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.

Admin: Community Services – 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.

Admin: Citywide Support – 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.

Skating Center: OVAL – 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.

Skating Center: Arena – 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.

Skating Center: Banquet Area – 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.

Skating Center: Department wide Support – 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.

Programs: Program Management - 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.

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.

POLICY OBJECTIVE

Establishing a budget process that aligns resources with desired outcomes is consistent with governmental best practices, provides greater transparency of program costs, and ensures that budget dollars are allocated in the manner that creates the greatest value.

FINANCIAL IMPACTS

Not applicable.

STAFF RECOMMENDATION

Staff recommends that the Council conduct a preliminary ranking of programs based on the agreed-upon methodology.

REQUESTED COUNCIL ACTION

Conduct a preliminary ranking of budget programs.

Prepared by: Chris Miller, Finance Director
Attachments: A: Not Applicable