



City of Grand Island

Thursday, August 11, 2011
Special Meeting

Item E1

Public Hearing on Proposed FY 2011-2012 City Single Budget

Staff Contact: Mary Lou Brown



General Fund 2012 Proposed Budget Special Meeting

August 11, 2011

2012 Budget Challenge

 The General Fund will lose \$2.0 million in revenue from 2011 to 2012

\$1,500,000	One time transfer from the Gas Tax Fund
\$375,000	Legislature cut State Aid to Cities funding
<u>\$125,000</u>	Nebraska Advantage Act funding
\$2,000,000	Revenue Shortfall

2012 Budget Solutions

- 🇺🇸 Increase revenue - \$1,268,500
- 🇺🇸 Decrease expense - \$517,730
- 🇺🇸 Delay expense reduction (use cash reserves) - \$416,841

City Administration goal was to offset at least 50% of the lost revenue with new/additional revenue.

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General Fund
2012 Proposed Budget
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Revenue



2012 Revenue

- January 2011 retreat identified many potential revenue ideas
 - Surcharge on State Fair admission tickets
 - Airline enplanement surcharge
 - Cell phone rate adjustment
 - Food and beverage allowance

2012 Revenue Options

- Options included in the budget
 - \$500,000 food and beverage allowance
 - \$500,000 increase in cell phone rate adjustment
 - \$268,500 consumer fees
- Based on community feedback, viable options appear to include:
 - \$350,000 allocation from existing food and beverage tax
 - \$500,000 from cell phone occupation rate adjustment
 - \$118,000 consumer fees

This leaves a deficit of \$300,000.

2012 Revenue Options

What other possibilities exist?

- Adjust City's property tax levy from .272500
 - Levy of .285000 generates \$300,000 of incremental receipts
 - \$1.04/month from each owner of \$100,000 home
 - Levy of .326000 generates \$1,300,000 of incremental receipts
 - \$4.46/month from each owner of \$100,000 home

2012 Revenue Options

What other possibilities exist?

- Redirect existing hotel occupation tax from the General Fund or add a similar fee for General Fund usage
 - Current rate is 2%
 - Receipts currently remitted to Fonner Park
 - 2011 forecast is \$350,000

2012 Revenue Options

- Additional options include:
 - Create new food and beverage occupation tax
 - Current rate is 1.5% with debt payment sunset provision
 - Generates \$1.2 million currently
 - Additional rate of 0.5% adds \$400,000
 - Sunset provision would not apply to 0.5%

2012 Revenue Summary

- The budget challenge is revenue driven
- The City needs sustainable revenue sources
 - Lost General Fund revenue needs to be replaced to support General Fund services
- \$1.3 million of new sustainable revenue is needed

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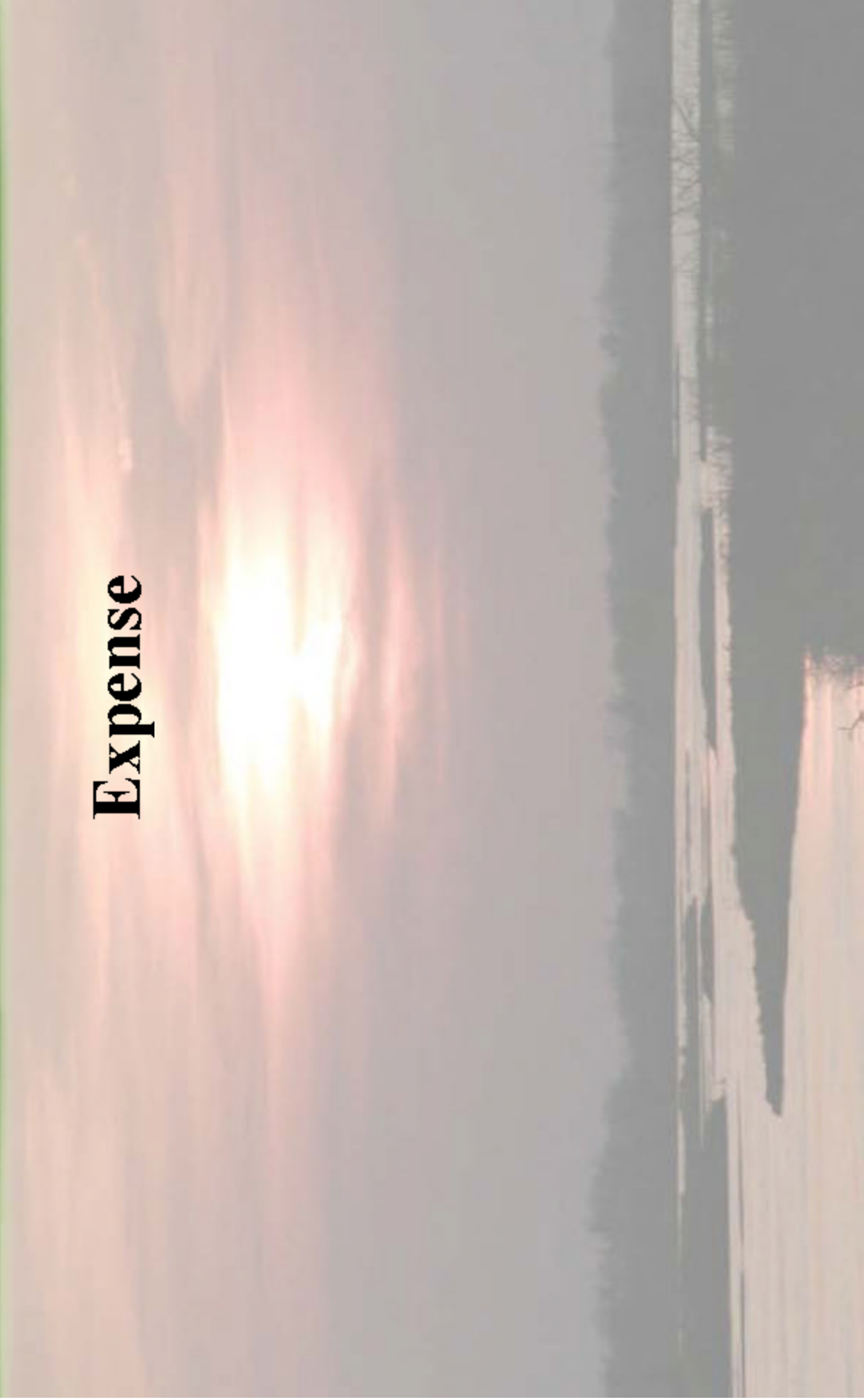
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Expense



2012 Remaining Gap

☛ The remainder of the budget shortage is resolved through cost reductions

\$517,730 Expense reductions

\$416,841 Delayed expense reductions to be funded through cash reserves

\$934,571

The use of cash reserves is temporary until revenue have been identified and potential consultant recommendations have been reviewed and supported.

2012 Expense

- The expense reductions impact both personnel and operating costs

\$244,529 Personnel reductions

\$273,201 Operating expense

\$571,730

- The reduction of full-time equivalent positions is 5.3

2012 Department Targets

	Additional				
	Target	Revenue	Lower Costs	Total	Variance
Police Services	\$ 7,987,194	\$ -	\$ 8,272,539	\$ 8,272,539	\$ 285,345
Fire and Ambulance Services	\$ 6,181,531	\$ 50,000	\$ 6,332,920	\$ 6,282,920	\$ 101,389
Public Works	\$ 5,801,561	\$ -	\$ 5,806,857	\$ 5,806,857	\$ 5,296
Administrative Services	\$ 3,526,667	\$ 150,000	\$ 3,667,147	\$ 3,517,147	\$ (9,520)
Parks and Recreation	\$ 3,121,117	\$ 63,000	\$ 3,184,153	\$ 3,121,153	\$ 36
Library	\$ 1,690,038	\$ -	\$ 1,686,671	\$ 1,686,671	\$ (3,367)
Building and City Hall	\$ 1,118,750	\$ -	\$ 1,117,415	\$ 1,117,415	\$ (1,335)
Emergency Management	\$ 1,072,369	\$ -	\$ 1,073,620	\$ 1,073,620	\$ 1,251
Planning	\$ 228,175	\$ 5,500	\$ 233,518	\$ 228,018	\$ (157)
	\$ 30,727,402	\$ 268,500	\$31,374,837	\$ 31,106,337	\$ 378,935
Delay of Firefighter and Police Officer Reductions					\$ (416,841)
Total Reductions Exceed Target					\$ (37,906)

2012 Expense

- The program prioritization analytics can be used to illustrate the challenges associated with expense reductions
- The tool is a guide and highlights where questions should be asked
- Low quartile programs are not automatically cut or reduced
- Cost reduction or elimination sometimes requires changes in other areas

Program Analytics

Programs with Scores Greater than 2

Mandated to Provide Services

- These are programs that are mandated by another level of government – Federal, State or County
- The number of programs (20) and the associated dollar value (\$3,091,577) of Quartile 3 and 4 programs is low compared to the number (70) and value (\$10,420,407) of high Quartile programs (Quartile 1 and 2)

Examples:

State Fair lottery match - \$350,000/\$350,000

- Quartile 4 program
- High mandate score
- Funding source not identified when program was implemented
- Can't reduce due to State Statute mandate

Electrical Inspections - \$119,896/\$123,956

- Quartile 1 program
- High mandate score
- Is the program delivered as effectively as possible?
- Electrical permit revenue covers approximately 63% of the cost

 Examples:

Order Maintenance (Patrol) - \$1,200,830/\$1,184,078

- Quartile 1 program
- High mandate score
- Is the program delivered as effectively as possible?

Traffic Control Marking (Maintenance) - \$94,006/\$109,619

- Quartile 3 program
- High mandate score
- Is there a way to change the delivery of this program that may result in lower costs?
- Potentially – after a study of the City’s streets, different types of paint and methods of painting may be recommended for different streets

Mandate to Provide greater than a 2

Program Type:

(All Programs, Governance, Community-oriented)

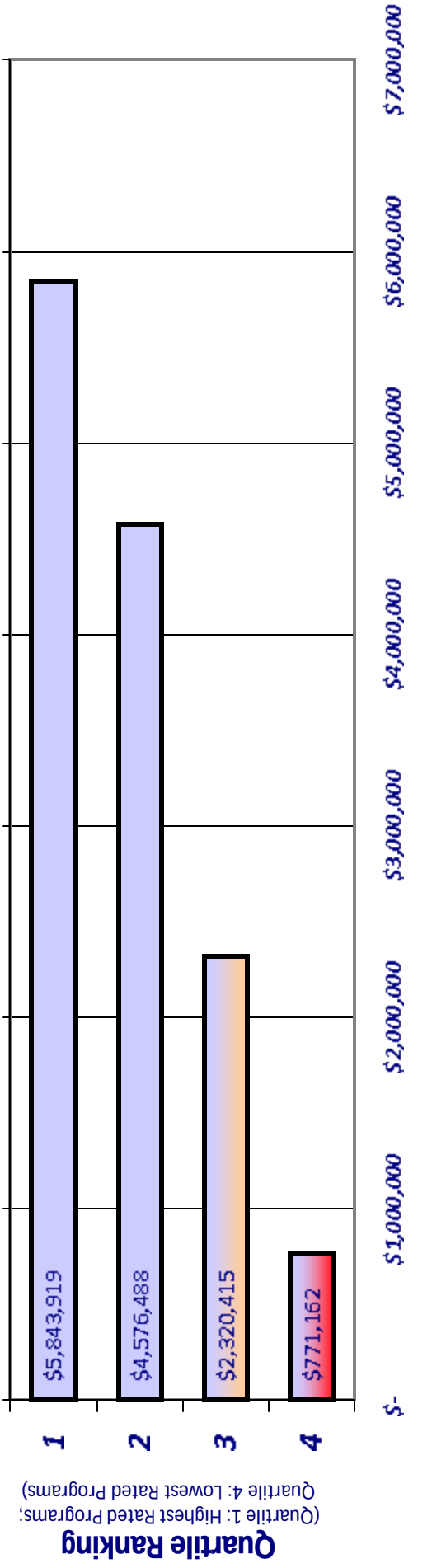
Prioritization Perspective:
(City-wide, Fund, Funds)

Choose Department:
(All Departments, Specific)

Funding Source:
(Est. Budget, Gen Gov Revenue, Program Revenues)

Every City Program	General Fund	All Departments	Total Budget
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Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	2010 Budget	2011 Budget	Increase (Reduce) %	Impact	2012 Target Budget
Qrt 1	\$0	\$5,843,919	-1.00%	(\$58,439)	\$5,785,480
Qrt 2	\$0	\$4,576,488	-2.50%	(\$114,412)	\$4,462,076
Qrt 3	\$0	\$2,320,415	-7.00%	(\$162,429)	\$2,157,986
Qrt 4	\$0	\$771,162	-10.00%	(\$77,116)	\$694,046
TOTALS	\$0	\$13,511,984	-3.05%	(\$412,397)	\$13,099,587

Department	Program Name	Quartile Group	Total 2011 Budget
BUILDING	Electrical Inspections	1	\$ 119,896
BUILDING	Electrical Permits	1	\$ 1,000
BUILDING	Plumbing Permits	1	\$ 1,000
BUILDING	Flood Plain	1	\$ 500
EMERGENCY MANAGEMENT	Emergency Communications/911	1	\$ 730,020
EMERGENCY MANAGEMENT	Emergency Management	1	\$ 281,863
EMERGENCY MANAGEMENT	Local Emergency Planning Committee	1	\$ 5,560
FINANCE	Utility General Ledger	1	\$ 65,720
FINANCE	Utility Financial Reporting and Preparation	1	\$ 20,947
FINANCE	Utility Financial Analysis	1	\$ 380
FINANCE	Utility Budget Preparation and Monitoring	1	\$ 15,006
FINANCE	Utility Annual Audit	1	\$ 14,968
FINANCE	City General Ledger	1	\$ 66,449
FINANCE	City Financial Reporting and Preparation	1	\$ 23,119
FINANCE	City Budget Preparation and Monitoring	1	\$ 83,160
FINANCE	City Annual Audit	1	\$ 66,429
FINANCE	Special projects - financial/rating agency surveys	1	\$ 9,378
FINANCE	Payroll Processing	1	\$ 113,817
FIRE	Fire/Technical Rescue Training and Certification	1	\$ 75,717
HUMAN RESOURCES	Salary Surveys	1	\$ 42,779
HUMAN RESOURCES	Civil Service Policy Compliance and Administration	1	\$ 10,025
HUMAN RESOURCES	Labor Relations	1	\$ 24,405
HUMAN RESOURCES	Labor Negotiations and Contract Administration	1	\$ 57,099
HUMAN RESOURCES	Hiring, Drug & Physical Testing, Psychological Testing, Background Checks, Applicant Tracking	1	\$ 32,265
HUMAN RESOURCES	Worker's Compensation Claims Assessment, Reporting and Light Duty Administration	1	\$ 17,369
POLICE	Order Maintenance (Patrol)	1	\$ 1,200,830
PUBLIC WORKS	Traffic Engineering	1	\$ 106,803
PUBLIC WORKS	Pavement Repair - Asphalt Contract, Milling and Hauling	1	\$ 815,303
PUBLIC WORKS	Pavement Repair - Concrete	1	\$ 555,448
PUBLIC WORKS	Pavement Repair - Concrete Contract	1	\$ 898,432
PUBLIC WORKS	Asset Management	1	\$ 36,218
PUBLIC WORKS	Drainage (concerns, PE and CE)	1	\$ 36,218
PUBLIC WORKS	Pavement Repair - Asphalt	1	\$ 157,893
PUBLIC WORKS	Pavement Repair - Asphalt Contract	1	\$ 157,893
FINANCE	City Financial Analysis and Monitoring	2	\$ 44,291
FINANCE	Ambulance Billing and Receipting	2	\$ 126,421
FINANCE	Grant and Cost Accounting	2	\$ 7,666
FIRE	EMS Training and Licensure	2	\$ 77,579
FIRE	Emergency Response Tools and Equipment Maintenance and Replacement	2	\$ 109,098
HUMAN RESOURCES	Policy Review and Development	2	\$ 19,616
HUMAN RESOURCES	Employment Testing and Assessment Services, Bilingual testing	2	\$ 32,795
HUMAN RESOURCES	Employee Records Maintenance, Compliance and Reporting	2	\$ 48,718
HUMAN RESOURCES	Coordination of Citywide Safety Committee	2	\$ 11,785
LEGAL	Criminal Prosecution	2	\$ 103,819

Department	Program Name	Quartile Group	Total 2011 Budget
POLICE	Crime Reporting and Investigations (Patrol)	2	\$ 1,272,658
POLICE	Crime Suppression and Detection (Patrol)	2	\$ 538,103
POLICE	Drug Enforcement Investigations (Spec Inv)	2	\$ 306,826
POLICE	Gang and Violent Crime Investigations (Spec Inv)	2	\$ 223,655
PUBLIC WORKS	Storm Water Quality	2	\$ 100,557
PUBLIC WORKS	Pavement Repair - ADA Ramps	2	\$ 133,464
PUBLIC WORKS	Storm Sewer - Ditches Contracted	2	\$ 60,068
PUBLIC WORKS	Storm Sewer - Repair Contracted	2	\$ 66,751
PUBLIC WORKS	Temporary Traffic Control - Internal	2	\$ 36,218
PUBLIC WORKS	Temporary Traffic Control - External	2	\$ 36,218
PUBLIC WORKS	Preliminary Engineering and NEPA for Federal Aid Funded Projects	2	\$ 40,552
PUBLIC WORKS	PS&E for Federal Aid Funded Projects	2	\$ 40,552
PUBLIC WORKS	Construction Engineering for Federal Aid Funded Projects	2	\$ 40,352
PUBLIC WORKS	Pavement Repair - Pavement Marking	2	\$ 7,553
PUBLIC WORKS	Pavement Repair - Crack and Joint Sealing	2	\$ 191,374
PUBLIC WORKS	Pavement Repair - Pothole Patching	2	\$ 36,624
PUBLIC WORKS	Pavement Repair - Guardrail Repair	2	\$ 7,553
PUBLIC WORKS	Traffic Control - Signals (New Construct)	2	\$ 94,000
PUBLIC WORKS	Traffic Control - Signals (Repair)	2	\$ 94,001
PUBLIC WORKS	Traffic Control - Signals (Maintenance)	2	\$ 94,003
PUBLIC WORKS	Traffic Control - Signs (New)	2	\$ 94,004
PUBLIC WORKS	Traffic Control - Pavement Marking (New)	2	\$ 94,006
PUBLIC WORKS	Traffic Control - Signs (Maintenance)	2	\$ 94,005
PUBLIC WORKS	Storm Sewer - Cleaning	2	\$ 60,147
PUBLIC WORKS	Storm Sewer - Repair	2	\$ 60,144
PUBLIC WORKS	Storm Sewer - Clean Ditches/Cells	2	\$ 171,306
ADMINISTRATION	Liquor Licenses	3	\$ 14,557
ADMINISTRATION	Translations	3	\$ 14,992
LEGAL	Juvenile Prosecution	3	\$ 9,443
LIBRARY	Library Materials Use	3	\$ 795,402
LIBRARY	Public Access to Online Resources	3	\$ 117,721
POLICE	Essential Training	3	\$ 124,335
POLICE	Evidence and Property	3	\$ 107,698
POLICE	Records Management	3	\$ 248,651
POLICE	Traffic Accident Investigations (Patrol)	3	\$ 395,215
POLICE	Child Abuse Investigations (Spec Inv)	3	\$ 182,558
PUBLIC WORKS	Right of Way Management	3	\$ 143,394
PUBLIC WORKS	Paving District associated work (PE and CE)	3	\$ 36,218
PUBLIC WORKS	Sidewalks - ADA Ramps (PE and CE)	3	\$ 36,218
PUBLIC WORKS	Traffic Control - Pavement Marking (Maintenance)	3	\$ 94,007
ADMINISTRATION	Elections	4	\$ 4,068
ADMINISTRATION	State Fair Payment	4	\$ 350,000
LIBRARY	Reference (Information and Referral)	4	\$ 133,953
PARKS & RECREATION	Grounds Maintenance (Cemetery)	4	\$ 255,133
POLICE	Officer Recruiting and Selection	4	\$ 9,559
PUBLIC WORKS	Other - Locates for One-Call	4	\$ 18,447

Program Analytics

Programs with Scores Less than 3

Reliance on City to Provide Services

- Reliance on City to Provide Services measures the reliance residents have on the service being provided by the City as compared to their ability to obtain the same or similar services from another intergovernmental agency or private business
- Primary programs included in this category are those of an administrative nature, Library, and Parks and Recreation
- Most of these programs fell into Quartile 4

Program Analytics

Programs with Scores Less than 3

Reliance on City to Provide Services

Examples:

Library Reference (Information and Referral) - \$133,953/\$133,687

- Quartile 4
- Low reliance on the City
- The Library's strategic planning team needs to address the method in which reference material is provided and the level of public demand

Utility Cashier Services - \$83,920/\$86,389

- Quartile 3
- Low reliance on the City
- Electronic deposits have grown to more than 20% of total deposits since December. Customers need to be incented to pay electronically

Translations - \$14,992/\$15,647

- Quartile 3
- Low reliance on the City
- Is it possible to tap into CCC or high schools for volunteer assistance as the demand continues to grow?

Reliance on the City to Provide less than a 3

Program Type:
(All Programs, Governance, Community-oriented)

Prioritization Perspective:
(City-wide, Fund, Funds)

Choose Department:
(All Departments, Specific)

Funding Source:
(Est. Budget, Gen Gov Revenue, Program Revenues)

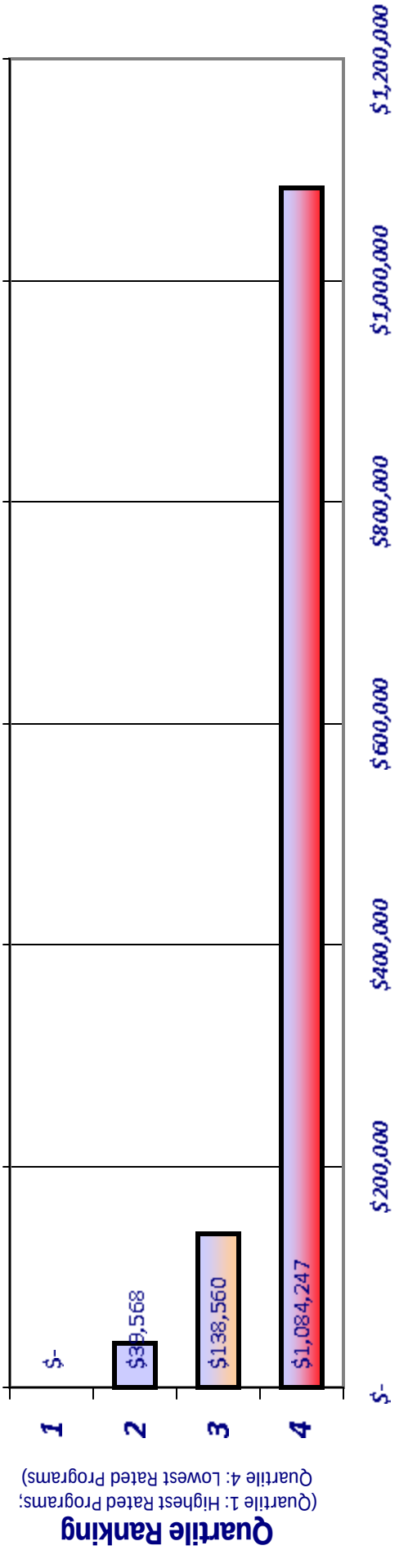
Every City Program

General Fund

All Departments

Total Budget

Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	2010 Budget	2011 Budget	Increase (Reduce) %	Impact	2012 Target Budget
Qrt 1	\$0	\$0	-1.00%	\$0	\$0
Qrt 2	\$0	\$39,568	-2.50%	(\$989)	\$38,579
Qrt 3	\$0	\$138,560	-7.00%	(\$9,699)	\$128,861
Qrt 4	\$0	\$1,084,247	-10.00%	(\$108,425)	\$975,822
TOTALS	\$0	\$1,262,375	-9.44%	(\$119,113)	\$1,143,262

Department	Program Name	Quartile Group	Total 2011 Budget
ADMINISTRATION	Web Site and Social Media Management	2	\$ 31,902
FINANCE	Grant and Cost Accounting	2	\$ 7,666
ADMINISTRATION	Media Relations and Press Releases	3	\$ 21,736
ADMINISTRATION	Translations	3	\$ 14,992
FINANCE	Utility Cashier Services	3	\$ 83,920
PARKS & RECREATION	Summer Adult/Family Programs	3	\$ 17,912
ADMINISTRATION	Citizen Request Management System	4	\$ 6,328
ADMINISTRATION	State Fair Payment	4	\$ 350,000
ADMINISTRATION	GITV Community Awareness/Outreach	4	\$ 27,962
ADMINISTRATION	Administrator's Report & Newsletters	4	\$ 16,948
ADMINISTRATION	Event Planning/Promotional Material	4	\$ 5,860
ADMINISTRATION	Legislation	4	\$ 15,823
ADMINISTRATION	Event Assistance	4	\$ 5,316
BUILDING	One Stop Building	4	\$ 10,289
EMERGENCY MANAGEMENT	Alarm Monitoring	4	\$ 62,000
LIBRARY	Adult Programs/Services	4	\$ 64,451
LIBRARY	Children's Programs/Services	4	\$ 75,658
LIBRARY	Community Outreach Programs/Services	4	\$ 34,377
LIBRARY	Nonresident Services	4	\$ 47,239
LIBRARY	Reference (Information and Referral)	4	\$ 133,953
LIBRARY	Teen Programs/Services	4	\$ 54,297
PARKS & RECREATION	Interments	4	\$ 134,723
PARKS & RECREATION	Lot sales	4	\$ 13,933
PARKS & RECREATION	Youth Swimming Lessons	4	\$ 25,082

Program Analytics

Programs with a Mandated Score Less than 3 AND Reliance on City to Provide Services Less than 3

These programs are mandated by the City and/or required by a national organization AND citizens have a low degree of reliance on the service being provided by the City

- The majority of these programs are administrative in nature or related to the Library, and Parks and Recreation
- Each of these programs should be reviewed:
 - Are the program costs offset by revenue?
 - Is the program “nice to have” and not a necessity?

Program Analytics

Programs with a Mandated Scores Less than 3 AND Reliance on City to Provide Services less than 3

Examples:

Internments - \$134,723/\$137,136

- Revenue for 2011 was budgeted at \$59,907 and \$62,461 for 2012
- The City owns the cemetery and must provide the service
- Is there any way to reduce future costs?

GITV Community Awareness/Outreach - \$27,962/\$34,554

- Revenue for 2011 was budgeted at \$5,534
- The City has a major investment in GITV assets and elimination of this program would not result in any real savings
- Can the revenue be increased to more fully cover costs?

Mandate to Provide less than 3 and Reliance on City less than 3

Program Type:

(All Programs, Governance, Community-oriented)

Prioritization Perspective:
(City-wide, Fund, Funds)

Choose Department:
(All Departments, Specific)

Funding Source:

(Est. Budget, Gen Gov Revenue, Program Revenues)

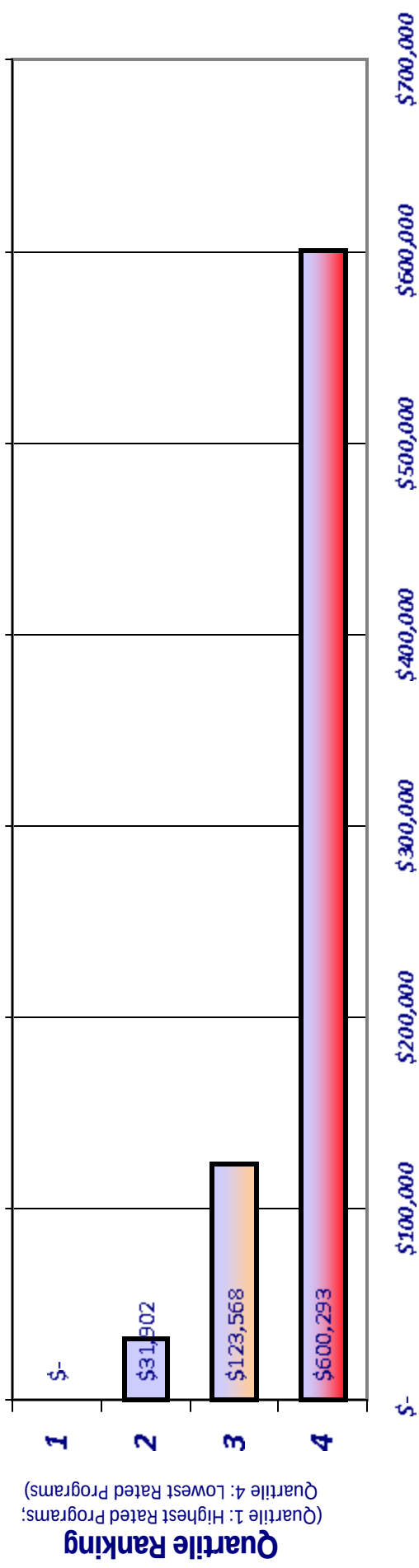
Every City Program

General Fund

All Departments

Total Budget

Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	2010 Budget	2011 Budget	Increase (Reduce) %	Impact	2012 Target Budget
Qrt 1	\$0	\$0	-1.00%	\$0	\$0
Qrt 2	\$0	\$31,902	-2.50%	(\$798)	\$31,104
Qrt 3	\$0	\$123,568	-7.00%	(\$8,650)	\$114,918
Qrt 4	\$0	\$600,293	-10.00%	(\$60,702)	\$540,264
TOTALS	\$0	\$755,763	-9.19%	(\$69,477)	\$686,286

Department		Program Name	Quartile Group	Total 2011 Budget
ADMINISTRATION		Web Site and Social Media Management	2	\$ 31,902
ADMINISTRATION		Media Relations and Press Releases	3	\$ 21,736
FINANCE		Utility Cashier Services	3	\$ 83,920
PARKS & RECREATION		Summer Adult/Family Programs	3	\$ 17,912
ADMINISTRATION		Citizen Request Management System	4	\$ 6,328
ADMINISTRATION		GITV Community Awareness/Outreach	4	\$ 27,962
ADMINISTRATION		Administrator's Report & Newsletters	4	\$ 16,948
ADMINISTRATION		Event Planning/Promotional Material	4	\$ 5,860
ADMINISTRATION		Legislation	4	\$ 15,823
ADMINISTRATION		Event Assistance	4	\$ 5,316
BUILDING		One Stop Building	4	\$ 10,289
EMERGENCY MANAGEMENT		Alarm Monitoring	4	\$ 62,000
LIBRARY		Adult Programs/Services	4	\$ 64,451
LIBRARY		Children's Programs/Services	4	\$ 75,658
LIBRARY		Community Outreach Programs/Services	4	\$ 34,377
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LIBRARY		Teen Programs/Services	4	\$ 54,297
PARKS & RECREATION		Interments	4	\$ 134,723
PARKS & RECREATION		Lot sales	4	\$ 13,933
PARKS & RECREATION		Youth Swimming Lessons	4	\$ 25,082

Program Analytics

Programs with Scores Equal to a 3

Reliance on City to Provide Services

- These are programs that are high on reliance on the City. This means there are few, if any, alternative service providers.
- Most departments have one or more programs on the list.
- These are programs that are difficult to eliminate due to the public's reliance. Efficiency of service delivery is paramount.

Program Analytics

Programs with Scores Equal to a 3

Reliance on City to Provide Services

Examples:

Tactical Response Team - \$72,263/\$69,893

- Quartile 4
- Community has a high reliance on the City to provide these services
- Maintain high vigilance around each dollar spent; are there ways to reduce costs

Building Inspections - \$155,648/\$151,159

- Quartile 1
- High reliance on the City
- Review effectiveness of service delivery and costs

Reliance on City equal to a 3

Program Type:
(All Programs, Governance,
Community-oriented)

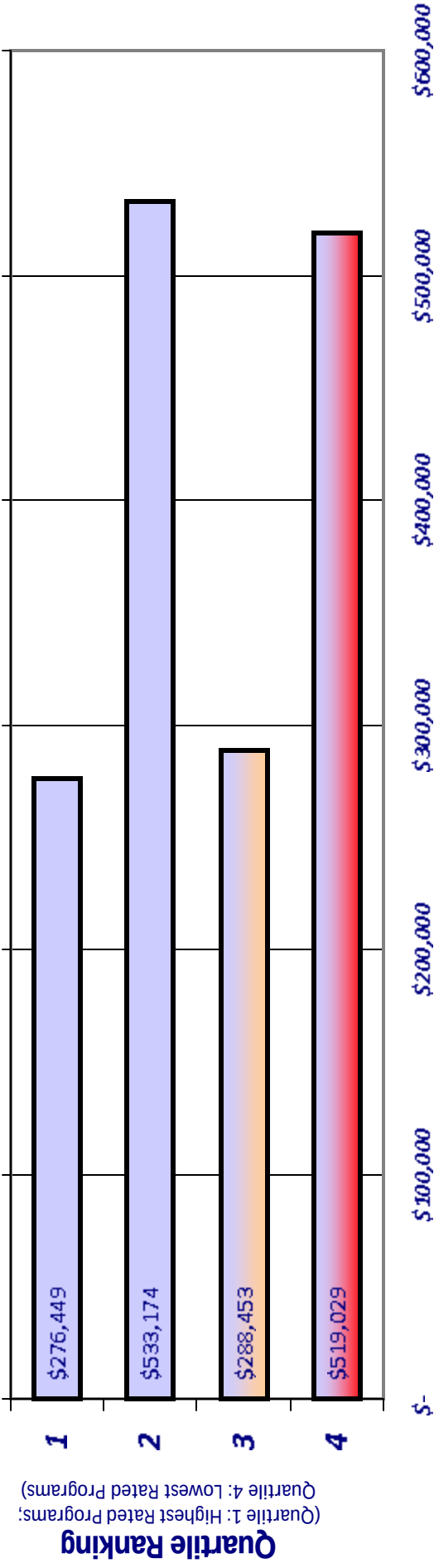
Prioritization Perspective:
(City-wide, Fund, Funds)

Choose Department:
(All Departments, Specific)

Funding Source:
(Est. Budget, Gen Gov
Revenue, Program
Revenues)

Every City Program	General Fund	All Departments	Total Budget
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Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	2010 Budget	2011 Budget	Increase (Reduce) %	Impact	2012 Target Budget
Qrt 1	\$0	\$276,449	-1.00%	(\$2,764)	\$273,685
Qrt 2	\$0	\$533,174	-2.50%	(\$13,329)	\$519,845
Qrt 3	\$0	\$288,453	-7.00%	(\$20,192)	\$268,261
Qrt 4	\$0	\$519,029	-10.00%	(\$51,903)	\$467,126
TOTALS	\$0	\$1,617,105	-5.45%	(\$88,188)	\$1,528,917

Department		Program Name	Quartile	
			Group	Total 2011 Budget
BUILDING		Building Inspections	1	\$ 155,648
BUILDING		Minimum Housing Inspections	1	\$ 11,501
BUILDING		Flood Plain	1	\$ 500
BUILDING		Land Use	1	\$ 33,083
FIRE		Fire/Technical Rescue Training and Certification	1	\$ 75,717
BUILDING		Conditional Use	2	\$ 18,563
FIRE		EMS Training and Licensure	2	\$ 77,579
FIRE		State Fire Marshal Delegated Authority	2	\$ 26,386
LEGAL		Criminal Prosecution	2	\$ 103,819
POLICE		Drug Enforcement Investigations (Spec Inv)	2	\$ 306,826
ADMINISTRATION		Economic Development	3	\$ 14,953
ADMINISTRATION		Representing City on Boards and Community Groups	3	\$ 15,233
EMERGENCY MANAGEMENT		Citizen Corps	3	\$ 10,000
FINANCE		Special projects - cost of service	3	\$ 9,398
FIRE		Fire Public Education	3	\$ 11,080
LEGAL		Juvenile Prosecution	3	\$ 9,443
PARKS & RECREATION		Adult Recreational Sports	3	\$ 24,688
PARKS & RECREATION		Lincoln Pool	3	\$ 46,979
PARKS & RECREATION		Summer Youth Programs	3	\$ 77,170
POLICE		Special Events Planning and Security	3	\$ 67,509
PUBLIC WORKS		GIS Mapping	3	\$ 2,000
ADMINISTRATION		GITV Educational Segments	4	\$ 33,981
POLICE		Animal Control	4	\$ 342,642
POLICE		Tactical Response Team	4	\$ 72,263
POLICE		Victim Witness Unit	4	\$ 65,239
PUBLIC WORKS		Groundwater Level Monitoring	4	\$ 4,901

Program Analytics

Programs with Scores Greater than 2

Safe Community

- These programs contribute greatly to the feeling of a safe community.
- The definition of a safe community within program prioritization is the following:
 - Protects its citizens, proactively prevents crimes and enforces the law
 - Encourages a community that feels safe, accepting and connected
 - Facilitates and enhances safe transportation and mobility options
 - Safeguards the physical and environmental health of the community
 - Proactively prepares, promptly alerts and swiftly responds to emergencies

Program Analytics

Programs with Scores Greater than 2

Safe Community

Examples:

Evidence Processing - \$97,872/\$93,668

- Quartile 4
- High score for Safe Community
- Scored high on Reliance of the City
- Low scores elsewhere
- Are there other processes, technology available that would lower costs?

Emergency Communications/911 - \$730,020/\$679,393

- Quartile 1
- High score for Safe Community
- Mid to high scores for all measurements
- Continue service delivery while watching costs

Safe Community greater than a 2

Program Type:

(All Programs, Governance, Community-oriented)

Prioritization Perspective:

(City-wide, Fund, Funds)

Choose Department:

(All Departments, Specific)

Funding Source:

(Est. Budget, Gen Gov Revenue, Program Revenues)

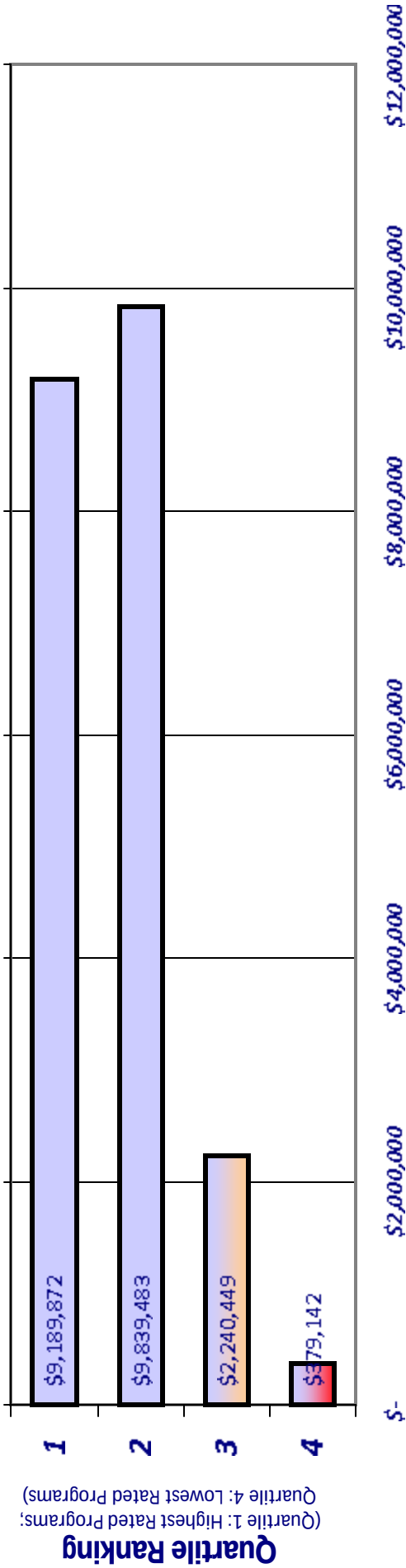
Every City Program

General Fund

All Departments

Total Budget

Priority Based Budgeting: Spending Array Perspectives



Quantile Ranking	2010 Budget	2011 Budget	Increase (Reduce) %	Impact	2012 Target Budget
Qrt 1	\$0	\$9,189,872	-1.00%	(\$91,899)	\$9,097,973
Qrt 2	\$0	\$9,839,483	-2.50%	(\$245,987)	\$9,593,496
Qrt 3	\$0	\$2,240,449	-7.00%	(\$156,831)	\$2,083,618
Qrt 4	\$0	\$379,142	-10.00%	(\$37,914)	\$341,228
TOTALS	\$0	\$21,648,946	-2.46%	(\$532,631)	\$21,116,315

Department	Program Name	Quartile Group	Total 2011 Budget
BUILDING	Building Inspections	1	\$ 155,648
BUILDING	Building Permits	1	\$ 86,585
BUILDING	Commercial Plan Reviews	1	\$ 103,520
BUILDING	Electrical Inspections	1	\$ 119,896
BUILDING	Electrical Permits	1	\$ 1,000
BUILDING	Mechanical Inspections	1	\$ 2,500
BUILDING	Mechanical Permits	1	\$ 1,000
BUILDING	Minimum Housing Inspections	1	\$ 11,501
BUILDING	Plumbing Inspections	1	\$ 131,743
BUILDING	Plumbing Permits	1	\$ 1,000
BUILDING	Property Maintenance	1	\$ 39,165
BUILDING	Public Nuisances Inspections	1	\$ 26,251
BUILDING	Residential Plan Reviews	1	\$ 57,850
BUILDING	Meter Releases	1	\$ 500
BUILDING	Sewer Taps	1	\$ 500
BUILDING	Water Meters and Services	1	\$ 500
BUILDING	Flood Plain	1	\$ 500
BUILDING	Land Use	1	\$ 33,083
EMERGENCY MANAGEMENT	Emergency Communications/911	1	\$ 730,020
EMERGENCY MANAGEMENT	Emergency Management	1	\$ 281,863
EMERGENCY MANAGEMENT	Local Emergency Planning Committee	1	\$ 5,560
FIRE	Emergency Response to Fire/other non-medical	1	\$ 2,233,879
FIRE	Fire/Technical Rescue Training and Certification	1	\$ 75,717
FIRE	Fire Inspection/Code Enforcement	1	\$ 84,276
PLANNING	Flood Plain Management	1	\$ 25,935
PLANNING	Land Use Planning and Zoning	1	\$ 25,458
POLICE	Order Maintenance (Patrol)	1	\$ 1,200,830
POLICE	Traffic Safety and Enforcement (Patrol)	1	\$ 880,752
PUBLIC WORKS	Traffic Engineering	1	\$ 106,803
PUBLIC WORKS	Pavement Repair - Asphalt Contract, Milling and Hauling	1	\$ 815,303
PUBLIC WORKS	Pavement Repair - Concrete	1	\$ 555,448
PUBLIC WORKS	Pavement Repair - Concrete Contract	1	\$ 898,432
PUBLIC WORKS	Engineering - Administration	1	\$ 36,218
PUBLIC WORKS	Manage City Standard Specifications	1	\$ 36,188
PUBLIC WORKS	Asset Management	1	\$ 36,218
PUBLIC WORKS	Drainage (concerns, PE and CE)	1	\$ 36,218
PUBLIC WORKS	Sanitary Sewer (PE and CE)	1	\$ 36,218
PUBLIC WORKS	Pavement Repair - Asphalt	1	\$ 157,893
PUBLIC WORKS	Pavement Repair - Asphalt Contract	1	\$ 157,893
ADMINISTRATION	Issuance and renewals of permits	2	\$ 2,511
BUILDING	Manufactured Home Parks	2	\$ 13,020
BUILDING	Signs - permits, inspections and regulations	2	\$ 21,530
BUILDING	Conditional Use	2	\$ 18,563
FIRE	Emergency Response to Medical Emergencies	2	\$ 3,420,583
FIRE	EMS Training and Licensure	2	\$ 77,579
FIRE	Apparatus Maintenance and Replacement	2	\$ 125,463
FIRE	Emergency Response Tools and Equipment Maintenance and Replacement	2	\$ 109,098
FIRE	Fire Station Maintenance and Construction	2	\$ 139,653
FIRE	State Fire Marshal Delegated Authority	2	\$ 26,386
LEGAL	Criminal Prosecution	2	\$ 103,819
PARKS AND RECREATION	Shooting Park Training	2	\$ 11,096

Department		Program Name	Quantile Group	Total 2011 Budget
PARKS & RECREATION	Community Fieldhouse		2	\$ 210,696
PARKS & RECREATION	Island Oasis Water Park		2	\$ 598,516
PLANNING	Property Acquisition Demolition and Redevelopment		2	\$ 6,555
POLICE	Investigations		2	\$ 833,878
POLICE	School Resource Officer		2	\$ 347,856
POLICE	Crime Reporting and Investigations (Patrol)		2	\$ 1,272,658
POLICE	Crime Suppression and Detection (Patrol)		2	\$ 538,103
POLICE	Drug Enforcement Investigations (Spec Inv)		2	\$ 306,826
POLICE	Gang and Violent Crime Investigations (Spec Inv)		2	\$ 223,655
PUBLIC WORKS	Pavement Repair - ADA Ramps		2	\$ 133,464
PUBLIC WORKS	Storm Sewer - Ditches Contracted		2	\$ 60,068
PUBLIC WORKS	Storm Sewer - Repair Contracted		2	\$ 66,751
PUBLIC WORKS	Temporary Traffic Control - Internal		2	\$ 36,218
PUBLIC WORKS	Temporary Traffic Control - External		2	\$ 36,218
PUBLIC WORKS	Pavement Repair - Pavement Marking		2	\$ 7,553
PUBLIC WORKS	Pavement Repair - Crack and Joint Sealing		2	\$ 191,374
PUBLIC WORKS	Pavement Repair - Pothole Patching		2	\$ 36,624
PUBLIC WORKS	Pavement Repair - Guardrail Repair		2	\$ 7,553
PUBLIC WORKS	Traffic Control - Signals (New Construct)		2	\$ 94,000
PUBLIC WORKS	Traffic Control - Signals (Repair)		2	\$ 94,001
PUBLIC WORKS	Traffic Control - Signals (Maintenance)		2	\$ 94,003
PUBLIC WORKS	Traffic Control - Signs (New)		2	\$ 94,004
PUBLIC WORKS	Traffic Control - Pavement Marking (New)		2	\$ 94,006
PUBLIC WORKS	Traffic Control - Signs (Maintenance)		2	\$ 94,005
PUBLIC WORKS	Storm Sewer - Cleaning		2	\$ 60,147
PUBLIC WORKS	Storm Sewer - Repair		2	\$ 60,144
PUBLIC WORKS	Storm Sewer - Clean Ditches/Cells		2	\$ 171,306
ADMINISTRATION	Liquor Licenses		3	\$ 14,557
EMERGENCY MANAGEMENT	Citizen Corps		3	\$ 10,000
FIRE	Fire Public Education		3	\$ 11,080
LEGAL	Juvenile Prosecution		3	\$ 9,443
PARKS & RECREATION	Lincoln Pool		3	\$ 46,979
PARKS & RECREATION	Stolley Park Train and Concession Operation		3	\$ 31,501
PARKS & RECREATION	Summer Adult/Family Programs		3	\$ 17,912
PARKS & RECREATION	Summer Youth Programs		3	\$ 77,170
POLICE	Essential Training		3	\$ 124,335
POLICE	Evidence and Property		3	\$ 107,698
POLICE	Records Management		3	\$ 248,651
POLICE	Special Events Planning and Security		3	\$ 67,509
POLICE	Traffic Accident Investigations (Patrol)		3	\$ 395,215
POLICE	Child Abuse Investigations (Spec Inv)		3	\$ 182,558
PUBLIC WORKS	Right of Way Management		3	\$ 143,394
PUBLIC WORKS	Other - Street Lights Utilities		3	\$ 345,078
PUBLIC WORKS	Addressing		3	\$ 1,995
PUBLIC WORKS	Traffic Control - Pavement Marking (Maintenance)		3	\$ 94,007
PUBLIC WORKS	Other - Traffic Control for special events		3	\$ 8,521
PUBLIC WORKS	Snow Removal & Ice Control		3	\$ 151,423
PUBLIC WORKS	Snow Removal Contracted		3	\$ 151,423
LIBRARY	Children's Programs/Services		4	\$ 75,658
LIBRARY	Teen Programs/Services		4	\$ 54,297
PARKS & RECREATION	Youth Swimming Lessons		4	\$ 25,082
POLICE	Evidence Processing		4	\$ 97,872
POLICE	Grant Enforcement		4	\$ 46,224
POLICE	Tactical Response Team		4	\$ 72,263
PUBLIC WORKS	Other - Drive and Sidewalk Inspection		4	\$ 7,746

Program Analytics

Programs in Quartiles 3 and 4

- This is the list of programs that are of lower priority and where department directors first directed their attention when considering their reductions.
- Examples where program changes are proposed:
 - Block Parties - \$8,521/\$10,216 – initiated a \$50 closure fee to partially offset cost
 - Residential Clean-Up Cards - \$27,087/\$0 – eliminated this program; expanding tree limb program and reducing minimum load charge
 - Cemetery Grounds Maintenance - \$255,133/\$246,865 – reducing fertilizing, watering and mowing

Program Analytics

Programs in Quartiles 3 and 4

Examples of where changes are limited:

- One Stop Building \$10,289/\$15,500 – request for proposal has been distributed for potential sale of building.
- GITV Programs - \$114,712/\$104,345 – no significant enhancement or equipment purchases are budgeted; mainly personnel costs. Reduced some related operating costs.
- State Fair Lottery Match - \$350,000/\$350,000 – State statute currently requires this payment.

Programs in Quartile 3 and 4

Department	Program Name	Quartile Group	Total 2011 Budget
ADMINISTRATION	Liquor Licenses	3	\$ 14,557
ADMINISTRATION	Problem Resolution Team	3	\$ 4,812
ADMINISTRATION	Council Packet	3	\$ 69,551
ADMINISTRATION	Administrative Items	3	\$ 13,832
ADMINISTRATION	Media Relations and Press Releases	3	\$ 21,736
ADMINISTRATION	Economic Development	3	\$ 14,953
ADMINISTRATION	Research and Program Development	3	\$ 34,531
ADMINISTRATION	Phone Management	3	\$ 16,937
ADMINISTRATION	Translations	3	\$ 14,992
ADMINISTRATION	Representing City on Boards and Community Groups	3	\$ 15,233
EMERGENCY MANAGEMENT	Citizen Corps	3	\$ 10,000
FINANCE	Utility Cashier Services	3	\$ 83,920
FINANCE	Special projects - cost of service	3	\$ 9,398
FINANCE	Work Orders	3	\$ 54,184
FINANCE	Cash Receipting and Depositing	3	\$ 55,340
FINANCE	Investing/Cash Management	3	\$ 35,105
FIRE	Fire Public Education	3	\$ 11,080
HUMAN RESOURCES	Advertising	3	\$ 25,203
HUMAN RESOURCES	City liability claims administration	3	\$ 8,039
HUMAN RESOURCES	Employee Wellness Program Administration	3	\$ 13,266
LEGAL	Juvenile Prosecution	3	\$ 9,443
LEGAL	Civil Prosecution	3	\$ 6,745
LEGAL	Legal Advisement to Council, Admin, Depts.	3	\$ 104,493
LIBRARY	Library Materials Acquisition and Processing	3	\$ 507,372
LIBRARY	Library Materials Use	3	\$ 795,402
LIBRARY	Public Access to Online Resources	3	\$ 117,721
PARKS & RECREATION	Administration	3	\$ 187,261
PARKS & RECREATION	Hike/Bike Trail maintenance	3	\$ 34,179
PARKS & RECREATION	Pool Maintenance	3	\$ 121,308
PARKS & RECREATION	Park maintenance community parks	3	\$ 262,743
PARKS & RECREATION	Park maintenance neighborhood parks	3	\$ 170,119
PARKS & RECREATION	Water Park maintenance	3	\$ 8,386
PARKS & RECREATION	Shooting Park Grounds Maintenance	3	\$ 80,919
PARKS & RECREATION	Shooting Park RV Park	3	\$ 4,832
PARKS & RECREATION	Shooting Park Equipment Repair	3	\$ 28,216
PARKS & RECREATION	Adult Recreational Sports	3	\$ 24,688
PARKS & RECREATION	Lincoln Pool	3	\$ 46,979
PARKS & RECREATION	Stolley Park Train and Concession Operation	3	\$ 31,501
PARKS & RECREATION	Summer Adult/Family Programs	3	\$ 17,912
PARKS & RECREATION	Summer Youth Programs	3	\$ 77,170

Department		Program Name	Quartile Group		Total 2011 Budget
PLANNING		Facade Improvement Program	3	\$	6,555
PLANNING		Other Redevelopment Grants	3	\$	6,555
PLANNING		Redevelopment Plans and Amendments	3	\$	6,555
PLANNING		Tax Increment Financing (Development and Support)	3	\$	6,555
POLICE		Code Enforcement	3	\$	200,590
POLICE		Essential Training	3	\$	124,335
POLICE		Evidence and Property	3	\$	107,698
POLICE		Records Management	3	\$	248,651
POLICE		Special Events Planning and Security	3	\$	67,509
POLICE		Traffic Accident Investigations (Patrol)	3	\$	395,215
POLICE		Public Service (Patrol)	3	\$	473,322
POLICE		Child Abuse Investigations (Spec Inv)	3	\$	182,558
POLICE		Liquor License Investigations (Spec Inv)	3	\$	19,422
PUBLIC WORKS		Right of Way Management	3	\$	143,394
PUBLIC WORKS		Other - Street Lights Utilities	3	\$	345,078
PUBLIC WORKS		Paving District associated work (PE and CE)	3	\$	36,218
PUBLIC WORKS		Sidewalks - ADA Ramps (PE and CE)	3	\$	36,218
PUBLIC WORKS		Engineering - Miscellaneous	3	\$	36,218
PUBLIC WORKS		GIS Mapping	3	\$	2,000
PUBLIC WORKS		Addressing	3	\$	1,995
PUBLIC WORKS		Subdivision Review	3	\$	245
PUBLIC WORKS		Traffic Control - Pavement Marking (Maintenance)	3	\$	94,007
PUBLIC WORKS		Other - Traffic Control for special events	3	\$	8,521
PUBLIC WORKS		Snow Removal & Ice Control	3	\$	151,423
PUBLIC WORKS		Snow Removal Contracted	3	\$	151,423
ADMINISTRATION		Elections	4	\$	4,068
ADMINISTRATION		Odor Committee	4	\$	6,328
ADMINISTRATION		Citizen Request Management System	4	\$	6,328
ADMINISTRATION		State Fair Payment	4	\$	350,000
ADMINISTRATION		Appointments to Boards and Commissions	4	\$	1,256
ADMINISTRATION		GTV City and Other Government Segments	4	\$	52,769
ADMINISTRATION		GTV Educational Segments	4	\$	33,981
ADMINISTRATION		GTV Community Awareness/Outreach	4	\$	27,962
ADMINISTRATION		Administrator's Report & Newsletters	4	\$	16,948
ADMINISTRATION		Event Planning/Promotional Material	4	\$	5,860
ADMINISTRATION		Legislation	4	\$	15,823
ADMINISTRATION		Event Assistance	4	\$	5,316
BUILDING		Building and Grounds	4	\$	326,159

Department	Program Name	Quartile Group	Total 2011 Budget
BUILDING	One Stop Building	4	\$ 10,289
EMERGENCY MANAGEMENT	Alarm Monitoring	4	\$ 62,000
LIBRARY	Adult Programs/Services	4	\$ 64,451
LIBRARY	Children's Programs/Services	4	\$ 75,658
LIBRARY	Community Outreach Programs/Services	4	\$ 34,377
LIBRARY	Nonresident Services	4	\$ 47,239
LIBRARY	Reference (Information and Referral)	4	\$ 133,953
LIBRARY	Teen Programs/Services	4	\$ 54,297
PARKS & RECREATION	Forestry	4	\$ 50,313
PARKS & RECREATION	Cemetery Grounds Maintenance	4	\$ 255,133
PARKS & RECREATION	Interments	4	\$ 134,723
PARKS & RECREATION	Lot sales	4	\$ 13,933
PARKS & RECREATION	Detention cell maintenance	4	\$ 89,897
PARKS & RECREATION	Greenhouse	4	\$ 79,520
PARKS & RECREATION	Special Events	4	\$ 30,384
PARKS & RECREATION	Tree planting and care	4	\$ 72,739
PARKS & RECREATION	Youth Swimming Lessons	4	\$ 25,082
POLICE	Animal Control	4	\$ 342,642
POLICE	Community Relations Programs	4	\$ 37,560
POLICE	Evidence Processing	4	\$ 97,872
POLICE	Grant Enforcement	4	\$ 46,224
POLICE	Housing Authority Officer	4	\$ 86,482
POLICE	Officer Recruiting and Selection	4	\$ 9,559
POLICE	Service Desk	4	\$ 130,578
POLICE	Tactical Response Team	4	\$ 72,263
POLICE	Victim Witness Unit	4	\$ 65,239
PUBLIC WORKS	Residential Clean Up Cards	4	\$ 27,087
PUBLIC WORKS	Other - Locates for One-Call	4	\$ 18,447
PUBLIC WORKS	Maintenance - Grade Alleys	4	\$ 40,546
PUBLIC WORKS	Maintenance - Grade Gravel Streets	4	\$ 54,889
PUBLIC WORKS	Maintenance - Sweeping and Hauling	4	\$ 127,146
PUBLIC WORKS	Sanitary Sewer Permits and Records	4	\$ 345
PUBLIC WORKS	Groundwater Level Monitoring	4	\$ 4,901
PUBLIC WORKS	Other - Drive and Sidewalk Inspection	4	\$ 7,746
PUBLIC WORKS	Other - Curb Milling	4	\$ 7,567
PUBLIC WORKS	ROW Maint. - Mowing	4	\$ 74,391
PUBLIC WORKS	ROW Maint. - Herbicide	4	\$ 74,391
PUBLIC WORKS	Other - Block Parties	4	\$ 8,521
PUBLIC WORKS	Other - Holiday Activities	4	\$ 8,521

2012 Budget

- Another way to look at the programs is to group those programs together that are related to the delivery of one service.
- Council has requested such a view of Parks and Recreation.
- The following pages show the financial information for specific parks services
 - Park Management and Maintenance ■ Recreation
 - Heartland Public Shooting park ■ Stolley Park Train
 - Indoor Recreation/Fieldhouse ■ Cemetery
 - Aquatics ■ Greenhouse
 - ■ Golf

Analysis of Parks Services

Park Management/Maintenance

	<u>2008</u> <u>Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011</u> <u>Forecast</u>	<u>2012 Proposed</u> <u>Budget</u>
Revenue	\$68,012	\$53,970	\$43,834	\$46,494	\$69,033
Personnel Services	844,411	854,029	865,939	728,371	815,697
Operating Expense	408,870	363,407	322,753	345,675	328,925
Total Direct Expense	1,253,281	1,217,436	1,188,692	1,074,046	1,144,622
Administration	73,576	74,225	76,429	64,550	70,237
Total Expense	1,326,857	1,291,661	1,265,121	1,138,596	1,214,859
General Fund Support	\$(1,258,845)	\$(1,237,691)	\$(1,221,287)	\$(1,092,102)	\$(1,145,826)

Analysis of Parks Services

Heartland Public Shooting Park

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$168,371	\$201,031	\$215,397	\$246,548	\$255,173
Personnel Services	128,374	158,161	165,894	166,114	183,726
Operating Expense	188,324	198,976	155,035	238,350	197,050
Total Direct Expense	316,698	357,137	320,929	404,464	380,776
Administration	18,592	21,774	20,635	24,308	23,365
Total Expense	335,290	378,911	341,564	428,772	404,141
General Fund Support	\$(166,919)	\$(177,880)	\$(126,167)	\$(182,224)	\$(148,968)

Analysis of Parks Services Indoor Recreation/Fieldhouse

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$23,995	\$26,264	\$31,031	\$89,486	\$147,274
Personnel Services	17,216	18,920	25,283	142,360	119,930
Operating Expense	15,869	13,794	11,368	60,235	65,800
Total Direct Expense	33,085	32,714	36,651	202,595	185,730
Administration	1,942	1,995	2,357	12,176	11,397
Total Expense	35,027	34,709	39,008	214,771	197,127
General Fund Support	\$(11,032)	\$(8,445)	\$(7,977)	\$(125,285)	\$(49,853)

Analysis of Parks Services Aquatics

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$541,126	\$511,076	\$540,762	\$545,522	\$598,609
Personnel Services	395,724	366,360	358,384	402,975	386,207
Operating Expense	<u>271,151</u>	<u>237,087</u>	<u>282,711</u>	<u>253,261</u>	<u>233,928</u>
Total Direct Expense	666,875	603,447	641,095	656,236	620,135
Administration	<u>39,150</u>	<u>36,791</u>	<u>41,220</u>	<u>39,440</u>	<u>38,053</u>
Total Expense	706,025	640,238	682,315	695,676	658,188
General Fund Support	<u>\$(164,899)</u>	<u>\$(129,162)</u>	<u>\$(141,553)</u>	<u>\$(150,154)</u>	<u>\$(59,579)</u>

Analysis of Parks Services - Recreation

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$10,917	\$11,911	\$12,750	\$16,738	\$16,265
Personnel Services	80,826	76,280	93,217	82,628	89,559
Operating Expense	35,222	32,456	15,332	24,766	24,075
Total Direct Expense	116,048	108,736	108,549	107,394	113,634
Administration	6,813	6,629	6,979	6,454	6,973
Total Expense	122,861	115,365	115,528	113,848	120,607
General Fund Support	(111,944)	(103,454)	(102,778)	(97,110)	(104,342)
<u>Recreation Components:</u>					
Baseball	(24,348)	(21,808)			
Playground	(58,802)	(59,130)	(75,140)	(64,708)	(78,717)
Municipal Band	(10,781)	(7,672)	(8,347)	(10,875)	(10,644)
Children's Theater	(6,460)	(4,687)	(6,031)	(5,518)	(6,348)
Flag Football	(2,964)	(2,575)	(4,842)	(8,088)	12
Hershey Track Meet	(1,122)	(953)	(1,438)	(1,467)	(1,672)
Softball	(653)	-	-	-	-
Administration	6,813	6,629	6,979	6,454	6,973
	\$(111,944)	\$(103,454)	\$(102,778)	\$(97,110)	\$(104,342)

Analysis of Parks Services Stolley Park Train

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$ -	\$10,976	\$10,149	\$11,392	\$12,120
Personnel Services		13,242	14,441	20,039	21,439
Operating Expense	30,000	21,930	5,865	14,667	7,305
Total Direct Expense	30,000	35,172	20,306	34,706	28,744
Administration	-	2,144	1,306	2,086	1,764
Total Expense	30,000	37,316	21,612	36,792	30,508
General Fund Support	\$(30,000)	\$(26,340)	\$(11,463)	\$(25,400)	\$(18,388)

Analysis of Parks Services Cemetery

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$117,674	\$86,597	\$106,222	\$96,713	\$109,953
Personnel Services	385,185	402,271	409,643	343,663	389,173
Operating Expense	84,631	74,946	73,265	62,000	56,450
Total Direct Expense	469,816	477,217	482,908	405,663	445,623
Administration	27,581	29,095	31,050	24,380	27,345
Total Expense	497,397	506,312	513,958	430,043	472,968
General Fund Support	\$(379,723)	\$(419,715)	\$(407,736)	\$(333,330)	\$(363,015)

Analysis of Parks Services Greenhouse

	<u>2008</u> <u>Actuals</u>	<u>2009</u> <u>Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012</u> <u>Proposed</u> <u>Budget</u>
Revenue	\$2,012	\$2,012	\$2,196	\$1,722	\$1,723
Personnel Services	76,799	78,079	79,552	57,816	64,709
Operating Expense	<u>26,813</u>	<u>17,740</u>	<u>23,521</u>	<u>14,700</u>	<u>14,100</u>
Total Direct Expense	103,612	95,819	103,073	72,516	78,809
Administration	<u>6,083</u>	<u>5,842</u>	<u>6,627</u>	<u>4,358</u>	<u>4,836</u>
Total Expense	109,695	101,661	109,700	76,874	83,645
General Fund Support	\$(107,683)	\$(99,649)	\$(107,504)	\$(75,152)	\$(81,922)

Analysis of Parks Services Golf- Enterprise Fund

	<u>2008 Actuals</u>	<u>2009 Actuals</u>	<u>2010 Actuals</u>	<u>2011 Forecast</u>	<u>2012 Proposed Budget</u>
Revenue	\$550,521	\$626,436	\$577,224	\$651,582	\$691,582
Personnel Services	263,753	252,748	260,167	248,636	288,928
Operating Expense	253,977	281,127	284,833	319,950	316,850
Total Direct Expense	517,730	533,875	545,000	568,586	605,778
Capital	-	43,691	27,229	50,000	-
Cash Flow	\$32,791	\$48,870	\$4,995	\$32,996	\$85,804

CITY OF

Grand Island

NEBRASKA



General Fund
2012 Proposed Budget
Special Meetings

Personnel



2012 Budget Personnel Changes

	Full Time Equivalent (FTE)
Administration	
Combination of Asst. City Admin and Finance Director	1.0000
Finance	
Finance Director position eliminated	(1.0000)
Meter Reader – reduction of part-time position	(.5000)
Building	
Partial Year Sharing of the Planning Secretary while the Building Secretary position is vacant	.1000
Planning	
Offset in Building	(.1000)
Police Services	
CSO position – reduce number of part-time positions	(1.0088)
Police Records Clerk –reduction of part-time positions	(.6250)

2012 Budget Personnel Changes

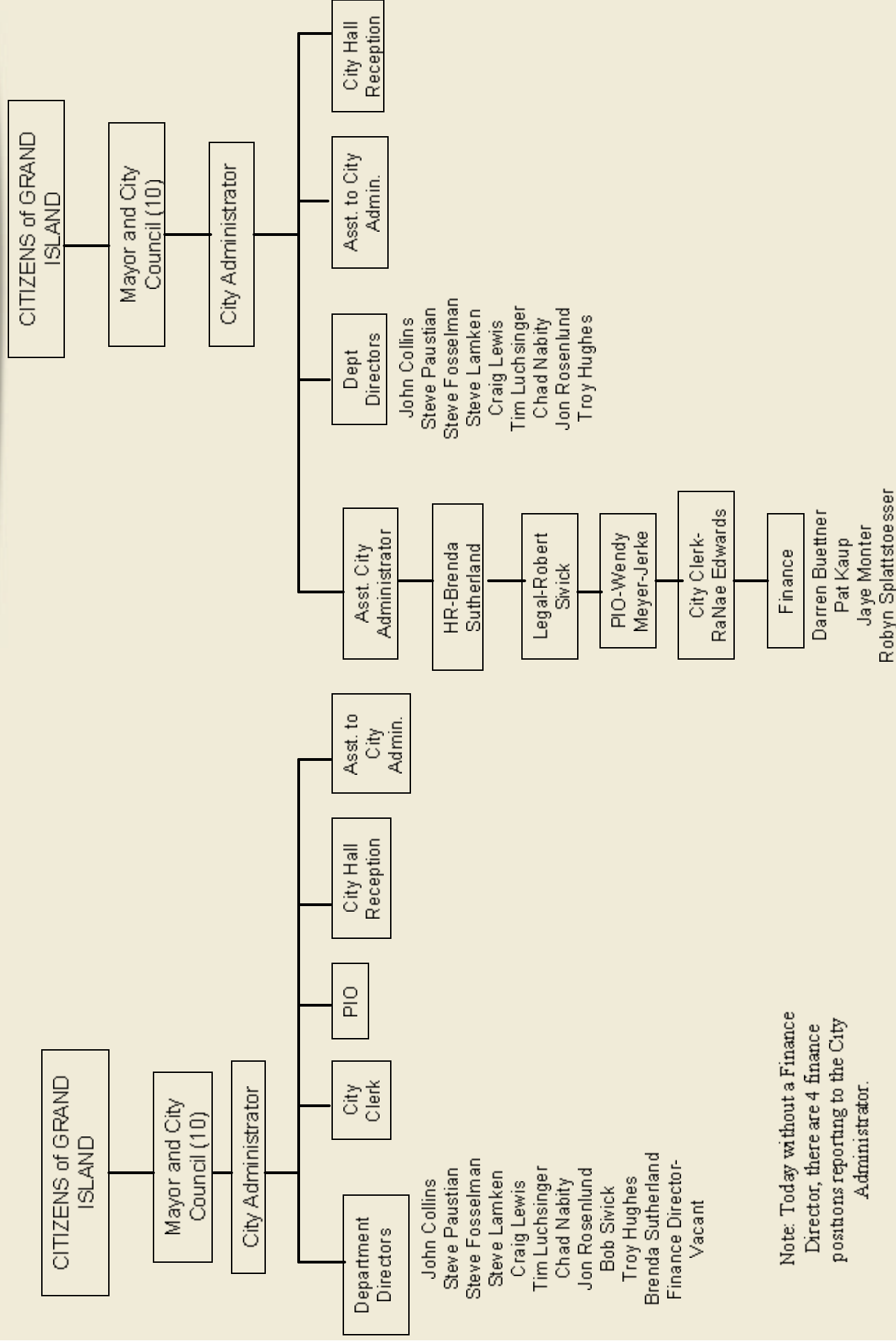
	Full Time Equivalent (FTE)
Emergency Management	
Senior Public Safety Dispatcher – half of the position transferred to the E911 Fund	(.5000)
Public Works	
GIS Specialist – transferred to IT	(.5000)
Public Works Engineer – new position added to enhance in-house engineering capabilities	1.0000
Accounting Technician – position now shared with Internal Services fund	(.5000)
Senior Equipment Operator – vacant position that will not be filled	(1.0000)
Library	
Library Assistant Director – vacant position that will not be filled	(1.0000)
Parks and Recreation	
Seasonal Workers – reduction in overall number	(.7000)
Total Changes	(5.3338)

Administrative Services Reorganization

- The reorganization adds responsibility to the current City Treasurer/Finance Director position
- The position strengthens the total management organization
- It provides for a “second-in-command” – someone who would be aware of all City activities and provide continuity of leadership in the absence of the City Administrator.
- Grand Island is unique with its ten Council members. Six of the Nebraska cities of the first class have similar positions.
- We are in the “New Normal” and the changes the City needs to make require a strong leadership team. Change doesn’t happen by decree – it happens by leading.

TODAY

TOMORROW



Note: Today without a Finance Director, there are 4 finance positions reporting to the City Administrator.

CITY OF GRAND ISLAND, NEBRASKA
APPENDIX OF PROGRAMS
PROGRAM LISTING by QUARTILE

**CITY OF GRAND ISLAND, NEBRASKA
PROGRAM LISTING by QUARTILE**

QUARTILE 1		QUARTILE 2		QUARTILE 3		QUARTILE 4	
BUILDING	Building Inspections	ADMINISTRATIVE SERVICES - Administration	Issuance and renewal of permits	ADMINISTRATIVE SERVICES - Administration	Liquor Licenses	ADMINISTRATIVE SERVICES - Administration	Elections
BUILDING	Building Permits	BUILDING	Manufactured Home Parks	ADMINISTRATIVE SERVICES - Administration	Problem Resolution Team	ADMINISTRATIVE SERVICES - Administration	Community Youth Council
BUILDING	Commercial Plan Reviews	BUILDING	Signs - permits, inspections and regulations	EMERGENCY MANAGEMENT	Citizen Corps	ADMINISTRATIVE SERVICES - Administration	Odor Committee
BUILDING	Electrical Inspections	BUILDING	Conditional Use	FIRE	Fire Public Education	ADMINISTRATIVE SERVICES - Administration	Citizen Request Management System
BUILDING	Electrical Permits	FIRE	Emergency Response to Medical Emergencies	ADMINISTRATIVE SERVICES - Legal	Juvenile Prosecution	ADMINISTRATIVE SERVICES - Administration	State Fair Payment
BUILDING	Mechanical Inspections	FIRE	EMS Training and Licensure	ADMINISTRATIVE SERVICES - Legal	Civil Prosecution	EMERGENCY MANAGEMENT	Alarm Monitoring
BUILDING	Mechanical Permits	FIRE	Appliances Maintenance and Replacement	ADMINISTRATIVE SERVICES - Legal	Legal Advice to Council, Admin, Depts.	LIBRARY	Adult Programs/Services
BUILDING	Minimum Housing Inspections	FIRE	Emergency Response Tools and Equipment Maintenance and Replacement	LIBRARY	Library Materials Acquisition and Processing	LIBRARY	Children's Programs/Services
BUILDING	Plumbing Inspections	FIRE	Fire Station Maintenance and Replacement	LIBRARY	Library Materials Use	LIBRARY	Community Outreach Programs/Services
BUILDING	Plumbing Permits	FIRE	State Fire Marshal Construction	LIBRARY	Public Access to Online Resources	LIBRARY	Nomadic Services
BUILDING	Property Maintenance	ADMINISTRATIVE SERVICES - Legal	Criminal Prosecution	PARKS & RECREATION	Administration	LIBRARY	Reference (Information and Referral)
BUILDING	Public Nuisances Inspections	PARKS & RECREATION	Park Management	PARKS & RECREATION	Hike/Bike Trail maintenance	LIBRARY	Teen Programs/Services
BUILDING	Residential Plan Reviews	PARKS & RECREATION	Sports field management/maintenance	PARKS & RECREATION	Pool Maintenance	PARKS & RECREATION	Forestry
BUILDING	Meter Releases	PARKS & RECREATION	Shooting Park Marketing	PARKS & RECREATION	Park maintenance community parks	PARKS & RECREATION	Grounds Maintenance
BUILDING	Sewer Taps	PARKS & RECREATION	Shooting Park - Rifle/Shooting Activities	PARKS & RECREATION	Park maintenance neighborhood parks	PARKS & RECREATION	Interments
BUILDING	Water Meters and Services	PARKS & RECREATION	Shooting Park Training	PARKS & RECREATION	Water Park maintenance	PARKS & RECREATION	Lot sales
BUILDING	Flood Plain	PARKS & RECREATION	Community Field house	PARKS & RECREATION	Shooting Park Grounds Maintenance	PARKS & RECREATION	Detention cell maintenance
BUILDING	Land Use	PARKS & RECREATION	Island Gas & Water Park	PARKS & RECREATION	Shooting Park RV Park	PARKS & RECREATION	Greenhouse

**CITY OF GRAND ISLAND, NEBRASKA
PROGRAM LISTING by QUARTILE**

QUARTILE 1		QUARTILE 2		QUARTILE 3		QUARTILE 4	
EMERGENCY MANAGEMENT	Emergency Communications/911	PLANNING	Review of Proposed Developments	PARKS & RECREATION	Shooting Park Equipment Repair	PARKS & RECREATION	Special Events
EMERGENCY MANAGEMENT	Emergency Management	PLANNING	Subdivision Review and Regulation	PARKS & RECREATION	Adult Recreational Sports	PARKS & RECREATION	Tree planting and care
EMERGENCY MANAGEMENT	Local Emergency Planning Committee	PLANNING	Technical Advice on and Interpretation of Plans and Regulations	PARKS & RECREATION	Lincoln Pool	PARKS & RECREATION	Youth Swimming Lessons
FIRE	Emergency Response to Fire/other non-medical	PLANNING	Grant Programs	PARKS & RECREATION	Stolley Park Train and Concession Operation	PLANNING	Lien Management
FIRE	Fire/Technical Rescue Training and Certification	PLANNING	Property Acquisition Demolition and Redevelopment	PARKS & RECREATION	Summer Adult/Family Programs	POLICE	Animal Control
FIRE	Fire Inspection/Code Enforcement	POLICE	Investigations	PARKS & RECREATION	Summer Youth Programs	POLICE	Community Relations Programs
PLANNING	Flood Plain Management	POLICE	School Resource Officer	PLANNING	Community Outreach	POLICE	Evidence Processing
PLANNING	Land Use Planning and Zoning	POLICE	Crime Reporting and Investigations (Patrol)	PLANNING	Program Income Reuse Programs	POLICE	Grant Enforcement
PLANNING	Community Development Block Grant Programs	POLICE	Crime Suppression and Detection (Patrol)	PLANNING	Regade Improvement Program	POLICE	Housing Authority Officer
POLICE	Order Maintenance (Patrol)	POLICE	Drug Enforcement Investigations (Spec Inv)	PLANNING	Other Redevelopment Grants	POLICE	Officer Recruiting and Selection
POLICE	Traffic Safety and Enforcement (Patrol)	POLICE	Gang and Violent Crime Investigations (Spec Inv)	PLANNING	Redevelopment Plans and Amendments	POLICE	Service Desk
PUBLIC WORKS	Collection System Maintenance of sanitary sewer manholes	PUBLIC WORKS	Stormwater Quality	PLANNING	Tax Increment Financing (Development and Support)	POLICE	Tactical Response Team
PUBLIC WORKS	Traffic Engineering	PUBLIC WORKS	Solid Waste Administration	POLICE	Code Enforcement	POLICE	Victim Witness Unit
PUBLIC WORKS	Transfer Station Operations	PUBLIC WORKS	Landfill Operations	POLICE	Essential Training	PUBLIC WORKS	Residential Clean Up Cards
PUBLIC WORKS	Waste Water Treatment Plant - Maintenance	PUBLIC WORKS	Waste water Treatment Plant Administration	POLICE	Evidence and Property	PUBLIC WORKS	Yard Waste Site Operations
PUBLIC WORKS	Collection System Operation and Maintenance of Sanitary Sewer Lift Stations	PUBLIC WORKS	Collection System Flushing	POLICE	Records Management	PUBLIC WORKS	Other - Locates for One Call
PUBLIC WORKS	Waste water Treatment Plant - Operations	PUBLIC WORKS	Collection System Root Raising	POLICE	Special Events Planning and Security	PUBLIC WORKS	Maintenance - Grade Alleys
PUBLIC WORKS	Waste water Treatment Plant - Repair	PUBLIC WORKS	Waste water Treatment Plant Solid Disposal	POLICE	Traffic Accident Investigations (Patrol)	PUBLIC WORKS	Maintenance - Grade Grave Streets

**CITY OF GRAND ISLAND, NEBRASKA
PROGRAM LISTING by QUARTILE**

QUARTILE 1		QUARTILE 2		QUARTILE 3		QUARTILE 4	
PUBLIC WORKS	Wastewater Treatment Plant - Testing	PUBLIC WORKS	Pavement Repair - ADA Ramps	POLICE	Public Service (Patrol)	PUBLIC WORKS	Maintenance - Sweeping and Hauling
PUBLIC WORKS	Lift Station Maintenance	PUBLIC WORKS	Stormwater - Ditches Contracted	POLICE	Child Abuse Investigations (Spec Inv)	PUBLIC WORKS	Sanitary Sewer Permits and Records
PUBLIC WORKS	Collection System Administration	PUBLIC WORKS	Stormwater - Repair Contracted	POLICE	Liquor License Investigations (Spec Inv)	PUBLIC WORKS	Groundwater Level Monitoring
PUBLIC WORKS	Wastewater - Planning Investigating and Construction	PUBLIC WORKS	Temporary Traffic Control - Internal	PUBLIC WORKS	Right of Way Management	PUBLIC WORKS	Free/No Charge Programs
PUBLIC WORKS	Pavement Repair - Asphalt Contract, Milling and Hauling	PUBLIC WORKS	Temporary Traffic Control - External	PUBLIC WORKS	Collection System - One-Call Locates	PUBLIC WORKS	Intergovernmental Assistance
PUBLIC WORKS	Pavement Repair - Concrete	PUBLIC WORKS	Preliminary Engineering and NEPA for Federal Aid Funded Projects	PUBLIC WORKS	Collection System - Data Collection	PUBLIC WORKS	Other Departmental Assistance
PUBLIC WORKS	Pavement Repair - Concrete Contract	PUBLIC WORKS	PS&E for Federal Aid Funded Projects	PUBLIC WORKS	Wastewater Treatment Plant - Permits	PUBLIC WORKS	Other - Drive and Side Walk Inspection
PUBLIC WORKS	Engineering - Administration	PUBLIC WORKS	Construction Engineering for Federal Aid Funded Projects	PUBLIC WORKS	Wastewater Treatment Plant - Building and Ground Maintenance	PUBLIC WORKS	Other - Curb Milling
PUBLIC WORKS	Manage City Standard Specifications	PUBLIC WORKS	Pavement Repair - Pavement Marking	PUBLIC WORKS	Other - Street Lights Utilities	PUBLIC WORKS	ROW Maint. - Mowing
PUBLIC WORKS	Asset Management	PUBLIC WORKS	Pavement Repair - Crack and Joint Sealing	PUBLIC WORKS	Paving District associated work (PE and CE)	PUBLIC WORKS	ROW Maint. - Herbicide
PUBLIC WORKS	Drainage (concerns, PE and CE)	PUBLIC WORKS	Pavement Repair - Pothole Patching	PUBLIC WORKS	Side walks - ADA Ramps (PE and CE)	PUBLIC WORKS	Other - Block Parties
PUBLIC WORKS	Sanitary Sewer (PE and CE)	PUBLIC WORKS	Pavement Repair - Guardrail Repair	PUBLIC WORKS	Engineering - Miscellaneous	PUBLIC WORKS	Other - Holiday Activities
PUBLIC WORKS	Pavement Repair - Asphalt	PUBLIC WORKS	Traffic Control - Signals (New Construct)	PUBLIC WORKS	GIS Mapping	ADMINISTRATIVE SERVICES - Administration	Appointments to Boards and Commissions
PUBLIC WORKS	Pavement Repair - Asphalt Contract	PUBLIC WORKS	Traffic Control - Signals (Repair)	PUBLIC WORKS	Addressing	ADMINISTRATIVE SERVICES - Administration	City and Other Government Segments
ADMINISTRATIVE SERVICES - Finance	Utility General Ledger	PUBLIC WORKS	Traffic Control - Signals (Maintenance)	PUBLIC WORKS	Subdivision Review	ADMINISTRATIVE SERVICES - Administration	City Educational Segments
ADMINISTRATIVE SERVICES - Finance	Utility Financial Reporting and Preparation	PUBLIC WORKS	Traffic Control - Signs (New)	PUBLIC WORKS	Capital Improvement Projects	ADMINISTRATIVE SERVICES - Administration	City Community Awareness/Outreach
ADMINISTRATIVE SERVICES - Finance	Utility Financial Analysis	PUBLIC WORKS	Traffic Control - Pavement Marking (New)	PUBLIC WORKS	Equipment Replacement	ADMINISTRATIVE SERVICES - Administration	Administrator's Report & Newsletter

**CITY OF GRAND ISLAND, NEBRASKA
PROGRAM LISTING by QUARTILE**

QUARTILE 1		QUARTILE 2		QUARTILE 3		QUARTILE 4	
ADMINISTRATIVE SERVICES - Finance	Utility Budget Preparation and Monitoring	PUBLIC WORKS	Traffic Control - Signs (Maintenance)	PUBLIC WORKS	Traffic Control - Pavement Marking (Maintenance)	ADMINISTRATIVE SERVICES - Administration	Event Planning/Promotional Material
ADMINISTRATIVE SERVICES - Finance	Utility Annual Audit	PUBLIC WORKS	Stormsewer - Cleaning	PUBLIC WORKS	Other - Traffic Control for special events	ADMINISTRATIVE SERVICES - Administration	Legislation
ADMINISTRATIVE SERVICES - Finance	Billing	PUBLIC WORKS	Stormsewer - Repair	PUBLIC WORKS	Snow Removal & Ice Control	ADMINISTRATIVE SERVICES - Administration	Event Assistance
ADMINISTRATIVE SERVICES - Finance	Collections	PUBLIC WORKS	Stormsewer - Clean Ditches/Cells	PUBLIC WORKS	Snow Removal Contracted	BUILDING	Building and Grounds
ADMINISTRATIVE SERVICES - Finance	Meter Reading	ADMINISTRATIVE SERVICES - Administration	Website and Social Media Management	ADMINISTRATIVE SERVICES - Administration	Representing City on Boards and Community Groups	BUILDING	One Stop Building
ADMINISTRATIVE SERVICES - Finance	City General Ledger	ADMINISTRATIVE SERVICES - Administration	Council Relations	ADMINISTRATIVE SERVICES - Administration	Council Packet		
ADMINISTRATIVE SERVICES - Finance	City Financial Reporting and Preparation	ADMINISTRATIVE SERVICES - Administration	Daily Operations	ADMINISTRATIVE SERVICES - Administration	Administrative Items		
ADMINISTRATIVE SERVICES - Finance	City Budget Preparation and Monitoring	ADMINISTRATIVE SERVICES - Administration	Budget and Financial Oversight	ADMINISTRATIVE SERVICES - Administration	Media Relations and Press Releases		
ADMINISTRATIVE SERVICES - Finance	City Annual Audit	ADMINISTRATIVE SERVICES - Administration	General City Reception/Admin Support	ADMINISTRATIVE SERVICES - Administration	Research and Program Development		
ADMINISTRATIVE SERVICES - Finance	Special projects - financial/rating agency surveys	ADMINISTRATIVE SERVICES - Finance	Customer Service - In Person / On Phone	ADMINISTRATIVE SERVICES - Administration	Phone Management		
ADMINISTRATIVE SERVICES - Finance	Payroll Processing	ADMINISTRATIVE SERVICES - Finance	City Financial Analysis and Monitoring	ADMINISTRATIVE SERVICES - Administration	Economic Development		
ADMINISTRATIVE SERVICES - Human Resources	Salary Surveys	ADMINISTRATIVE SERVICES - Finance	Bank Account Reconciliation	ADMINISTRATIVE SERVICES - Administration	Translations		
ADMINISTRATIVE SERVICES - Human Resources	Civil Service Policy Compliance and Administration	ADMINISTRATIVE SERVICES - Finance	Accounts Payable Processing	ADMINISTRATIVE SERVICES - Finance	Utility Cashier Services		
ADMINISTRATIVE SERVICES - Human Resources	Labor Relations	ADMINISTRATIVE SERVICES - Finance	Purchasing Cards Administration	ADMINISTRATIVE SERVICES - Finance	Special projects - cost of service		
ADMINISTRATIVE SERVICES - Human Resources	Labor Negotiations and Contract Administration	ADMINISTRATIVE SERVICES - Finance	Ambulance Billing and Receipting	ADMINISTRATIVE SERVICES - Finance	Work Orders		
ADMINISTRATIVE SERVICES - Human Resources	Hiring, Drug & Physical Testing, Psychological Testing, Background Checks, Applicant Tracking	ADMINISTRATIVE SERVICES - Finance	Grant and Cost Accounting	ADMINISTRATIVE SERVICES - Finance	Cash Receipting and Depositing		

**CITY OF GRAND ISLAND, NEBRASKA
PROGRAM LISTING by QUARTILE**

QUARTILE 1		QUARTILE 2		QUARTILE 3		QUARTILE 4
ADMINISTRATIVE SERVICES - Human Resources	Administration of Benefit Plans, Pension Committee admin, Employee exit interviews, off boarding and employee on boarding	ADMINISTRATIVE SERVICES - Finance	Forecasting - Short and Long Term	ADMINISTRATIVE SERVICES - Finance	Investing/Cash Management	
ADMINISTRATIVE SERVICES - Human Resources	Worker's Compensation Claims Assessment, Reporting and Light Duty Administration	ADMINISTRATIVE SERVICES - Human Resources	Policy Review and Development	ADMINISTRATIVE SERVICES - Human Resources	Advertising	
PLANNING	Mapping and GIS (was # 1.23)	ADMINISTRATIVE SERVICES - Human Resources	Disciplinary and Personnel Actions	ADMINISTRATIVE SERVICES - Human Resources	City liability claims administration	
		ADMINISTRATIVE SERVICES - Human Resources	Employment Testing and Assessment Services, Bilingual testing	ADMINISTRATIVE SERVICES - Human Resources	Employee Wellness Program Administration	
		ADMINISTRATIVE SERVICES - Human Resources	Job Description Maintenance			
		ADMINISTRATIVE SERVICES - Human Resources	Employee Performance Systems Development, Training and Administration-DOT Testing			
		ADMINISTRATIVE SERVICES - Human Resources	Employee Records Maintenance, Compliance and Reporting			
		ADMINISTRATIVE SERVICES - Human Resources	Coordination of City-wide Safety Committee			
		ADMINISTRATIVE SERVICES - Legal	City Wide Procurement/Purchasing			