

## **City of Saint Paul Financial Analysis Template Instructions**

### **Purpose of the Fiscal Analysis Template:**

- Provide summary information of the fiscal impact of financial resolutions that come before the Mayor and City Council
- Provide accurate accounting information (codes, and amounts) so that budget amendments can be reflected in the Infor system.
- Resolutions and administrative orders without this information will not be approved by OFS, and will be returned to the resolution drafter.

### **Financial Analysis Template**

- Provide the requested information in the [Financial Analysis Template \(green tab\)](#) of this file. Pop-up windows will appear throughout the file to provide more details on what information is required.
- Complete the **top section** (line #s 1-27) of the Financial Analysis Template for any finance related resolutions, including:
  - Grants: applying for, accepting, and budgeting
  - Donations: soliciting, accepting, and budgeting
  - Budget amendments: both resolutions and administrative orders
  - All other resolutions with a financial impact
- Required fields are marked with red font or borders.
- **General Ledger (GL) - Annual Budget**
  - Complete the **General Ledger** section for all changes to the annual budget
  - Provide accurate **GL account codes**: Company, Accounting Unit (fund-department-cost center), Account
  - If you need help with GL codes, check the Chart of Accounts crosswalk on the intranet or contact Lori Lee x68822
  - This section is required for all changes to the budget via budget amendment or administrative order
- **Activity Ledger (AC) - Life to Date Activity Budget**
  - Complete the **Activity Ledger** section in addition to the GL section for changes to the following budgets:
    - Grants
    - Capital and Capital Bond Proceeds
    - STAR
    - TIF
    - HRA
  - Provide accurate **AC account codes**: Activity Group, Activity, Account Category
  - If you need help with AC codes, check the Chart of Accounts crosswalk on the intranet or contact Patty Germain x68807

### **Budget Reference Tabs**

- The [Operating Budget Reference](#) and [CIB Budget Reference](#) pages (blue tabs) contain guidance on what kind of Mayoral and/or Council action is required for budget changes to the operating and capital budgets. Charter and administrative code citations for various financial resolutions are also provided.
- If you have questions about what is required to accomplish a particular financial action, please contact your budget analyst.

**City of Saint Paul Financial Analysis**

1 File ID Number: RES PH 16-422  
2  
3 Budget Affected: Operating Budget Police Department Special Fund  
4  
5 Total Amount of Transaction: 7,000.00  
6  
7 Funding Source: Grant  
8  
9 Appropriation already included in budget? No  
10  
11 Charter Citation: 10.7.1  
12  
13

**Fiscal Analysis**

16 The Police Department is requesting to accept the grants from the Target Corporation and to amend the 2016 activity budget for these funds.  
17  
18

**Detail Accounting Codes:****GENERAL LEDGER (GL) - ANNUAL BUDGET****Spending Changes***(Action Accomplished)*

| GL Annual Budget |                       |         |                              | CURRENT |         | AMENDED |
|------------------|-----------------------|---------|------------------------------|---------|---------|---------|
| Company          | Fund-Dept-Cost Center | Account | Description                  | BUDGET  | CHANGES | BUDGET  |
| 1                | 20023802              | 60180   | OVERTIME POLICE SWORN        | 10,000  |         | 10,000  |
| 1                | 20023802              | 61010   | MEDICARE REGULAR             | 145     |         | 145     |
| 1                | 20023802              | 61015   | MEDICARE POLICE              | -       |         | -       |
| 1                | 20023802              | 61130   | PERA POLICE                  | 1,620   |         | 1,620   |
| 1                | 20023802              | 63160   | GENERAL PROFESSIONAL SERVICE | -       |         | -       |
| 1                | 20023802              | 67530   | TRANSPORTATION               | 1,500   |         | 1,500   |
| 1                | 20023802              | 67535   | LODGING                      | 1,500   |         | 1,500   |
| 1                | 20023802              | 67540   | MEALS                        | 1,000   |         | 1,000   |
| 1                | 20023802              | 69590   | OTHER SERVICES               | 4,235   |         | 4,235   |
| 1                | 20023802              | 70005   | COMMUNICATION EQUIPMENT      | 5,000   |         | 5,000   |
| 1                | 20023802              | 70530   | GEN OFFICE SUPPLIES          | 500     |         | 500     |
| 1                | 20023802              | 71805   | EQUIPMENT PART AND SUPPLIES  | 500     |         | 500     |
| 1                | 20023802              | 72220   | LAW ENFORCEMENT SUPPLIES     | 2,000   |         | 2,000   |
| 1                | 20023802              | 72910   | OTHER MISCELLANEOUS SUPPLIES | 5,000   |         | 5,000   |
| 1                | 20023802              | 76501   | EQUIPMENT                    | 8,000   |         | 8,000   |
| TOTAL:           |                       |         |                              | 41,000  | -       | 41,000  |

**Financing Changes***(Action Accomplished)*

| GL Annual Budget |                       |         |                     | CURRENT |         | AMENDED |
|------------------|-----------------------|---------|---------------------|---------|---------|---------|
| Company          | Fund-Dept-Cost Center | Account | Description         | BUDGET  | CHANGES | BUDGET  |
| 1                | 20023802              | 55550   | Private Foundations | 41,000  | -       | 41,000  |
| TOTAL:           |                       |         |                     | 41,000  | -       | 41,000  |

**ACTIVITY LEDGER (AC) - LIFE TO DATE ACTIVITY BUDGET***Complete this section for Grants, Capital, Capital Bond Proceeds, STAR, TIF, and HRA amendments.***Spending Changes***(Action Accomplished)*

| Life to Date Activity Budget |                |                  |                         | CURRENT |         | AMENDED |
|------------------------------|----------------|------------------|-------------------------|---------|---------|---------|
| Activity Group               | Activity       | Account Category | Description             | BUDGET  | CHANGES | BUDGET  |
| G-POL                        | G2316900434294 | 67530            | TRANSPORTATION          | 0       | 900     | 900     |
| G-POL                        | G2316900434294 | 67535            | LODGING                 | 0       | 800     | 800     |
| G-POL                        | G2316900434294 | 67540            | MEALS                   | 0       | 300     | 300     |
| G-POL                        | G2316900434294 | 70005            | COMMUNICATION EQUIPMENT | 0       | 5,000   | 5,000   |
| TOTAL:                       |                |                  |                         | 0       | 7,000   | 7,000   |

**Financing Changes***(Action Accomplished)*

| Life to Date Activity Budget |                |                  |                     | CURRENT |         | AMENDED |
|------------------------------|----------------|------------------|---------------------|---------|---------|---------|
| Activity Group               | Activity       | Account Category | Description         | BUDGET  | CHANGES | BUDGET  |
| G-POL                        | G2316900434294 | 55550            | Private Foundations | 0       | 7,000   | 7,000   |
| TOTAL:                       |                |                  |                     | 0       | 7,000   | 7,000   |

| CASH RECEIPTS |        | CASH PAYMENTS |        |
|---------------|--------|---------------|--------|
| 1             | 100.00 | 1             | 100.00 |
| 2             | 100.00 | 2             | 100.00 |
| 3             | 100.00 | 3             | 100.00 |
| 4             | 100.00 | 4             | 100.00 |
| 5             | 100.00 | 5             | 100.00 |
| 6             | 100.00 | 6             | 100.00 |
| 7             | 100.00 | 7             | 100.00 |
| 8             | 100.00 | 8             | 100.00 |
| 9             | 100.00 | 9             | 100.00 |
| 10            | 100.00 | 10            | 100.00 |
| 11            | 100.00 | 11            | 100.00 |
| 12            | 100.00 | 12            | 100.00 |
| 13            | 100.00 | 13            | 100.00 |
| 14            | 100.00 | 14            | 100.00 |
| 15            | 100.00 | 15            | 100.00 |
| 16            | 100.00 | 16            | 100.00 |
| 17            | 100.00 | 17            | 100.00 |
| 18            | 100.00 | 18            | 100.00 |
| 19            | 100.00 | 19            | 100.00 |
| 20            | 100.00 | 20            | 100.00 |
| 21            | 100.00 | 21            | 100.00 |
| 22            | 100.00 | 22            | 100.00 |
| 23            | 100.00 | 23            | 100.00 |
| 24            | 100.00 | 24            | 100.00 |
| 25            | 100.00 | 25            | 100.00 |
| 26            | 100.00 | 26            | 100.00 |
| 27            | 100.00 | 27            | 100.00 |
| 28            | 100.00 | 28            | 100.00 |
| 29            | 100.00 | 29            | 100.00 |
| 30            | 100.00 | 30            | 100.00 |
| 31            | 100.00 | 31            | 100.00 |
| 32            | 100.00 | 32            | 100.00 |
| 33            | 100.00 | 33            | 100.00 |
| 34            | 100.00 | 34            | 100.00 |
| 35            | 100.00 | 35            | 100.00 |
| 36            | 100.00 | 36            | 100.00 |
| 37            | 100.00 | 37            | 100.00 |
| 38            | 100.00 | 38            | 100.00 |
| 39            | 100.00 | 39            | 100.00 |
| 40            | 100.00 | 40            | 100.00 |
| 41            | 100.00 | 41            | 100.00 |
| 42            | 100.00 | 42            | 100.00 |
| 43            | 100.00 | 43            | 100.00 |
| 44            | 100.00 | 44            | 100.00 |
| 45            | 100.00 | 45            | 100.00 |
| 46            | 100.00 | 46            | 100.00 |
| 47            | 100.00 | 47            | 100.00 |
| 48            | 100.00 | 48            | 100.00 |
| 49            | 100.00 | 49            | 100.00 |
| 50            | 100.00 | 50            | 100.00 |
| 51            | 100.00 | 51            | 100.00 |
| 52            | 100.00 | 52            | 100.00 |
| 53            | 100.00 | 53            | 100.00 |
| 54            | 100.00 | 54            | 100.00 |
| 55            | 100.00 | 55            | 100.00 |
| 56            | 100.00 | 56            | 100.00 |
| 57            | 100.00 | 57            | 100.00 |
| 58            | 100.00 | 58            | 100.00 |
| 59            | 100.00 | 59            | 100.00 |
| 60            | 100.00 | 60            | 100.00 |
| 61            | 100.00 | 61            | 100.00 |
| 62            | 100.00 | 62            | 100.00 |
| 63            | 100.00 | 63            | 100.00 |
| 64            | 100.00 | 64            | 100.00 |
| 65            | 100.00 | 65            | 100.00 |
| 66            | 100.00 | 66            | 100.00 |
| 67            | 100.00 | 67            | 100.00 |
| 68            | 100.00 | 68            | 100.00 |
| 69            | 100.00 | 69            | 100.00 |
| 70            | 100.00 | 70            | 100.00 |
| 71            | 100.00 | 71            | 100.00 |
| 72            | 100.00 | 72            | 100.00 |
| 73            | 100.00 | 73            | 100.00 |
| 74            | 100.00 | 74            | 100.00 |
| 75            | 100.00 | 75            | 100.00 |
| 76            | 100.00 | 76            | 100.00 |
| 77            | 100.00 | 77            | 100.00 |
| 78            | 100.00 | 78            | 100.00 |
| 79            | 100.00 | 79            | 100.00 |
| 80            | 100.00 | 80            | 100.00 |
| 81            | 100.00 | 81            | 100.00 |
| 82            | 100.00 | 82            | 100.00 |
| 83            | 100.00 | 83            | 100.00 |
| 84            | 100.00 | 84            | 100.00 |
| 85            | 100.00 | 85            | 100.00 |
| 86            | 100.00 | 86            | 100.00 |
| 87            | 100.00 | 87            | 100.00 |
| 88            | 100.00 | 88            | 100.00 |
| 89            | 100.00 | 89            | 100.00 |
| 90            | 100.00 | 90            | 100.00 |
| 91            | 100.00 | 91            | 100.00 |
| 92            | 100.00 | 92            | 100.00 |
| 93            | 100.00 | 93            | 100.00 |
| 94            | 100.00 | 94            | 100.00 |
| 95            | 100.00 | 95            | 100.00 |
| 96            | 100.00 | 96            | 100.00 |
| 97            | 100.00 | 97            | 100.00 |
| 98            | 100.00 | 98            | 100.00 |
| 99            | 100.00 | 99            | 100.00 |
| 100           | 100.00 | 100           | 100.00 |

67530  
67535  
67540  
70005

| Life to Date Activity Budget |          |       |          |
|------------------------------|----------|-------|----------|
| Activity Group               | Activity | Count | Category |

|       |          |       |
|-------|----------|-------|
| G-POL | G2316900 | 55550 |
|-------|----------|-------|

| G2316900434294          | CURRENT<br>BUDGET | CHANGES | AMENDED<br>BUDGET |
|-------------------------|-------------------|---------|-------------------|
| TRANSPORTATION          | 0                 | 900     | 900               |
| LODGING                 | 0                 | 800     | 800               |
| MEALS                   | 0                 | 300     | 300               |
| COMMUNICATION EQUIPMENT | 0                 | 5,000   | 5,000             |
| TOTAL:                  | 0                 | 7,000   | 7,000             |

| Description         | CURRENT<br>BUDGET | CHANGES | AMENDED<br>BUDGET |
|---------------------|-------------------|---------|-------------------|
| Private Foundations | 0                 | 7,000   | 7,000             |

## Operating Budget Changes Procedures Guide

2/14/2014

Polic

| In order to:                                                                                                    | Resolution, A.O., or Other Documentation<br>Required?   | Resolution/AO Action                                                                                                                                                                                                                      | Charter/Code Citation |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1.) <b>Recognize additional/unanticipated revenues</b><br>(Ex. Outperforming revenues, outside donations, etc.) | Budget Amendment Resolution and Public<br>Hearing       | - Mayor certifies that there are available for<br>appropriation total revenues in excess of those<br>estimated in the budget<br><br>- Amend spending and financing to recognize<br>new revenue in the appropriate company and<br>activity | C.C. 10.07.1          |
| 2.)                                                                                                             | <b>60180</b> Overtime - Sworn<br>61010 Medicare Regular |                                                                                                                                                                                                                                           |                       |
|                                                                                                                 | 61130 Police Pension                                    |                                                                                                                                                                                                                                           |                       |
| 3.)                                                                                                             | <b>67530</b> Transportation<br>67535 Lodging            |                                                                                                                                                                                                                                           |                       |
| 67540                                                                                                           | Meals                                                   |                                                                                                                                                                                                                                           |                       |

## Operating Budget Changes Procedures Guide

2/14/2014

Polic

| In order to: |                                                                                                                                                                | Resolution, A.O., or Other Documentation<br>Required?                                                                                                                                              | Resolution/AO Action                                                                                                | Charter/Code Citation     |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------|
| 4.)          | <b>64705</b> Vehicle Rental                                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>70525</b> Office Supplies Contract                                                                                                                          |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>70530</b> General Office Supplies                                                                                                                           |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>70130</b> Computer Supplies                                                                                                                                 |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>70005</b> Communication Equipment                                                                                                                           |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>70010</b> Communication Supplies                                                                                                                            |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>72220</b> Law Enforcement Supplies                                                                                                                          |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>63370</b> Investigations                                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                     |                           |
|              | <b>72905</b> Special Materials and Supplies                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                     |                           |
| 5.)          | <b>Allow appropriations to lapse (non-capital improvement dollars)</b>                                                                                         | None                                                                                                                                                                                               | - No action required.                                                                                               | C.C. 10.08                |
|              | For Lapse of appropriations - Capital improvements see City Charter 10.09.                                                                                     |                                                                                                                                                                                                    | -All non-encumbered appropriations will fall to fund balance at the end of the fiscal year.                         |                           |
|              | For guidance on budget change procedures for accomplished or abandoned projects, see the CIB Project and Budget Changes Procedures Guide, numbers 1, 2, and 6. |                                                                                                                                                                                                    | - All encumbered appropriations will be re-appropriated in the following fiscal year's budget for the same purposes |                           |
| 6.)          | <b>Enact Emergency Appropriation</b>                                                                                                                           | Emergency is defined as "a sudden or unforeseen situation affecting life, health, property, or the public peace or welfare that requires immediate council action", C.C. 6.06 Emergency Ordinances | - Resolution to appropriate emergency funds is adopted by unanimous affirmative vote by the council                 | C.C. 10.07.2<br>C.C. 6.06 |
|              |                                                                                                                                                                | Budget Amendment Resolution                                                                                                                                                                        |                                                                                                                     |                           |
| 7.)          | <b>Reduction of Appropriations</b>                                                                                                                             | Report by the Mayor of the estimated amount of the deficit                                                                                                                                         | - Resolution or other actions deemed necessary by Council to prevent or minimize any deficit                        | C.C. 10.07.3              |
|              |                                                                                                                                                                | Recommendation by the Mayor to the City Council of steps to be taken                                                                                                                               |                                                                                                                     |                           |

## Capital Project and Budget Changes Procedures Guide

2/14/2014

| In order to:                                                                                                | Resolution and/or A.O. Required? CIB                                                                                                    | Resolution/AO Action                                                                                     | Charter/Code Citation                                                       |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| 1.) Close a completed project with excess balances                                                          | Administrative Order (completed by OFS)<br>Periodic review by the CIB Committee                                                         | - Amend project financing and spending<br>- Transfer excess appropriation to contingency when applicable | Administrative Code 57.09 (2)<br>City Charter 10.09 - Accomplished projects |
| 2.) Close a completed project with no excess balances, but excess spending authority                        | Administrative Order (completed by OFS)<br>Periodic review by the CIB Committee                                                         | - Amend project financing and spending                                                                   | City Charter 10.09 - Accomplished projects                                  |
| 3.) Close a completed project with no excess balances and no excess spending authority                      | None                                                                                                                                    | - Contact OFS with project budget codes to have the project inactivated in the finance system            | N/A                                                                         |
| 4.) <u>Adding new spending authority to an existing project (without changing the scope of the project)</u> |                                                                                                                                         |                                                                                                          |                                                                             |
| a.) Financing source is new money                                                                           | CIB Committee review and recommendation<br>Mayor recommends via resolution<br>Compliance with City Comprehensive Plan<br>Public hearing | - Amend project financing and spending to recognize new revenue                                          | Administrative Code 57.09 (1)<br>City Charter 10.07.1                       |

## Capital Project and Budget Changes Procedures Guide

2/14/2014

| In order to:                                             | Resolution and/or A.O. Required? CIB                                                                                   | Resolution/AO Action                                                            | Charter/Code Citation           |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------|
| b.) Financing source is contingency (less than \$25,000) | All proposed uses of Contingency funds must first be reviewed by OFS                                                   |                                                                                 |                                 |
|                                                          | Transfers within a department require an Administrative Order (completed by departments; verified and approved by OFS) | - Reduce amount in appropriate contingency fund                                 | Administrative Code 57.09 (3) a |
|                                                          | A.O.s require periodic review by CIB Committee                                                                         | - Amend project spending and financing to recognize use of contingency funding  | City Charter 10.07.4            |
|                                                          | Transfers between departments require a resolution (completed by departments; verified and approved by OFS)            |                                                                                 |                                 |
| c.) Financing source is contingency (more than \$25,000) | All proposed uses of Contingency funds must first be reviewed by OFS                                                   |                                                                                 |                                 |
|                                                          | CIB Committee review and recommendation                                                                                | - Reduce amount in appropriate contingency fund ("unallocated reserve account") | Administrative Code 57.09 (3) b |
|                                                          | Mayor recommends via resolution                                                                                        | - Amend project spending and financing to recognize use of contingency funding  | City Charter 10.07.4            |
|                                                          | Public hearing                                                                                                         |                                                                                 |                                 |

## Capital Project and Budget Changes Procedures Guide

2/14/2014

| In order to:                                       | Resolution and/or A.O. Required? CIB                                                           | Resolution/AO Action                                                                                                                                              | Charter/Code Citation         |
|----------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <u>Add a new project</u>                           |                                                                                                |                                                                                                                                                                   |                               |
| 5.) OR                                             |                                                                                                |                                                                                                                                                                   |                               |
| <u>Expand the scope of an existing project</u>     |                                                                                                |                                                                                                                                                                   |                               |
| a.) Financing source is new money                  | CIB Committee review and recommendation                                                        |                                                                                                                                                                   |                               |
|                                                    | Mayor recommends via resolution                                                                | - Amend project financing and spending to recognize new revenue                                                                                                   | Administrative Code 57.09 (1) |
|                                                    | Compliance with City Comprehensive Plan                                                        |                                                                                                                                                                   | City Charter 10.07.1          |
|                                                    | Public hearing                                                                                 |                                                                                                                                                                   |                               |
| b.) Financing source is contingency                | All proposed uses of Contingency funds must first be reviewed by OFS                           |                                                                                                                                                                   |                               |
|                                                    | CIB Committee review and recommendation                                                        | - Transfer dollars from contingency to new project                                                                                                                | Administrative Code 57.09 (1) |
|                                                    | Mayor recommends via resolution                                                                | - Amend spending and financing to recognize transfer                                                                                                              | City Charter 10.07.4          |
|                                                    | Public hearing                                                                                 |                                                                                                                                                                   |                               |
| 6.) Declare a project abandoned                    |                                                                                                | - Identify project as abandoned                                                                                                                                   |                               |
|                                                    |                                                                                                | -Transfer appropriation for the abandoned project to a separate contingency fund (" <i>unallocated reserve account</i> ")                                         | Administrative Code 57.09 (4) |
|                                                    | Council resolution                                                                             | - Reappropriation of the funds needs CIB Committee review, Mayor recommendation, and Council approval (see either of the Add dollars to a project sections above) | City Charter 10.09            |
|                                                    |                                                                                                |                                                                                                                                                                   |                               |
| 7.) Replace an approved project with a new project | 1) Declare an approved project abandoned or completed with excess balances (see process above) | - Can accomplish both steps in one resolution                                                                                                                     |                               |
|                                                    | 2) Add new project after capital improvement budget is adopted (see process above)             |                                                                                                                                                                   |                               |

| <u>Departments</u><br>(Select Department) | <u>Affected Budgets</u><br>(Choose CIB or Operating) | <u>General vs. Special Fund</u><br>(Choose General, Special or Capital) | <u>Funding Source</u><br>(Select Funding Source) | <u>Already Appropriated?</u><br>(Yes or No?) | <u>Company</u><br>(Choose Company) |
|-------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------|------------------------------------|
| Multiple Departments                      |                                                      |                                                                         | Transfer of Appropriations                       | Yes                                          | 1                                  |
| City Attorney's Office                    | Both Operating and CIB Budgets                       | General Fund                                                            | Grant                                            | No                                           | 3                                  |
| City Council                              | Operating Budget                                     | Special Fund                                                            | Donation                                         |                                              | 5                                  |
| Emergency Management                      | CIB Budget                                           | Capital                                                                 | Multiple                                         |                                              | 8                                  |
| Financial Services                        |                                                      | Multiple Funds                                                          | Other                                            |                                              | 9                                  |
| Fire and Safety Services                  |                                                      |                                                                         |                                                  |                                              |                                    |
| General Government Accounts               |                                                      |                                                                         |                                                  |                                              |                                    |
| HRA                                       |                                                      |                                                                         |                                                  |                                              |                                    |
| Human Resources                           |                                                      |                                                                         |                                                  |                                              |                                    |
| HREEO                                     |                                                      |                                                                         |                                                  |                                              |                                    |
| Mayor's Office                            |                                                      |                                                                         |                                                  |                                              |                                    |
| Parks and Recreation                      |                                                      |                                                                         |                                                  |                                              |                                    |
| PED                                       |                                                      |                                                                         |                                                  |                                              |                                    |
| Police Department                         |                                                      |                                                                         |                                                  |                                              |                                    |
| Public Health                             |                                                      |                                                                         |                                                  |                                              |                                    |
| Public Library Agency                     |                                                      |                                                                         |                                                  |                                              |                                    |
| Public Works                              |                                                      |                                                                         |                                                  |                                              |                                    |
| RiverCentre                               |                                                      |                                                                         |                                                  |                                              |                                    |
| Safety and Inspections                    |                                                      |                                                                         |                                                  |                                              |                                    |
| Technology and Communications             |                                                      |                                                                         |                                                  |                                              |                                    |
| Water Department                          |                                                      |                                                                         |                                                  |                                              |                                    |