# <u>City of Saint Paul Financial Analysis</u> <u>Template Instructions</u>

Purpose of the Fiscal Analysis Template:

• The purpose of this template is to standardize the information accompanying financial resolutions that come before the Mayor and City Council. This form will be required to be submitted as an attachment to all resolutions that contain budget changes, related to grants or donations, or otherwise impact the city's finances.

• Resolutions without this information will not be approved by OFS, and will be returned to the drafter.

## Fiscal Analysis Template Tab

• Fill out all of the information in <u>Financial Analysis Template (green tab)</u> of this file. Pop-up windows will appear throughout the file to provide more details on what information is required.

• The top portion of the file, including the fiscal analysis, will need to be filled out for any finance related action, including:

- Grants: applying for, accepting and budgeting
- Donations: soliciting, accepting, and budgeting
- Budget amendments (both resolutions and administrative orders)
- Other action with a financial impact

• If the action includes either a CIB or Operating Budget Amendment, the detail accounting codes section must also be filled out.

• If you have further questions, please contact your budget analyst.

### **Budget Reference Tabs**

• The <u>Operating Budget Reference</u> and <u>CIB Budget Reference pages (blue tabs)</u> are read-only tabs. They contain guidance on what kind of mayoral and/or council action is required for budget adjustments in both the operating and CIB budgets, and include charter and administrative code citations for these actions.

• If you have questions about what is required to accomplish a particular finance related action, please contact your budget analyst.

### Drop Down Menus Tab

• The <u>Drop Down Menus tab (grey tab)</u> is used by OFS only to manage the drop down lists contained in the Financial Analysis template.

• Department staff filling out this form should not attempt to edit this page.

| Company Unit Account Description BUDGET CHANGES BU  | File ID Number:   | RES 11-901   |  |                 |             |               |   |  |
|---|---|--|--|-----------------|-------------|---------------|---|--|
| Detail Amount of Transaction:       370,000         Funding Source:       Grant         Charter Citation:       10.7.1         Fiscal Analysis       Accepting sub-award from Metropolitan Council of HUD Sustainable Communities Regional Planning Grant. Sub-award to Saint F stormwater and green infrastructure planning along the Central Corridor. Funds will be expended during 2011-2013.         Detail Accounting Codes:       CURRENT       Association of the contral Corridor. Funds will be expended during 2011-2013.         Detail Accounting Codes:       CURRENT       Association of the contral Corridor. Funds will be expended during 2011-2013.         Spending Changes       0       370,000       3         Sponding Changes       0       370,000       3         Stormwater and Green Infrastructure Planning along Central Corridor       0       370,000         10       36303       049-01790       Communities Regional Planning Grant       -       370,000         Financing Changes       TOTAL:       -       370,000       -         Financing Changes       Control of Grant Infrastructure Planning along Central Corridor       -       370,000         Financing Changes       -       -       370,000       -         Financing Changes       -       -       370,000       -         Financing Changes       -   | Pudget Affected   | Operating De-  | daat   | DED             |             |               | Special Eng 4                                   |  |
| Funding Source:       Grant         Charter Citation:       10.7.1         Fiscal Analysis       Accepting sub-award from Metropolitan Council of HUD Sustainable Communities Regional Planning Grant. Sub-award to Saint F stormwater and green infrastructure planning along the Central Corridor. Funds will be expended during 2011-2013.         Detail Accounting Codes: <ul> <li>Accounting Codes:</li> <li>Maximum Company</li> <li>Unit</li> <li>Account</li> <li>Description</li> <li>BUDGET</li> <li>CHANGES</li> <li>Stormwater and Green Infrastructure Planning along Central Corridor</li> <li>101</li> <li>36303</li> <li>0549-61790</li> <li>Communities Regional Planning Grant</li> <li>-</li> <li>370,000</li> </ul> Financing Changes <ul> <li>TOTAL:</li> <li>-</li> <li>370,000</li> <li>Lawson Code: 2400-1036303-52285-xxxx</li> <li>TOTAL:</li> <li>-</li> <li>370,000</li> </ul>   | Budget Affected.  | Operating But  | ugei   | FED             |             |               | Special Fullu                                   |  |
| Charter Citation:       10.7.1         Fiscal Analysis       Image: Construction of the control of HUD Sustainable Communities Regional Planning Grant. Sub-award to Saint F stormwater and green infrastructure planning along the Central Corridor. Funds will be expended during 2011-2013.         Detail Accounting Codes:       CURRENT       Avance of the control of th   | Total Amount of Transaction:  | 370,00   | 0  |                 |             |               |   |  |
| Charter Citation:       10.7.1         Fiscal Analysis       Image: Company of the control of HUD Sustainable Communities Regional Planning Grant. Sub-award to Saint F stormwater and green infrastructure planning along the Central Corridor. Funds will be expended during 2011-2013.         Detail Accounting Codes:       CURRENT       Avecounting Codes:         Accounting Codes:       CURRENT       Avecounting Codes:         Methods       BUDGET       CHANGES       BU         Spending Changes       0       370,000       3         Stormwater and Green Infrastructure Planning along Central Corridor       0       370,000       3         TotTAL:       -       370,000       3         Financing Changes       TOTAL:       -       370,000         Stormwater and Green Infrastructure Planning along Central Corridor       -       370,000       3         TotTAL:       -       370,000       3       370,000       3         Financing Changes       -       -       370,000       3         Stormwater and Green Infrastructure Planning along Central Corridor       -       -       370,000         TotTAL:       -       370,000       -       -       370,000         Financing Changes       -       -       -       -       -      <   |   | ~  |  |                 |             |               |   |  |
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| Accepting sub-award from Metropolitan Council of HUD Sustainable Communities Regional Planning Grant. Sub-award to Saint F<br>stormwater and green infrastructure planning along the Central Corridor. Funds will be expended during 2011-2013.   | Charter Citation:   | 10.7.1   |  |                 |             |               |   |  |
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| Accounting     CURRENT     Aux       Company     Unit     Account     Description     BUDGET     CHANGES     BU       Spending Changes     0     370,000     3       Stormwater and Green I/rastructure Planting Central Corridor     0     370,000     3       101     36303     0549-61790     Communities Regional Planning Grant     -     370,000       Lawson Code:     2400-1036303-52285-xxxx     TOTAL:     -     370,000     -       Financing Changes     Stormwater and Green I/rastructure Planting Central Corridor     -     370,000     -       Stormwater and Green I/rastructure Planting Central Corridor     -     370,000     -       Financing Changes     Stormwater and Green I/rastructure Planting Central Corridor     -     370,000       101     36303     3199-61790     Communities Regional Planning Grant     -     370,000       101     36303     3199-61700     Communities Regional Planning Grant     -     370,000   | stormwater and green infrastru  | cture planning alon  | ig the Central Corridor.                                 | Funds will be a | expended di | uring 2011-2  | 015.  |  |
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| Lawson Code: 2400-1036303-40540-52285   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.   | Account<br>e Planning along Cent<br>0549-61790   | tral Corridor  | Planning Grant  | TOTAL:      | BUDGET        | <b>370,000</b><br>370,000                       | BUDG1<br>370,00  |
| Lawson Code: 2400-1036303-40540-52285   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes  | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxx   | tral Corridor<br>Communities Regional P                  | Planning Grant  | TOTAL:      | BUDGET        | <b>370,000</b><br>370,000                       | BUDG1<br>370,00  |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur              | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent               | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | TOTAL:      | BUDGET        | <b>370,000</b><br>370,000<br>370,000            | BUDGI<br>370,00<br>37<br>37                            |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | TOTAL:      | BUDGET        | <b>370,000</b><br>370,000<br>370,000            | BUDGI<br>370,00<br>37<br>37                            |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDGI<br>370,00<br>37<br>37<br>37<br>37                |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDGI<br>370,00<br>37<br>37<br>37<br>37                |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDGI<br>370,00<br>37<br>37<br>37<br>37                |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDGI<br>370,00<br>37<br>37<br>37<br>37                |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDG<br>370,00<br>3'<br>3'<br>3'                       |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDG<br>370,00<br>3'<br>3'<br>3'                       |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUDGI<br>370,00<br>37<br>37<br>37<br>37                |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | AMENI<br>BUDGI<br>370,00<br>37<br>37<br>37<br>37<br>37 |
|   | Accountin<br>Company Unit<br>Spending Changes<br>Stormwater and Green Infrastructur<br>101 36303<br>Lawson Code: 2400-1036.<br>Financing Changes<br>Stormwater and Green Infrastructur<br>101 36303 | Account<br>e Planning along Cent<br>0549-61790<br>303-52285-xxxxx<br>e Planning along Cent<br>3199-61790 | tral Corridor<br>Communities Regional P<br>tral Corridor | -               | -           | BUDGET        | <b>370,000</b><br>370,000<br>370,000<br>370,000 | BUD0<br>370,   |

#### **Operating Budget Changes Procedures Guide**

|     | In order to:  | Resolution, A.O., or Other Documentation Required?              | Resolution/AO Action   | Charter/Code Citation | Template                                      | Agenda Section |
|-----|---|---|--|-----------------------|---|----------------|
| 1.) | Recognize additional/unanticipated revenues<br>(Ex. Outperforming revenues, outside donations, etc) | Budget Amendment Resolution and Public Hearing                  | - Mayor certifies that there are available for<br>appropriation total revenues in excess of those<br>estimated in the budget | C.C. 10.07.1          | Budget Amendment<br>or<br>Gifts and Donations | Public Hearing |
|     |   |   | - Amend spending and financing to recognize<br>new revenue in the appropriate company and<br>activity                        |                       |   |                |
| 2.) | Accept a Grant  |   |  |                       |   |                |
|     | a.) No Budget Previously Establish for the Grant  | Award Letter and/or Grant Agreement                             | - Mayor certifies that there are available for   | C.C. 10.07.1          | Grants  | Public Hearing |
|     |   | Budget Amendment Resolution and Public Hearing                  | appropriation total revenues in excess of those estimated in the budget  | Admin 41.03           |   |                |
|     |   |   | - Amend spending and financing to recognize<br>the grant in the appropriate company and<br>activity                          |                       |   |                |
|     | b.) Previously Established Grant Budget   | Award Letter and/or Grant Agreement                             | - Accept the awarded grant funds   |                       | Grants  | Consent        |
|     |   | Resolution Accepting the Grant Funds (No public hearing needed) | - Include in the resolution that the grant funds were anticipated in the current year's budget                               |                       |   |                |
| 3.) | Transfer Appropriations within Departments:   |   |  |                       |   |                |
|     | a.) Within the same Fund (Lawson Company)   | A.O.  | - Mayor may transfer any unencumbered appropriation balances within a department   | C.C. 10.07.4          | Budget Amendment                              | Consent        |
|     |   |   | - Administrative order is prepared to execute the transfer   |                       |   |                |
|     | b.) Between Funds (Lawson Companies)  | Budget Amendment Resolution                                     | - Mayor recommends and council approves<br>through resolution to transfer appropriations<br>between companies                | C.C. 10.07.4          | Budget Amendment                              | Consent        |
|     |   |   | - Amend spending and financing to recognize transfer   |                       |   |                |
|     |   |   |  |                       |   |                |

#### **Operating Budget Changes Procedures Guide**

|     | In order to:   | Resolution, A.O., or Other Documentation<br>Required?  | Resolution/AO Action  | Charter/Code Citation | Template         | Agenda Section |
|-----|--|--|---|-----------------------|------------------|----------------|
| 4.) | Transfer Appropriations between Departments  |  |   |                       |                  |                |
| ,   | a.) Within the same Fund (Lawson Company)  | Budget Amendment Resolution  | <ul> <li>Mayor recommends and council approves<br/>through resolution to transfer appropriations<br/>between departments</li> </ul> | C.C. 10.07.4          | Budget Amendment | Consent        |
|     |  |  | - Amend spending and financing to recognize transfer  |                       |                  |                |
|     | b.) Between Funds (Lawson Companies)   | Budget Amendment Resolution  | <ul> <li>Mayor recommends and council approves<br/>through resolution to transfer appropriations<br/>between departments</li> </ul> | C.C. 10.07.4          | Budget Amendment | Consent        |
|     |  |  | - Amend spending and financing to recognize transfer  |                       |                  |                |
| 6.) | Allow appropriations to lapse (non-capital improvement dollars)  | None   | - No action required.   | C.C. 10.08            | N/A              | N/A            |
|     | 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<br>abandoned projects, see the CIB Project and Budget Changes<br>Procedures Guide, numbers 1, 2, and 6. |  | - All encumbered appropriations will be re-<br>appropriated in the following fiscal year's<br>budget for the same purposes          |                       |                  |                |
| 7.) | Enact Emergency Appropriation  | Emergency is defined as "a sudden or<br>unforeseen situation affecting life, health,                                   | - Resolution to appropriate emergency funds is adopted by unanimous affirmative vote by the   | C.C. 10.07.2          | Budget Amendment | Consent        |
|     |  | property, or the public peace or welfare<br>that requires immediate council action",<br>C.C. 6.06 Emergency Ordinances | council   | C.C. 6.06             |                  |                |
|     |  | Budget Amendment Resolution  |   |                       |                  |                |
| 8.) | Reduction of Appropriations  | 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          | Budget Amendment | Consent        |
|     |  | Recommendation by the mayor to the city council of steps to be taken   |   |                       |                  |                |

#### CIB Project and Budget Changes Procedures Guide

|    | In order to:  | Resolution and/or AO Required? CIB Approval?   | Resolution/AO Action  | Charter/Code Citation   | Template  | Agenda Section |
|----|---|--|---|---|---|----------------|
| 1) | Close a completed project with excess<br>balances                                     | Administrative Order (Completed by OFS)<br>Periodic Review by CIB Committee  | <ul> <li>Amend project financing and spending</li> <li>Transfer excess appropriation to contingency</li> </ul>                                      | Administrative Code 57.09 (2)<br>City Charter 10.09 - Accomplished projects | Budget Amendment  | Consent        |
| 2) | Close a completed project with no excess<br>balances (but excess spending authority)  | Administrative Order (Completed by OFS)<br>Periodic Review by CIB Committee  | - Amend project financing and spending  | City Charter 10.09 - Accomplished projects                                  | Budget Amendment  | Consent        |
| 3) | Close a completed project with no excess<br>balances and no excess spending authority | None   | <ul> <li>Contact OFS with project budget codes to have the<br/>project inactivated in the finance system</li> </ul>                                 |   | N/A   | N/A            |
| 4) | Adding new spending to an existing project (w   | vithout changing the scope of the project):  |   |   | •   |                |
|    | Financing source is new money   | CIB Committee Review and Recommendation<br>Mayor recommends via resolution<br>Compliance with the City Comprehensive Plan<br>Public Hearing  | - Amend spending and financing to recognize new revenue   | Administrative Code 57.09 (1)<br>City Charter 10.07.1                       | Budget Amendment<br>or<br>Grants<br>or<br>Gifts and Donations | Public Hearing |
|    | Financing source is contingency (less that \$25,000)                                  | All proposed uses of contingency must first be<br>reviewed by OFS<br>Transfers within a department require an<br>Administrative Order (Completed by departments.<br>Verified and approved by OFS)<br>A.O.s require Periodic Review by CIB Committee<br>Transfers between departments require a<br>Resolution (Completed by departments. Verified<br>and approved by OFS) | <ul> <li>Reduce amount in appropriate contingency fund</li> <li>Amend project spending and financing to recognize<br/>use of contingency</li> </ul> | Administrative Code 57.09 (3) a<br>City Charter 10.07.4                     | Budget Amendment  | Consent        |

|    | Financing source is contingency (more that \$25,000) | All proposed uses of contingency must first be<br>reviewed by OFS<br>CIB Committee Review and recommendation<br>Mayor recommends via resolution<br>Public Hearing  | <ul> <li>Reduce amount in contingency fund ("unallocated reserve account")</li> <li>Amend project spending and financing to recognize use of contingency</li> </ul>   | Administrative Code 57.09 (3) b<br>City Charter 10.07.4 | Budget Amendment  | Public Hearing                  |
|----|--|--|---|---|---|---------------------------------|
|    | Add a new project                                    |  |   | I   |   |                                 |
| 5) | OR   |  |   |   |   |                                 |
|    | Expand the scope of an existing project:             |  |   |   |   |                                 |
|    | Financing source is new money                        | CIB Committee Review and Recommendation<br>Mayor recommends via resolution<br>Compliance with the City Comprehensive Plan<br>Public Hearing  | - Amend spending and financing to recognize new revenue   | Administrative Code 57.09 (1)<br>City Charter 10.07.1   | Budget Amendment<br>or<br>Grants<br>or<br>Gifts and Donations | Public Hearing                  |
|    | Financing source is contingency                      | All proposed uses of contingency must first be<br>reviewed by OFS<br>CIB Committee Review and recommendation<br>Mayor recommends via resolution<br>Public Hearing  | <ul> <li>Transfer dollars from contingency to new project</li> <li>Amend spending and financing to recognize new revenue</li> </ul>   | City Charter 10.07.4<br>Administrative Code 57.09 (1)   | Budget Amendment  | Public Hearing                  |
| 6) | Declare a project abandoned                          | Council Resolution   | <ul> <li>Identify project as abandoned</li> <li>Transfer appropriation for the abandoned project to<br/>a separate contingency fund ("<i>unallocated reserve</i><br/><i>account</i>")</li> <li>Re-appropriation of the funds needs CIB review,<br/>mayor recommendation, and council approval (see<br/>either of the "Add dollars to a project" scenarios<br/>above)</li> </ul> | City Charter 10.09<br>Administrative Code 57.09 (4)     | Budget Amendment  | Consent                         |
| 7) | Replace an approved project with a new project       | <ol> <li>Declare an approved project abandoned or<br/>completed with excess balances (see process<br/>above)</li> <li>Add new project after capital improvement<br/>budget is adopted (see process above)</li> </ol> | - Can accomplish both steps in one resolution   |   | Budget Amendment  | Consent<br>or<br>Public Hearing |

| Departments<br>(Salart Department)             | <u>Affected Budgets</u>   | General vs. Special Fund      | <u>Funding Source</u>               |
|--|---------------------------|-------------------------------|-------------------------------------|
| (Select Department)                            | (Choose CIB or Operating) | (Choose General, Special or C | e ,                                 |
| Multiple Departments<br>City Attorney's Office | Both Operating and CIB Bu | Ceneral Fund                  | Transfer of Appropriations<br>Grant |
| City Council                                   | Operating Budget          | Special Fund                  | Donation                            |
| •  | 1 0 0                     | -                             |                                     |
| Emergency Management                           | CIB Budget                | Capital<br>Maltinla Franks    | Multiple                            |
| Financial Services                             |                           | Multiple Funds                | Other                               |
| Fire and Safety Services                       |                           |                               |                                     |
| General Government Acc                         | counts                    |                               |                                     |
| 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 Commun                          | nications                 |                               |                                     |
| Water Department                               |                           |                               |                                     |
| *  |                           |                               |                                     |