

AGENDA
MAPLEWOOD CITY COUNCIL
MANAGER WORKSHOP
5:45 P.M. Monday, August 8, 2011
Council Chambers, City Hall

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. APPROVAL OF AGENDA**
- D. UNFINISHED BUSINESS**
- E. NEW BUSINESS**
 - 1. Department Budget Presentations:
 - a. Police
 - b. Fire
 - c. Finance
- F. ADJOURNMENT**

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AGENDA REPORT

To: City Manager James Antonen & Assistant City Manager Chuck Ahl
 From: Chief of Police David J. Thomalla
 Subject: 2012 Police Department Budget
 Date: July 29, 2011

Introduction

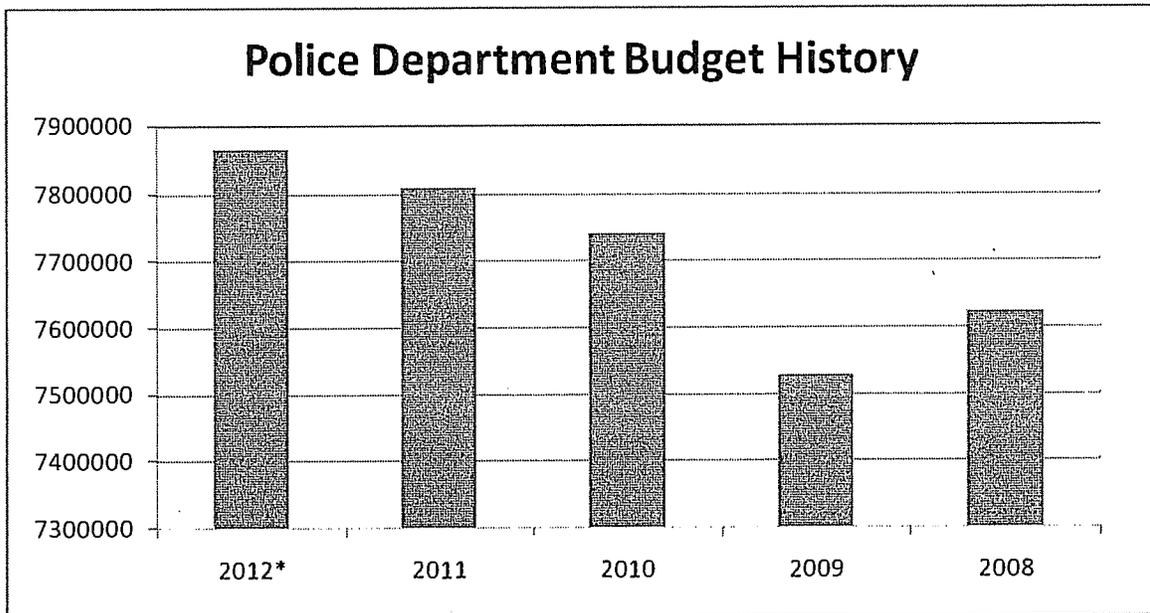
The following information is provided as the written portion of the presentation of the proposed 2012 budget for the Police Department.

Background

Requests & Trends

The original requested budget for the Police Department in 2012 was \$7,978,860, which reflects an increase of \$170,130 over 2011, or an increase of 2.1%. This number was subsequently reduced by \$113,330, after meetings with the City Manager, for an increase of 0.7% over 2011. This request reflects an increase in internal IT costs of \$18,450 and an increase in dispatch costs payable to Ramsey County of \$27,063. Fuel budgets have been increased due to rising fuel costs. The 2012 budget continues to assume two Police Officer positions will remain unfilled, reducing the number of funded officers from 55 to 53. This reduction results in a savings of \$150,000. A request for three new squad cars was originally included in the 2012 budget but was later cut, with the expectation that the purchase is to be made from 2011 budget carryover money. Preliminary cuts were made to the 2012 budget request totaling \$47,130, before submittal, based on historical spending. The entire Police Department budget is in the general fund.

Over the past five years, the Police Department budget has increased a total of 3.2%.



*proposed

Revenues

Outside revenue sources for the Police Department include the City of Landfall contract for police services equaling \$119,480, grant funding of \$40,000 for the officer assigned to the Ramsey County Violent Crime Enforcement Team (VCET) and funding from School District 622 for the School Resource Officer position in the amount of \$49,296. Continued funding for this position is tentative at this time based on decisions by the School District. It is also anticipated the department will again receive grant funding for the State Safe and Sober Grant totaling \$60,000. This money is used to pay overtime for special traffic enforcement programs. The State of Minnesota provides police aid funding estimated at \$356,840 for 2012 and training reimbursements estimated at just over \$20,000. The department generally receives smaller grants throughout the year, but these are generally less than \$10,000.

Personnel Trends

The Police Department currently has 61 Full-Time Equivalent (FTE) employees, 55 of which are sworn positions. Due to leaving two sworn positions vacant, there are actually 59 FTE's, with 53 being sworn officers. Fifty-five officers have been authorized since 2006; and there has been no change in non-sworn staff levels since 2005, when the clerical staff was reduced by one position, and 2007, when the dispatchers moved to become Ramsey County employees.

The department has incurred no major expenses since changing to a new records management system in 2005 and the migration to the 800 MHz radio system in 2007. The largest annual capital purchase is squad cars.

Performance Measurements

Performance measurements for the Police Department vary by program but are primarily centered around crime and the subsequent arrest and prosecution of those crimes. Many of those numbers are extracted from the FBI's Uniform Crime Reports. Crime was down in 2010 and is on track to be down even more in 2011. Subsequently, arrests and prosecutions tend to also decrease. One anomaly occurred in 2010, when Part I offenses showed a 7% decrease and arrests for those same crimes showed a 19% increase.

Reductions

Initially, reductions were made in the Police Department budget by reducing the money available for tuition reimbursement and also reductions in supplies and equipment and small equipment. Subsequently, in meetings with the City Manager, additional cuts were made by eliminating the purchase of squad cars in 2012 and purchasing three cars with 2011 budget carryover money. This is a gamble, assuming there will be available funds. The department is on track to achieve this goal due to positions not being filled while a testing process takes place to hire new officers. Additional cuts were made to vehicle maintenance funds and program and vehicle supplies programs. These cuts were made based on spending from previous years.

Impacts of Cuts

Over the past several years, vehicle purchases have been reduced. This generally is a large-ticket item where elimination provides for a significant cut. Vehicles have also been purchased out of drug forfeiture funds. These funds should actually be used to train officers and purchase equipment, not to supplement what previously was purchased out of the

operating budget. Shifting the funding has reduced money available to purchase surveillance and detection equipment. Fortunately, grant money has been available to make some of these purchases; but due to decreasing crime rates, Justice Assistance Grant money will also decrease. This trend has not caught up to us yet, but soon there will be limited forfeiture funds or grant money available and vehicles will still need replacement. So far, we have been able to utilize forfeited vehicles for investigative use. Again, this source could be non-existent due to the poor quality of vehicles available.

The staffing reduction we have agreed to impacts the department most at times when officers are out for extended periods of time due to illness or injury. One of these positions was funded partially through a grant to provide an officer to the Metro Gang Strike Force. When that entity ceased to exist, it was felt the reduction of that position would go relatively unnoticed. Reducing positions further will force us to prioritize the timeliness of response to calls and prioritize what cases are investigated. It is understood that forgoing the filling of these positions will assist the department in building and developing much-needed space.

The Future

Serious consideration needs to be given to the space needs of the Police Department. It is my hope that this goal is accomplished but that it is done correctly to meet the needs of the department and the City for many years to come and simply not to go with the cheapest alternative. Our sworn staff has increased nearly 40% since we originally moved to the existing building. Computers were nearly non-existent at that time, along with many other forms of technology that now require ever-increasing space needs.

The items outlined in this report will be covered in the Police Department presentation.

Recommendation

It is recommended that the City Council approve the 2012 Police Department budget.

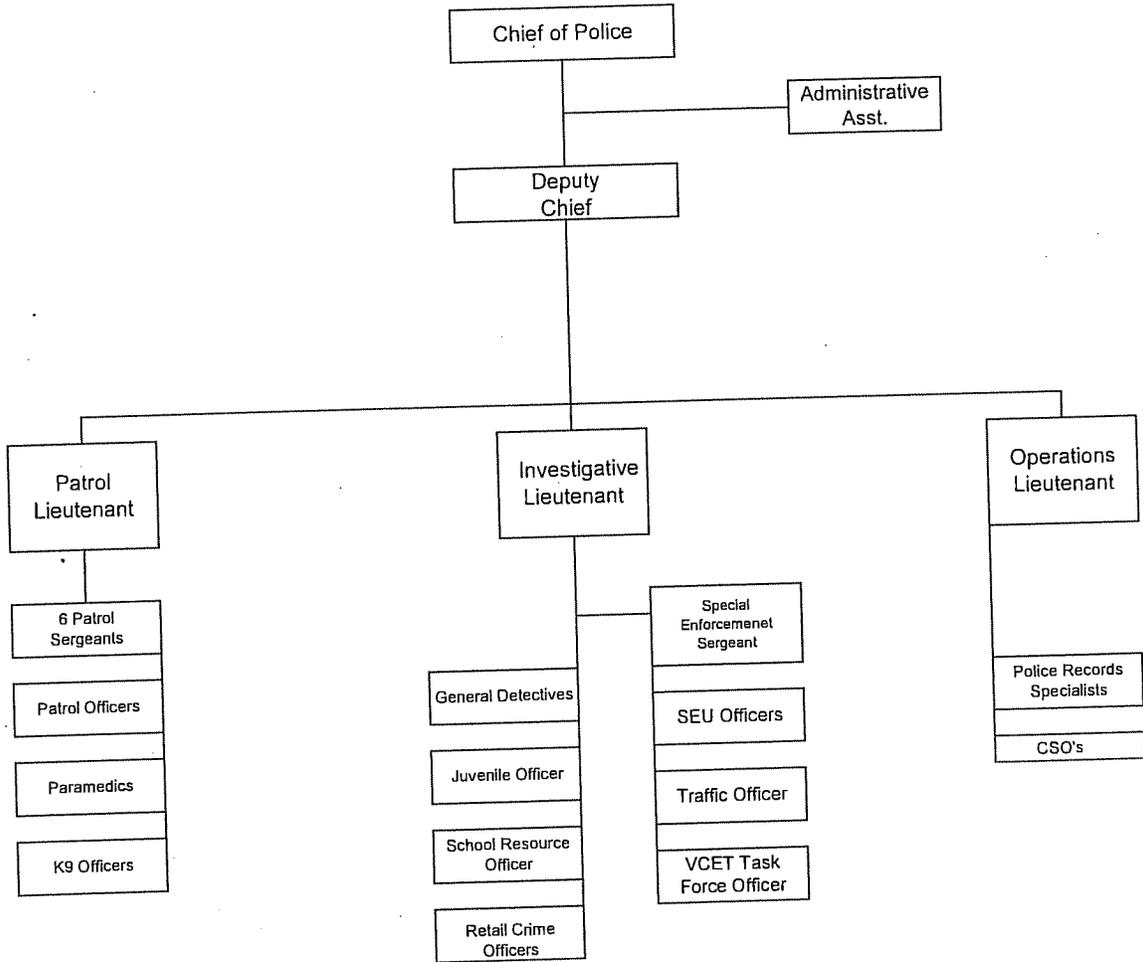
Action Required

Submit to the City Council for review and approval.

CITY OF MAPLEWOOD

POLICE DEPARTMENT

ORGANIZATIONAL CHART



CITY OF MAPLEWOOD

POLICE DEPARTMENT

MISSION STATEMENT

The Maplewood Police Department, in partnership with its citizens, will work to solve problems relating to crime and the fear of crime, with an emphasis on meeting community needs.

2012 OBJECTIVES

1. Continue collaboration efforts with other Criminal Justice Partners.
2. Encourage community involvement through volunteer programs.
3. Increase non-enforcement public contact and interaction such as community meetings and presentations.
4. Continued interaction by officers in schools.
5. Proactively address community public safety problems.
6. Initiate outreach to the City's ethnic populations to improve lines of communication.
7. Enhance the use of technology to improve the efficiency and quality of police services.
8. Communicate better with the public via the internet, email, and web-based programs and continue to explore utilizing technology for other means of crime reporting.
9. Maintain a felony arrest rate of at least 30% of Part One offenses (i.e. murder, rape, robbery, aggravated assault).
10. Deliver cost-effective police services below the national average per capita cost.
11. Promote community policing, crime prevention and crime-free multi housing.
12. Encourage interaction with the retail community to proactively reduce retail crime and business related criminal activity.

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ADMINISTRATION		DEPARTMENT: POLICE		
101-401				
PROGRAM MISSION				
To provide vision, management, and technical support for the Police Department, including fiscal and program management, record and information services, project development, and interdepartmental and interagency coordination.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$534,534	\$624,434	\$620,460	\$623,800
Commodities	18,490	18,871	20,480	20,540
Contractual Services	290,112	252,153	251,790	263,010
Total	\$843,136	\$895,458	\$892,730	\$907,350
Percent Change	-13.4%	6.2%	-0.3%	1.6%
Staff Hours				
No. of Employees (FTE)	6.00	6.00	6.16	6.00
BUDGET COMMENTS				
The increase in personnel services is due to pay increases, an increase in the cost of benefits and the sharing of support services. Internal IT charges have increased 8.4%. There have been no other increases to this program.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ADMINISTRATION	DEPARTMENT: POLICE			
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Hours of professional development training	82	232	80	90
Department expenditures	\$7.3 mil	\$7.8 mil	\$7.8 mil	\$7.9 mil
Number of FTE	61	59	59	59
EFFECTIVENESS INDICATORS				
Per capita cost for services	\$195	\$200	\$201	\$205
Percent of evaluations completed on time	100	100	100	100
COMMENTS				
Continuing professional development by administrative staff assures our citizens that law enforcement services are delivered with the highest degree of professionalism and in line with industry standards.				

Note: Estimated population according to the Inspections, Planning and Building Operations Department is as follows:

2008 – 36,717
 2009 – 37,755
 2010 – 38,778
 2011 – 38,970

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: POLICE SERVICES

DEPARTMENT: POLICE

101-402, 208-402

PROGRAM MISSION

To provide public safety, investigative, and enforcement activities including neighborhood policing and public service programs.

INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$4,513,476	\$4,569,847	\$4,888,350	\$4,871,490
Commodities	260,190	235,362	291,580	268,810
Contractual Services	510,359	465,654	528,720	526,440
Capital Outlay	141,559	167,155	104,000	0
Other Charges	229	175	0	0
Total	<u>\$5,425,813</u>	<u>\$5,438,193</u>	<u>\$5,812,650</u>	<u>\$5,666,740</u>
Percent Change	2.5%	0.2%	6.9%	-2.5%
 No. of Employees (FTE)	44.2	44.2	45.2	42.3

BUDGET COMMENTS

Personnel costs have increased slightly due to negotiated step and benefit increases for employees, however two positions will be left vacant and one shifted to the Investigations program. Capital outlay consists of purchasing three new squad cars in 2012. The cost of dispatching services was shifted to this program in 2009 and the police department's share of this cost will increase 14.5% in 2012 per the contract with Ramsey County. Money allocated to the increased fuel costs has also increased.

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: POLICE SERVICES		DEPARTMENT: POLICE		
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Arrests for Part I & II crimes	2317	1993	1900	1900
DUI arrests per 1,000 population	6.9	6.2	6.5	6.8
Total arrests for Part I crimes per sworn FTE	19.8	17.3	17	16.7
EFFECTIVENESS INDICATORS				
Part I offenses per 1,000 population	67.3	62.4	61	60.5
Arrests for Part I crimes per 1000 population	19.8	23.7	24	24.5
Response time to Priority I calls from dispatch to arrival	6.2 min	7.1 min	7.0 min	7.0 min
Satisfaction with police services from City-wide survey(Above average and Excellent)	73.5%	84.2%	85.0%	85%
COMMENTS				
Total arrests for Part I (murder, rape, robbery, assault, larceny, burglary, motor vehicle theft and arson) and Part II crime decreased 13.9%. DUI arrests decreased slightly in 2010. Road construction in and around Maplewood in 2010 and 2011 may delay response times. The department reestablished random quality assurance checks in 2006.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ANIMAL CONTROL 101-407		DEPARTMENT: POLICE		
PROGRAM MISSION To provide animal control within the city and insure compliance with animal related ordinances.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Contractual Services	\$41,924	\$33,486	\$43,440	\$43,440
Total	\$41,924	\$33,486	\$43,440	\$43,440
Percent Change	9.6%	-20.1%	29.7%	0.0%
Staff Hours				
No. of Employees (FTE)	0	0	0	0
BUDGET COMMENTS There is no increase proposed to the Animal Control budget for 2012. No increase is projected for boarding fees assuming numbers of animals remain constant.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ANIMAL CONTROL		DEPARTMENT: POLICE		
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Total licenses monitored	729	164	640	170
Total animal complaints	584	616	620	640
Number of contacts by animal control officer	179	224	230	240
EFFECTIVENESS INDICATORS				
Hours spent per 1,000 population on animal related calls for service	6.1 hours	5.7 hours	6.0 hours	6.0 hours
COMMENTS				
The total number of licensed animals fluctuates greatly every other year because the city has gone to a two-year license cycle. The total number of animal complaints includes those handled by patrol officers when the animal control officer is not on duty.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: INVESTIGATIONS

DEPARTMENT: POLICE

101-409

PROGRAM MISSION

To provide investigative services to the Police Department and community and provide follow-up work to prepare cases for criminal charging.

INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$991,623	\$1,021,777	\$1,040,030	\$1,175,340
Commodities	11,644	10,918	16,410	20,780
Contractual Services	35,705	36,828	29,470	51,960
Total	\$1,038,972	\$1,069,523	\$1,085,910	\$1,248,080
Percent Change	4.0%	2.9%	1.5%	14.9%
Staff Hours				
No. of Employees (FTE)	9.6	9.6	8.8	9.8

BUDGET COMMENTS

An additional Detective was added in 2011 to this program based on workloads and an officer assigned to the Ramsey County Violent Crimes Enforcement Team is included in this program. Funds were also transferred to this program from Police Services to pay for the juvenile diversion program contract.

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: INVESTIGATIONS		DEPARTMENT: POLICE		
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Felony cases charged	130	138	70	85
Gross misdemeanor cases charged	294	276	272	275
EFFECTIVENESS INDICATORS				
Total cases assigned to investigators	3383	3098	2500	2800
Total cases cleared	3296	3256	2520	2900
Juveniles sent to Diversion Program	271	231	180	190
COMMENTS				
<p>Total number of felony cases (crimes punishable by more than one year in prison) and gross misdemeanors (crimes punishable by not more than one year in jail and/or a fine of \$3,000 or less) have fluctuated possibly to overall crime reductions in 2010. The total number of cases assigned to investigators has decreased which is also possibly related to the reduction in reported crime.</p> <p>The department's records management system allows case loads for individual investigators to be closely tracked. First time juvenile offenders can be sent to a contractual diversion program for certain first-time offenses. This keeps petty offenders out of the court system for minor offenses, thus reducing the caseload on the juvenile courts. The total number of juveniles sent to diversion decreased 14.7% in 2010.</p>				



CITY OF MAPLEWOOD
EXPENDITURES BY ACCOUNT

2011	2012	2012	2012	2012	2012	
GENERAL FUND	DEPT	DEPT	DEPT	DEPT	MGR	
401 POLICE ADMINISTRATION	REQUEST	REQUEST	REQUEST	REQUEST	RECOMMEND	
2009 EXPENDED	2010 EXPENDED	2011 ORIG BUDGT	2012 GUIDELINE	2012 DEPT REQUEST	2012 MGR RECOMMEND	
4010 WAGES/FULL-TIME EMPLOYEES	314,843	394,703	367,060	396,030	369,770	369,770
4011 OVERTIME PAY	420	133	1,500	0	0	0
4020 WAGES/PART-TIME	273	2,803	5,510	5,010	5,010	5,010
4025 WAGES/TEMPORARY	8,783	4,136	2,500	2,500	2,500	2,500
4030 LEAVE BENEFITS	65,832	77,076	71,810	78,680	74,050	74,050
4040 RETIREMENT BENEFITS	67,236	67,176	80,620	80,790	75,510	75,510
4050 INSURANCE BENEFITS	77,148	78,408	91,460	103,850	96,960	96,960
<i>TOTAL PERSONNEL SERVICES</i>	534,534	624,434	620,460	666,860	623,800	623,800
4110 SUPPLIES - OFFICE	10,178	9,219	11,000	0	11,000	11,000
4120 PROGRAM SUPPLIES	1,699	1,668	60	0	60	60
4140 SUPPLIES - VEHICLE	6	6	0	0	0	0
4160 SUPPLIES - EQUIPMENT	4,394	1,851	6,380	0	6,380	4,380
4165 SMALL EQUIPMENT	0	565	0	0	0	0
4170 BOOKS	105	588	460	0	460	460
4210 FUEL & OIL	639	2,252	1,560	0	3,620	3,620
4240 UNIFORMS & CLOTHING	947	2,702	740	0	740	740
4290 MISCELLANEOUS COMMODITIES	522	20	280	0	280	280
<i>TOTAL COMMODITIES</i>	18,490	18,871	20,480	0	22,540	20,540
4310 TELEPHONE	395	480	4,330	0	500	500
4330 POSTAGE	2,336	2,592	2,700	0	2,700	2,700
4370 INSURANCE	6,607	6,901	5,620	0	5,450	5,450
4380 SUBSCRIPTIONS & MEMBERSHIPS	711	944	640	0	640	640
4390 TRAVEL & TRAINING	3,541	3,365	2,880	0	2,880	2,880
4391 EDUCATION REIMBURSEMENTS	0	0	1,460	0	500	500
4400 VEHICLE ALLOWANCE	54	7	30	0	30	30
4420 REPAIR & MAINT/VEHICLE	2,932	2,911	4,160	0	4,160	4,160
4430 REPAIRS & MTNCE./EQUIPMENT	3,826	2,794	1,470	0	1,470	1,470
4480 FEES FOR SERVICE	36,126	44,856	36,200	0	36,200	36,200
4490 FEES - CONSULTING	0	0	1,240	0	1,240	1,240
4520 OUTSIDE RENTAL - EQUIPMENT	68	68	0	0	0	0
4550 DUPLICATING COSTS	6,104	6,170	10,000	0	7,000	7,000
4580 INTERNAL I. T. CHARGES	227,410	181,063	181,060	196,310	196,310	200,240
<i>TOTAL CONTRACTUAL SERVICES</i>	290,112	252,153	251,790	196,310	259,080	263,010
<i>DEPT/DIV TOTALS</i>	843,136	895,458	892,730	863,170	905,420	907,350



CITY OF MAPLEWOOD
EXPENDITURES BY ACCOUNT

101 402	GENERAL FUND POLICE SERVICES	2009 EXPENDED	2010 EXPENDED	2011 ORIG BUDGT	2012 GUIDELINE	2012 DEPT REQUEST	2012 MGR RECOMMEND
4010	WAGES/FULL-TIME EMPLOYEES	2,652,080	2,598,166	2,790,250	2,859,770	2,776,690	2,776,690
4011	OVERTIME PAY	257,761	252,810	247,000	247,000	247,000	247,000
4020	WAGES/PART-TIME	47,313	49,518	39,880	40,720	40,720	40,720
4025	WAGES/TEMPORARY	9,378	8,793	7,500	7,500	7,500	7,500
4030	LEAVE BENEFITS	400,248	490,584	446,310	462,730	455,000	455,000
4040	RETIREMENT BENEFITS	562,848	543,936	662,170	633,150	616,460	616,460
4050	INSURANCE BENEFITS	583,848	626,040	695,240	749,910	728,120	728,120
	<i>TOTAL PERSONNEL SERVICES</i>	4,513,476	4,569,847	4,888,350	5,000,780	4,871,490	4,871,490
4120	PROGRAM SUPPLIES	19,304	11,327	35,090	0	35,090	20,090
4140	SUPPLIES - VEHICLE	278	262	3,620	0	3,620	1,120
4150	SUPPLIES - RANGE	16,327	16,958	16,600	0	16,600	16,600
4160	SUPPLIES - EQUIPMENT	43,455	24,490	41,850	0	30,000	28,000
4165	SMALL EQUIPMENT	36,633	3,635	41,280	0	15,000	9,860
4170	BOOKS	513	176	630	0	630	630
4210	FUEL & OIL	85,705	111,760	103,240	0	143,240	143,240
4240	UNIFORMS & CLOTHING	46,977	66,632	49,150	0	49,150	49,150
4290	MISCELLANEOUS COMMODITIES	10,998	120	120	0	120	120
	<i>TOTAL COMMODITIES</i>	260,190	235,362	291,580	0	293,450	268,810
4310	TELEPHONE	23,974	25,062	33,780	0	27,070	27,070
4370	INSURANCE	34,740	41,245	32,160	0	48,890	48,890
4380	SUBSCRIPTIONS & MEMBERSHIPS	2,265	2,220	2,880	0	2,880	2,880
4390	TRAVEL & TRAINING	22,534	29,289	28,840	0	28,840	28,840
4391	EDUCATION REIMBURSEMENTS	17,975	14,487	24,370	0	15,370	15,370
4400	VEHICLE ALLOWANCE	0	0	10	0	10	10
4410	REPAIR & MAINT/BUILDINGS	0	0	4,610	0	4,610	0
4420	REPAIR & MAINT/VEHICLE	144,816	106,525	113,540	0	113,540	113,540
4430	REPAIRS & MTNCE./EQUIPMENT	1,543	9,242	9,050	0	9,050	9,050
4440	REPAIR & MAINT/RADIO	1,208	12,315	9,450	0	9,450	9,450
4475	FEES FOR DISPATCHING	189,275	148,285	186,730	0	213,790	213,790
4480	FEES FOR SERVICE	70,908	75,703	82,740	0	56,990	56,990
4520	OUTSIDE RENTAL - EQUIPMENT	0	139	560	0	560	560
4530	OUTSIDE RENTAL-PROPERTY/BLD	0	1,143	0	0	0	0
	<i>TOTAL CONTRACTUAL SERVICES</i>	509,237	465,654	528,720	0	531,050	526,440
4610	VEHICLES	112,911	88,659	78,000	0	84,000	0
4640	EQUIPMENT - OTHER	6,226	41,890	0	0	0	0
	<i>TOTAL CAPITAL OUTLAY & DEPN</i>	119,137	130,549	78,000	0	84,000	0
	DEPT/DIV TOTALS	5,402,040	5,401,412	5,786,650	5,000,780	5,779,990	5,666,740



CITY OF MAPLEWOOD
EXPENDITURES BY ACCOUNT

	2009 EXPENDED	2010 EXPENDED	2011 ORIG BUDGT	2012 GUIDELINE	2012 DEPT REQUEST	2012 MGR RECOMMEND
101 GENERAL FUND						
407 ANIMAL CONTROL						
4370 INSURANCE	208	98	110	0	40	40
4480 FEES FOR SERVICE	41,716	33,388	43,330	0	43,330	43,330
<i>TOTAL CONTRACTUAL SERVICES</i>	41,924	33,486	43,440	0	43,370	43,370
DEPT/DIV TOTALS	41,924	33,486	43,440	0	43,370	43,370



CITY OF MAPLEWOOD
EXPENDITURES BY ACCOUNT

101 409	GENERAL FUND INVESTIGATIONS	2009 EXPENDED	2010 EXPENDED	2011 ORIG BUDGT	2012 GUIDELINE	2012 DEPT REQUEST	2012 MGR RECOMMEND
4010	WAGES/FULL-TIME EMPLOYEES	569,514	581,210	611,470	597,890	694,680	694,680
4011	OVERTIME PAY	41,684	36,948	33,000	33,000	33,000	33,000
4030	LEAVE BENEFITS	119,892	125,136	104,640	107,840	119,250	119,250
4040	RETIREMENT BENEFITS	125,652	128,508	138,560	126,790	146,250	146,250
4050	INSURANCE BENEFITS	134,880	149,976	152,360	156,780	182,160	182,160
	<i>TOTAL PERSONNEL SERVICES</i>	991,622	1,021,777	1,040,030	1,022,300	1,175,340	1,175,340
4160	SUPPLIES - EQUIPMENT	1,783	833	3,770	0	3,770	3,770
4170	BOOKS	316	0	0	0	0	0
4210	FUEL & OIL	7,228	8,450	5,970	0	10,340	10,340
4240	UNIFORMS & CLOTHING	2,317	1,635	6,670	0	6,670	6,670
	<i>TOTAL COMMODITIES</i>	11,644	10,918	16,410	0	20,780	20,780
4310	TELEPHONE	182	200	5,770	0	200	200
4370	INSURANCE	4,017	6,181	4,300	0	8,610	8,610
4380	SUBSCRIPTIONS & MEMBERSHIPS	510	460	1,050	0	1,050	1,050
4390	TRAVEL & TRAINING	6,810	4,779	1,550	0	1,550	1,550
4420	REPAIR & MAINT/VEHICLE	7,907	3,188	10,000	0	10,000	8,000
4430	REPAIRS & MTNCE./EQUIPMENT	1,908	1,512	0	0	0	0
4480	FEEES FOR SERVICE	14,371	20,508	6,800	0	32,550	32,550
	<i>TOTAL CONTRACTUAL SERVICES</i>	35,705	36,828	29,470	0	53,960	51,960
	DEPT/DIV TOTALS	1,038,972	1,069,522	1,085,910	1,022,300	1,250,080	1,248,080



CITY OF MAPLEWOOD
EXPENDITURES BY ACCOUNT

	2009 EXPENDED	2010 EXPENDED	2011 ORIG BUDGT	2012 GUIDELINE	2012 DEPT REQUEST	2012 MGR RECOMMEND
208 POLICE SERVICES						
402 POLICE SERVICES						
4610 VEHICLES	22,422	36,606	26,000	0	0	0
TOTAL CAPITAL OUTLAY & DEPN	22,422	36,606	26,000	0	0	0
4930 INVESTMENT MANAGEMENT FEES	229	175	0	0	0	0
TOTAL OTHER CHARGES	229	175	0	0	0	0
DEPT/DIV TOTALS	22,651	36,781	26,000	0	0	0

AGENDA REPORT

TO: Jim Antonen, City Manager
FROM: Steve Lukin, Fire Chief
SUBJECT: 2012 Budget Report – Fire Department
DATE: August 3, 2011

INTRODUCTION

The Maplewood Fire Department provides public safety services in the area of fire suppression, fire prevention, emergency management and EMS.

Budget Information

The 2012 budget request for the Fire Department is summarized as follows:

Programs-General Fund	<u>2011 Original Budget</u>	<u>2012 Request</u>	<u>% Change</u>
Administration	\$ 321,640	\$ 315,970	-1.8%
Fire Prevention	\$ 82,550	\$ 82,270	-0.3%
Emergency Management	\$ 12,960	\$ 10,740	-17.1%
Fire Suppression	\$1,371,950	\$1,336,050	-2.6%
EMS Fund	\$2,186,220	\$2,080,100	-4.9%
TOTAL	\$3,975,320	\$3,825,130	-3.8%

Additional revenues of approximately \$14,000 to \$16,000 per year go into the general fund from false alarm fees. The EMS program is an enterprise fund with all revenues collected going to into the fund.

Trends

The trends for the department expenditures over the last five years:

1. Fire General Fund
 - 2008: \$1,656,781
 - 2009: \$1,655,980
 - 2010: \$1,692,338
 - 2011: \$1,789,070 (Budgeted)
 - 2012: \$1,725,890 (Request)

2. EMS Fund
 - 2008: \$1,626,438
 - 2009: \$1,697,894
 - 2010: \$2,004,132 **
 - 2011: \$2,186,220 (Budgeted)
 - 2012: \$2,080,100 (Request)

** Personnel costs were up \$228,480 from 2009 due to the addition of two firefighter/paramedics, an \$80,000 increase in the paid-per-call pension benefit and also a \$61,000 shift in IT costs.

The Department is made up of the chief, two assistant chiefs, two battalion chiefs, one administrative office coordinator, 15 full-time personnel and 55 casual part-time personnel. Over the last five years we have added two full-time firefighter/paramedic positions. Within our paid-per-call and now are casual part-time firefighters, we have averaged 58 part-time firefighters over the past five years.

Major expenses in the Department over the past five years are in the areas of supplies; both fire and EMS, dispatching, repairs and maintenance of vehicles, building repairs and fees for service such as EMS and fire records management, medical direction and education.

The Department's performance measurements are based on many factors. The ones most critical to the Department's operation are call volume and response times which are used to determine service level as well as determining staffing needs. Since 2008, our call volume has gone down by 104 calls, but as it stands year-to-date, we are up 177 calls from last year. Therefore, our staffing and our service level change almost on a yearly basis making it difficult to budget for a moving target.

Reductions Agreed to with the City Manager

As you were made aware at a budget meeting, the Fire Department was asked to reduce its expenses by \$114,520 from the Department's requested 2012 budget and was asked to reduce \$110,000 out of the EMS 2012 budget request. In the meeting with the city manager, finance director and assistant city manager, the final reduction from the 2012 fire general fund budget was \$84,700 with a total of \$29,820 added back into the 2012 fire general fund budget request and the final reduction from the 2012 EMS fund of \$93,000 with a total of \$13,000 added back into the 2012 EMS budget request. Although many budget line items of the Department were affected, the major impact of these reductions will be in the areas of overtime, personal turnout gear, supplies, and moving from a full-time administrative office coordinator position to a part-time administrative office coordinator position.

After our continuous discussions and negotiations, the Fire Department will be able to operate within these reductions with the additional amounts of \$29,820 and \$13,000 added back into both the fire and EMS budget request.

Impact of Cuts

Over the past several years, we have been putting aside needed replacement of equipment such as rescue tools, limiting ourselves to five sets of personal turnout gear per year when 10 or more are needed, needed repairs of buildings and operating at minimum staffing at our stations more frequently than desired. We have also had to eliminate the amount of available training hours to all firefighters. These cuts have also made it necessary for us to go from a full-time administrative office coordinator to a part-time administrative office coordinator. As you are aware, our current staffing model has given us the opportunity to put more people on shift in a 24-hour period. In

2012, we had planned to add more part-time staff at each station per shift but will be unable to do that due to the budget reductions.

The Future

With the changes that have taken place over the last year within the Department, they have positioned us better for the future but the positioning doesn't come without a cost. The need to rebuild, remodel and relocate the fire stations is still the top priority as we move into 2012.

In 2005, we moved the EMS services from the general fund to an Enterprise fund. Over the last five years, our revenues have been declining to where we are no longer covering our operating costs. This is due because 68% of our calls are patients that are currently covered by Medicare or Minnesota Medical Assistance which only reimburses us 24% of our billing leaving 26% of our patients covered with private insurance and 6% of our patients are private pay. As our population ages, we anticipate that these numbers will increase.

In order to continue to provide the high level of service, it will become necessary to use tax dollars to help fund the EMS Enterprise fund. Therefore, I am recommending the city council adopt a 3-1/2% public safety tax levy to be added into the 2012 budget to help cover the shortfall and reduce the negative balance in the Enterprise fund. At the same time, we will continue to work on reducing our expenses in any way possible without impacting service levels. If not, we will be forced to lay off firefighters and reduce the service to our customers.

To the best of my knowledge, there are no fire based EMS services that are not using some dollars from their general fund to help cover their costs of EMS service. We have looked at handing off the EMS service to a private ambulance company but found that their response times would greatly reduce the service level to our citizens. Also, eliminating the EMS program would not reduce the need to add additional funds into the general fund. Currently, the EMS Enterprise fund pays its fair share of the heat, lights, employee benefits, payroll, dispatching, IT costs, etc. Part of, if not all of these costs, would fall back into the general fund requiring additional dollars. I believe that with the addition of the 3-1/2% and continuing to monitor our expenses, we can continue to provide a high level of service to the residents and guests of our community.

The present city council and past city councils have made the EMS services to our citizens a high priority by providing senior housing to allow our aging community the opportunity to stay within the city. Since 2000, we have added seven senior living complexes with 466 units and adding that to our existing 17 senior housing complexes gives us a total of 24 senior living complexes.

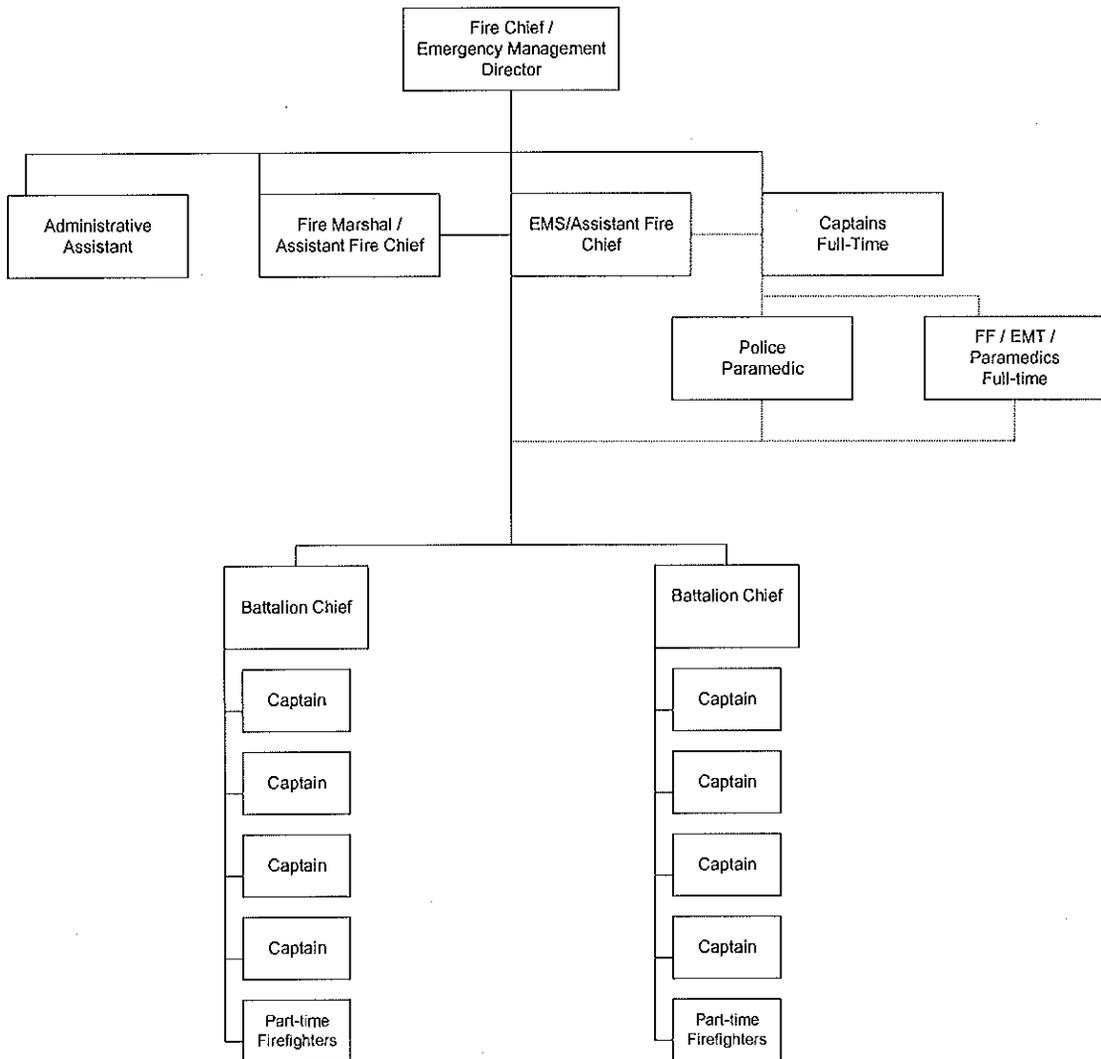
RECOMMENDATION

I recommend that the city council approve the 2012 Fire Department budget.

CITY OF MAPLEWOOD

FIRE DEPARTMENT

ORGANIZATION CHART



CITY OF MAPLEWOOD
FIRE DEPARTMENT

MISSION STATEMENT

To provide the highest quality service in public and employee education, fire prevention and emergency response in a safe, professional and effective manner.

2012 OBJECTIVES

1. Reduce response times to fire and EMS calls by 5%.
2. Recruit new firefighters.
3. Evaluate new services and techniques to improve our customer service.
4. Update and refine emergency preparedness plans.
5. Train at the highest level possible in a safe environment.
6. Evaluate new ways of becoming more efficient.
7. Fire training facility funding procurement.
8. Refine new staffing program
9. New fire stations funding procurement and design

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ADMINISTRATION 101-411 and 606-411		DEPARTMENT: FIRE		
PROGRAM MISSION To provide administrative, clerical and payroll support to all programs within the Fire Department.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$224,290	\$218,627	\$251,120	\$237,460
Commodities	8,376	5,341	13,750	9,580
Contractual Services	77,236	51,438	57,590	53,750
Other Charges	403,140	320,320	320,320	0
Total	\$713,042	\$595,726	\$642,780	\$300,790
Percent Change	0.1%	-16.5%	7.9%	-53.2%
Staff Hours				
No. of Employees (FTE)	2.5	2.5	2.0	2.0
BUDGET COMMENTS The elimination of other charges is what significantly reduced the overall 2012 administrative budget.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: ADMINISTRATION	DEPARTMENT: FIRE			
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Number of staff meetings held	47	44	50	50
Number of paid-per-call staff	69	65	60	62
Number of FTE	17	19	19	19
EFFECTIVENESS INDICATORS				
Per capita cost excluding ambulance service	\$40	\$45	\$46	\$45
False alarm violations	111	196	95	150
Additions of new paid on call Firefighters	6	6	10	5
COMMENTS				
False alarm violations went up dramatically in 2010 we believe due to the effects of a poor economy and the cost related to maintaining the fire suppression system.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: EMERGENCY MANAGEMENT	DEPARTMENT: FIRE			
101-413				
PROGRAM MISSION				
To assist key officials and emergency services in carrying out their duties and responsibilities under emergency conditions.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$9,188	\$8,229	\$ 0	\$0
Commodities	110	0	1,450	700
Contractual Services	9,423	8,590	11,510	10,040
Total	\$18,721	\$16,819	\$12,960	\$10,740
Percent Change	40.3%	-10.2%	-22.9%	-17.1%
Staff Hours				
No. of Employees (FTE)	0	0	0	0
BUDGET COMMENTS				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: EMERGENCY MANAGEMENT	DEPARTMENT: FIRE			
	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Estimate</u>	<u>2012 Estimate</u>
OUTPUTS/WORKLOAD				
City plan updated	Yes	Yes	Yes	Yes
Meetings/training sessions attended	58	55	60	55
EFFECTIVENESS INDICATORS				
Hours spent updating City plan	36	30	35	30
Hours spent on all hazardous planning	64	85	75	60
Number of grants	1	0	1	0
COMMENTS				
We continue to upgrade the city's emergency action plan and meet monthly with Ramsey County emergency management staff to facilitate on-going training and planning.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: EMERGENCY MEDICAL SERVICES		DEPARTMENT: FIRE		
606-403, 101-412, 606-412				
PROGRAM MISSION				
To provide Emergency Medical Services, including emergency medical treatment and transport; sponsor and participate in public education and community awareness efforts to promote first aid skills, healthy living, and accident reduction.				
INPUTS	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2012</u> <u>Budget</u>
Direct Expenditures				
Personnel Services	\$1,237,312	\$1,465,792	\$1,585,360	\$1,522,950
Commodities	126,088	119,308	138,750	119,350
Contractual Services	279,488	357,740	394,960	383,210
Depreciation	55,006	61,292	59,250	54,590
Other Charges	0	0	7,900	0
Total	<u>\$1,697,894</u>	<u>\$2,004,132</u>	<u>\$2,186,220</u>	<u>\$2,080,100</u>
Percent Change	0.1%	18.0%	9.1%	-4.9%
Staff Hours				
No. of Employees (FTE)	10.24	10.24	11.50	11.50
BUDGET COMMENTS				
In 2012 we will continue to operate within our original 2011 budget.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: EMERGENCY MEDICAL SERVICES	DEPARTMENT: FIRE			
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD.				
Total EMS calls	3,266	3,183	3,400	3,283
Total ALS transports (Advanced Life Support)	2,369	2,267	2,600	2,343
Total BLS transports (Basic Life Support)	181	145	190	165
Total number of ambulances in service	6	6	6	6
Total billable no transport calls	53	46	55	55
Average time spent per EMS Call	52 min.	54 min.	48 min.	54 mins.
EFFECTIVE INDICATORS				
Avg. EMS response time	6.6 min.	5.25 mins.	5.5 min.	5.5 min.
COMMENTS				
Our total EMS calls were down in 2010 from 2009. We believe this is due to the economy and does fluctuate from year to year.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: FIRE PREVENTION 101-405	DEPARTMENT: FIRE			
PROGRAM MISSION				
To provide preservation of life and property to the citizens by way of fire prevention, education and code enforcement.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$68,622	\$82,354	\$69,380	\$72,590
Commodities	2,576	4,453	6,900	4,830
Contractual Services	2,518	3,731	6,240	4,850
Total	\$73,716	\$90,538	\$82,520	\$82,270
Percent Change	-6.7%	22.8%	-8.9%	-0.3%
Staff Hours				
No. of Employees (FTE)	.60	.60	.50	.50
BUDGET COMMENTS				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: FIRE PREVENTION	DEPARTMENT: FIRE			
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Safety inspections	500	400	500	450
Fire pan reviews	N/A	18	20	20
Community education events	22	9	20	20
EFFECTIVENESS INDICATORS				
Number of reinspections	43	60	40	50
Fire investigations	N/A	9	8	8
Participants in fire prevention training	1,077	1,000	1,000	1,000
COMMENTS:				
In 2010, the Maplewood Fire Department investigated nine fires in the city of Maplewood and assisted with four additional fires outside of the City as part of the Ramsey County Fire Investigation Team.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: FIRE SUPPRESSION 101-404	DEPARTMENT: FIRE			
PROGRAM MISSION				
To provide the highest level of fire suppression services to our customers in a timely and professional manner.				
INPUTS	2009 Actual	2010 Actual	2011 Budget	2012 Budget
Direct Expenditures				
Personnel Services	\$795,993	\$1,004,779	\$1,030,970	\$1,003,640
Commodities	69,950	64,950	83,550	83,610
Contractual Services	209,009	210,973	234,330	244,840
Capital Outlay	30,235	29,750	23,100	0
Total	\$1,105,187	\$1,310,452	\$1,371,950	\$1,332,090
Percent Change	-11.2%	18.6%	4.7%	-2.9%
Staff Hours				
No. of Employees (FTE)	4.86	4.86	6.00	6.00
BUDGET COMMENTS				
In 2012 we will continue to operate within our original 2011 budget.				

**CITY OF MAPLEWOOD, MINNESOTA
2012 BUDGET**

PROGRAM: FIRE SUPPRESSION	DEPARTMENT: FIRE			
	2009 Actual	2010 Actual	2011 Estimate	2012 Estimate
OUTPUTS/WORKLOAD				
Population served:				
MAPLEWOOD	37,755	38,778	38,970	38,100
LANDFALL	700	700	700	700
Total fire calls	673	683	675	675
Total EMS calls	3,163	3,135	3,325	3,200
EFFECTIVENESS INDICATORS				
Percentage of response time of less than four minutes	16%	17%	30%	20%
Percentage of response time of less than six minutes	42%	41%	55%	45%
COMMENTS				

AGENDA REPORT

TO: City Manager

FROM: Finance Manager

RE: 2012 Finance Department Budget Presentation

DATE: July 28, 2011

INTRODUCTION

This item is being presented as part of the discussions on the 2012 Budget to provide more information on the priorities of the Finance Department.

DISCUSSION

The General Fund portion of the proposed Finance Department budget for 2012 is \$750,270. 77% of this total (\$575,850) is for personnel costs. The three other major expenditures in Finance are Audit Fees, Internal IT Charges and Investment Management Fees. There are no cuts requested by the City Manager because the department request was in line with the guideline amount. Two sizeable items that were not included in the 2012 request were funding for a Debt Study and TIF Analysis update. The department is still in the process of reestablishing procedures and internal controls that had gone unobserved for a few years in an effort to fully realize the financial sustainability goal set by the Council.

Finance is an internal service function and does not have a revenue source that is specifically attributed to it except for Investment Earnings and Management Fees which are driven by economic forces. Finance is responsible for the billing and collection of NSF fees, but this is a minimal amount.

Below is a table showing actual and budgeted expenditures for 2007-2012.

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Proposed
101-201 Administration	277,466	367,800	329,651	323,578	331,680	350,840
101-202 Accounting	418,734	349,758	362,808	356,528	408,630	399,430
GENERAL FUND	696,200	717,558	692,459	680,106	740,310	750,270
606-203 Ambulance	81,775	84,719	54,582	51,797	41,170	41,420
TOTAL	777,975	802,277	747,041	731,903	781,480	791,690

During 2010, the department recognized the following vacancies:

- Former Asst. Finance Director/Accountant position – just under 3 months
- Administrative Assistant position – extended medical leave

These vacancies resulted in decreased expenditures for 2010. In 2011, the department will still recognize a partial vacancy for the Administrative Assistant position due to medical leave, but all other positions are anticipated to be fully staffed for the entire year.

Ambulance billing was outsourced at the end of 2008 and the cost of our A/R Technician has been transitioned from the Ambulance Service Fund to the General Fund with 100% of time being budgeted in the General Fund starting in 2011. This position is being trained as the payroll backup which requires additional pay for additional duties. Also, it is important to note that the payroll benefit costs for Finance are increasing by \$32,960 in 2012 due in part to the deficit in the Employee Benefits Fund. Staffing numbers for the past few years have been as follows:

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Proposed
Personnel	6 ft 1 pt	5 ft 2 pt				

Below is a partial listing of the workload indicators that we measure in the Finance Department. Most of them are staying pretty steady. The change in Number of Invoices Prepared is due to the outsourcing of Ambulance Billing.

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Proposed
# of Budget pages	348	300	318	310	330	320
# of CAFR pages	199	203	202	210	201	205
# of CIP pages	172	171	169	142	143	145
GFOA Budget Award	No	No	Yes	Yes	Yes	Yes
GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes	Yes
# of Invoices prepared	3,022	3,065	725	463	450	450
# of Invoice paid	11,012	11,127	10,787	10,780	10,800	10,800
# of Payroll cks/dir dep	9,291	9,559	9,277	9,728	9,500	9,500

Department accomplishments and projects are as follows:

- 2010 Audit document was prepared in-house (first time since 2006) – savings of \$7,000.
- Processing of developer bills resumed in May 2011.
- Distribution of the PIP Monthly Status Report resumed in April 2011.
- Distribution of Monthly Financial reports resumed in May 2011.
- Currently working on new formatting for the budget document.

- Will soon be issuing new City purchasing cards which come with rebate incentives. Our annual rebate is estimated to be \$11,000.
- Working on an expanded use of our Accounts Receivable module to better manage collections and avoid overlooking revenues.
- Additional fraud controls were implemented on City bank accounts.
- Purchasing policies need to be updated.
- A payroll refresher training session needs to be performed for supervisors.
- Long range forecasts need to be completed for some funds.

RECOMMENDATION

No action is recommended as this is presented as information on review of proposed expenditures for 2012.