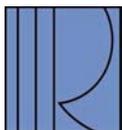

**Reporting City
Performance: City
Residents' Perspectives**
Results from Four Focus Groups



Rainbow Research Inc.

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Prepared for

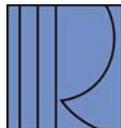
Minneapolis City Coordinator's Office

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EXECUTIVE SUMMARY

In the fall of 2007, Rainbow Research conducted four focus groups with 35 residents of Minneapolis as part of a grant the City of Minneapolis Coordinator's Office received from the Sloan Foundation. The focus groups explored options for providing Minneapolis residents with performance information about City services. Specifically, the groups addressed the type of performance information that residents care about, how residents make judgments about service effectiveness, and mediums through which residents would like to receive performance information. A total of thirty-five Minneapolis residents participated in the focus groups. Twenty-five of the participants were considered to be very active in their neighborhoods and were recruited from the Neighborhood Revitalization Program lists. Ten participants considered themselves to be "less active" and were recruited through postings in local Minneapolis libraries.

- Overall, participants were most interested in **public safety** performance information. Other services of interest included education, neighborhood revitalization and funding, and housing.
- In determining government effectiveness, focus group participants **use direct, personal experiences and indirect, more formal (e.g., newspapers) cues in equal measure**. Personal observation, experience and word-of-mouth information is particularly important in arriving at judgments about education, libraries, public safety, and neighborhood vitality. They use formal sources of information, which in some cases they feel are limited, to make judgments about zoning, health and well being, and housing.
- When presenting performance information, participants overwhelmingly preferred that **information be presented by subject area**, which is most easily understood. They also noted that more information is better than less, graphs are effective in showing trends, and contact information is important for follow-up. They felt the Minneapolis Budget-In-Brief document has the right amount of information for a brief overview, but want to be able to access more detailed information. They'd also like to see budget information tied to goals, and budget and spending trends across time. Finally, **comparative** data and **data presented by neighborhood** or other geographic area were important to focus group members.
- Many people use **neighborhood newspapers** as sources of information about Minneapolis City services and departments.
- The participants said they'd **use the internet**, the **major area papers**, and **email** most to receive performance information if it were available. They noted they like to

receive performance information when it is convenient for them, and also like to be able to actively provide feedback in response to what they are reading.

Overall, focus group participants—both active and less active group members-- were engaged in discussions and interested in helping the City better provide performance information. In addition, they are **active consumers of data and information** and would like to be able to breakdown data to fit their own interests and priorities. They did acknowledge, however, that many residents prefer summaries, so offering both options is important.

OVERVIEW

In July 2007, Rainbow Research Inc. was retained by City of Minneapolis to conduct four focus groups with Minneapolis residents to obtain feedback about how the City could better organize and communicate performance information to its citizens. The focus groups were paid for by a grant to the City from the Sloan Foundation. "Performance information" is defined as information that indicates how well or poorly the city is providing their services. Rainbow Research was charged with developing information related to three basic questions:

- What type of performance information do residents care about?
- What cues do residents use to determine if government is delivering results?
- What are the preferred medium(s) residents would like to use to receive performance information?

Methods

Focus Group Guide Development

Rainbow Research staff worked closely with staff from the Minneapolis City Coordinator's office to develop the focus group guide. Rainbow staff also reviewed relevant literature to explore questions of reporting performance information (Governmental Accounting Standards Board, Public Sector Accounting Board of Canada, City of Portland Government Performance Audit Report Summary, and New York City's report). Rainbow Research piloted a preliminary draft of the focus group that emerged from discussions with City staff and an examination for the literature.

The focus group guide that emerged from these discussions and review is included in this report as appendix A. The guide incorporates a series of questions in which participants were asked to review performance reports and materials from other jurisdictions and provide feedback around the following areas:

- How best to organize performance information,
- Formatting and features of information,
- Budget presentation,
- Map/GIS-based information, and
- Comparative data.

The City Coordinator's Office researched and provided the examples for the five areas. The examples were presented as printed handouts, though some were printed versions of websites. Copies of those examples are provided in appendix B.

Participant Recruitment.

In recruiting participants, both Rainbow and the City Coordinator's Office agreed that doing several groups with citizens that were active in their neighborhoods would be valuable. As a

result, a list of Minneapolis neighborhood board members and other active residents was obtained from the Neighborhood Revitalization Program office from within the City. Emails were sent to prospective focus group participants from the City Coordinator's office to people on this list explaining the purpose of the focus groups and asking residents to participate. Those who were interested were asked to click on a hyperlink that brought them to a survey with seven demographic questions, and a question about their contact information (see appendix C). Seventy-three people responded. Based on responses to those questions, approximately 30 people from different neighborhoods and backgrounds were invited to participate in one of two groups held on October 3, 2007, one in the morning and one in the evening. They were asked to respond with which group they'd like to attend. For the third group, another selection of these seventy-three was again invited to a group in late October. The date chosen did not work for very many people, so this group was rescheduled for November 8, 2007.

For the final group, both Rainbow and the City Coordinator's Office hoped to reach some residents who were less active in their neighborhoods. To reach a different population group, flyers were left at four Minneapolis libraries locations asking interested residents to contact Rainbow. Once they contacted Rainbow, they were also asked to complete a brief online survey with similar demographic questions and an additional question on their involvement in their neighborhood (see appendix C). Nineteen people responded. Those who indicated they had no or very limited involvement in their neighborhood were invited to participate in a group on November 7, 2007.

All four groups were held at St. Mary's Greek Orthodox Church. It provided free parking, was located in a central area of the city, a few blocks from bus lines and had an appropriate size space. It is also a polling place. Philip AuClaire and Jennifer Valorose, Research Associates at Rainbow Research, co-facilitated the groups. Another Rainbow staff member took notes on a laptop computer. Notes were compiled by question and analyzed for common themes across all groups.

The following chart provided a breakdown of the participants. The Calhoun Isle and Southwest communities were most prominently presented. The only community that was not represented was Phillips.¹ Respondents from that community that were invited did not attend a group. Attendees had lived in Minneapolis an average of 19 years, ranging from three to six years. Most (71 percent) were homeowners and 63 percent were women. Ten (29 percent) were renters. Over half were between 30 and 49 years of age. A large majority (83 percent) was Caucasian; of the remaining participants, five identified themselves as African American and one as Native American.

¹ Residents from each neighborhood and community were invited to attend.

	Group 1	Group 2	Group 3	Group 4	Total
Profile:	Active	Active	Less active	Active	
Date:	10/3/07	10/3/07	11/7/07	11/8/07	
Number attending:	7	10	10	8	35

Community/Neighborhood

Calhoun Isle					6
Bryn Mawr	0	2	0	0	2
East Calhoun	0	1	0	0	1
Lowry Hill	0	0	0	2	2
Lowry Hill East	1	0	0	0	1
Camden					3
Cleveland	0	1	1	0	2
Folwell	0	0	1	0	1
Central					2
Downtown East, West	1	0	0	0	1
Loring Park	0	0	0	1	1
Longfellow					4
Longfellow	0	0	1	0	1
Seward	0	0	3	0	3
Near North					5
Jordan	0	0	0	2	2
Near North, Willard-Hay	1	1	0	0	2
Sumner-Glenwood	0	0	1	0	1
Nokomis					2
Hale, Page, Diamond	0	1	0	0	1
Nokomis East	0	0	1	0	1
Northeast					1
Beltrami	0	1	0	0	1
Phillips					0
[no neighborhoods represented]	0	0	0	0	0
Powderhorn					4
Bancroft	0	1	0	0	1
Central	0	0	1	0	1
Powderhorn Park	1	0	0	0	1
Standish Ericsson	0	0	1	0	1
Southwest					6
Armatage	0	0	0	1	1
Fulton	1	0	0	0	1
Kenny	1	0	0	0	1
Kingfield	1	1	0	0	2
Lynnhurst	0	1	0	0	1

	Group 1	Group 2	Group 3	Group 4	Total
University					2
Cedar-Riverside	0	0	0	2	2
Years in Minneapolis					
Range	5-35	4-50	3-47	3-60	3-60
Average	18	20	18	20	19
Homeownership					
Homeowner	5	8	6	6	25
Renter	2	2	4	2	10
Age Range					
18-29	1	1	1	0	3
30-49	3	6	7	4	20
50-69	3	3	2	4	12
70+	0	0	0	0	0
Gender					
Male	3	4	4	2	13
Female	4	6	6	6	22
Race					
Caucasian	5	9	9	6	29
African American	2	0	1	2	5
Native	0	1	0	0	1

FINDINGS

The following focus group findings are presented by question and/or topic area discussed in the groups, in the order in which they were discussed.

When you hear “Minneapolis,” what word comes to mind?

As a warm up question, participants were asked for a word that came to mind when they thought about Minneapolis. The majority of participants named amenities they enjoyed and things that symbolized the city for them. Some mentioned lakes, parks, green space, trees, bike paths, the arts, and cultural centers; for others Minneapolis meant home, neighborhood, diversity, and winter. The rest of the participants chose more descriptive words to associate with Minneapolis. Great place, vibrant, nice, bureaucratic, changing, fresh, clean, urban, high quality, healthy, and cold were some of the words that were offered.

Content and Cues

City Services of Interest

Focus group participants were asked to identify city services about which they were interested in receiving performance information. In the first two groups, they generated their own list of services, and then indicated which two they were most interested in with sticky dots. For groups three and four, the groups were given a list of 19 services the city provided (see appendix D for list), and then asked to say which of those three they were most interested in. The chart below indicates the results. The three or four services that residents were most interested in, as indicated by the dots (in groups one and two) or by what they said aloud (in groups three and four) were used for the follow-up discussion on cues (noted in bold type).

Overall, residents were most interested in public safety issues. Only inactive residents (group 3) indicated they had interest the city’s disaster preparation services.

	Top 2 of self-generated list		Top 3 of city provided list		Total
	Group 1 Active	Group 2 Active	Group 3 Less Active	Group 4 Active	
Public safety, fire and police	1	4	7	5	17
Education / schools	4	5	3	2	14
Neighborhood funding, revitalization & organizations	2	2	3	4	11
Housing, affordable housing & development	2	1	3	3	9

	Top 2 of self-generated list		Top 3 of city provided list		Total
	Group 1 Active	Group 2 Active	Group 3 Less Active	Group 4 Active	
Protecting health and well-being of residents			4	3	7
Libraries	2	0 ²	4		6
Water, sewer, garbage, public works	1	0	4	1	6
Transportation, maintaining city streets & alternative transportation	0	1	1	2	4
Protecting the environment, environmental services	0		1	2	3
Unkempt, problem properties, or problem businesses			1	2	3
Zoning		2			2
Budget, funding, and loans and grants to the city		2			2
Disaster preparation			2		2
Cleaning up graffiti			1	1	2
Food environment and farmers' markets		1			1
Jobs and economic development		1			1
311 services		1			1
Parks	0	0		1	1
Planning	1				1
Revitalizing downtown				1	1

Other services that were mentioned during groups one and two, but did not receive any votes for the top two areas of interest, include:

- Development
- City council and meeting availability
- Business development
- Community development opportunities-neighborhood involvement
- Subsidies, supporting business
- Better understanding of local rules and ordinances in the city
- Plowing
- Inspections
- Childcare
- Cultural activities, sports and sports facilities
- Social services

² A zero indicates that someone mentioned this when the list was being created, but no one placed a dot by it when they were asked for the top two.

Summary Finding: Public safety (police and fire service) is the City service of greatest interest to focus group participants, both active and less active focus group participants. Public safety is followed by education and schools, neighborhood revitalization and funding, and finally housing.

Cues residents use to determine the City's effectiveness in delivering services

Focus group participants were then asked how they knew the city was effective in delivering the services they just selected. That is, what they saw or heard that indicated to them the city was effectively delivering these services. The facilitators used the top ranked results from the previous question to guide these questions (see the bold items in the previous chart). Some participants cited some specific measures, while others talked more about their sources of information regarding how well the city is performing.

Public safety

Residents measure the effectiveness of the police or fire department by the physical presence of police (patrolling or attending neighborhood meetings), by their response (time, equity in response, or lack of response), by the amount of crime in the neighborhood, gun shots heard, the number of police officers, and their personal experience with the police. They hear about police performance, crime statistics, and neighborhood crime from crime alerts or flyers, amber alerts, neighborhood safety officers or police liaisons, neighborhood newsletters or mailing lists, at precinct meetings, crime impact reports, police dispatch, and from the media, including the major City newspaper (Star Tribune).

Neighborhoods

Effectiveness of services to neighborhoods is measured by street lighting (presence or absence, replacement, new lamp styles, etc.), police presence, amount of construction and development projects, the number of constructions and repairs or renovations, NRP projects, funding received by neighborhood organizations, funding to business associations, park upgrades, preservation of old homes, equity of budget allocations, vacant properties, housing, crime statistics, rehabilitation permits, community participation, and schools. In one group of active residents there was a fair amount of discussion about how funding is allocated across neighborhoods. Some residents expressed some concern about preferences on the part of the mayor's office regarding revitalization projects. They observed that while Lake Street is receiving a lot of attention, other parts of the City, like North Minneapolis, are being neglected and deprived. The banks have redlined the neighborhood for loans and there is a lack of bus shelters and benches in bus stops and bike racks. The Lowry/Penn area of North Minneapolis was re-developed, but it took the City a long time to finish it. The residents want more equity and accountability from the City in this area.

Focus group participants judge the effectiveness of neighborhood services based on information they get from word-of-mouth, personal contact with the police, council members, neighborhood e-mail network, and City and neighborhood websites.

Education

Focus group participants look at test scores, school closings, turnover of school administrators and district superintendent, enrollment, enrollment choices, number of charter schools, and number of students who go to college as effectiveness indicators for the city's education services. For information sources they look to the media and neighborhood word-of-mouth.

Libraries

Accessibility was a main issue when looking at the effectiveness of library services. They consider library hours and user traffic. Libraries effectively meet residents' needs when they are open on the days and times that residents want to use them. Library closings and reduced hours were big concerns. These also have affected user traffic and quality of service. Because of the reduced hours the libraries are often packed and as a result there are no places to sit, the demand for computers is greater than the number available, and people are going to the libraries only to find out they are closed because they were not informed. Residents concerned about library services get their information from the library websites, from the Friends of the Library Association, librarians and friends who work in the libraries, and neighborhood newsletters.

Housing

Only one group of active residents was most interested in receiving performance information on housing services. For signs of effectiveness they look at foreclosures, number of homelessness initiatives and follow-through on those initiatives, and building vacancies. Some residents get information from their neighborhood groups, and some go to the City's website to look at foreclosure maps, housing reports and other housing announcements. There was some discussion regarding the difficulty of navigating the City's housing webpage. According to one participant, there is no logical progression when a user initiates a search for information. Another said one has to be educated and knowledgeable to find the information needed. Yet another participant said one has to wade through a large amount of information before finding the specific information that is needed.

Health and Well-Being

Only the group of less active residents was most interested in performance information about the health and well-being of Minneapolis residents. As measures of effectiveness of health

services they look at the number of homeless and mentally ill on the streets, and number of people with health insurance. But there was more discussion about the lack of information or lack of knowledge on how to access the information regarding the health and well-being of Minneapolis residents. Without this information, participants said they would be unable to judge how well the city is providing health services. For example, some participants mentioned not knowing where to get information on the number of residents with health insurance or where they can get treatment. Among those who are able to find health information, they get it from the media, newspaper websites, and anecdotal information from friends who are in the health field.

Zoning

A group of active residents was most interested in receiving performance information on zoning. They measure the city's performance in this area by looking at how well zoning issues are communicated to neighborhoods and how well zoning plans match comprehensive long-range plans for the city. Participants described the communication as slow and not targeted to specific neighborhoods. One participant said that by the time residents receive the communication there is not much time left to deliberate over the issues. Sometimes they want to hear about more specific issues affecting their neighborhood such as what businesses are going up, but according to another participant they don't get this level of specificity from the city. Another resident commented that the neighborhood is told about the zoning issue after it's completed rather than informing them ahead of time. Two participants want the city to take a longer view of planning and to be more proactive rather than reactionary. They suggested that zoning plans be more consistent with the comprehensive city-wide plan.

Summary Finding: Overall, focus group participants use direct, personal experiences and indirect, more formal (e.g., newspapers) cues in equal measure to make judgments about how well the City is performing needed services. Personal observation, experience and word-of-mouth information is particularly important in arriving at judgments about education, libraries, public safety, and neighborhood vitality. They use formal sources of information, which in some cases they feel are limited, to make judgments about zoning, health and well being, and housing.

Number of Indicators

In the first two groups, participants were asked how many indicators they felt they would need to understand how well the City of Minneapolis is performing. Only one participant offered a quantitative assessment, saying they would need three to five indicators per subject area, and added that it would be important for the city to point out the most important indicators on which it's focusing.

Others spoke in more general terms. They said that whatever indicators the city uses, it would be important to be truthful to residents, prioritize the indicators and performance measures by

subject area, be fluid since conditions change and yet not to be too fluid that it wouldn't be able to make comparisons on the same indicators over time, and for the indicators to be specific to each departmental unit in the city.

Summary Finding: Determining a desirable number of indicators that would be sufficient and helpful to judging performance was not a meaningful or reasonable question for focus group participants. They felt that it was largely dependent on what was being measured. As a result, this question was not asked in all groups.

Characteristics of Performance Reporting Medium

Below is participants' feedback to characteristics of performance reporting medium based on their responses to examples of medium used in other jurisdictions (other state, county and city governments). These examples were provided or created by the City of Minneapolis Coordinator's Office. Scans of the handouts are provided in appendix D.

Organization of Performance Measures

Focus group participants were presented three examples on how the City of Minneapolis could organize its performance information and were asked to choose the one they preferred the most—by goal, by department, and by subject area. Overall, most participants preferred organizing the performance information by subject area. Twenty participants favored subject area, nine preferred it by department, and seven preferred it by goal (one participant voted twice). The same distribution was observed within the groups of active and less active participants.

Performance Information By:	Number of Participants Selecting It		
	Active	Less Active	All
Goal	6	1	7
Department	8	1	9
Subject area	12	8	20
Total	26	10	36 ³

By Goal

Participants who liked organizing the performance measures by goal did so because they felt that it gives more direction, it's unifying, and because of ease of use.

- It gives the reader a clear sense of where the city wants to go, how it's doing, and whether it is getting there or not.
- It shows the primary areas of focus for the city which can serve as performance benchmarks.

³ One active resident selected two options.

- Goals are something that the public would have a say in setting. Collectively they give Minneapolis a common objective as opposed to disjointed pieces of performance measures.
- It makes it easier for people to find the things they are looking for, especially if it's their first time to look.

But participants also had their misgivings about organizing information by goal.

- Goals are "too soft." For example, a statement like "Great spaces and places" is too general, plain, and not specific enough. And being presented information this way makes one think that maybe the goals would be reached, and maybe not.
- Goals don't show accountability. One does not get a sense of who is responsible for meeting the goals.
- Goals seem too marketed or branded.
- This type of organization makes sense only to people who know what the city goals are. It would require more thinking if they don't.

By Department

Participants who liked organizing performance measures by department preferred this option because they felt that it shows accountability and it follows logical thinking.

- The reader knows right away who is presenting the information, and who is responsible. It makes specific departments accountable for reaching the goals.
- It shows inter-departmental relationships.
- Logically, one would start first by department and then drill down to subject area. Some people are also accustomed to searching by department first when they go to a website. As one participant said, "Putting them out by department is the same way that people shop online."

The disadvantages of organization by department are that the measures are too tightly defined, and that it appeals more to people who understand how the city services are structured and what specific departments do.

By Subject Area

Again, a majority of participants preferred organizing performance information by subject area. These participants said that:

- People looking for information from the city for the first time would immediately search by subject area first. It also works well if the reader doesn't know what the various departments are, especially for someone who's new to the city. Said one participant, "I've moved around a lot. The first thing to look at is the schools, what's the economy. Coming in from the outside it's easier to look at it by subject area."
- The language of the subject area is more understandable. As one participant said, "Most people think in terms of subject vocabulary."
- There can be multiple departments involved in one subject area, thus organizing performance information this way shows all the units that are accountable.

The dislikes under subject area are similar to those mentioned under goals and department; they can be too soft, and the reader doesn't know which city unit is presenting the information.

Other Ways of Organization

Participants offered suggestions regarding other ways that performance measures could be organized. One participant said the information could be organized by dollar amount, another said it could be organized by neighborhood, but most of the suggestions had to do with combining the information by goal, department, and subject area. They said:

- Different people look at information in different ways, thus the information also has to be organized in different ways. This method also acknowledges that the citizens of Minneapolis are diverse.
- Having different ways to get to the same thing could be helpful. It may be redundant, but it could work.
- Start with the information by department, then go down to subject area.
- Organize the information by department, but then state the departmental goals as well.
- Under subject areas, state which departments are responsible.
- Do it by subject area, then by department since there are several departments accountable under a subject area.
- There needs to be more information accompanying the goals. What are the priorities for the goals? How long are the goals for? How attainable are they and in what timeline?

Summary Finding: Overwhelmingly, participants had a strong preference for organization by subject area. This method is easily understood and jargon/acronym free. However, within subject area, it should be clear which departments are involved and to what extent, and what the goals are so departments can be held accountable.

Indicator page format and features

Focus group participants were handed four different examples of public safety information formats from Hennepin County, the state of Minnesota (Minnesota Milestones), New York City, and Vancouver. They were asked to select the format they thought most clearly presented the public safety information. Overall, the formats for Hennepin County and New York City were preferred the most. Least preferred was the Minnesota Milestones format which was most liked by only one active resident. Within groups, the majority of active residents preferred the New York City format for its detailed information, while less active residents preferred the Hennepin County format for its simple charts.

There were a number of things that focus group participants liked and disliked with each format.

New York City

The New York City format had many features participants liked. First, it is user-friendly and comprehensive. The information is good, complete, and well-organized. One participant appreciated the breakdown of the violence statistics by types of violence. Second, it presents the information in a variety of ways (text, numbers, bullet points, charts, and graphs) that appeal to different kinds of people who may have different information needs.

On the other hand, while the New York City format contained a lot of information, some participants thought they were not presented very clearly. There is a lot of text, a lot of numbers, and the tables were too long. It would have been better to break up the tables into several small ones. One participant felt like they were reading an annual report. In short, going through the New York City data would require a big investment in time.

Hennepin County

Participants who selected the Hennepin County format liked it mainly for its simplicity and focus.

- It's a quick reference, simple, and convenient.
- The graphics are more visually attractive. They're in color, the graph titles at the top make it clear what the information is about, and they're simple. They provide focus.
- It shows the prioritized goals and whether they were attained, and how they relate to the previous year.
- It gives deeper statistics.
- It gives a simple snapshot of the county but it also provides details if the reader wants them.

However, some participants thought that while the format gives simple and clear information, it lacks detail. Some could not find the information they were looking for.

Minnesota Milestones

Participants who preferred the Minnesota Milestones liked the website-type information. It's easy to scroll through the information and click on the links. One person liked the list of information sources.

What it lacks is more detailed information and visual appeal. One participant was looking for raw data that can be pulled up by counties. Others said that it was all words making it seem like there was too much information to take in. "Too much text and nothing of visual interest," is what one participant said, while another commented, "It felt like I was reading a school child's writing."

Vancouver

In terms of content, according to one participant the Vancouver example fell somewhere in the middle. It had more details, charts, and graphs compared to Hennepin County and Minnesota, but contained less detail than New York City, and this was a good balance. They liked the graphs and charts, with one participant liking the fact that the graphs are backed up by actual data found in the charts. The bullet points were another feature that was pointed out. They break up the text and this makes it easier to read the information. One participant said: "The way they approached it was good. It's a softer approach. I like that. It's a nice, soft approach for good information."

And yet there were people who found the information to be too much. Complicating it are the inconsistent units, the different font sizes, and the volume of numbers. One person commented that "It looks like the nutritional charts on the back of my (beverage) bottle."

Summary Findings

The format features that participants liked and disliked about the four examples give some idea of how they want performance information to be presented to them. But they also offered additional suggestions.

- More information is better than less information. People can always choose what information they want.
- Statistics should be up-to-date.
- Statistical trends can be shown better in graphs.
- Month-to-month comparisons are helpful because they show direction of movement.
- Use more graphs and percentages.
- Include contact information for all information presented for public questions.

Budget Information from the City

Participants were shown the City's most recent "Budget in Brief," and asked if the document had the right amount of information, too much information, or too little information. They were also asked what information should be included or excluded, or if the document was of not interest to them. The table below shows how participants voted.

Amount of Detail	Number of Participants Selecting It		
	Active	Less Active	All
Needs more	4	0	4
Needs less	0	2	2
Just right	9	8	17
Total	13	10	23 ⁴

⁴ Not all participants indicated their preference.

The majority of focus groups participants thought Budget in Brief had just the right amount of information, and this was true among both the active and less active residents of Minneapolis. Only active residents thought it needed more information, and only less active residents thought it needed less information. Only one participant, from the less active group, said they were not interested in the document at all.

Participants liked the mix of text and colorful graphics, the clear definition of terms, and the way the information was organized. It starts with a general description of the city, the budget process, the goals, and then goes into the specifics. It's a good starting point for anyone who wants to know about Minneapolis. Specific features that got good reviews include property tax breakdown with dollar amounts, 311 information, and directions for where to go for more information.

But there were far more things they disliked. Those who expressed their dislikes were looking for more specific information and wanted greater detail such as:

- Discretionary and non-discretionary funding sources and where the money is coming from
- The actual amount that goes to the different departments and programs
- More breakdown of what goes into capital improvement (percentages are not enough)
- How one budget relates to the other budgets
- More detail for each year
- Budget process in a timeline graph
- Budget categories associated with goals
- City budget should be on a spreadsheet

In addition;

- Some of those who wanted more detail felt that all the information do not necessarily have to be contained in the document, but they would like to know where they can be found. Providing links to other data sources would be helpful.
- One participant went so far as to say there should be another document in between the Budget in Brief and a 700-page annual report, such as a 20-page report in portable document format (PDF) that can be downloaded. Another person wanted it to look less like a brochure and more like a report.
- A few participants felt that the pictures unnecessarily added to the detail and that they were confusing and just redundant.
- Others commented on the background and text and how they reduced readability. As one participant said, "I agree with the headache thing. Light colored text on a dark background is not good. The photographs as background make it hard to read. It's pretty but it's not that legible."
- One participant noted that there was no explanation for the term "interfund transfer."

In defense of Budget in Brief, a couple of participants said the document is supposed to be directed to the average person. For example, budget processes in detail are too complex to put in a brief document. Said one participant: “You would get too much minutiae. The people in the know that work in City Hall don’t understand it. I don’t think the average people would want more.” Another participant said: “It’s targeted to the 8th grade reader. It has to be dumbed down a little for the average readers.”

Budget Information from Other Jurisdictions

Focus group participants were offered examples of how other cities (Austin, Vancouver, and Chattanooga) presented their budget information, and asked which they preferred. Most inactive residents preferred how Chattanooga presented its budget information. Among active residents, it was a tie between Chattanooga and Vancouver.

Chattanooga: It gives more and better information compared to Minneapolis’ Budget in Brief, the information can be retrieved easily from the website; it’s succinct, simple and clear, and the colors make it appealing. In terms of content, one participant liked that it clearly shows where the money is coming from (revenues) and where it’s going (appropriations), while another participant liked having the contact information for the staff person in charge right at the top of the page. They didn’t like that it looked like an accounting statement and felt that the information could be better presented in pie charts.

Vancouver: Participants liked the comparison over time, the statement of goals and objectives, and the listing of issues to address for the next three years. One participant would like to see the “issues for the next three years” in Budget in Brief because it suggests transparency with a human element. It conveys the message that the City knows it cannot address all the issues at once, but they would be addressed in the coming years. A participant thought the Vancouver document should include more information from previous years.

Austin: One participant thought the format was better than Budget in Brief, while another disliked it, saying it looked like a resume.

Minneapolis Budget in Brief: Two participants spoke about the advantages of the Minneapolis Budget in Brief over the other examples—it has more attractive pie charts and it provides more detail.

Summary Findings

Based on their comments regarding the budget document examples, they like:

- a statement of goals because it shows accountability and transparency,
- a comparison across time of data on budget priorities because it shows what the city has done,
- a statement of how budget issues would be addressed further in the future,
- detailed information but presented in a way that is clear and succinct,

- colorful charts, and
- contact information of city staff if there are questions.

Usefulness of Budget Information

The usefulness of the budget information presented was discussed in three groups, because we started to run out of time in the last group. In all three groups, participants said that in order for the budget information to be more useful they needed more than just absolute dollar amounts; the numbers also have to be put in context. Data comparison was a predominant theme, whether it's comparison over time (past, current, projected) or comparison to other cities. It's important to know how Minneapolis stacks up against other cities, and a couple of participants said it has been their practice to conduct city-by-city comparisons when visiting websites. In one group there was discussion of reporting percentages to provide the reader with some kind of benchmark. And in another group there was a suggestion to report per unit costs in addition to total cost, such as what it costs to provide an hour of police patrol.

Comparative data

Throughout the conversation of other features of a performance reporting medium, residents had mentioned that comparative data, particularly trend data was important. To further explore this issue, four charts were shown to participants with data comparing the City to other cities, the City information across time, and comparing the City to other state data.

Overall, participants agreed that comparative data and trend data is very useful. While some liked the comparisons to other cities, some participants noted that without knowledge or context of the cities being compared to Minneapolis, the data wasn't very meaningful. Some felt comparisons to national standards had more meaning. Others said they wanted comparisons to the City's own benchmarks or how the City is meeting its goals. Comparisons across time (trends) were seen as important across all groups by a significant number of people. One person said: "I think that Minneapolis' own track record is what's important."

Regardless of which comparisons were used, participants noted the following items as important when providing comparisons:

- Comparisons need to be put into context.
- Good charts are important for understanding the data (clear titles, nice charts with data and variables clearly labeled, and the lines should start at zero).
- Foot notes to explain what's driving or depressing the numbers should be included.
- Comparisons should be consistent.

A few people didn't like the comparisons. One person said she was "suspicious of statistics." Another felt that "a bar graph doesn't give you much information. For me, it's a very limited way of looking at things that I might be interested in other things."

Breakdown of Information by Geographic Area

Focus group participants were shown examples of data from Minnesota and New York City broken down by geographic area and were very interested in receiving Minneapolis data in this way. Participants overwhelmingly preferred the New York City example for a number of reasons: it's easy to use, clear, colorful, allows for comparison by neighborhood, and provides links to additional information.

The maps and tabs that allow the user to pull up more information were singled out. The Minnesota data is “more general and broad,” and “has only one level of data” compared to the New York City data which is flexible to a variety of user needs. Breakdowns by ward and precincts were not seen as being as useful, since some residents didn't know what those boundaries are. One participant said, “I would think that neighborhood is way more important than ward. Some neighborhoods cross ward boundaries. I rank neighborhoods higher as a breakdown.” There was appreciation for neighborhood-level data in all groups; neighborhood was seen as minimal acceptable level for breaking down information. They felt it is important to make this information available because it appeals to people's personal interests. They want to know how their neighborhood group is using the money, how much of the city's resources is going to their neighborhood, or how they compare to other neighborhoods. A few participants said they'd like breakdowns by blocks or even streets.

Focus group participants liked the idea of seeing performance information and city data broken down into geographic areas. Many people said they'd like to be able to get “everything that the city documents” broken down. One person noted that “in the New York City example, you can pick certain things to map by neighborhood.” In general, residents liked this because they could decide what they want to look at by neighborhood and generate maps on their own. Another person noted that having this availability to access raw data, would allow him to do his own analysis of the data, which he liked.

Others noted that they would like census or demographic data accessibility also broken down so they could better understand the other data trends. For example, one person said she'd like to know how many kids are in the neighborhood so when the school district closes schools, she can see how the demographics have changed and make her own decision of whether that makes sense.

Others said they like trends for the neighborhood over the last several years and not just a look at the current year's data. Several people also thought housing values, home sales and property tax information would be important to map by neighborhood. Public safety issues were also noted by several, particularly crime statistics and police response.

Finally, the following topics to be presented by neighborhood were mentioned by only one or two people: schools, economic development, NRP funds, inspections, and 311 data.

Other Features Desired for Minneapolis Website or Performance Report

The most common additional feature mentioned was more targeted communication for specific neighborhoods or other targeted audiences. Several participants felt the City's current communication was too generalized and wanted direct communication from the city to the neighborhood. Another person noted, "I would like to see the city present information taking into the audience or consumer of the information." Focus group participants also noted that there is a difference between news and performance information and that right now they were getting news from the city. More detail and better organization of communication would help them understand performance indicators. A way to track how the city has followed up on the outcomes of a meeting or communicate updates on different actions was also deemed important by several.

A few people noted that council members' voting records and actions, particularly on how those actions impact specific neighborhoods, should be easily accessible. A few also said that a nice, glossy, color presentation is important, though some disagreed with this. Regardless of whether the presentation should be glossy and colorful, several people agreed that a professional, high quality presentation was important. Finally, the following additional features were mentioned by one person each—a website or report should communicate failures as well as successes, and a new website should have an improved search function.

Media

Sources of Performance Information for Minneapolis

Focus group participants currently use several sources to get information about the city. Neighborhood newspapers and newsletter were a common source for many, both the print and online versions. The major newspapers, particularly the Minneapolis StarTribune, are also main sources of information. Though a few people noted that by the time they read about it in the StarTribune, it is too late for them to do anything about it. Many people also rely on informal networks, friends and family, and others to hear information via word of mouth.

Several said they get information via emails from the city, their council member or the mayor. Though a few noted that they felt this information is too general; it does not contain a lot of context or detail.

Other sources of information mentioned by one or two people each include:

- Realtors' mailings or websites (for information on house values)
- Snow emergency phone calls
- Personal experiences and observations
- Radio
- Library bulletin boards

- Utility bill inserts
- Internet
- By directly calling city staff or council member's office to ask specific questions

Finally, one person said she didn't get performance information, "I don't know how the city is performing even though I'm connected to the neighborhood."

Participants said their friends, family and neighborhoods used similar means to obtain performance information. Several, however, noted that they were often the most informed among their social networks and these people often turned to them to get information.

Methods of Communicating Performance Information for Minneapolis

Focus group participants were asked how they'd like to receive performance information from the City. Below is a chart for each method that was discussed in the groups.

Method	Number of Participants Selecting It		
	Active	Less Active	All
Interactive website	23	9	32
Hard copy annual report	5	4	9
Program on public access program	7	4	11
Announcements on local radio stations	9	10	19
Articles in major newspapers	23	8	31
Newsletters from the city printed	12	6	18
Email announcements from city that you can subscribe to	24	8	32
Email or print newsletters from city council members	20	6 ⁵	
Email or print newsletters from Mayor	9		
Articles in local or community newspapers	16	6	22

The internet, either via a website or email communications, seemed to be the most popular method the City might use to communicate with residents. In terms of websites, participants stressed the interactive nature of a website where reports and graphs can be created with raw data rather than relying on standardized reports that are provided. One focus group participant noted that a website enables residents to provide feedback to the City. There was some disagreement over who they'd like to get email newsletters from. The active residents distinguished between city council members and the mayor, many saying they'd like to receive email notices from their city council member, but less so from the mayor. Whether this is an issue of the mayoral position or the particular mayor that is in office currently was not clear.

⁵ This group did not distinguish between the two.

Printed materials from the city (either a hard copy annual report or printed newsletters), radio announcements and public access TV were lower ranked methods residents said they'd use. One person did note that not everyone has or uses the internet so the printed materials are still important. Others said that they didn't have cable, so public access television would not work for them, or noted that for radio and television, the City might only be on at certain times and residents would have to be watching or listening at that particular time to get the information.

Another method that several people suggested was attending community meetings and presenting information there. People said they appreciated that personal connection. Other suggestions made by only one or two people each were:

- Notices in utility bills (though one person noted that renters often don't get city utility bills)
- Annual reports to specific neighborhoods
- Podcasts
- Tagging onto the Governor's weekly radio address
- Bus newsletters (TakeOut)
- Mailings
- Annual events with neighborhood organizations and city council members
- Automated phone service like the snow emergency calls for other performance measures
- Flyers at libraries or schools
- Door-to-door canvassing

APPENDIX A: FOCUS GROUP GUIDE

FACILITATOR: Good evening. My name is Philip AuClaire [and I'm Jennifer Valorose]. We work for Rainbow Research, a not for profit research firm located in South Minneapolis, and will be co-facilitating tonight's focus group. Mary Johnson will be taking notes. We will also be recording this session as a back-up in case our note-taking doesn't capture all the important information you give us today.

A focus group is a research method in which we ask guided questions to find out information about a particular topic. The purpose of this group is to gather feedback about how the city should report performance measures to the public. We're interested in learning about the types of performance information people are interested in, as well as how you would like to receive that information. By performance information, I mean information that indicates how well or poorly the city is doing that service. Your input may help City departments prioritize their efforts and help the City focus on achieving results that residents care the most about. This focus group is funded by a grant from the Sloan Foundation.

The information from today's group will be shared with City of Minneapolis Coordinator's Office. In reporting on our findings, we will not use your names or any other information that could identify you.

We have a few ground rules for today's focus group. There are no right or wrong answers – we are interested in different opinions and ideas. Please also be respectful of one another – you can disagree with others in your group, but do so respectfully. Finally, if anyone shares something personal, please do not share that information with others.

If you need to use the restroom, stretch your legs or get something to drink you can do so at any time. If you have a cell phone or a pager, please turn it off for the time we are together. The group should take about two hours; the \$50 stipend will be handed out at the end of the group.

Are there any questions before we begin? [PAUSE]

Warm-up questions for everyone to answer (10 min.)

1. [PA] Let's start with having everyone go around the room and tell us your first name, the neighborhood you live in (if you know it), and the number of years you've lived in Minneapolis (5 min.)
2. [PA] What word comes to mind when you think of the City of Minneapolis? (5 min.)

Content (15 min)

--series of content questions asked in groups one and two--

3. [JV] Next, we are going to talk a little about government services that interest you. Government services would include any service the City of Minneapolis provides to the community. Name the city government services that you are interested in. (10 min.) [facilitator write on flip chart] [Facilitators ask follow-up questions about services that are not mentioned.]
4. [JV] Now, I'm going to give everyone two dots. Please use the dots to mark the two services you are most interested in receiving performance information about. (5 min) [facilitator tally the total dots]

--end—

5. [JV] Next, we are going to talk a little about government services that interest you. I'm handing out a list of 19 services the city or city boards provide. I'll give you a few minutes to review it. Then I'd like to go around the room and have each of you tell me the top three you'd be most interested in receiving performance information about. [Asked in groups three and four.]

My next set of questions is about how you determine whether or not the city is doing a good job performing the services that are important to you.

Cues (15 min)

[Facilitator, for each of the top 3 rankings, ask the following:]

6. [JV] XXX was ranked as the service most of you are interested in. How do you know whether the City is effective in delivering xxx? (5 min.) (Prompt: What do you see or hear that indicates to you that the city is going a good or bad job with xxx?)
7. [JV] X of you are also interested in receiving information about XXX. How do you know whether the City is effective in delivering xxx? (5 min.) (Prompt: What do you see or hear that indicates to you that the city is going a good or bad job with xxx?)
8. [JV] X of you are also interested in receiving information about XXX. How do you know whether the City is effective in delivering xxx? (5 min.) (Prompt: What do you see or hear that indicates to you that the city is going a good or bad job with xxx?)

Characteristics of Performance Reporting Medium (45 min.)

For the next part of our focus group tonight, I am going to be showing you various examples from other cities' websites and annual reports and then asking you questions about them.

9. [PA] **Organization of performance measures (10 min.) – hand out green packet**
First, I am handing out three examples of different ways the City of Minneapolis could organize its performance information. The first is by City goal, the second by department and the third presents information by subject area. Take a few minutes to look them over.
 - a. Which of these three organizational approaches do you prefer?
 - b. Is there another way you might like to see city performance information organized?

10. [JV] **Indicator page format and features (15 min) – hand out yellow packet**
Next, I'm going to hand out four examples of public safety information from four different state and local governments. (Hold up each) The first is from Hennepin County, then from the State of Minnesota, then New York City, then Vancouver. As you look at them, think about which one presents the public safety information most clearly.
 - a. Of the four examples you looked at, which one was most clearly presents the public safety information?
 - b. Regardless of which one you like the most, which features did you like?
 - c. Which features did you dislike?

11. [PA] **Budget (10 min.) – hand out orange packet**
Here is the City's most recent document on the budget, Budget in Brief. Take a few minutes to look at it, think about whether this document is of interest to you at all. If so, think about whether it has the right amount, too much or too little information.
 - a. By a show of hands, how many think it should have more detailed information? What else would you like included?
 - b. How many think it should have less detailed information? What should be excluded?
 - c. How many think it has the right amount of information?
 - d. How many are not interested in this document at all?

Now, I am going to show you a few other examples of how other cities present their budget information. The examples are from Austin, Vancouver, and Chattanooga.

- e. Which of the examples do you prefer? [prompt: Do you prefer them over the Minneapolis example you just saw?]
- f. How useful is this budget information? [prompt: would you like this kind of information from the city?]

12. [JV] **Comparative data (5 min.) – hand out red packet**
Next we have some examples of how Minneapolis might compare their performance with other cities or national standards.
 - a. How valuable is it for you to see how Minneapolis compares with other cities or national standards?
 - b. If you'd like comparative information, what should the city compare their performance to? (other cities, national standards, previous years, or its own benchmarks)

13. [PA] **GIS (5 min.) – hand out blue packet**
Finally, I have some examples from New York City and the State of Minnesota of information broken down by geographic area.
 - a. How important is it for you to get data broken down by your neighborhood, ward or precinct?
 - b. What type of information would you like to be able to see about your neighborhood?

14. [JV] We have shown you several examples of other governments' performance information, either from their websites or annual reports. Are there other features that we did not talk about tonight that you would like to see in a performance report or website for the City of Minneapolis? (5 min)

Media – how do people find information? (15 min.)

Now that we've talked about what services you'd like information about, we are going to talk a little about where and how you get information about the city's performance.

15. [PA] Where do you get information about how the City is doing its job? (5 min.)

16. [PA] [*optional, as time allows*] How about your family, friends and neighbors that live in Minneapolis; where might they get information about how the City is doing its job? (5 min.)

17. [PA] I'm going to list off different methods the City might use to communicate with you how well city services are being performed. I'd like to go around and have you raise your hands to indicate whether you would use that method. [show of hands for each one. Have brief discussion of each as time allows.] (5 min)
 - a. An interactive Web site
 - b. A hard copy annual report
 - c. A program on public access television
 - d. Announcements on local radio stations
 - e. Articles in one of the major area newspapers
 - f. Articles in your neighborhood or community newspaper
 - g. Newsletters from the City
 - h. E-mail announcements from the City that you can subscribe to

- i. Email or print newsletters for your city council member or the mayor
- j. Any other methods the city might use to communicate with you?

Conclusion (10 min)

- 18. [JV] Now that you have seen examples of various performance information, how many indicators do you feel would be needed to understand how the City of Minneapolis is doing? [only asked in groups one and two]
- 19. [JV] Those are all the questions I have; is there anything else you'd like to add to this discussion? (5 min)

Thank you for participating in tonight's discussion. Mary will pass around the incentives. We will need you to sign a receipt as well.

Thank you and good evening.

APPENDIX B: FOCUS GROUP EXAMPLES

Organization of Performance Information

MINNEAPOLIS CITY GOALS AND INDICATORS

RESULTS BY CITY GOALS

A SAFE PLACE TO CALL HOME - HOUSING, HEALTH AND SAFETY

- Guns seized
- Graffiti abatement
- Violent crimes
- Number of "Top 200" chronic offenders convicted
- Adult smoking rate in Minneapolis
- Proportion of adults at healthy weight
- Juvenile involved violent crimes
- Curfew incidents and arrests and number of youth brought to Curfew/Truancy Center for a truancy violation

ONE MINNEAPOLIS - EQUAL ACCESS, EQUAL OPPORTUNITY, EQUAL INPUT

- Infant mortality rates among Minneapolis residents by race/ethnicity
- Minneapolis teen pregnancies by race /ethnicity
- High school graduation rates by race and ethnicity
- High school graduation rates by schools
- Home ownership among white and non-white
- Median household and per capita income
- Minneapolis average rent by area
- Property tax rates difference between Minneapolis and other MN metro cities
- Firefighters arrival time by areas
- Number of homelessness
- Number of affordable units completed at 50% Median Metropolitan Income (MMI)
- Poverty rates
- Residential foreclosure sales
- Housing voucher issuance

LIFELONG LEARNING SECOND TO NONE - SCHOOLS, LIBRARIES AND INNOVATION

- Beginning kindergarten assessment literacy scores
- Amount of private investment leveraged by public investment and business finance

- Number of new jobs projected by city-assisted projects
- American College Testing (ACT) scores of Minneapolis students
- Percent of seniors (>55) who volunteer and hours per senior volunteer

CONNECTED COMMUNITIES - GREAT SPACES & PLACES, THRIVING NEIGHBORHOODS

- Light rail ridership
- Bike trail miles
- Water quality of Minneapolis lakes
- Minneapolis Development Review (MDR) Customer Survey results

ENRICHED ENVIRONMENT - GREENSPACE, ARTS, SUSTAINABILITY

- Use of renewable energy
- Net number of trees planted on boulevards and public parks
- Minneapolis Public Schools arts class enrollment

A PREMIER DESTINATION - VISITORS, INVESTMENT AND VITALITY

- Minneapolis Convention Center attendance
- People traveling downtown by car pool, bus, bike or walking
- City, Metro, MN job growth rate
- Job growth in arts, entertainment and recreation sector and health care and social assistance sector
- Attendance at City-owned venues
- Hotel occupancy

RESULTS BY DEPARTMENTS

ASSESSOR

- Property tax rates difference between Minneapolis and other MN metro cities

CITY ATTORNEY

- Number of "Top 200" chronic offenders convicted

COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT

- Home ownership among white and non-white
- Median household and per capita income
- Minneapolis average rent by area

- Number of affordable units completed at 50% Median Metropolitan Income (MMI)
- Poverty rates
- Residential foreclosure sales
- Amount of private investment leveraged by public investment and business finance
- Number of new jobs projected by city-assisted projects
- City, Metro, MN job growth rate
- Job growth in arts, entertainment and recreation sector and health care and social assistance sector
- Attendance at City-owned venues
- Hotel occupancy

CONVENTION CENTER

- Minneapolis Convention Center attendance

FIRE

- Firefighters arrival time by areas

HEALTH AND FAMILY SUPPORT

- Adult smoking rate in Minneapolis
- Proportion of adults at healthy weight
- Infant mortality rates among Minneapolis residents by race/ethnicity
- Minneapolis teen pregnancies by race /ethnicity
- Beginning kindergarten assessment literacy scores
- Percent of seniors (>55) who volunteer and hours per senior volunteer

INTERGOVERNMENTAL RELATIONS

- Number of homelessness

POLICE

- Guns seized
- Violent crimes
- Juvenile involved violent crimes
- Curfew incidents and arrests and number of youth brought to Curfew/Truancy Center for a truancy violation

PUBLIC WORKS

- Graffiti abatement
- Use of renewable energy

REGULATORY SERVICES

- Minneapolis Development Review (MDR) Customer Survey results

SCHOOL BOARD

- High school graduation rates by race and ethnicity
- High school graduation rates by schools
- American College Testing (ACT) scores of Minneapolis students
- Minneapolis Public Schools arts class enrollment

PARKS & RECREATION

- Net number of trees planted on boulevards and public parks
- Water quality of Minneapolis lakes
- People traveling downtown by car pool, bus, bike or walking

MPHA

- Housing voucher issuance

MET COUNCIL

- Light rail ridership
- Bike trail miles

RESULTS BY SUBJECT AREA

ECONOMY

- Home ownership among white and non-white
- Median household and per capita income
- Minneapolis average rent by area
- Number of affordable units completed at 50% Median Metropolitan Income (MMI)
- Poverty rates
- Residential foreclosure sales
- Housing voucher issuance
- Amount of private investment leveraged by public investment and business finance
- Number of new jobs projected by city-assisted projects
- Minneapolis Convention Center attendance
- City, Metro, MN job growth rate
- Job growth in arts, entertainment and recreation sector and health care and social assistance sector
- Attendance at City-owned venues
- Hotel occupancy

EDUCATION

- High school graduation rates by race and ethnicity
- High school graduation rates by schools
- American College Testing (ACT) scores of Minneapolis students
- Minneapolis Public Schools arts class enrollment

HEALTH & FAMILY

- Adult smoking rate in Minneapolis
- Proportion of adults at healthy weight
- Infant mortality rates among Minneapolis residents by race/ethnicity
- Minneapolis teen pregnancies by race /ethnicity
- Number of homelessness
- Beginning kindergarten assessment literacy scores
- Percent of seniors (>55) who volunteer and hours per senior volunteer

PUBLIC SAFETY

- Guns seized
- Graffiti abatement
- Violent crimes
- Firefighters arrival time by areas
- Number of "Top 200" chronic offenders convicted
- Juvenile involved violent crimes
- Curfew incidents and arrests and number of youth brought to Curfew/Truancy Center for a truancy violation

ENVIROMENT

- Water quality of Minneapolis lakes
- Use of renewable energy
- Net number of trees planted on boulevards and public parks

TRANSPORTATION

- Light rail ridership
- Bike trail miles
- People traveling downtown by car pool, bus, bike or walking

GOVERNMENT & CITIZENS

- Minneapolis Development Review (MDR) Customer Survey results
- Property tax rates difference between Minneapolis and other MN metro cities

Hennepin County

Indicator 9: Crime

Overall violent crime and property crime rates are rising.

The story behind the numbers

Violent crime

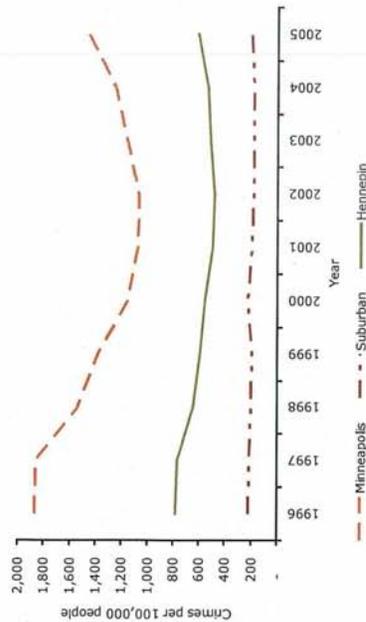
Violent crimes include murder, rape, robbery and aggravated assault. The Hennepin County

violent crime rate reached a low point in 2002 at 484 per 100,000 residents, but rose to 616 per 100,000 residents in 2005.¹ From 2004 to 2005, the violent crime rate increased in Minneapolis by 16.5 percent (or a rate of 1,454 per 100,000) and increased in suburban Hennepin County by 10 percent (199 per 100,000). The largest increases in violent crime between 2004 and 2005 were in aggravated assault and robbery, while murders declined from 58 to 56.

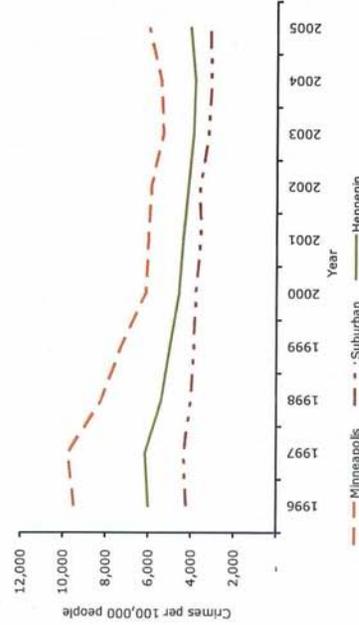
Property crime

Property crimes include burglary, larceny, motor vehicle theft and arson. The property crime rate rose 6.1 percent between 2004 and 2005. The property crime rate tends to be higher in Minneapolis than in suburban Hennepin County, but the difference is not as significant as it is for violent crime. Property crime reached a low in 2004.

Violent crime rate, 1996-2005



Property crime rate, 1996-2005



Source: Minnesota State Bureau of Criminal Apprehension



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

Key Public Service Areas

- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.
- ✓ Improve the quality of life for City residents.
- ✓ Enhance traffic safety for City residents.
- ✓ Improve police/community relations by providing courteous, professional and timely service.

Scope of Agency Operations

The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units, protect life and deter crime while responding to emergency calls and impartially enforcing the law. NYPD protects the City from terrorists, utilizing sophisticated intelligence gathering and analysis, citywide counterterrorism deployments such as Operation Atlas, and department-wide counterterrorism training to enhance response capabilities.

Critical Objectives

- Reduce the incidence of crime.
- Develop and implement counterterrorism strategies.
- Address quality-of-life violations.
- Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations.
- Ensure that police services are provided in a professional and timely manner.

Preliminary Performance Highlights

- Major felony crime decreased 4 percent during the first four months of Fiscal 2007 compared to the same period of Fiscal 2006. All seven felony crime categories decreased during the reporting period.
- Based on preliminary FBI total crime index statistics for the first six months of Calendar 2006, New York City remains the safest large city, with the lowest per capita rate of crime among the ten largest U.S. cities.
- The first four months of Fiscal 2007 saw a reduction in major felony crime within both the transit system and the public housing developments.
- The decrease in felony crime is attributed to the continuing success of Department initiatives such as Operation Impact, which strategically deploys officers to areas exhibiting high crime rates. During the first four months of Fiscal 2007 major felony crime within Operation Impact target zones decreased 15 percent, and shooting incidents in these areas declined by 28 percent.
- During the reporting period major felony crime in the City's public schools increased 21 percent compared to the low levels attained during the same period in Fiscal 2006. This increase is attributable to two factors: a 5 day increase in school days in September and October and an increase in grand larceny. Despite the increase in school days, robberies declined by 29 percent.
- Traffic fatalities involving motorists or vehicle passengers decreased 17 percent during the reporting period, while fatalities involving bicyclists or pedestrians decreased 8 percent.
- Deaths related to driving while intoxicated (DWI) decreased 67 percent, and 3,031 DWI arrests occurred during the reporting period, an increase of nearly 4 percent.
- The overall number of moving violation summonses increased slightly during the reporting period; the Department has continued to focus enforcement efforts on those hazardous traffic violations that are most likely to cause motor vehicle accidents. Summonses for prohibited use of cellular phones increased 14 percent.
- Response time to crimes in progress averaged 7 minutes and 6 seconds during the first four months of Fiscal 2007, improving by 24 seconds compared to the same period last year.



Performance Report

✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September 2006 MMR FY07'	Updated FY07'	FY08'	4-Month Actual FY06	4-Month Actual FY07
	FY04	FY05	FY06					
Major felony crime	143,268	136,491	130,093	*	*	*	47,472	45,342
- Murder and non-negligent manslaughter	566	537	564	*	*	*	209	207
- Forcible rape	1,348	1,243	1,115	*	*	*	419	339
- Robbery	25,107	24,243	24,077	*	*	*	8,781	8,426
- Felonious assault	18,324	17,728	17,167	*	*	*	6,290	6,223
- Burglary	28,596	25,221	23,704	*	*	*	8,401	7,939
- Grand larceny	47,479	48,360	46,684	*	*	*	16,858	16,406
- Grand larceny auto	21,848	19,159	16,782	*	*	*	6,336	5,802
Major felony crime in housing developments	5,367	5,112	5,005	*	*	*	1,834	1,821
Major felony crime in transit system	3,220	3,383	2,709	*	*	*	999	955
Crime related to domestic violence								
- Murder	72	57	67	*	*	*	26	31
- Rape	410	402	407	*	*	*	129	120
- Felonious assault	3,999	3,805	3,605	*	*	*	1,263	1,217
Narcotics arrests	96,965	87,927	92,374	*	*	*	30,941	34,961
- Felonies	26,161	27,265	28,262	*	*	*	9,351	10,418
- Misdemeanors	70,140	59,985	63,413	*	*	*	21,365	24,298
- Violations	664	677	699	*	*	*	225	245
Guns seized by arrest		3,968	3,849	*	*	*	1,380	1,314
Juvenile arrests for major felonies	4,330	4,352	4,842	*	*	*	1,435	1,302
School safety								
- Seven major crimes	1,365	1,314	1,187	*	*	*	287	348
- Other criminal categories	4,774	4,741	4,659	*	*	*	820	983
- Other incidents	10,377	10,038	9,288	*	*	*	1,614	1,926
Gang motivated incidents	611	520	554	*	*	*	151	245
Counterterrorism training (hrs)								
- Uniformed members	232,629	315,523	195,845	*	*	*	61,894	61,765
- Non-members	21,386	32,084	21,863	*	*	*	4,386	5,403

Numeric Target ☎ 311 related **Bold** - indicates revisions from the September 2006 MMR "NA" - means Not Available in this report

✓ Improve the quality of life for City residents.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September 2006 MMR FY07'	Updated FY07'	FY08'	4-Month Actual FY06	4-Month Actual FY07
	FY04	FY05	FY06					
☎ Quality-of-life summonses	708,349	678,234	602,620	*	*	*	216,041	219,199
☎ - Unreasonable Noise Summonses	19,202	19,234	16,820	*	*	*	4,919	4,301

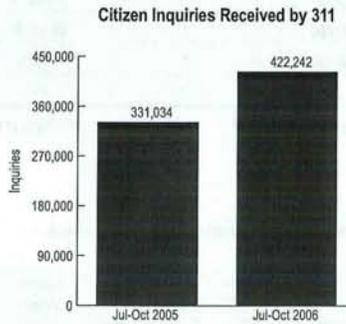
Numeric Target ☎ 311 related **Bold** - indicates revisions from the September 2006 MMR "NA" - means Not Available in this report



Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 422,242 NYPD-related inquiries from July through October 2006, which generated 138,794 quality-of-life-related service requests, of which 66 percent were noise-related. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 NYPD- related inquiries:	Total	% of NYPD Inquiries
Noise (all inquiries)	106,558	25.2%
Find a Police Precinct or Police Service Area (PSA)	46,920	11.1%
Blocked Driveway - Vehicle	22,084	5.2%
Illegal Parking	18,790	4.5%
Derelect Vehicle With Plates	7,991	1.9%

Agency Resources

Agency Resources	A c t u a l			September 2006 MMR FY07	Updated FY07 ¹	FY08 ¹	4-Month Actual FY06	4-Month Actual FY07
	FY04	FY05	FY06					
Expenditures (\$ millions) ²	\$3,582.2	\$3,904.9	\$3,794.2	\$3,800.5	\$3,991.9	\$3,861.8	\$1,215.8	\$1,294.0
Revenues (\$ millions)	\$107.2	\$107.4	\$106.7	\$108.9	\$99.7	\$108.5	\$37.3	\$33.7
Personnel (uniformed)	35,442	35,489	35,773	35,624	35,624	35,624	36,187	35,943
Personnel (civilian)	15,102	14,852	15,450	16,212	16,225	16,071	14,608	15,700
Overtime paid (\$000)	\$398,884	\$444,545	\$411,990	*	*	*	\$126,838	\$127,618
Capital commitments (\$ millions)	\$64.5	\$42.5	\$76.0	\$192.1	\$213.1	\$183.0	\$13.6	\$38.5
Work Experience Program (WEP) participants assigned	131	109	110	*	*	*	99	107

¹ January 2007 Financial Plan

Bold - revisions from the September 2006 MMR

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2007 budget.

Noteworthy Changes, Additions or Deletions

- The number of summonses issued for moving violations during the first four months of Fiscal 2006 has been revised from 457,000 to 383,000 to correct previously reported erroneous data.
- Fiscal 2006 statistics regarding civilian complaints have been updated by the Civilian Complaint Review Board to reflect the most recent data.



✓ Enhance traffic safety for City residents

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September	Updated		4-Month	4-Month
	FY04	FY05	FY06	2006 MMR FY07 ¹	FY07 ¹	FY08 ¹	Actual FY06	Actual FY07
Traffic fatalities (motorists/passengers)	144	139	126	*	*	*	54	45
Traffic fatalities (bicyclist/pedestrians)	186	158	175	*	*	*	76	70
Total moving violation summonses (000)	1,252	1,224	1,278	*	*	*	383	384
- Summonses for hazardous violations	861,194	870,896	883,060	*	*	*	266,459	268,608
- Summonses for prohibited use of cellular phones	97,380	133,173	159,431	*	*	*	47,579	54,242
DWI-related fatalities	32	26	28	*	*	*	12	4

¹Numeric Target ☎ 311 related **Bold** - indicates revisions from the September 2006 MMR "NA" - means Not Available in this report

✓ Improve police/community relations by providing courteous, professional and timely service.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September	Updated		4-Month	4-Month
	FY04	FY05	FY06	2006 MMR FY07 ¹	FY07 ¹	FY08 ¹	Actual FY06	Actual FY07
Average response times to all crimes in progress (minutes)								
- Citywide (all categories)	7.7	7.2	7.1	*	*	*	7.5	7.1
- Critical	5.0	4.4	4.3	*	*	*	4.5	4.3
- Serious	6.9	6.3	6.0	*	*	*	6.3	5.8
- Non-critical	12.6	12.0	11.8	*	*	*	12.6	12.0
Courtesy, Professionalism and Respect (CPR) testing								
- Tests conducted	7,206	7,255	7,379	*	*	*	2,454	2,450
- Exceptionally good	20	12	17	*	*	*	5	9
- Acceptable	7,148	7,215	7,309	*	*	*	2,433	2,426
- Below standard	38	28	53	*	*	*	16	15
Total civilian complaints against members of the service	5,948	6,358	7,347	*	*	*	2,376	2,605
Tort cases commenced	1,123	1,125	1,179	*	*	*	538	169
Tort dispositions	1,467	1,269	1,258	*	*	*	366	337
Total tort payout (\$000)	\$82,210.6	\$68,566.2	\$59,698.8	*	*	*	\$10,188.8	\$14,290.9

¹Numeric Target ☎ 311 related **Bold** - indicates revisions from the September 2006 MMR "NA" - means Not Available in this report



Minnesota Milestones

Measures that matter

INDICATOR 22: VIOLENT AND PROPERTY CRIME

Goal: *Our communities will be safe, friendly and caring.* Minnesotans want to be comfortable and safe in their surroundings. When people feel safe, they are more likely to be involved in their communities. Minnesotans want to live in friendly communities where help is nearby and there is a sense of connectedness.

Rationale: Crime rates are an important aspect of community safety.

About this indicator: Violent and serious property crime in Minnesota rose steadily during the first half of the 1990s, but declined during the last half of the decade. Violent crime reached a high of 359 per 100,000 people in 1994. The sharpest drop occurred between 1997 and 1999, when the rate dropped from 337 to 278 per 100,000. In 2000, the rate rose slightly to 283. Violent crime includes homicide, rape, aggravated assault and robbery.

Serious property crime fluctuated during the first half of the decade, but fell from 4,183 per 100,000 population in 1996 to 3,244 per 100,000 in 2000, a decline of 22 percent. Serious property crime includes burglary, larceny, motor vehicle theft and arson.

Crime rates tend to be higher in more populous counties such as Hennepin and Ramsey, but in most other places are much lower than the statewide rates. In 1999, most of the state's counties had violent crime rates that were less than half the state rate.

For comparison: Minnesota's 2000 violent crime rate of 283 was only about half the national rate of 506 per 100,000 population. Minnesota's serious property crime rate, 3244 was also below the national rate of 3618.

Things to think about: As violent and serious property crimes have declined both nationally and in Minnesota, surveys show that Minnesotans attitudes toward "feeling safe" have remained consistently high over the past five years. (See Indicator 21, Sense of safety)

Technical notes: Summing county-level data will not equal the state total, because State Patrol and Capitol Security data is in the state total, but cannot be identified by a specific county.

Sources:

- Minnesota Department of Public Safety, Bureau of Criminal Apprehension, www.dps.state.mn.us/bca/CJIS/Documents/Crime2000/Page-14-002.html
- Minnesota Planning, State Demographic Center, www.mnplan.state.mn.us/demography/index.html
- U.S. Department of Justice, Federal Bureau of Investigation, *Crime in the United States 1999*, www.fbi.gov/ucr

Related data trends:

- [State and county population, total](#)
 - [Violent crimes reported](#)
 - [Serious property crimes reported](#)
 - [Total crimes reported, violent and serious](#)

Related indicators:

- [Sense of safety](#)
- [Juvenile apprehensions](#)

Other related indicators:

- School children who feel safe or very safe at school (Office of the Minnesota Attorney General, *Safe Schools 2000* survey, www.ag.state.mn.us/classroom/safeSchls_00.htm)
- Juvenile apprehensions and adult arrests, by race and ethnic origin (Minnesota Department of Public Safety, *Minnesota Crime Information*)
- Homicide rate (Minnesota Department of Public Safety, *Minnesota Crime Information*)
- Arson rate (Minnesota Department of Public Safety, *Fire in Minnesota.*)

Retrieve county data for: Serious property crimes reported, per 100,000 people

Aitkin County	<input type="checkbox"/>
Anoka County	<input type="checkbox"/>
Becker County	<input type="checkbox"/>
Beltrami County	<input type="checkbox"/>
Benton County	<input type="checkbox"/>
<input type="button" value="Submit"/>	

Retrieve county data for: Violent crimes reported, per 100,000 people

Aitkin County	<input type="checkbox"/>
Anoka County	<input type="checkbox"/>
Becker County	<input type="checkbox"/>
Beltrami County	<input type="checkbox"/>
Benton County	<input type="checkbox"/>
<input type="button" value="Submit"/>	

Technical problems? Contact: admin.webmaster@state.mn.us

2006 Police Department Performance Snapshot

Acting Chief Mitch Barker

Mission: We work in partnership with the community to protect life and property. We enhance the quality of life in our city through proactive problem solving, fair and equitable law enforcement, and effective use of resources. We serve the city of Vancouver with courage, strength, integrity, compassion, and pride.

1. 2006 Performance Highlights

Building Our Community

- Partnered with other City Departments to build a new East Precinct on schedule and under budget.
- Enhanced community safety through highly effective team-based multi-disciplinary approaches to domestic violence investigations, child abuse intervention, career criminal apprehension and neighborhood response, drug taskforce, homeland security, gang and violent crimes, traffic safety, downtown and parks improvements, youth outreach, and more.
- Focused resources on leading citizen concerns – police seized 270 weapons, closed 90 problem houses, provided 100% response to traffic hotline and drug taskforce complaints, increased school zone and traffic safety corridor enforcement, offered new internet safety programs for youth and families, and decreased auto thefts & prowls by over 25%.

Enhancing Accountability

- Updated the Business Plan and submitted the 2007-2008 budget.
- Negotiated labor contracts with command, officer, and civilian guilds.

Focusing on the Future

- Leveraged federal, state, and local grant funding to support equipment and staffing needs.
- Proactively planned for personnel, equipment, facilities, and technology to meet community needs.

2. Key Performance Measures

Outcomes & Performance Measures	Goal	2004 Actual	2005 Actual	2006 Actual	2006 Change & Analysis
Citizens feel safe					
Citizens feel safe walking in neighborhood	-	82% overall	NA	91% day 64% night	Survey every 2 years
Citizens feel crime is a "Top 3" challenge	-	NA	NA	6%	Down from 44% in 1996
Neighborhood livability rated good/ excellent	-	76%	NA	76%	Low crime & high safety feel
FBI Violent Crime Rate per 1,000 Citizens	Workload	4.2	4.0	3.8	5% Decrease
FBI Property Crime Rate per 1,000 Citizens	Workload	55.3	51.5	42.0	18% Decrease
We respond to community needs					
Citizen satisfaction with police service	-	70%	NA	69%	3 rd highest of all city services
Citizens attending safety presentations	Workload	19,758	15,768	16,235	Not including Clark Co. Fair
Priority 1 avg response time - minutes and seconds from start of 911 call to police arrival on scene (0.3% of calls)	5 min.	4:57	5:10	5:20	Slowing, goal not met
Priority 2 avg response (8.7% of calls)	7 min.	7:55	8:01	7:55	Improved, goal not met
Priority 3 avg response (51.5% of calls)	20 min.	17:01	17:29	17:52	Goal met
Priority 4/5 avg response (39.5% of calls)	35 min.	32:54	34:14	31:07	Goal met - reflects patrol officer response only
Reports taken by Police Service Technicians	Workload	5,392	5,434	5,374	Unchanged, 1% difference
Citizens with non-emergencies assisted by civilian staff	Workload	71,003	72,998	63,773	Possibly due to staff vacancies
Citizens submitting crime reports online	Workload	-	243	240	New in 2005, unchanged
% False Alarm Responses (5,888 Registered Alarm Users in 2006)	Reduce	96.2%	94%	98%	Officers responded to 2,185 alarms in 2006 (40 valid)

We use resources responsibly					
Outcomes & Performance Measures	Goal	2004 Actual	2005 Actual	2006 Actual	2006 Change & Analysis
Overtime as a percent of personnel costs	5%	6.6%	7.7%	7.8%	No significant change
Change in overtime use from previous year (adjusted for inflation)	Maintain	-8.2%	+20.4%	+11.0%	Much lower than 2001 levels
Cost recovery billings and misc. revenue – Special Events, Training, Evidence, etc.	Workload	\$38,226	\$66,428	\$442,387*	*2006 includes Alarms and District Court Revenues
Grant dollars received	Workload	\$552,163	\$655,851	\$746,760	Local, state, and federal
We improve traffic safety (Traffic)					
Response to Traffic Hotline Complaints	100%	100%	100%	100%	Met – 352 hotline calls
Traffic stops cleared by citation/report/arrest	≥40%	43%	45%	44%	Met – 40,642 total stops
Impaired Driving Arrests	Workload	535	554	552	3.5 arrests /1,000 citizens
# Injury collisions/ total collisions	↓ 5%	462/ 1425	371/ 1404	461/ 1319	Injury collisions increased but total collisions dropped
Pedestrian/bicycle collisions with vehicles	↓ 5%	67	55	63	Goal not met
Traffic collisions with fatalities	Zero	0	3	1	Goal not met
Child Car Seats Checked for Safety	Workload	1,036	1,062	988	Grants for 755 new car seats
Bike helmets given to low-income children	Workload	358	365	546	Helmets funded by grants
We solve crime (Investigation)					
Homicide and Robbery Arrests	Workload	87	106	95	
Child abuse cases investigated by VPD	Workload	236	204	225	49% of CAIC total
Computer Crime Conviction Rate	100%	100%	100%	100%	Goal met, 126 new cases
Domestic Violence - Cases Investigated (1 detective in 2004-05; 3 detectives in 2006)	Workload	75	90	201	New in 2006: 100% review of 3,366 DV reports
Arson Investigation Callouts (76 cases investigated in 2006)	Workload	33	23	100	47% clearance rate (National avg 2% clearance)
Property Crimes Referred to Detectives	Workload	819	632	575	Not available
Referred Property Crimes Assigned to Det.	Workload	303	279	268	47% investigated
Assigned Property Crimes Cleared by Det.	75%	88%	82%	96%	256 cases cleared
Auto thefts and vehicle prowls	↓ 5%	3,118	2,972	2,169	Goal met - 27% decrease

3. Cost to provide services in 2006

- The average Vancouver resident pays about \$15 a month for police services.
- Personnel costs are 75% of the police department budget.

4. Priority Goals for 2007

Think Sustainability

- Complete a new Evidence Facility that more efficiently uses space, personnel, and energy.
- Obtain permitting and a basic plan for a new Central Precinct that will better meet community needs.
- Work with local partners to move the Child Abuse Intervention Center to an appropriate long-term facility with wheelchair access and fewer safety issues.

Develop Community Assets

- Improve safety in the downtown area to support redevelopment efforts and growth.
- Work with community partners to proactively improve safety for drivers, bicyclists, and pedestrians.

Improve Accountability

- Improve payroll/timekeeping and evidence tracking processes with new software and research other opportunities to improve staff efficiency with technology solutions.
- Improve leadership training and performance evaluation systems.
- Continue to measure performance and communicate needs, priorities, and results with city leaders and the public through the Annual Report, Department Snapshot, Business Plan, website, media advisories and press releases, and community forums.

Budget-In-Brief



2007 City of Minneapolis Budget-in-Brief

Dear Minneapolis residents,
Every four years the City engages in strategic planning to determine citywide goals and strategic directions. In June of 2006, the Mayor and the City Council articulated six citywide goals. These goals guide the elected officials during the budget process as they decide how to commit the City's resources.

A safe place to call home
housing, health & safety

One Minneapolis
equal access, equal opportunity,
equal input

Lifelong learning second to none
schools, libraries & innovation

Connected communities
great spaces & places, thriving
neighborhoods

Enriched environment
greenspace, arts, sustainability

A premier destination
visitors, investment & vitality

These goals can be found in more detail on the City's Web site at www.ci.minneapolis.mn.us.

Budget Process

Mayor's Recommended Budget

June through August

The Mayor holds budget hearings to review the departments' budget proposals, other policy changes and alternative funding options. Then the Mayor recommends a budget to the City Council no later than Aug. 15.

City Council Budget Review and Development

October through November

The City Council committees meet to discuss the Mayor's recommended budget. Then each department makes its proposals to the Ways and Means/Budget Committee with all Council members invited to attend. After these hearings, the Ways and Means/Budget Committee forwards a budget to the City Council with any changes made to the Mayor's recommendations.

Truth in Taxation

November

Truth in Taxation statements are mailed out to residents in mid-November with the maximum amount of property taxes the property owner could be required to pay on that property in the coming year. Truth in Taxation public hearings are held every year in late November or early December. Residents and other taxpayers are invited to attend these public hearings and share their opinions regarding the Truth in Taxation statements. Input from these meetings is used as the Council makes final decision for next year's budget. The comments often serve as the basis for subsequent budgets.

City Council Budget Adoption

December

The City Council adopts a final budget that reflects any and all changes made to the Mayor's recommended budget. The final budget is referred to as the "adopted budget."

If you have questions about any of the material presented in the Budget-in-Brief please call 311, available on any land line or cell phone within the Minneapolis city limits. 311 is the only number you need to call for City of Minneapolis information and services.

The City's Funds

The accounts of the City are organized into funds. A "fund" is a group of related accounts, used to control resources that have been earmarked for specific activities or objectives. By keeping revenue in its appropriate funds, the City is able to obey laws that require certain money to be spent on specific uses. About 75 percent of the City's revenue is restricted for a specific use. That means the City may not raise water bills to pay for police services, for example. Of the City's \$1.3 billion 2007 adopted budget, most spending decisions occur within the City's \$328 million General Fund.

Revenues and Expenditures - Citywide and General Fund

Citywide

Police and Fire

The Police and Fire departments make up 13 percent (\$172 million) of the City's budget. The City's 2007 adopted budget funds 893 police officers in five different precincts and 425 fire fighters at 28 stations.

Community Planning and Economic Development

The Community Planning and Economic Development (CPED) Department accounts for about 13 percent (\$176 million) of the City's budget. CPED's work includes: promoting a healthy economy by working with private businesses, developing an educated workforce and living-wage jobs, administering programs for housing development and redevelopment, and interpreting and enforcing zoning codes.

Public Works

The Public Works Department makes up the largest part of the City's budget (21 percent, \$273 million). The main tasks of Public Works include: offering safe transportation to residents by maintaining streets, bike paths and sidewalks; offering high quality drinking water to residents by managing the sewer and water system; and facilitating the collection and disposal of garbage and recycling.

Property taxes are a major source of revenue for the City. The City receives about 43 percent of your property tax payments. For more information on property taxes, please see the section titled "Property Tax Dollar Breakdown."

Charges for services include water, sewer, stormwater, parking, garbage removal and recycling services.

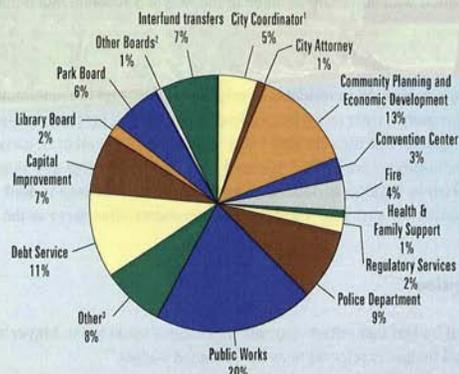
State government revenue is money that comes from the state — the largest source is Local Government Aid (LGA). The State of Minnesota uses a formula to distribute LGA funds to cities in the state. For more information on LGA and the distribution formula please visit www.house.leg.state.mn.us/hrd/issinfo/histlga.htm.

Tax Increment property tax revenue is money being paid back to the City. Sometimes the City issues bonds to fund development in an economically disadvantaged district of the city. Then when the development begins to pay property taxes, the taxes go to the City to repay the bonds.

Sales and other taxes include some taxes unique to the City. The City of Minneapolis collects a 0.5 percent sales tax that is dedicated to help fund the Convention Center. The City also collects additional taxes on lodging, restaurant, liquor and entertainment sales.

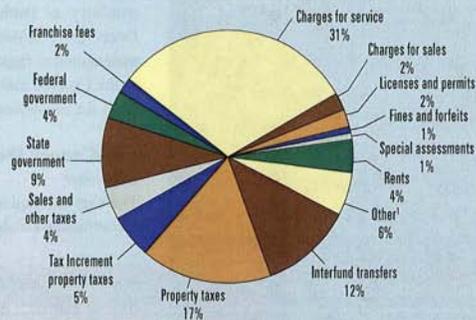
Revenues and expenses are not equal in 2007 because some revenue is received in a different year than when the expenses are paid.

Total Expense Budget – Use of Funds
2007 Adopted Budget: \$1.3 billion



¹ Includes Human Resources, Finance, 911/311, Intergovernmental Relations, Communications and Business Information Systems.
² Includes Neighborhood Revitalization Program Administration, Board of Estimate and Taxation and the Municipal Building Commission.
³ Includes Assessor, City Clerk/Elections/Council, Civil Rights, Mayor, external payments for health and dental insurance, Worker's Compensation, Liability and Pensions.

Total Revenue Budget – Source of Funds
2007 Adopted Budget: \$1.4 billion



¹ Includes contributions, proceeds from debt sales, interest and investment gains.

Property Tax Dollar Breakdown

Your property tax dollars are split among several different organizations. The three organizations that receive the greatest proportion of your property taxes are: the City of Minneapolis, Hennepin County and Independent School District No. 1. The City typically receives about 43 percent of the revenue from property tax payments. Hennepin County and the School District each receive about 24 percent. The other 9 percent of property tax revenue is split between Metro Mosquito Control, Metropolitan Council, Metro Transit, the Minneapolis Institute of Arts, Hennepin County Regional Railroad Authority and the School Board referendum.

Under the 2007 Adopted Budget, a Minneapolis home with an estimated value of \$225,500 will pay about \$1,129 in property taxes to the City in the year 2007. See where that \$1,129 goes on the following chart and table:

City Property Tax Breakdown for Home Valued at \$225,500

Police.....	\$218.46
Park	\$199.82
All Other City departments (CPED, Attorney, Clerk, Finance, etc.).....	\$182.89
Library, including referendum	\$119.40
Pensions	\$106.16
Capital & debt service.....	\$101.39
Fire	\$99.13
Public Works	\$61.50
Other independent boards	\$40.46
TOTAL of City portion	\$1,129.20

2007 Adopted Budget Property Tax Breakdown



Utility Rates

The City charges for the following utilities: tap water, managing stormwater, managing sanitary sewers, and garbage/recycling. In the 2007 Adopted Budget, utility rates for a home with the average consumption will increase 4.5 percent from 2006 rates.

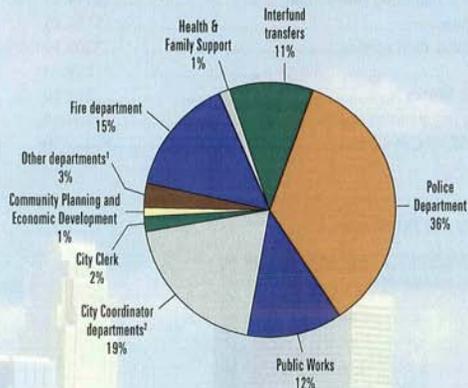
	Average Utilities			
	2006	2007	% change	\$ change
Water	\$252	\$256	1.7%	\$ 4
Stormwater	\$110	\$117	6.4%	\$ 7
Sanitary Sewer	\$151	\$166	9.9%	\$15
Solid Waste/Recycling	\$267	\$276	3.4%	\$ 9
<i>Total Utilities</i>	<i>\$780</i>	<i>\$815</i>	<i>4.5%</i>	<i>\$35</i>

General Fund

The fund where the City's elected officials have the most discretion is the General Fund. The two major sources of funding for the General Fund are local property taxes and Local Government

Aid from the state. The General Fund budget is \$328 million, about 25 percent of the citywide budget. Here is a more detailed look at the General Fund:

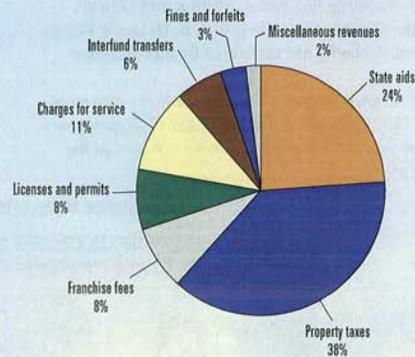
General Fund Expense Budget – Use of Funds
2007 Adopted Budget: \$328 million



¹ Includes Assessor, Civil Rights, and Mayor.

² Includes Human Resources, Finance, Regulatory Services, 911/011, Intergovernmental Relations, and Communications.

General Fund Revenue Budget – Source of Funds
2007 Adopted Budget: \$328 million



Capital Plan

Every year, the City adopts a plan for capital improvements for the next five years. Capital improvements include projects such as bridge repair, street construction and park and library improvements. Capital projects tend to be costly, so the City issues bonds to help cover the cost. The City sells bonds to investors, uses the money from the bond sale to fund capital projects, and repays the investors, with interest, over time. This process is very similar to a homeowner taking out a home improvement loan to complete a major home repair project.

The 2007 adopted budget includes the 2007-2011 capital budget. The five-year total for the capital budget is \$474.7 million, with 90 percent of it within the Public Works Department. The three biggest capital expenses included in the budget are water (\$126 million), street paving (\$113 million), and stormwater sewers (\$48 million).

Debt Service and Bonds

Right now, the City's total outstanding debt is about \$1.3 billion. The most common type of debt is called general obligation debt, which uses future property tax payments as a guarantee for payment. Some types of debt, such as maintaining the water plant, are repaid using specific revenue sources, such as utility payments.

The City's bonds receive ratings from credit rating agencies. The ratings represent the strength of the City's credit and thus the safety of investing in City bonds. The City's bond ratings are among the highest available which reflect sound financial management of the City and allow the City to borrow money from investors at a low interest rate.

Capital Long-Range Improvement Committee (CLIC)

Elected officials need feedback from residents regarding what capital projects the City should undertake. The Capital Long-Range Improvement Committee consists of 33 residents (seven appointed by the Mayor and two appointed by each of the 13 Council members to represent their wards). CLIC members rank proposed capital projects and present their recommendations to the Mayor and City Council.

Other Budget Examples

City of Chattanooga

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Departments

Finance: Finance Division



Highlighted version of budget

Fiscal Year 2006-2007 Budget

General Fund - Fiscal Year 2006-2007

Source of Revenue

Property Taxes	\$92,252,798
Other Local Taxes	11,848,372
Licenses, Permits	3,601,200
Intergovernmental Revenues	5,640,068
State Sales Tax	11,163,162
County Wide Sales Tax	26,155,000
Charges for Services	1,981,300
Fines, Forfeitures & Penalties	1,432,500
Miscellaneous Revenues	6,481,600
TOTAL	\$160,556,000

Appropriations

Department of Finance & Administration	\$ 3,788,094
Department of Police	40,008,739
Department of Fire	26,073,692
Department of Public Works	30,220,397
Department of Parks & Recreation	10,782,698
Department of Personnel	6,138,679
Department of Neighborhood Services	1,841,372
General Government & Supported Agencies	37,516,622
Department of the Executive	1,981,098
Department of Education, Arts, & Culture	2,204,617
TOTAL	\$160,556,000



http://www.chattanooga.gov/Finance/66_428.htm

8/17/2007


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ePerformance Measures

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Communication & Public Information

Approved Amount: \$ 1,448,562

Department Director: Gene Acuna - Public Information Officer
Department Website: <http://www.ci.austin.tx.us/news/>
Department Phone: 512-974-2220

Program Information

Approved Amount: \$ 1,233,720

Name: COMMUNICATION

Objective: The purpose of the Communication program is to provide information (a clear channel of communication) to City of Austin personnel, the general public and the media so they can understand and be aware of City issues, policy decisions and services.

Activity Information

Approved Amount: \$ 200,893

Name: Web Services

Objective: The purpose of the City of Austin Web Services activity is to provide 24-hour access to the public so it can get information about City services/events whenever needed.

History: This is a semi-core activity. This activity continues to prove an effective and efficient communication tool to provide information to customers about a variety of services offered by the City of Austin. Communications and Public Information co-manages Web services with the Communication and Technology Management department to leverage resources.

Changes: No Data

Semi-core Services: Internet benchmarking; Create/maintain Web sites; Assist departments to establish/create and update Web sites; Assist departments to establish/create and update Web applications; Maintain Web site home page of the internet/intranet; Posting of all Council and Departmental agendas

Service Enhancements: Graphic design for internet/intranet; Content management/redesign (in cooperation with CTM)

Activity Contact: David Matustik Phone: 512-974-2406

Performance Measure	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2006 Amended	FY 2007 Amended
Cost per page view on the City's Web site	0.0058	0.0037	0.0026	0.0033	0.0033
Number of page views on the City's Web site	42,750,000	53,834,366	63,530,226	60,000,000	60,000,000
Number of page views on the City's Web site per capita	62.98	78.35	89.71	86.00	86.00
Number of pages on the City's Web site per Web services FTE	6,000	65,924	7896	8,000	8,000
Number of postings/edits to the City's Web site	N/A	5,635	6,672	5,000	5,500



Austin City Connection - The Official Web site of the City of Austin
 Contact Us: Send Email or (512) 974-6550.
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 P.O. Box 1088, Austin, TX 78767 (512) 974-2000

<http://www.ci.austin.tx.us/budget/eperf/index.cfm?fuseaction=home.Activity&DEPT=590...> 8/17/2007

2006 Media Services Performance Snapshot

Director: Donna Mason

Mission: To support the organization in providing essential services through integrated strategic communication programs targeted to employees and to the citizens by giving the right information to the right people at the right time so they can make the right decisions.

1. Synopsis of 2006 Performance

- Continued to maximize the use of technology to increase communication with and within the Vancouver/Clark County Community, including web streaming of CTVV productions and increased use of the city's web site by citizens
- Community and internal customer surveys indicated a continued high degree of satisfaction with City communication efforts coordinated or initiated by Media Services
- Completed draft business plan which identified 8 discrete service areas with 65 discrete activities
- As part of the business planning effort began to identify key cost measures
- Completed RFP process to contract editorial and advertising services for the Senior Messenger newspaper to private vendor with general management oversight by Media Services which has resulted in increased revenues and more efficient use of city staff time
- Central records initiated the process to implement document imaging for Council records

2. Key Performance Measures

Outcomes & Performance Measures	Goal	2004	2005	2006	Change & Analysis
Our community is informed about their City					
Average daily visits to City's web site	Workload	2,823	3,337	4,078	Increased reliance by citizens on City web site as a place to get information
CTVV programs viewed on web	Increase	NA	12,435	70,865	Indicator of use by citizens to view CTVV programming. 2005 represents partial yr data only.
Total programs aired per year CTVV	> 500	557	606	626	Demand from the community, city and county agencies for CTVV
Hours of programming per year for CTVV	> 800	842	889	885	
Senior Messenger revenue	Improve	\$215,074	\$240,344	\$265,692	Revenue from reader donations and advertisers; revenue from ad sales up \$19K & donations up \$5K in 2006.
Senior Messenger circulation	Steady	11,222	10,721	11,435	Increase due to new subscription campaigns in 2006.
City staff communicate effectively with the public					
Communications strategy is published and useful to customers	Publish by EOY 2006	NA	NA		Under development
Satisfaction of Communications Advisory Team with Services	Survey	NA	NA	NA	Under development
Our internal services are timely, cost effective and fiscally responsible					
Records Requests handled by Central Records	Workload	472	493	693	Includes both internal and external records requests.
Percent of records requests completed within 24 hours	> 80%	81%	82%	86%	595 requests were completed within 24 hours.
Cost to print 20 copies of a 20-page, b&w, stapled document compared to area commercial average	< 75% of average	NA	53%	65%	Average cost at four local print shops: \$37.10 vs \$24
Cost to print 20 copies of a 20-page, color, stapled document compared to area commercial average	< 75% of average	NA	76%	83%	Average cost at four local print shops: \$255.93 vs \$212
Budgeted FMS management ratio is 1:7 or greater on Dec 31 st 1:x	7	6.3	6.3	6.3	Due to variety of functions, target may be difficult to achieve. Excludes 6-10 part time employees

Our customers are satisfied					
Internal customer satisfaction survey (5 pt scale with 5 as high)	3.0	3.32	NA	3.1	
Citizens rating our communications effectiveness "good" or better	>28%	28%	29%	NA	Biannual communications survey. 2004 data is actually 2003 survey

3. Sample cost to provide services

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Average cost per hour of CVTV production:	\$353	\$374	\$360
Average cost per production for CVTV:	\$534	\$549	\$509
Average cost per CVTV duplication:	\$9.83	\$11	\$10.54
Average cost to handle one piece of mail:	\$0.42*	\$0.21	\$0.21
<i>*Capital purchase of postage meter in 2004.</i>			
Cost per employee for Media Services support:	Being Developed		
Percentage of Media Svs Operating Budget as % of total City Operating Budget	0.91%		

4. Major issues to address 2007-2009

2007

- Determine criteria and cost for contracted services by CVTV to public/community organizations
- Implement key strategies in business plan
- Propose and adopt written rules and procedures for CVTV programming
- Develop contingency transition plan if legislation is approved that impacts funding and cable television and local government programming activities (at this time not an issue; however, state and federal legislative and regulatory activities continue to be a major area of emphasis)
- Revenue options for media services operations (e.g. advertising on web site; sponsorship, etc.)
- Develop action plan to address unresolved issues identified during the business planning process
- Continue with implementation of document imaging for Council records
- Develop, in concert with city departments, a comprehensive records management plan
- Identify revenue options and cost efficiencies to either avoid the elimination of two full-time positions or if funding sources not identified, determine how to redefine operations to reflect the loss of two positions while maintaining great customer service
- In consultation with City management and other departments develop and implement more effective communications systems and strategies that enhance community communications
- As part of improving communications coordination, systems and strategies, work on an "update" of the City's "branding" and the associated quality of city communications at all levels

2008

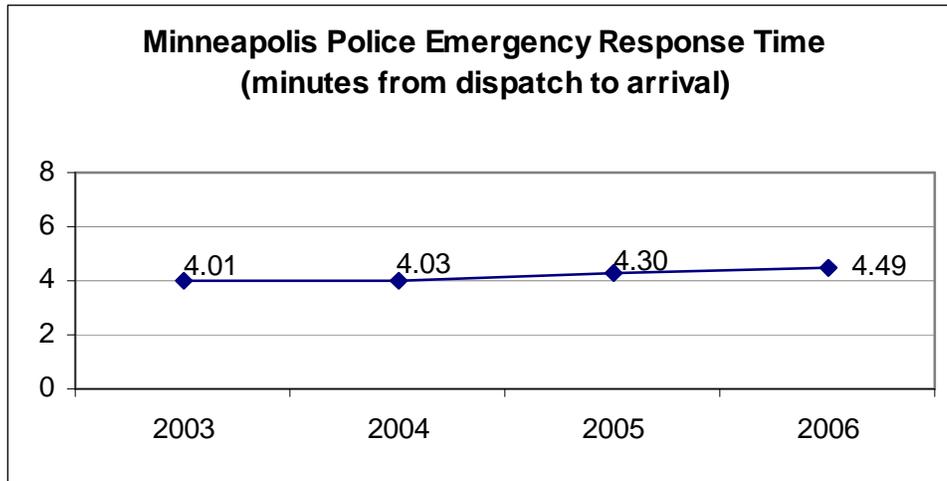
- Review operation and future of Senior Messenger newspaper
- Continue to refine and Update and refine business plan as appropriate
- Develop budget proposals for 2009-10 that reflect the priorities of the departmental business plan
- Space planning and possible relocation of CVTV/media services operations as part of a new "City Hall"/central administrative facility
- Begin identifying issues to address as part of community ascertainment for franchise renewal negotiations in 2009 (under present regulatory scheme)

2009

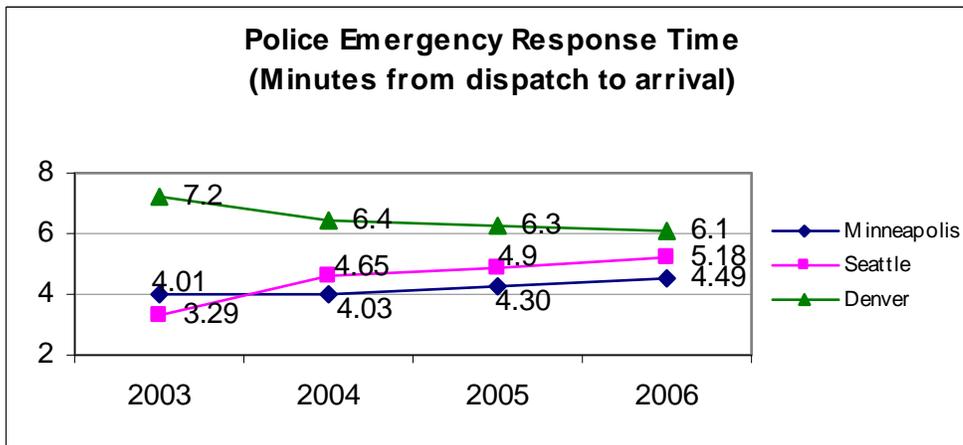
- Continue to refine and update business plan
- Continue to work to resolve issues related to funding for departmental operations

03/26/07

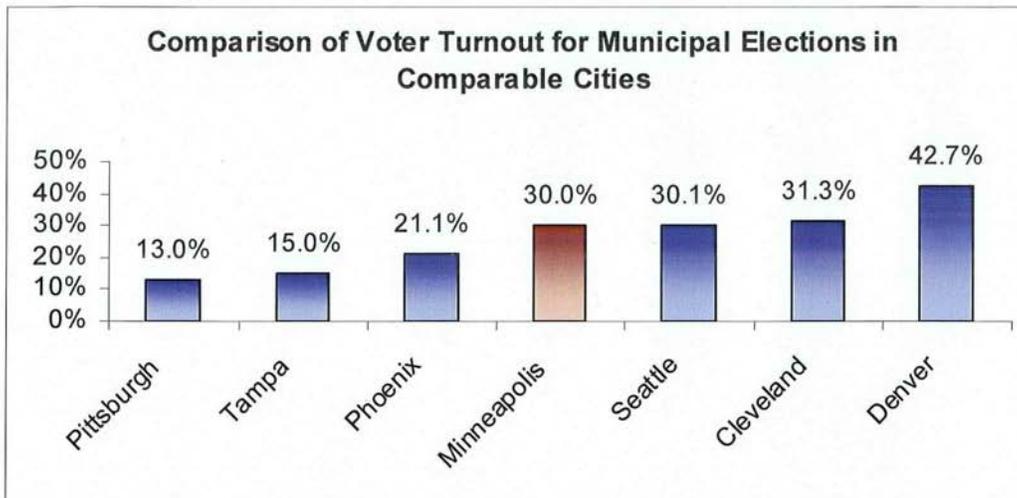
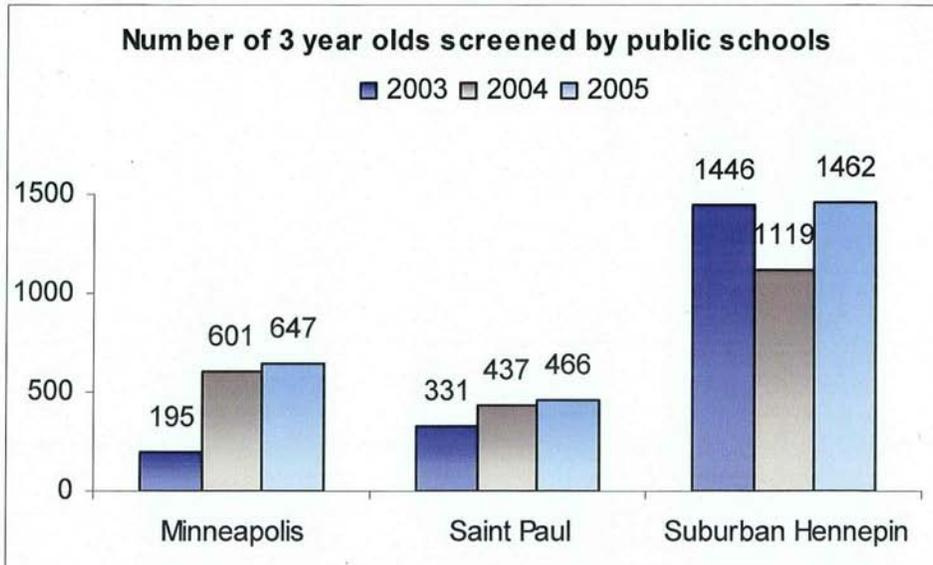
Comparison Data



Note: All data are fictitious



Note: All data are fictitious



Geographic Area



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My Neighborhood Statistics



My Neighborhood Statistics lets New York City residents know how City agencies are performing in their neighborhood by viewing locally mapped performance statistics using a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods.

The website is widely used by the public and we continue to look for ways to improve its functionality and usefulness.

- The My Neighborhood Statistics website provides year to year neighborhood and citywide comparisons for agency performance data, as well as month to month and citywide comparisons for select services requested through the 311 Citizen Service Center.
- Users can search for performance information by thematic agency groupings or by a word search. Word searches look for statistic names or keywords that have been associated with the statistic and return results in a single customized page.
- Definitions for individual statistics are available by simply clicking on the statistic name, or, users may browse a "Definitions Guide."
- My Neighborhood Statistics data can be saved and opened in several different spreadsheet programs.

We encourage you to read the User Guide for a full understanding of My Neighborhood Statistics functionality, and the scope and organization of available data.

[User Guide](#)

[Continue](#)

Adobe® Reader® is required to read and print the User Guide, provided in PDF format. ([Learn more](#))

PERFORMANCE

- ▶ Mayor's M Report
- ▶ My Neighborhood Statistics
- ▶ Scorecard Cleanlines
- ▶ 311 Performance Reports/Inquiries
- ▶ 311 Detail Reports/L 2005
- ▶ Citywide / Program (
- ▶ Statistics Multi-Age



Welcome!

My Neighborhood Statistics lets New York City residents know how City agencies are performing in their neighborhood by viewing locally mapped performance statistics using a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods.



To begin, enter either a street address or street intersection below for an area of interest, choose the appropriate borough from the drop-down list. Once the information is entered, select "Map It!" to proceed to this interactive tool and view your neighborhood statistics.

Option 1 - Navigate to a STREET ADDRESS:

Street Address: (e.g. 1 Centre Street)

Borough: Select your borough (e.g. Manhattan)

Option 2 - Navigate to a STREET INTERSECTION:

Street Name: (e.g. Kent Ave)

Cross Street Name: (e.g. Park Ave)

Borough: Select your borough (e.g. Brooklyn)

[User Guide](#)

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Infant Mortality Rate (per 1,000 Live Births)		6	1.2	3.6	3.6	2.6
New Cases Requiring Environmental Intervention For Lead Poisoning		875	2	3	n/a	n/a
New Cases Requiring Environmental Intervention For Lead Poisoning (per 1,000 children)		2.2	1.6	2.29	n/a	n/a
	Map	FY 06	FY 06	FY05	FY 04	FY 03
Food Service Establishments Failing Initial Inspection (%)		20.2%	22.6%	14.8%	21.4%	22.4%
Persons Enrolled in Public Health Insurance		2,563,482	9,709	8,882	8,624	8,243
Persons Receiving Food Stamps		1,095,200	2,628	3,477	3,361	3,617
Persons Receiving Public Assistance		392,593	445	899	1,064	1,418
Substantiated Child Abuse and/or Neglect Reports		18,612	414	20	15	16
		Citywide	School Region #9			
	Map	FY 06	FY 06	FY05	FY 04	FY 03
Children In The Public Schools Who Have Completed Required Immunizations (%)		97.6%	97.8%	97.5%	97.2%	n/a
	Map	SY 05-06	SY 05-06	SY 04-05	SY 03-04	SY 02-03
Average Daily Student Attendance (%)		88.44%	88.11%	88.5%	88.8%	n/a
Average Expenditure per Student (Citywide: SY03-04) (\$)		\$13,558	\$11,466	n/a	\$12,105	n/a
Certified Teachers (%)		100%	100%	98.9%	98.6%	n/a
School Buildings in Good or Fair to Good Condition (%)		n/a	n/a	12.2%	n/a	n/a
Students in Grades 3-8 Meeting or Exceeding Standards in English (%)		n/a	n/a	53.2%	42.6%	n/a
Students in Grades 3-8 Meeting or Exceeding Standards in Math (%)		n/a	n/a	n/a	49.6%	n/a
Students in Schools that Exceed Capacity - Elementary/Middle Schools (%)		22%	12.8%	10.91%	10.6%	n/a

Infrastructure, Administrative and Community Services

		Citywide		Manhattan Community Board #0:		
	Map	FY 06	FY 06	FY05	FY 04	FY 03
Selecting a statistic will open another window with its definition.						
Acceptably Clean Sidewalks (%)		95.8%	97.6%	98.5%	96.7%	94.3%
Acceptably Clean Streets (%)		93.1%	91.7%	94.1%	89.1%	85.4%
Air Complaints		15,094	660	629	522	335
Asbestos Complaints		1,836	59	34	26	17
City-Supported Housing Construction Starts (units)		10,794	393	0	0	0
Curbside and Containerized Recycled Tons Per Day		2,053.9	35	36.7	n/a	n/a
Curbside and Containerized Recycling Diversion Rate		16.4%	26.3%	27.5%	n/a	n/a
Department of Buildings Priority A (emergency) Complaints		18,039	602	445	356	173
Department of Buildings Priority B (nonemergency) Complaints		78,077	1,515	1,342	1,077	762
Individual Landmarks Designated		1,144	55	53	52	49
Noise Complaints (Department of Environmental Protection only)		41,944	2,107	1,945	1,212	832
Occupied Residential Units in City-Owned Buildings		389	24	52	52	53
Pothole Work Orders		45,228	641	791	689	546
Private Waste Transfer Station Permits		61	0	0	0	0
Small Parks and Playgrounds - Acceptable Conditions (%)		85%	98.1%	100%	98.1%	96.5%
Small Parks and Playgrounds - Acceptably Clean (%)		93%	98.1%	100%	98.1%	96.5%
Tons of Refuse Per Day Collected for Disposal		9,218	99.5	99.8	108.7	110
Water Main Breaks		450	4	7	11	8

Public Safety and Legal Affairs						
Selecting a statistic will open another window with its definition.						
	Map	Citywide		Manhattan Community Board #0:		
		FY 06	FY 06	FY05	FY 04	FY 03
Civilian Fire Fatalities		92	1	0	1	1
Medical Emergencies (fire unit only)		205,050	3,708	3,369	2,913	2,718
Nonfire and Nonmedical Emergencies		199,689	3,609	3,484	3,734	3,500
Nonstructural Fires		22,214	349	381	522	436
Structural Fires		28,372	417	455	460	448
	Map	Citywide		Police Precinct #6		
		FY 06	FY 06	FY05	FY 04	FY 03
Average Response Time to All Critical Crimes in Progress (minutes)		4.3	3.9	3.9	4.1	4
Burglary		23,704	308	315	316	264
Felonious Assault		17,167	93	92	94	106
Forcible Rape		1,115	8	5	6	5
Grand Larceny		46,684	1,242	1,319	1,265	1,159
Grand Larceny Auto		16,782	75	97	130	182
Major Felony Crime		130,093	1,969	2,040	2,060	2,024
Murder and Non-Negligent Manslaughter		564	2	2	1	0
Robbery		24,077	241	210	248	308
Business and Cultural Affairs						
Selecting a statistic will open another window with its definition.						
	Map	Citywide		Manhattan Community Board #0:		
		FY 06	FY 06	FY05	FY 04	FY 03
Resolved Consumer Complaints		5,273	84	77	64	74

Notes: - Neighborhood-level statistics may not add to citywide totals because addresses could not be determined for every case.
 - Fiscal 2002 crime statistics do not include the 2,792 victims of the September 11th attack on the World Trade Center.
 - Fiscal 2002 civilian fire fatality statistics do not include the 2,792 victims of the September 11th attack on the World Trade Center.

The citywide indicator maps are provided as individual PDF files (50K). The viewing of this file requires the Adobe Acrobat Reader w/ downloaded for free.

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Minnesota Milestones

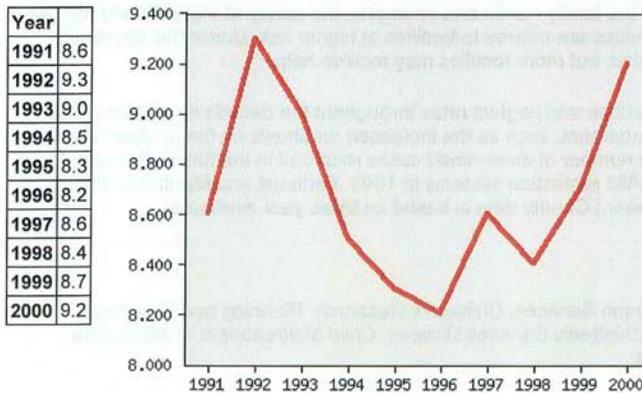
Measures that matter

INDICATOR 5: CHILD ABUSE AND NEGLECT

Goal: Families will provide a stable, supportive environment for their children. Supportive and nurturing relationships promote children's emotional security, social development and academic achievement.

Rationale: The risks of child abuse and neglect include physical injury, emotional illness, poor school performance and future criminal behavior.

Abused or neglected children, per 1,000 children under age 18



[Local data](#)

Data source: Minnesota Department of Human Services

About this indicator: The rate of child abuse and neglect has changed only slightly during the last decade. This includes cases of child abuse and neglect as a proportion of the under-18 population. The statistics are based on reports of neglect or abuse that are determined by the local welfare agency to be maltreatment. The rate has fluctuated between 8.2 and 9.3 per 1,000 since 1991, but increased 9.5 percent between 1998 and 2000. The rate of 9.2 abused or neglected children per 1,000 in year 2000 includes individual children for whom abuse was determined more than once. Looking at unique victims of determined maltreatment, the rate was 8.7 per 1,000 children.

In 2000, maltreatment was determined in just under half of the reports alleging abuse. The majority of determined cases were for neglect, followed in frequency by physical abuse, sexual abuse and mental injury.

Children age 10 and under represented the majority of victims of neglect. Over three-quarters of sexual abuse victims were girls. The rate of determined cases of abuse and neglect was more than seven times greater for Black/African American children and eight times greater for American Indian children than for non-Hispanic White children, though the gap is smaller than in 1999. The majority of abusers were the child's birth parents. Neglected children were more likely to live in a family experiencing multiple family issues including substance abuse.

Eighteen children are known to have died from maltreatment in 2000, a reduction from 28 in 1999. Of these, 13 children died from physical abuse and five from neglect. In 1998, only three deaths from maltreatment were recorded. According to the Minnesota Department of Human Services, improvements in reporting procedures may account for some or all of the difference between 1998 and 1999.

For comparison: The incidence of child abuse and neglect is difficult to compare among states due to varying definitions and reporting practices.

Things to think about: In 2000, most of the 17,408 alleged maltreatment reports received a traditional child-protection response, requiring a judgment on whether a determination should be made. Over 900 cases in 20 counties were addressed through Alternative Response, a strengths-based community approach to addressing child maltreatment. With this new approach, no official determination is made, but a family assessment ascertains the family needs and strengths, the safety of the child and the risk of maltreatment. Intensive support services are offered to families at higher risk. Under this approach, fewer determinations may be recorded, but more families may receive help.

Technical notes: Comparisons of abuse and neglect rates throughout the decade should be treated with caution. Changes in case management, such as the increased emphasis on family support rather than determination, may reduce the number of determined cases recorded in the future. [Lincoln, Lyon and Murray counties merged their child protection systems in 1999. Faribault and Martin counties merged their systems in the same year.] County data is based on three year averages.

Sources:

- Minnesota Department of Human Services, Children's Research, Planning and Evaluation Division and the Family and Children's Services Division, *Child Maltreatment: A Minnesota Report*, www.dhs.state.mn.us

Related data trends:

- [Reported child abuse and neglect incidents that are substantiated](#)

Related indicators:

- [School transfers](#)
- [Runaways](#)
- [High school graduation](#)
- [Juvenile apprehensions](#)
- [Homelessness](#)

Other related indicators:

- Number and rate of children needing child protective services (Minnesota Department of Human Services, www.dhs.state.mn.us).

Children's report card: Child abuse and neglect

Page 3 of 3

- Number of reports and child victims by maltreatment type (Minnesota Department of Human Services, www.dhs.state.mn.us)

Retrieve county data for: Abused or neglected children, per 1,000 children under age 18

Aitkin County	<input type="checkbox"/>
Anoka County	<input type="checkbox"/>
Becker County	<input type="checkbox"/>
Beltrami County	<input type="checkbox"/>
Benton County	<input type="checkbox"/>
<input type="button" value="Submit"/>	

Create Map: Abused or neglected children, per 1,000 children under age 18

2000	<input type="checkbox"/>
1999	<input type="checkbox"/>
1998	<input type="checkbox"/>
1997	<input type="checkbox"/>
<input type="button" value="Submit"/>	

Select a Year to have a state map drawn which displays the data for the year you choose.

Technical problems? Contact: admin.webmaster@state.mn.us

Children's report card:

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Minnesota Milestones

Measures that matter

ABUSED OR NEGLECTED CHILDREN, PER 1,000 CHILDREN UNDER AGE 18

	Aitkin County	Anoka County	Becker County	Beltrami County	Benton County	
1996	10.9	5.2	8.9	9.9	5.5	zscore graph
1997	8.5	5.6	8.5	6.9	5.3	zscore graph
1998	6.5	6	7.8	6.7	6.2	zscore graph
1999	6.6	6.3	7.8	7.7	6.5	zscore graph
2000	9.1	6.6	7.1	10	8.5	zscore graph
Select data sets for individual graphing:						
	<input checked="" type="checkbox"/>					

- Format for print (will return page with no navigational bar)
- Create merged graph of all datasets
- Create merged graph of selected datasets

[View data in comma delimited \(CSV\) format](#)

Technical problems? Contact: admin.webmaster@state.mn.us

[About this site](#)

APPENDIX C: ONLINE SCREENING TOOLS

As you are aware, the City of Minneapolis Coordinator's Office is working with Rainbow Research to conduct focus groups with Minneapolis residents. The topic of the focus groups is performance reporting of city government services. If you are interested in being part of the focus groups, please complete this brief survey. We will contact you within two weeks if you are selected to participate. (Note: *indicates required questions.)

If you have questions, please call Philip AuClaire at Rainbow Research at 612-824-0724, ext 204.

*** 1. What is your zip code?**

2. What neighborhood do you live in?

3. How long have you lived in Minneapolis?

*** 4. Do you work for the City of Minneapolis?**

Yes

No

5. What race(s)/ethnicity(ies) do you identify with?

Caucasian

African/African American

Asian/Asian American/Asian Pacific Islander

Hispanic/Latino

American Indian/Native American/Alaskan Native

Other (please specify)

6. How old are you?

17 years old or younger

18-29 years old

30-49 years old

50-69 years old

70 years old or older

7. Do you . . .

Rent or

Own a home?

*** 8. If you meet our eligibility criteria to participate in a focus group, what day/times are typically most convenient for you?**

- Monday through Friday mornings
 Monday through Friday afternoons
 Monday through Friday evenings

*** 9. If you meet our eligibility criteria, please provide your name, phone number, and email address so we can contact you to participate in the focus group. (This information will ONLY be used to contact you about participating in a focus group, will not be used for any other purpose, and will be destroyed after the focus groups are completed.)**

Name
Phone
Email address

As you are aware, the City of Minneapolis Coordinator's Office is working with Rainbow Research to conduct focus groups with Minneapolis residents. The topic of the focus groups is performance reporting of city government services. If you are interested in being part of the focus groups, please complete this brief survey. We will contact you within two weeks if you are selected to participate. (Note: *indicates required questions.)

If you have questions, please call Philip AuClaire at Rainbow Research at 612-824-0724, ext 204.

*** 1. What is your zip code?**

2. What neighborhood do you live in?

3. How long have you lived in Minneapolis?

*** 4. How involved are you with your neighborhood association, block club or other neighborhood or community group?**

- Not at all involved
 A little involved
 Somewhat involved
 Very involved

*** 5. Do you work for the City of Minneapolis?**

- Yes
 No

6. What race(s)/ethnicity(ies) do you identify with?

- Caucasian
 African/African American
 Asian/Asian American/Asian Pacific Islander
 Hispanic/Latino
 American Indian/Native American/Alaskan Native
 Other (please specify)

7. How old are you?

- 17 years old or younger
- 18-29 years old
- 30-49 years old
- 50-69 years old
- 70 years old or older

8. Do you . . .

- Rent or
- Own a home?

*** 9. If you meet our eligibility criteria, please provide your name, phone number, and email address so we can contact you to participate in the focus group. (This information will ONLY be used to contact you about participating in a focus group, will not be used for any other purpose, and will be destroyed after the focus groups are completed.)**

Name	<input type="text"/>
Phone	<input type="text"/>
Email address	<input type="text"/>

APPENDIX D: LIST OF CITY SERVICES

1. **Protecting the environment**, including air, water and land – Improve quality of life through enforcement of City laws and rules in the areas of air pollution, water quality control, noise pollution, and hazardous materials.
2. **Preparing for disasters** – Effectively lead the emergency preparedness, risk reduction, and response and recovery efforts of the City in order to protect lives and property in the event of a natural or human-caused disaster.
3. **Affordable housing development** – Optimize access to affordable housing to low and moderate income families in public and private housing developments.
4. **Revitalizing downtown** – Promote safety, livability and economic vitality of downtown Minneapolis.
5. **Revitalizing neighborhoods** – Bring together resources towards creating diverse, sustainable and healthy neighborhoods with quality jobs and housing for all Minneapolis residents
6. **Repairing streets and alleys** – Inspect, maintain and repair all transportation infrastructure, including traffic signal, parking, and street lighting systems.
7. **Keeping streets clean** – Increase street and sidewalk cleanliness and the number of cleaned vacant lots through clearing snow and ice from City streets and roadways, collecting and disposing of household and institutional refuse, and removing recyclable materials.
8. **Cleaning up graffiti** – Wipe out graffiti on home and business by actively engaging residents to report, prevent and remove graffiti.
9. **Dealing with problem businesses and unkempt properties** – Promote neighborhood livability and safety through rigorous inspection and reinspection of problem properties and businesses.
10. **Garbage collection and recycling programs** – Manage the City's solid waste through collection, disposal and recycling operations.
11. **Animal control services** – Protects public safety and animal care through sheltering, pet placement programs, education and animal law enforcement.
12. **Police services** – Enhance the safety and security of the Minneapolis residents through a multi-faceted approach to crime prevention and reduction.
13. **Fire protection and emergency medical response** – Protect the lives and property of the public from fire hazards and other emergency conditions through quick, efficient and high-quality response to the education, prevention, and emergency response needs of our community

14. **Providing quality drinking water** – Repair and maintain City water filtration and delivery system to ensure the sufficiency, quality and security of the City's water supply.
15. **Providing sewer services** – Repair and maintain sewer collection systems and treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.
16. **Protecting health and well-being of residents** – Facilitate access to high-quality health and mental hygiene services, reduce chemical dependency, and reduce health disparities among Minneapolis communities.
17. **Providing park and recreation services** – Sustain a healthy parks and recreation system in Minneapolis by safeguarding the City's natural resources, developing and maintaining excellent park facilities and providing and recreation services and programs to our community
18. **Providing library services** – Offer free and open access to books, periodicals, electronic resources and non-print materials, together with reference and career services, Internet access, and educational, cultural and recreational programming for both adults and children.
19. **Providing quality education** – educational services and schools for students in grades K-12.