Results Minneapolis

Finance & Property Services

September 18, 2012

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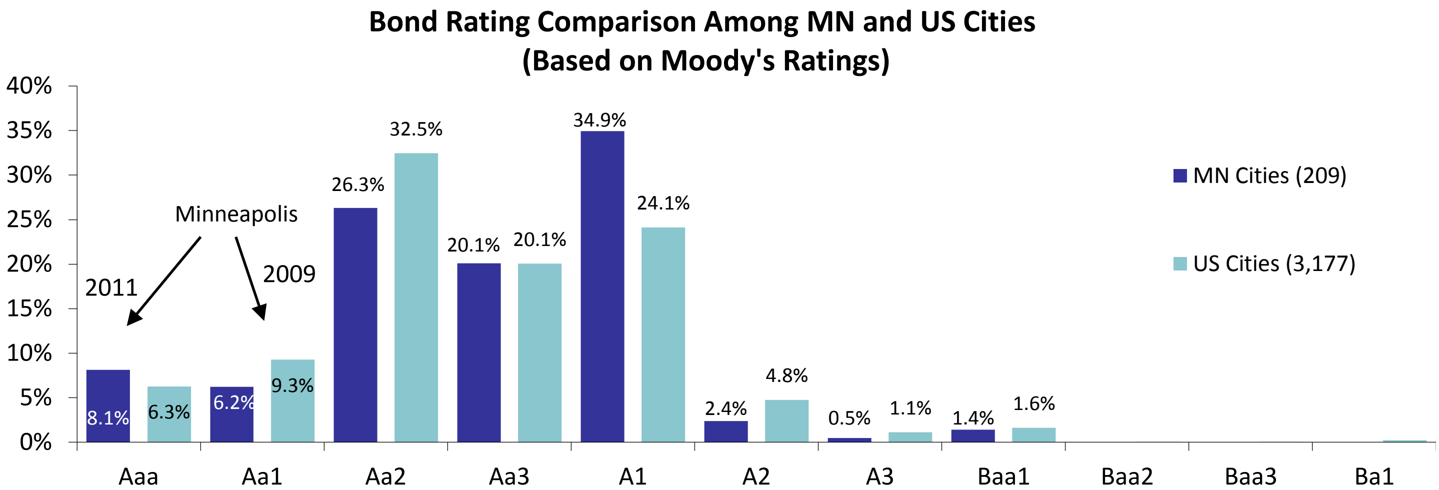
Finance & Property Services

Department is responsible for this Sustainability Measure and Target. Measures are part of the City’s 26 Sustainability Indicators. For more information please visit http://www.ci.minneapolis.mn.us/sustainability/indicators/index.htm



Note: Moody's bond rating comparison data is as of January 2011.

Why is this measure important?

Credit ratings are independent appraisals of the City's debt, financial, economic, and management performance. Ratings are reviewed and determined for each bond issuance and are comparable across both governmental and private organizations. While slow to change, credit ratings are the most used measure to compare overall financial, management and economic strength among governments and corporations.

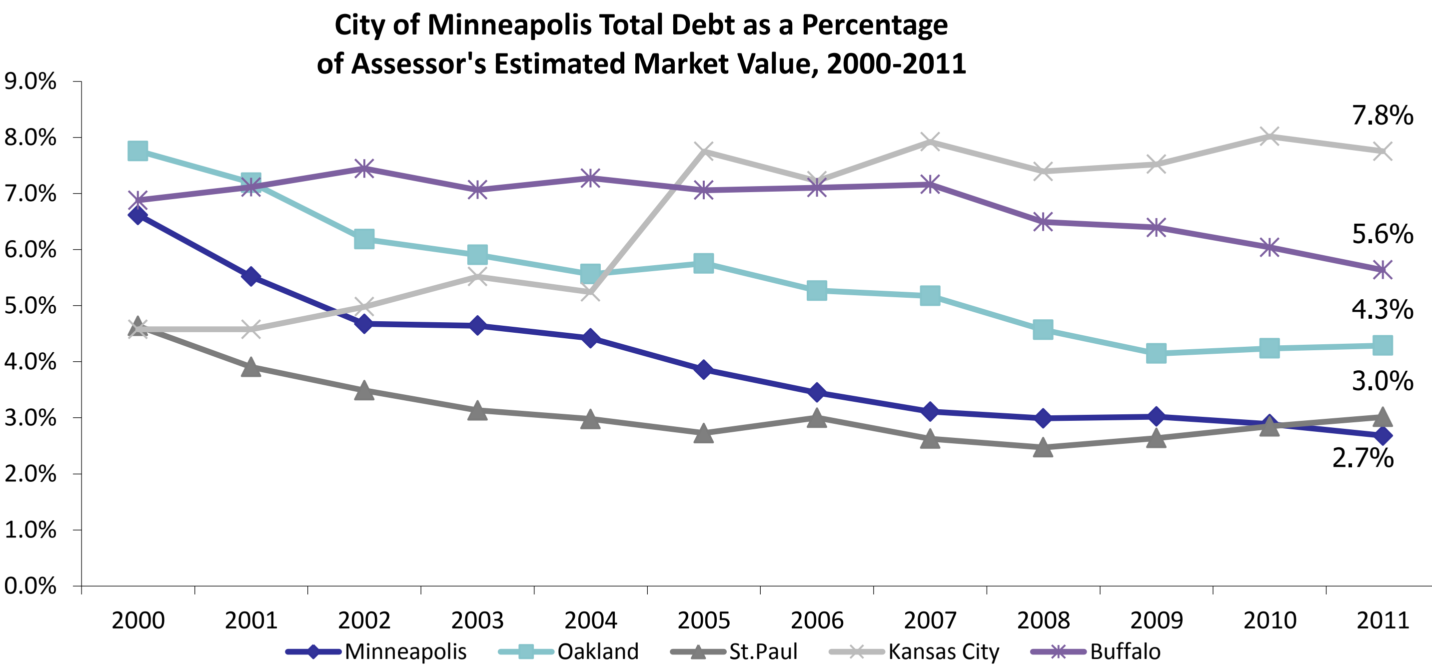
What will it take to achieve the targets?

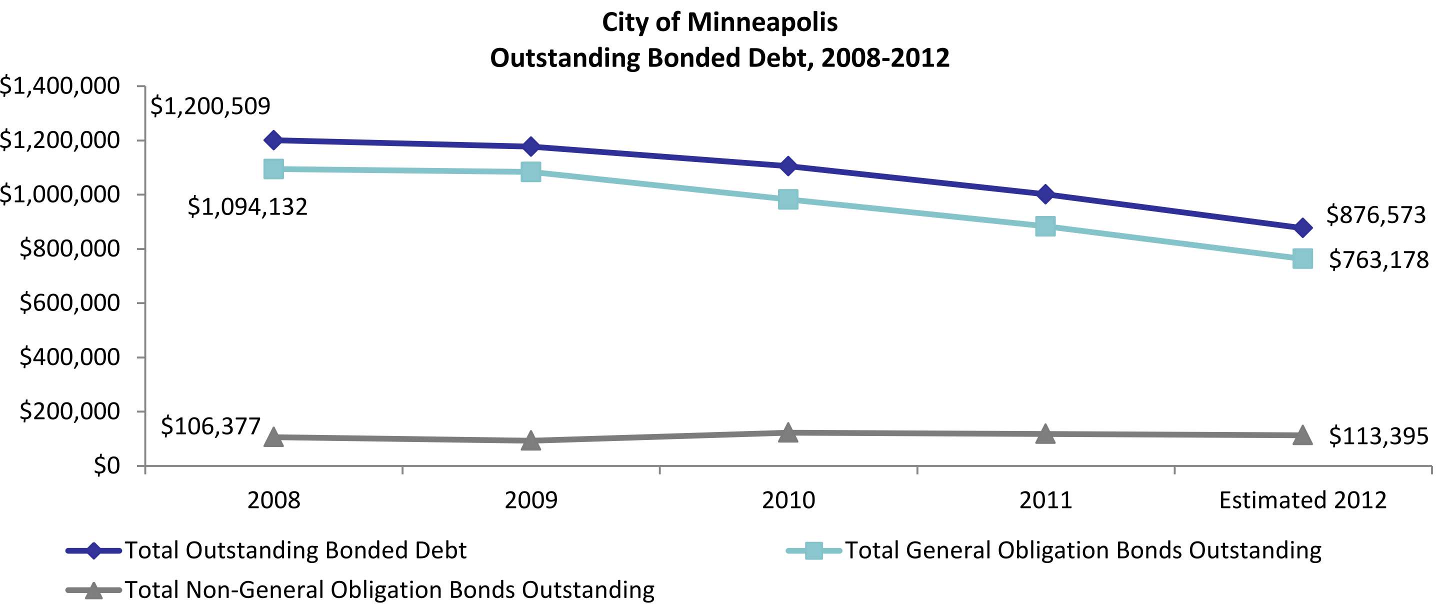
The City has the highest ratings with stable outlooks from all three rating services (Fitch, Standard & Poor's and Moody's). To maintain these "triple A" ratings, the City must continue to execute the financial plans for the general fund, internal service funds and parking fund, while maintaining our economic position in the region and strengthening our financial reporting disciplines and long-term planning practices.

Comparative Bond Ratings:

	2011 Rating Minneapolis	2011 Rating Oakland	2011 Rating St. Paul	2011 Rating Kansas City	2011 Rating Buffalo
S&P	AAA	AA-	AAA	AA	A
Moody's	Aaa	Aa2	Aa1	Aa2	A1
Fitch	AAA	A+		AA	A+

Additional Data on Next Page…


City of Minneapolis Total Debt as a Percentage
of Assessor's Estimated Market Value, 2000-2011
9.0%
8.0%
7.0%
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
7.8%
5.6%
4.3%
3.0%
2.7%
Minneapolis
Oakland
St.Paul
Kansas City
Buffalo



Outstanding Bonded Debt Trend

The graph above shows a favorable reduction in total outstanding bonded debt in thousands. The most important line is the Total General Obligation (GO) Bonds Outstanding since taxpayers are ultimately responsible for paying this debt. The GO pledge “obligates” the City to raise taxes if necessary to make timely debt service payments. Of the estimated $763 million of GO bonds outstanding at the end of 2012, $273 million is for Enterprise functions including Sewer, Water and Parking businesses, $323 million is for other self supporting functions including the Convention Center, Tax Increment projects and Special Assessments, $29 million is for internal service functions including Fleet, 800 MHz Radios and Technology Services and $138 million is for property tax supported functions including capital infrastructure and library referendum improvements. Included in the Enterprise number above is $88 million of GO Notes.

The Non-GO bonds are related to economic development projects for which the City is not liable for the debt service if the revenues are insufficient to pay the debt. These bonds are issued primarily to assist businesses to spur job growth, provide housing options and accomplish other City development goals. It should also be noted that the above graph does not contain approximately $15 million of revenue notes which are also not backed by a GO pledge.

Why are these measures important?

The graphs on the following pages showing principal and interest payments by business function are an important indicator of the cost of financing improvements to the City’s capital asset infrastructure. For property tax supported debt, the City tries to minimize the amount of interest cost to taxpayers by keeping the average life of the debt structure as short as possible. Shorter debt maturities result in interest rates at the lower end of the interest rate yield curve which minimizes the cost of financing improvements.

For enterprise bonds and notes, shorter maturities are still desirable, but principal maturities tend to be a bit longer to correspond with the useful life of enterprise assets such as water treatment plants, parking ramps, and sewer tunnels and underground pipe networks. For enterprise functions, utility fee impacts and prescribed operating cash balances are also considered in determining the length of bond maturities. Pro forma financial plans are prepared for enterprise funds to assist with long-term cash flow planning . Long-term plans help to manage operating expense and revenue considerations against capital needs and associated costs of financing capital improvements.

Additional Narrative on Next Page…

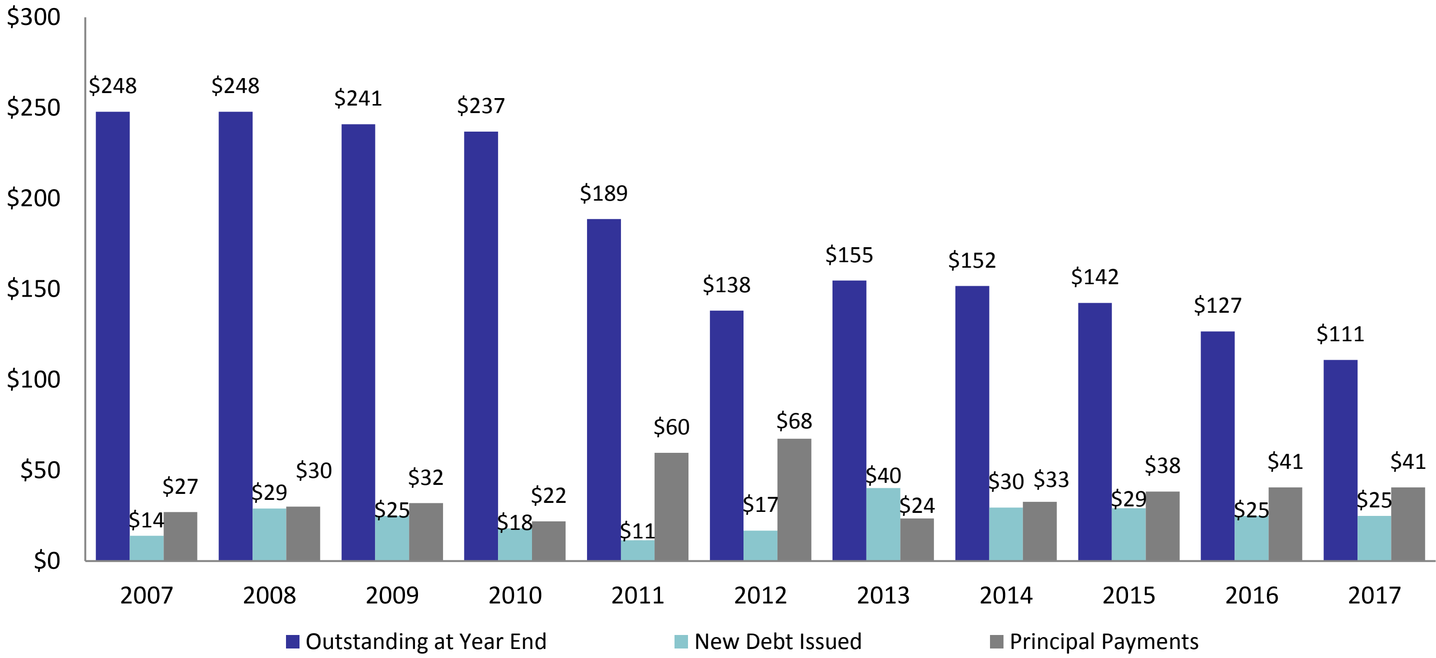
What will it take to make improvements?

Maximizing flexibility within the City's debt program requires continued vigilance in keeping the debt structure for new issuance as aggressive (short) as possible. In addition, in the case of property tax supported debt in particular, using resources from the general fund to take advantage of opportunities to retire previously issued debt early creates additional capacity for new debt issuance to improve existing infrastructure without overly threatening the bond rating. An example of significant early debt retirement occurred in 2011 and 2012 when the City planned for the early redemption of all remaining Pension Obligation bonds ($84.5 million prepaid) saving approximately $4.4 million per year in interest costs for many years into the future.

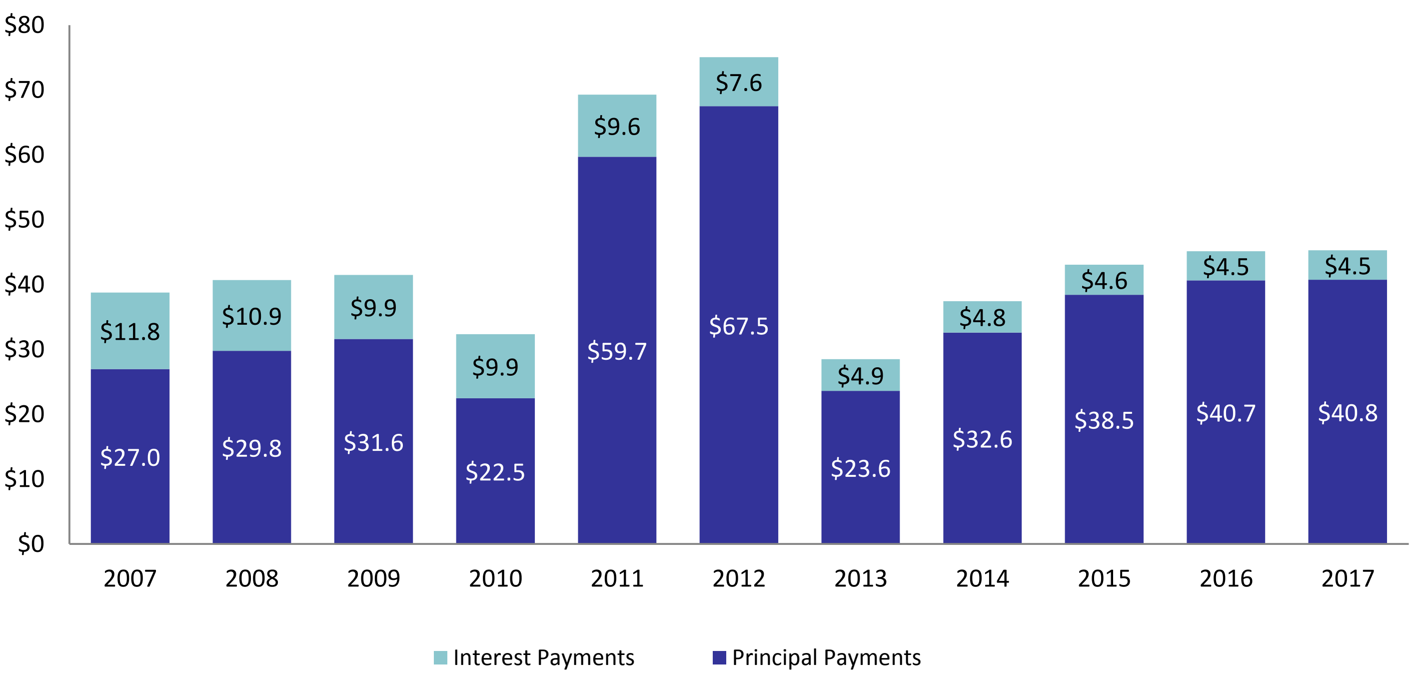
Overall, the pace of early debt retirement, as well as new debt issuance, is also influenced by the relationship between the cost of debt and the investment earnings available on the City's cash. When the potential for investment earnings is low, and expected to remain low (relative to the cost of debt), it often makes sense to use cash-on-hand to, in some combination, pay off debt early and use cash rather than debt to finance improvements. When the potential for investment earnings is relatively higher, (or expected to become higher), less aggressive debt retirement or more debt issuance may be appropriate.

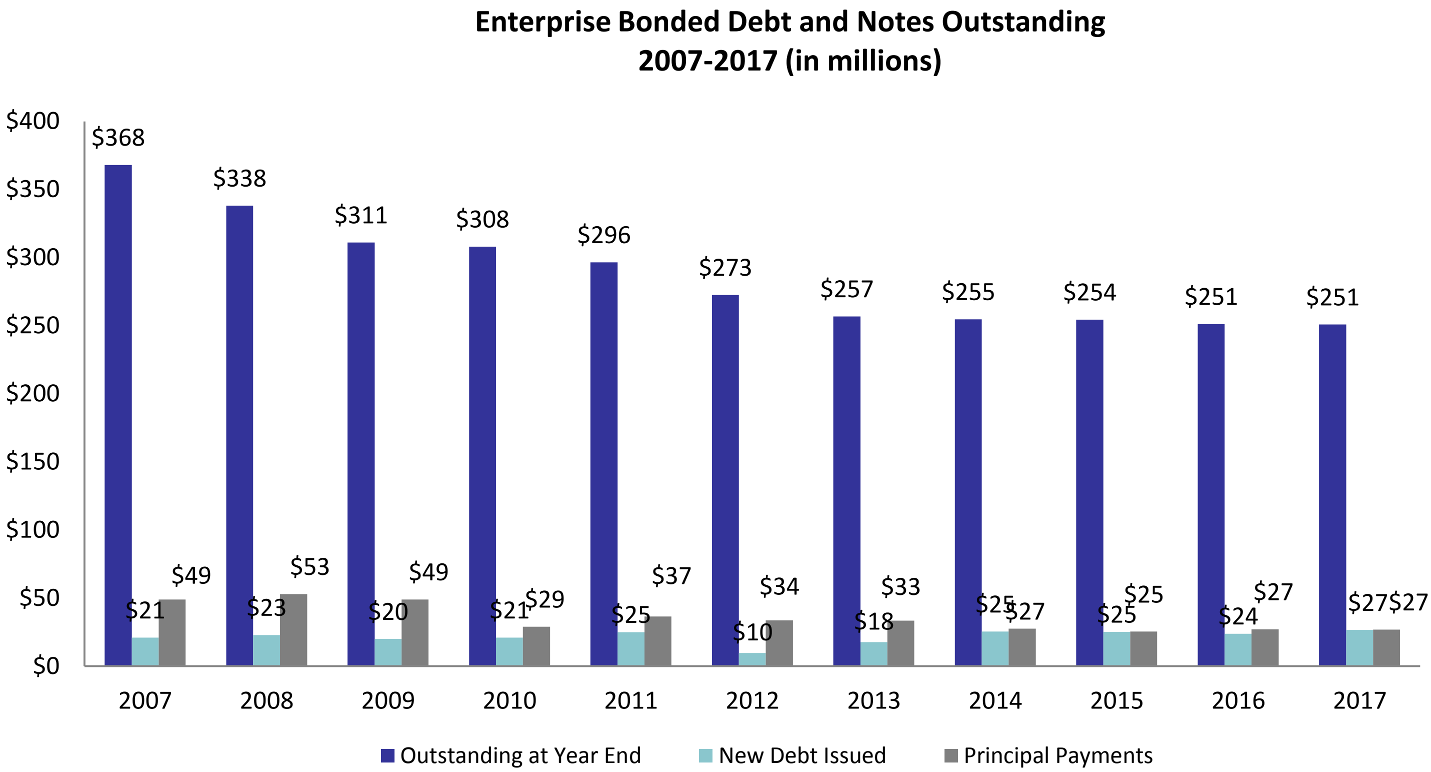
Additional balancing factors are the need to maintain adequate cash reserves in the various funds, as well as the desire to use financial resources to provide services to City residents and visitors.

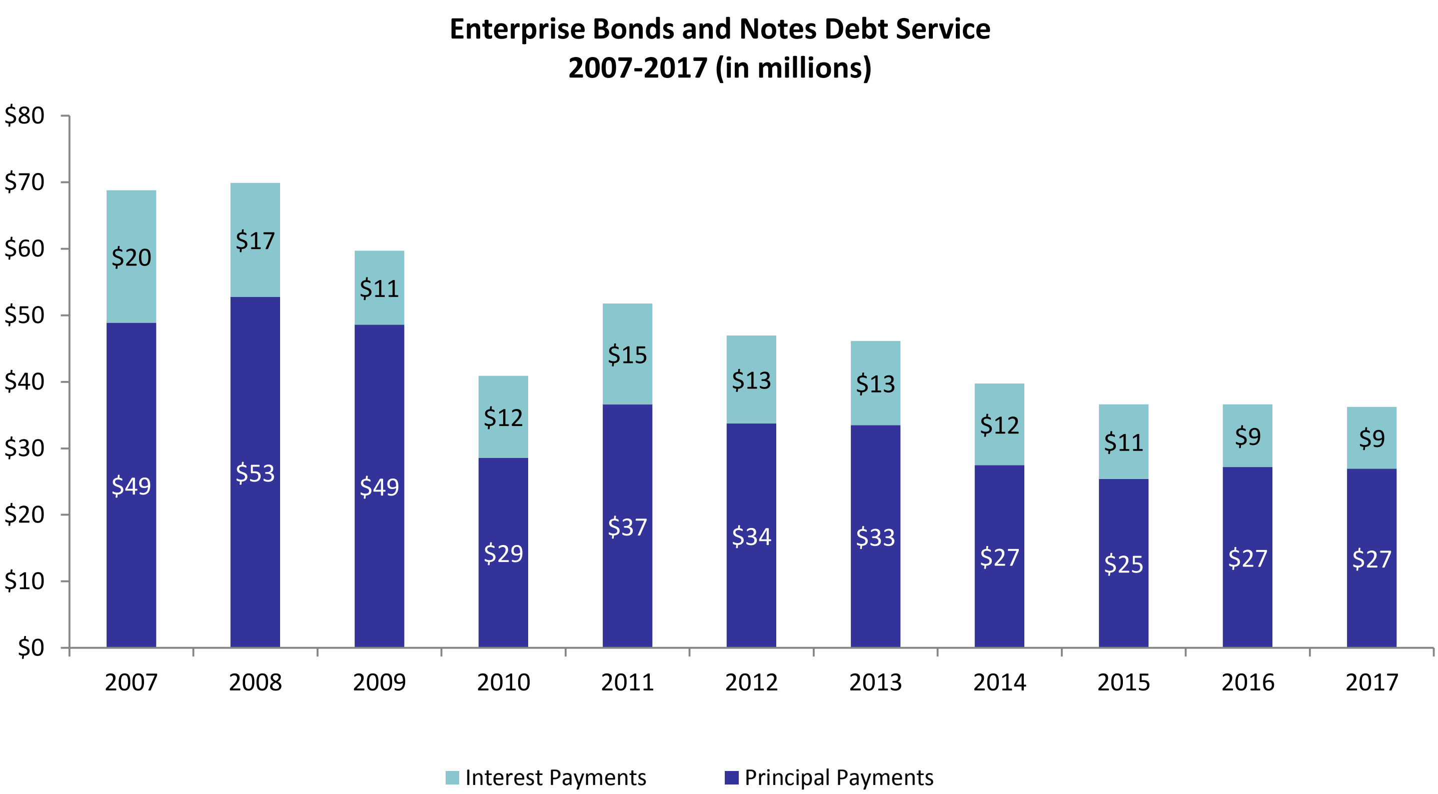
Property Tax Supported Debt Outstanding
(General Infrastructure, Library Referendum, and Pension Obligation Bonds)
2007-2017 (in millions)

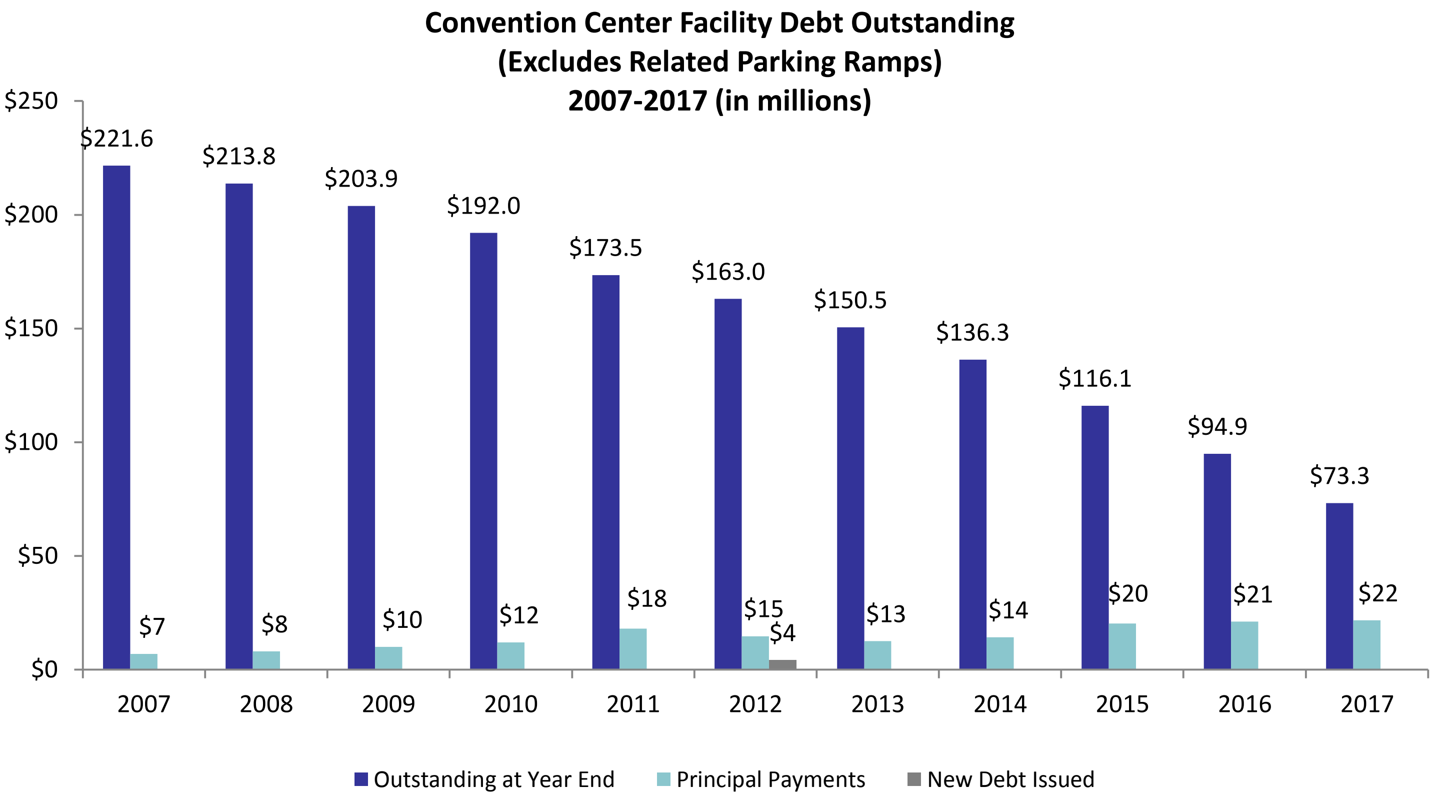


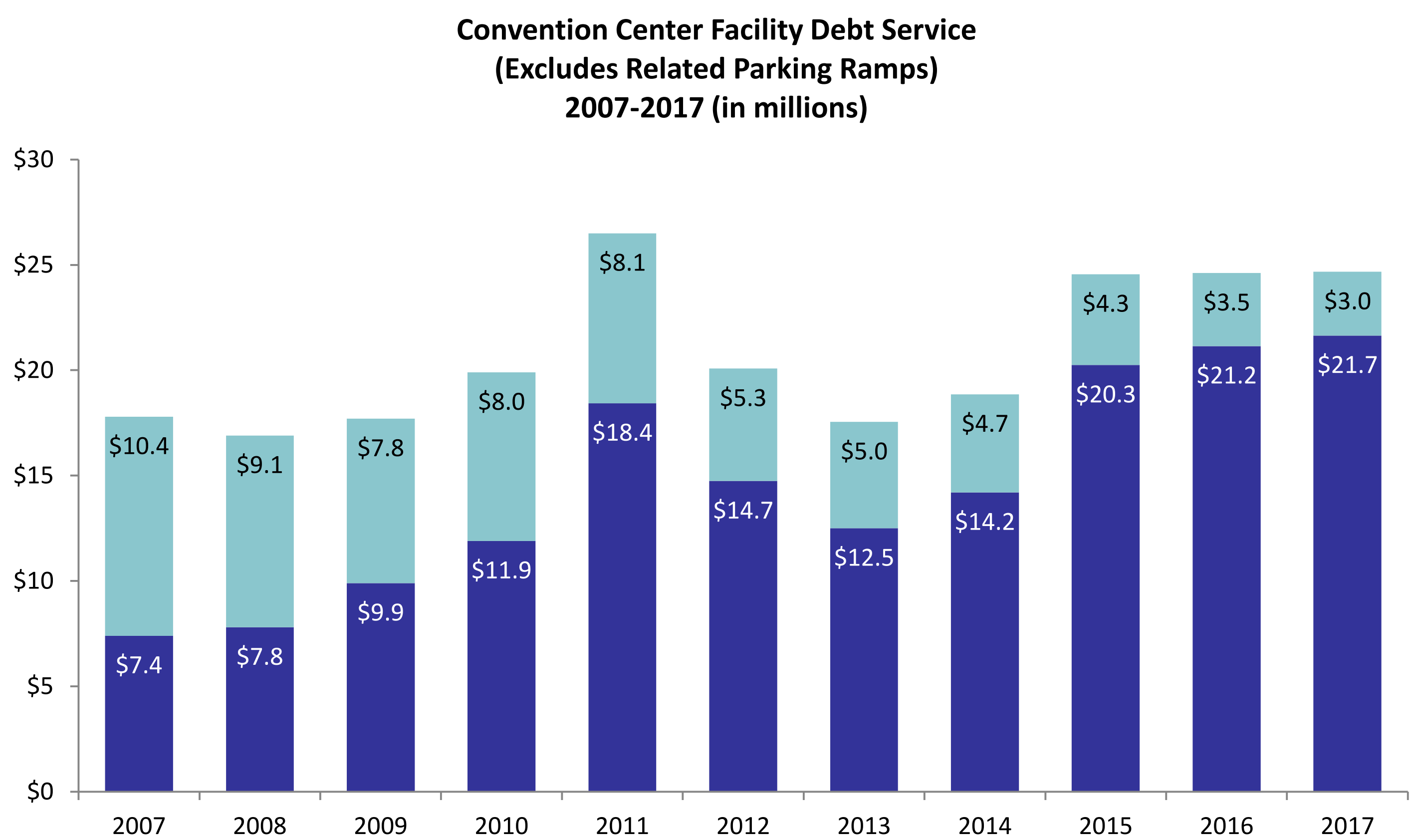
Property Tax Supported Debt Service
(General Infrastructure, Library Referendum, and Pension Bonds)
2007-2017 (in millions)



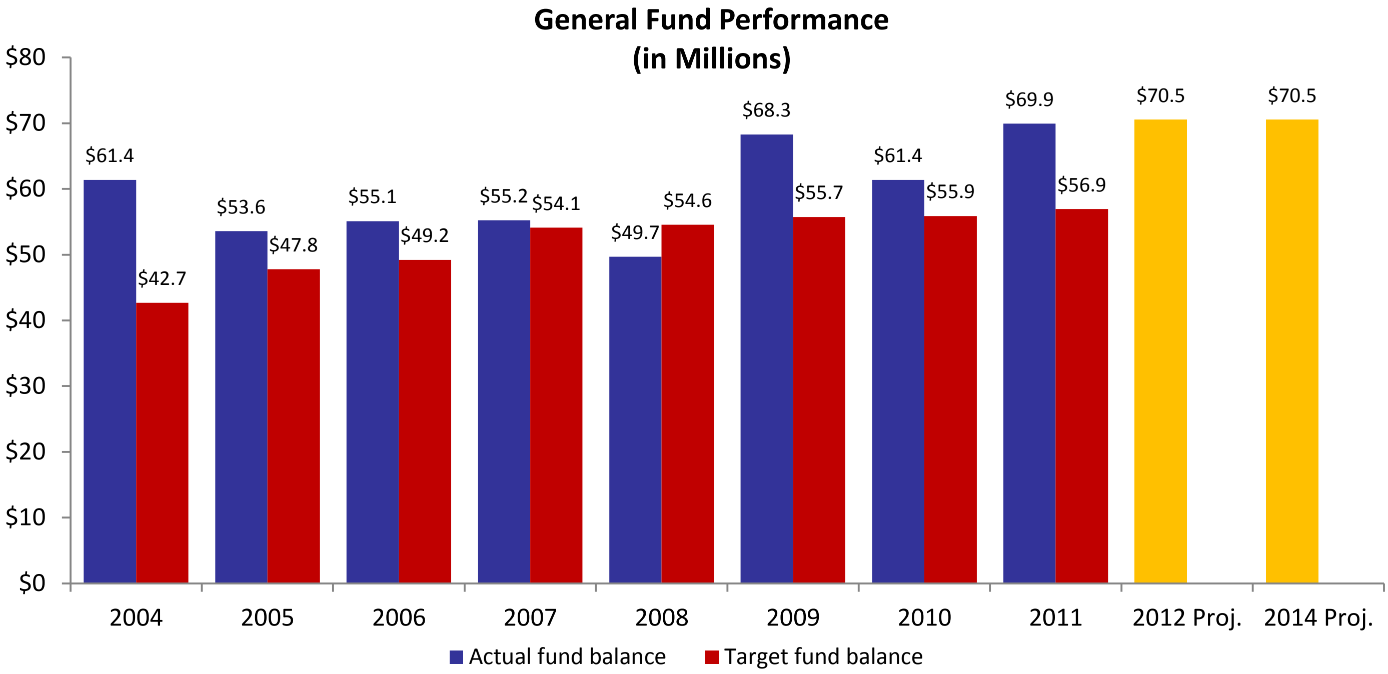

Enterprise Bonded Debt and Notes Outstanding
2007-2017 (in millions)
$400
$350
$300
$250
$200
$150
$100
$50
$0
$368
$338
$311
$308
$296
$273
$257
$255
$254
$251
$251
$21
$49
$23
$53
$20
$49
$21
$29
$25
$37
$10
$34
$18
$33
$25
$27
$25
$25
$24
$27
$27
$27
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
Outstanding at Year End
New Debt Issued
Principal Payments


Enterprise Bonds and Notes Debt Service
2007-2017 (in millions)
$80
$70
$60
$50
$40
$30
$20
$10
$0
$20
$49
$17
$53
$11
$49
$12
$29
$15
$37
$13
$34
$13
$33
$12
$27
$11
$25
$9
$27
$9
$27
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
Interest Payments
Principal Payments





Note: Does not include parking debt.

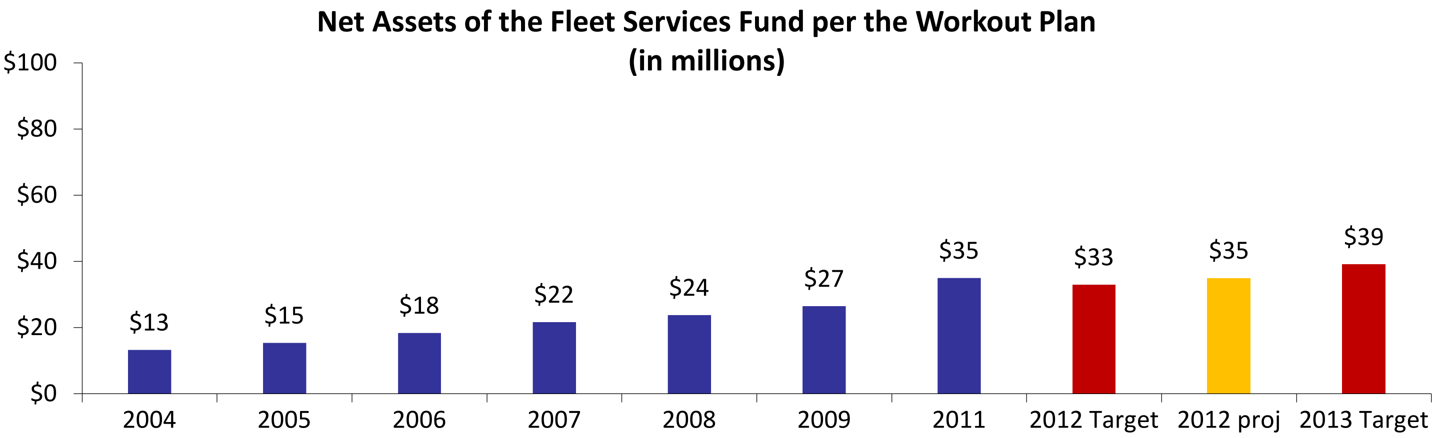


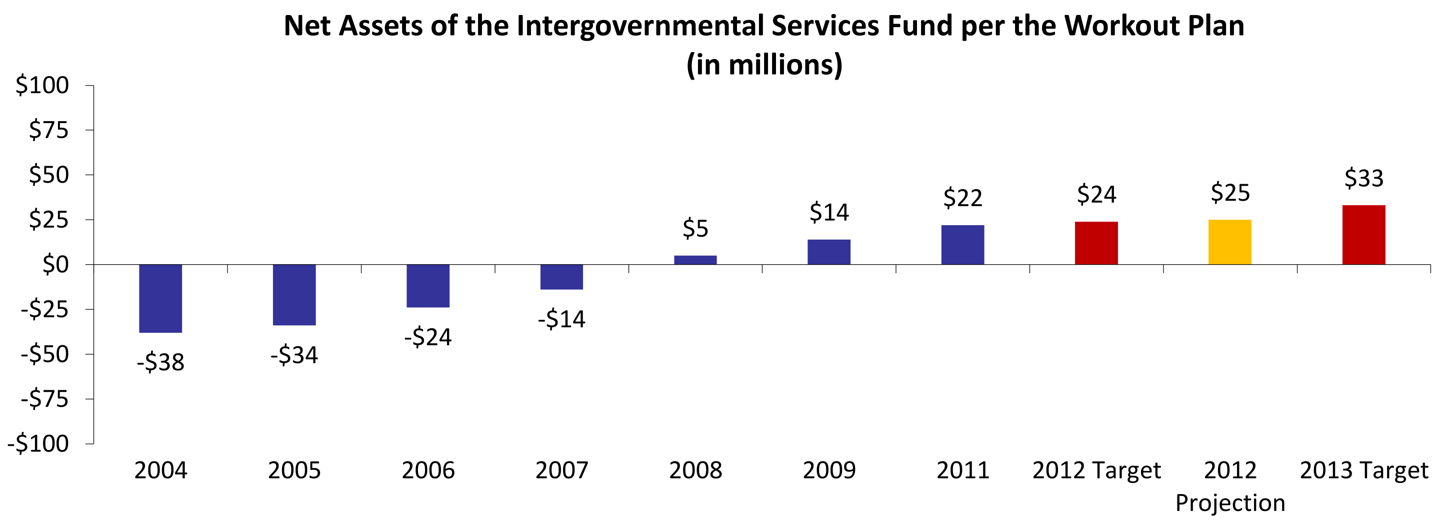
Why is this measure important?

Fund Balance in the General Fund or Net Asset Balance in the Internal Service Funds is the available equity of the fund and provides an important measure of the fund's economic health. The target fund balance is 15-percent of the next year's budgeted operating revenue. A healthy fund or net asset balance is important in enabling the fund to meet cash flow needs or to cover unanticipated costs.

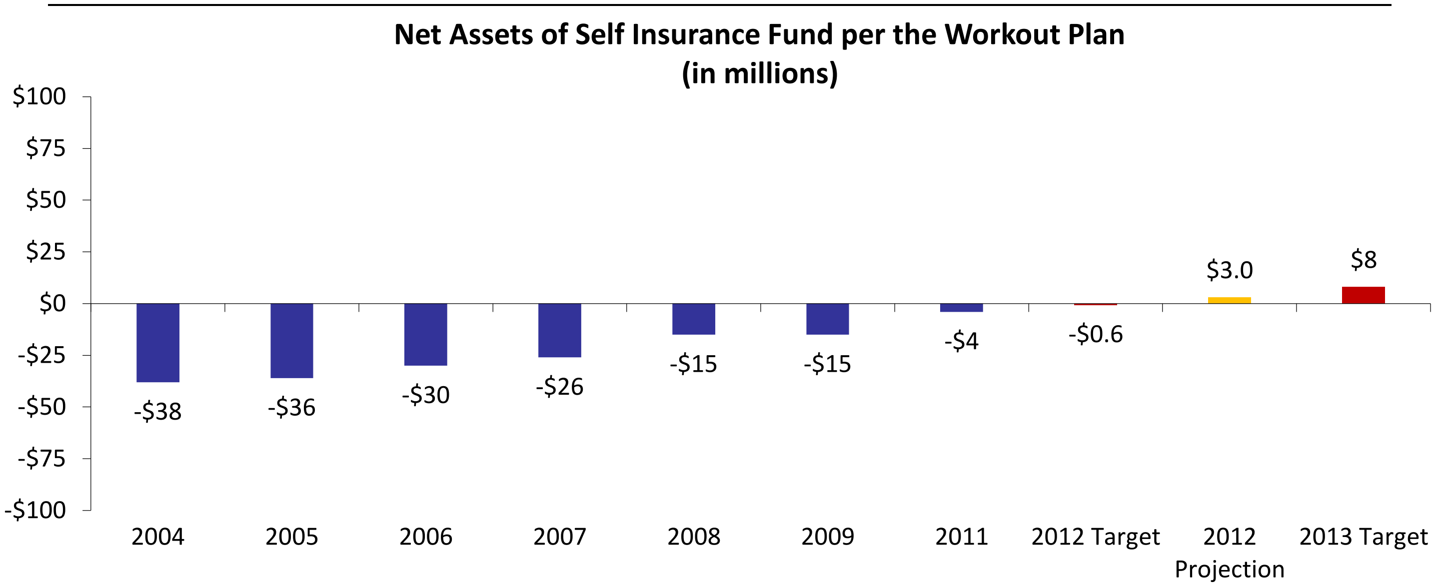
What will it take to achieve the targets?

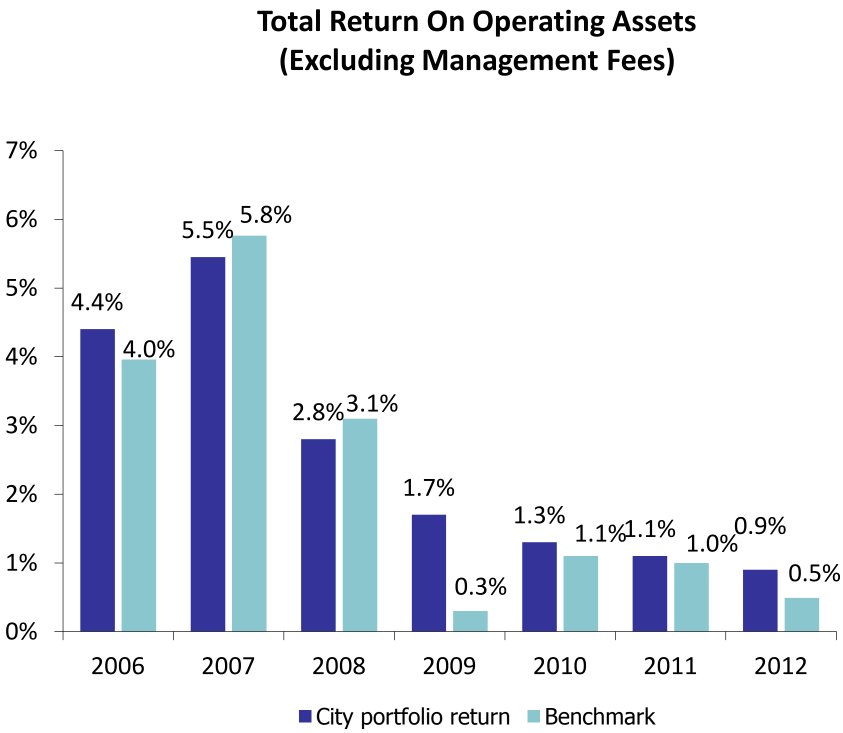
Achieving the fund or net asset balance projections for any of these funds is accomplished by managing actual revenues and expenditures through ongoing analysis and projections in comparison to budget and five year financial plans.



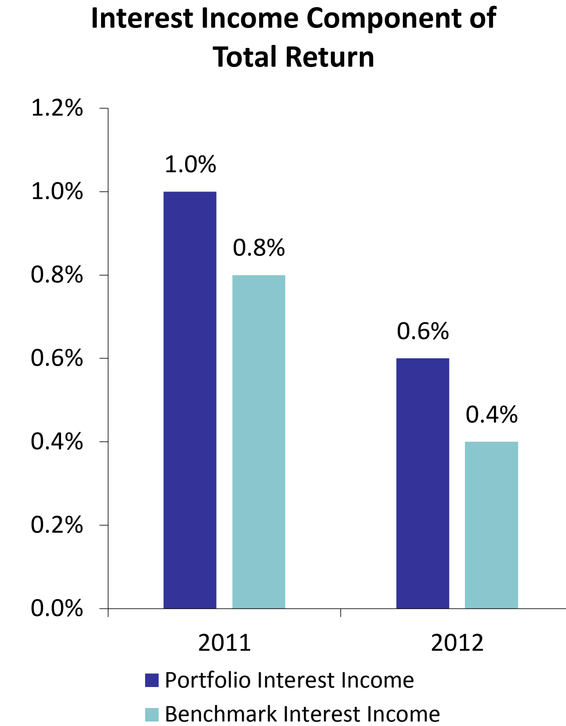


Note: Intergovernmental services includes Business Information Services, the Copy Center and the Human Resources technology training function (the Info Tech Service Ctr.)





Note: For the years ended December 31. For 2012, YTD 6/30/12



Note: 2011, 12 months ended December 31; 2012 , YTD, 6/30/12

Why are these measures important?

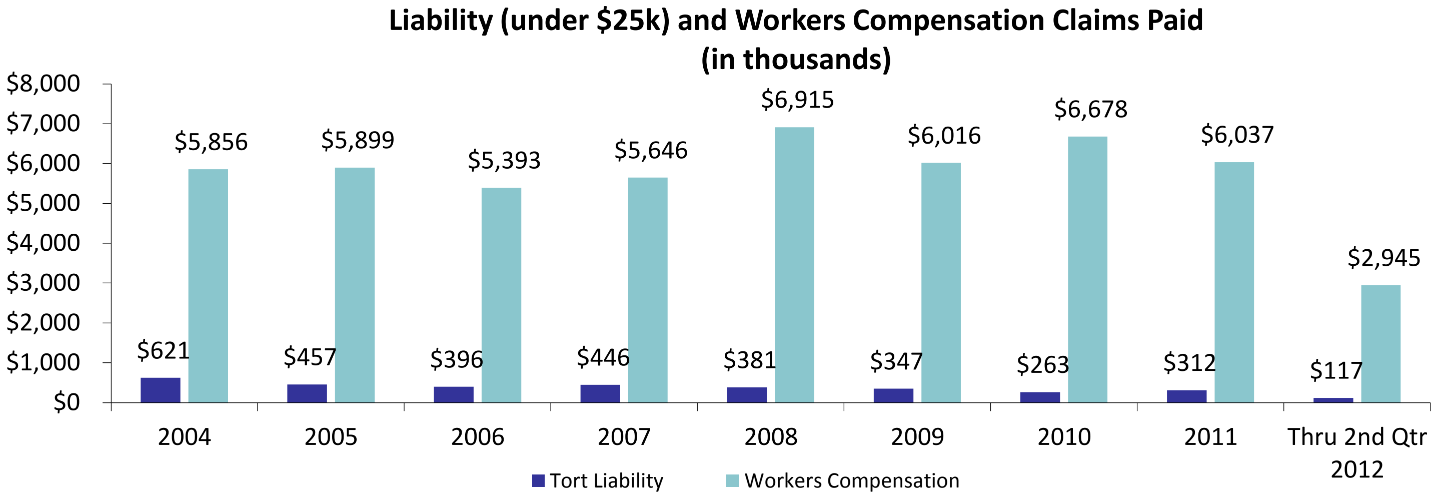
Managing the investment of cash reserves to preserve capital, meet the City's operating needs and earn investment income – in this order of priority – are critical financial objectives of the City. Over an entire business cycle, the City's investment performance measured by "Total Return" and/or "Interest Income" should be above benchmark.

- Total Return measures interest earnings plus any capital gains or losses (realized and unrealized) on assets. The benchmark for comparison is the Total Return on comparable maturity US Treasuries.
- The City also provides a measure of Interest Income on assets. The benchmark for comparison is the Interest Income of comparable maturity US Treasuries.

In a short-term cash investment pool, the Interest Income component of Total Return will dominate the overall performance. Over short time periods of market dislocation, City management expects that Total Return for the City's portfolio could temporarily fall below that of the benchmark. However, over longer-term periods, both Total Return and Interest Income should exceed their respective benchmarks.

What will it take to achieve the targets?

The City uses external money managers to manage nearly all cash reserves. These managers must operate within state law and City investment policies. All managers are measured against consistent benchmarks that are appropriate to their respective investment mandates. An annual assessment of performance may result in changes to the amounts assigned to managers and whether the manager is retained. The City's potential investment return is heavily dependent on the current economic conditions and interest rates on short-term fixed income securities prevailing in the marketplace. The City's custodian holds all investments and monitors all investments for compliance with state laws and City policies.



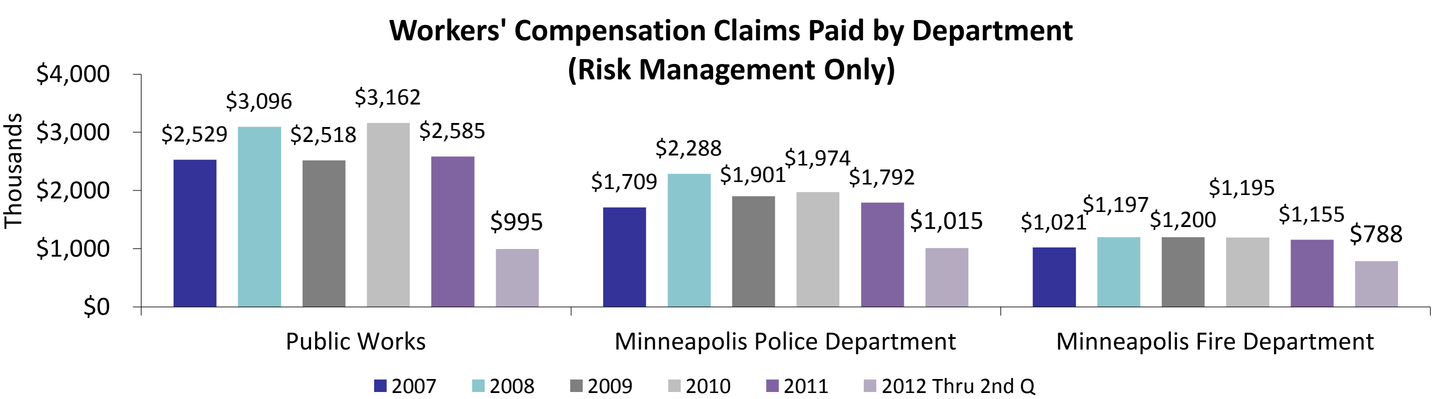
Note: The liability data is currently being audited by an actuary

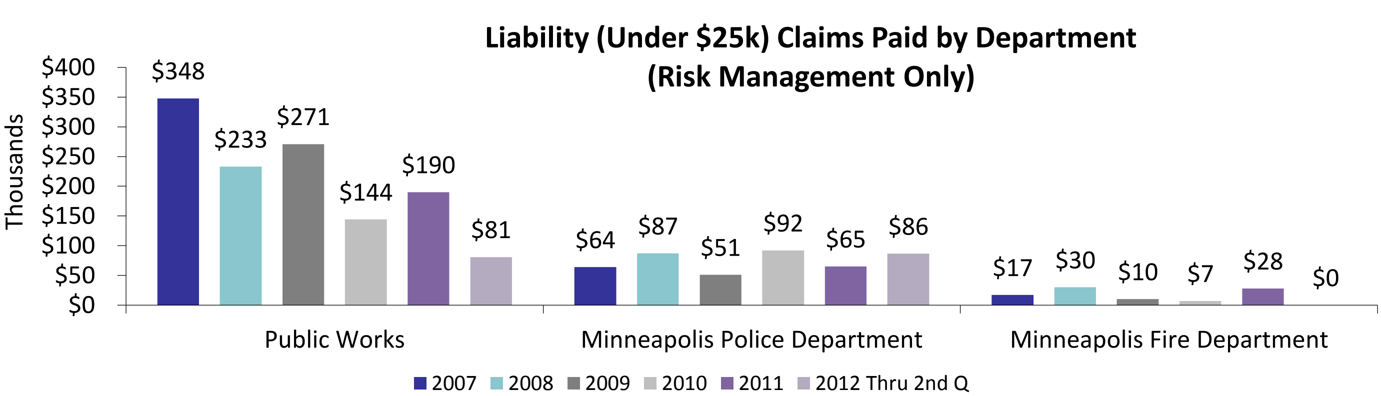
Why is this measure important?

Total claims paid for workers compensation and general liability (under $25,000) is a cost that is manageable. It represents a significant cost for Public Works, Police and Fire.

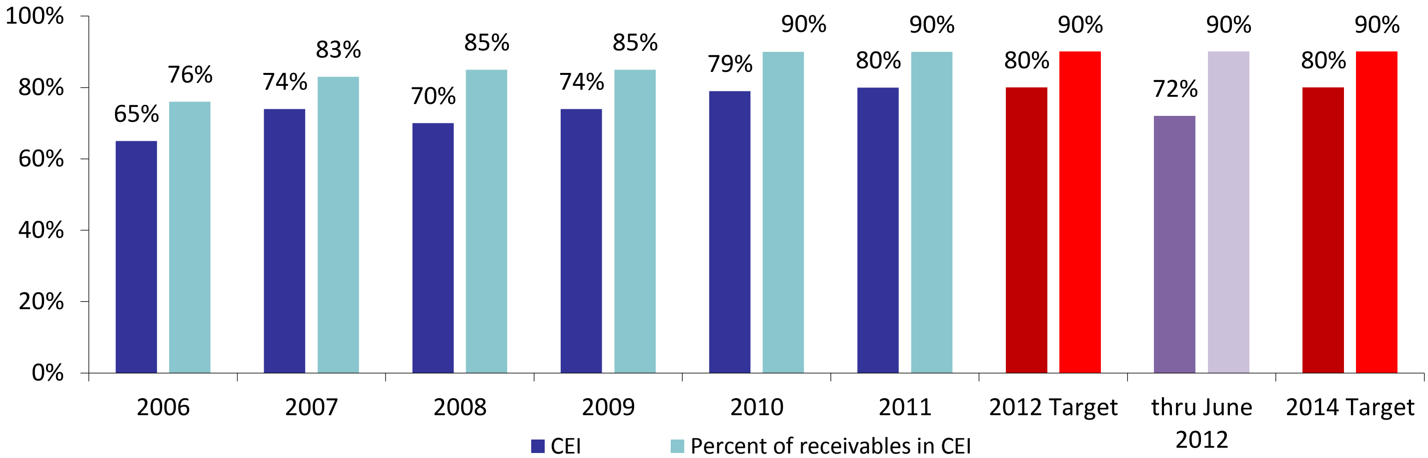
What will it take to achieve the targets?

Actions include: implementing loss prevention tactics focused on the principal causes of injury or liability claims, training employees to avoid injuries, and providing frequent and accurate information to managers and employees on claims history and causes of claims. The new Safety and Risk Management Committee with representatives from most City departments and selected labor groups will be an important part of raising awareness and driving improvements. Please see Appendix (pp. 24) for more data.





Collections Effectiveness Indicator (CEI) and Percent of Receivables in the CEI



Note: Data is as of 12/31 each year. 2006-2009 represent utility receivables only. Starting in 2010, the target CEI is a combination of COMPASS and utility receivables. Typically mid-year statistics are below target and improve as the year progresses.

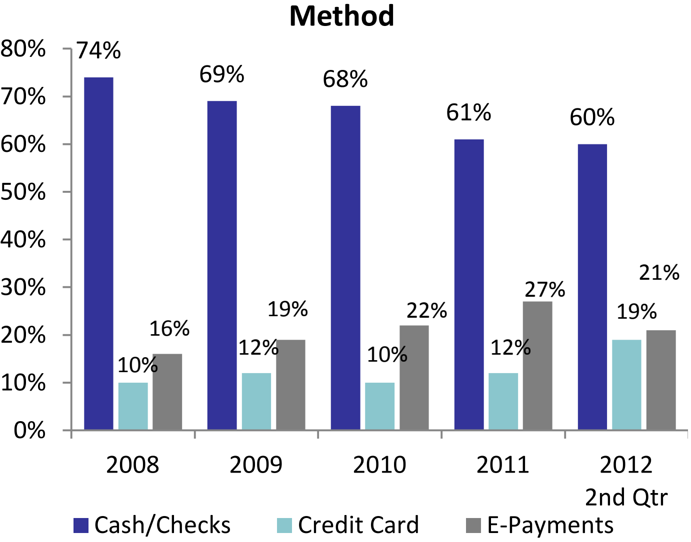
Why is this measure important?

This is considered the best overall measure of how well invoiced revenues are collected. The measure combines the goals of collection speed with the amount collected. A score of 100 percent means that all invoiced revenues are collected in 30 days. Finance uses this measure only for utility and COMPASS revenues that are invoiced. Utility revenues represent about 75 percent and COMPASS revenues about 15 percent of total invoiced revenues. Our goal is to bring virtually all of the City's invoiced revenues into the CEI measurement tool and work continues with City departments to ensure that, where appropriate, invoiced revenues are processed through the COMPASS financial system. For 2011, we reached the best practice industry benchmark CEI of 80 percent.

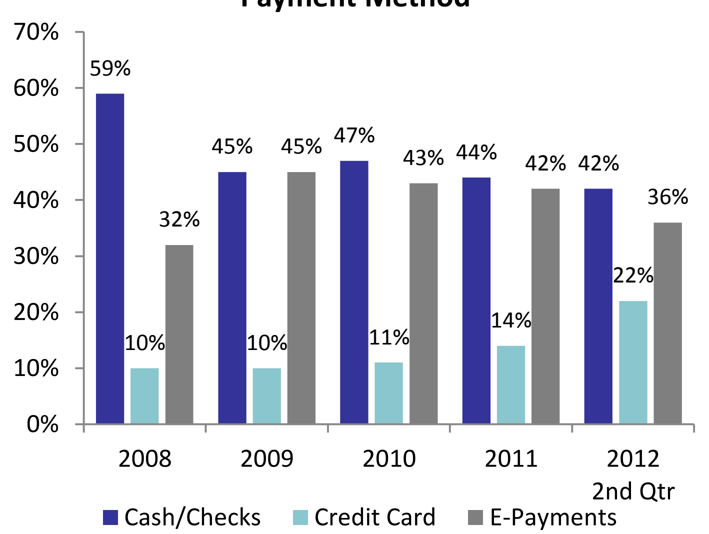
What will it take to achieve the targets?

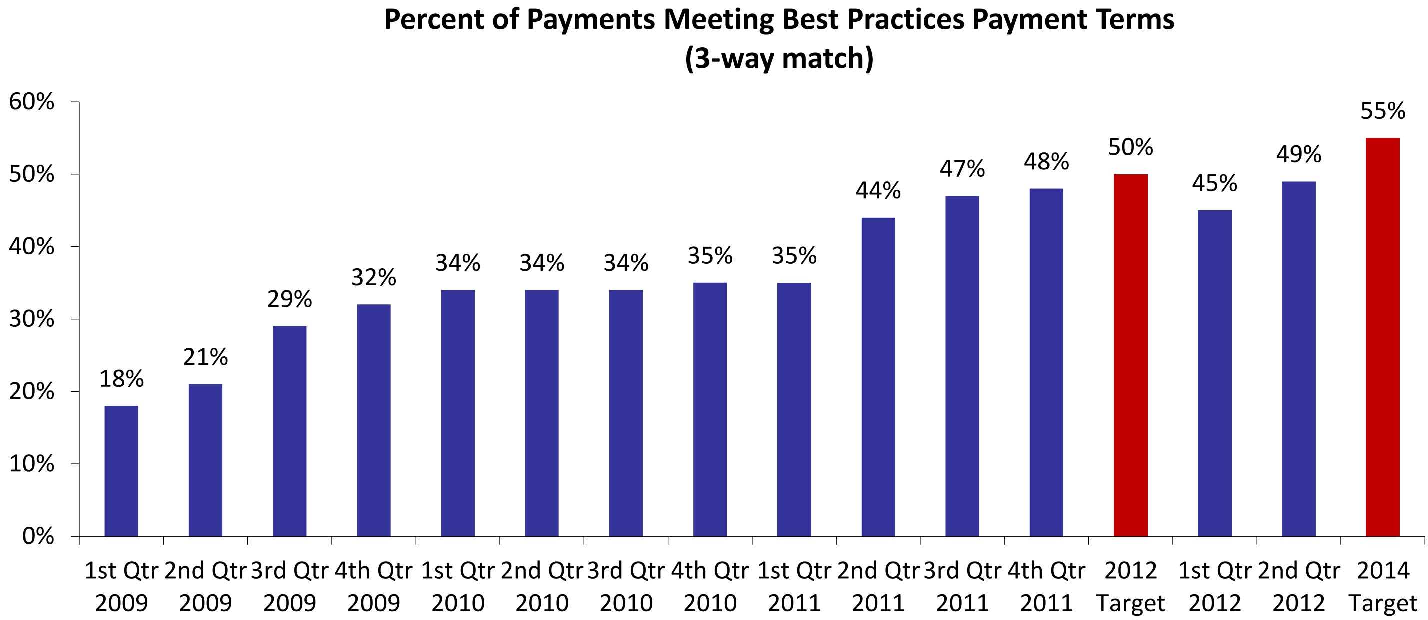
To maintain the target CEI of 80 percent actions include continued use of best collection methods, motivated and trained employees, better use of technology, partnership with 311 call center, wherever appropriate, and increased use of electronic payment methods by customers. Electronic payments reduce costs, improve collection and reduce errors; electronic payments are the preference of many customers.

Utility Billing Revenues by Payment Method



Percent of Utility Billing Transactions by Payment Method



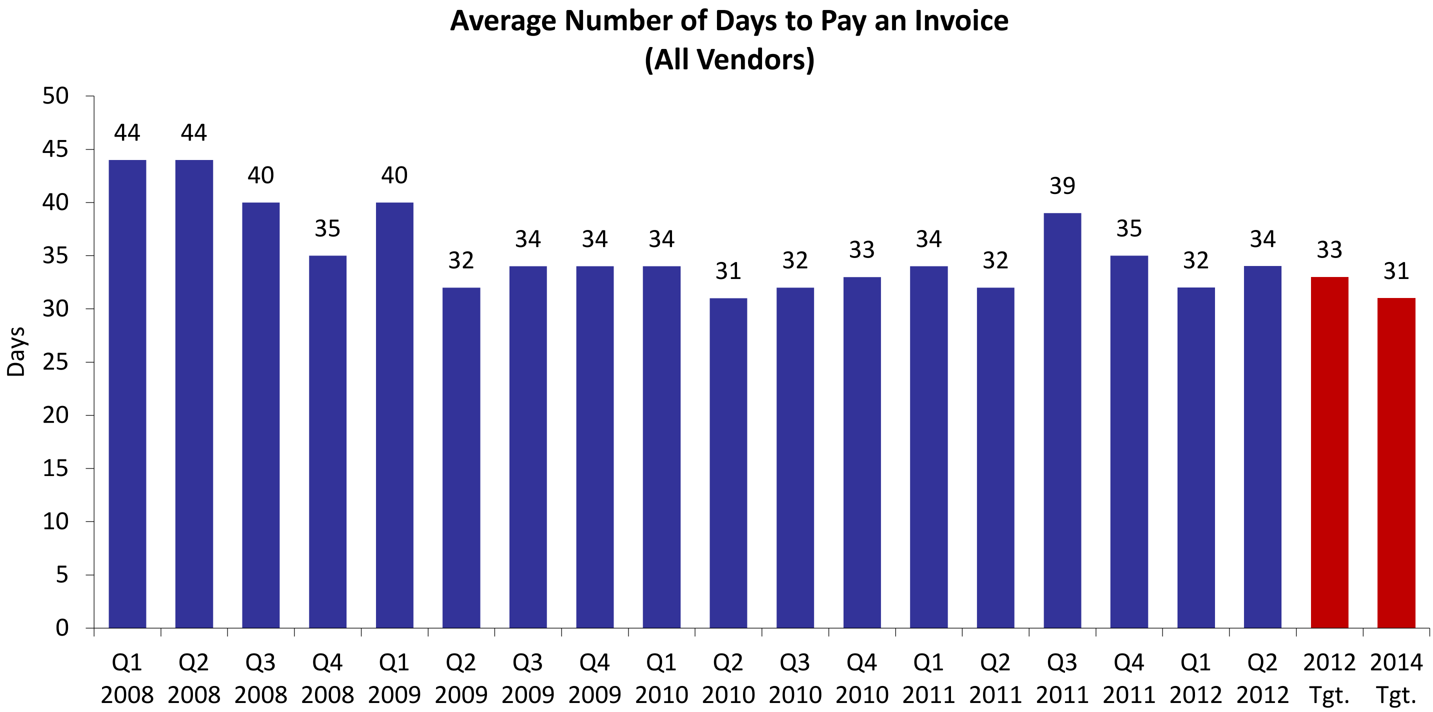


Why is this measure important?

The chart above depicts information on payments processed using the 3-way match, which requires that information from the purchase order, receiver and voucher (vendor invoice) match-up in the financial system. This measure shows how often procurement transactions follow proper protocol whereby approvals for purchases are obtained in advance and invoice information matches financial system information on the price and quantity of goods and services actually received. Procurement transactions adhering to this process help to prevent fraud and ensures that the City pays only for the goods and services received. It is also integral to ensuring vendor invoices are paid on time as invoices cannot be paid until an approved purchase order and receipt confirmation are created. The Best Practice Payment Term can be defined as the system-generated 3-way match with each transaction being created at the appropriate time in COMPASS.

What will it take to achieve the targets?

The Central Requisitions and Receiving work unit was established in February 2011 to facilitate department purchases and support the 3-way match business process. Finance continues to receive invoices for processing after purchases have been made and that have not received approval before making the purchase (i.e., purchases that do not meet the criteria for a 3-way match). The days to pay measure also is directly connected to the 3-way match measure. Vendor payments can be made more quickly for purchases adhering to the 3-way match process as all necessary information is available for processing when the invoice is received. A sustained commitment and focus at all levels within the City to ensuring the business process (3-way match) is followed is critical to seeing improvements in both the 3-way match and the days to pay measures. The 2014 target assumes that the percentage of Park Board payment transactions meeting best practices payment terms will show improvement.



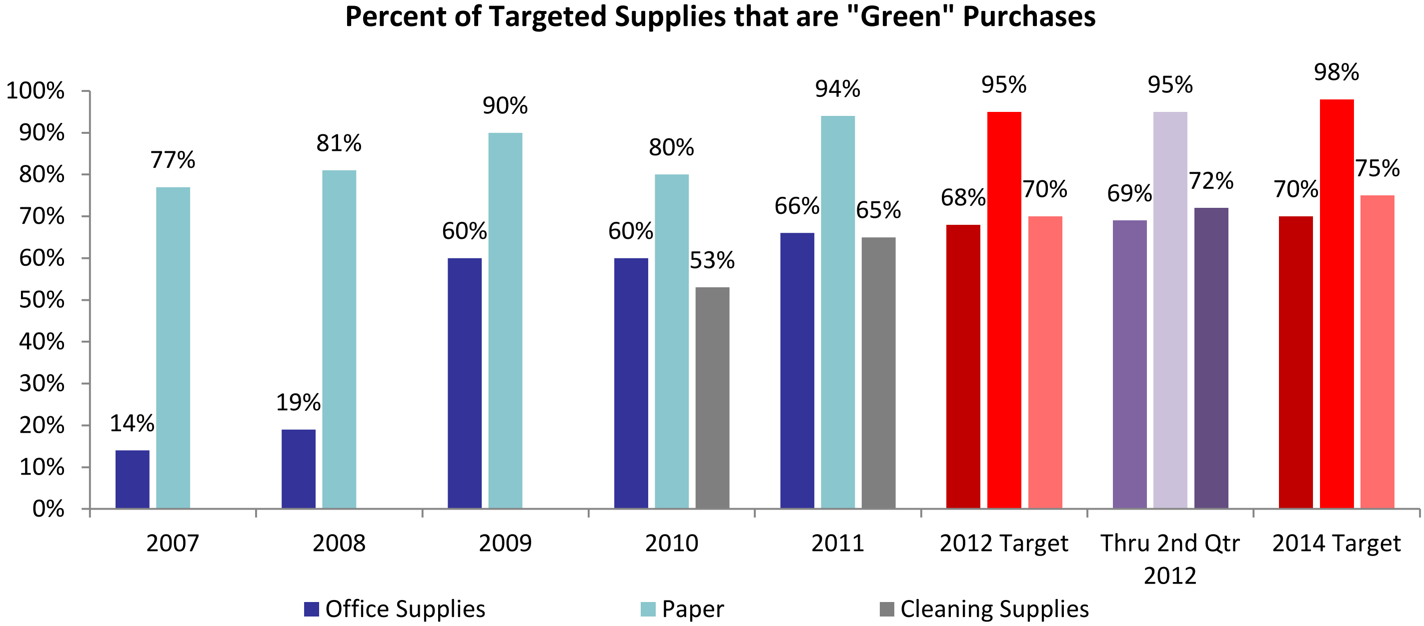
Why is this measure important?

The “days to pay” measure indicates whether the City is complying with its contractual obligations and state law. State law requires municipalities to pay invoices within 35 days of invoice date or according to contract terms. This measure also includes “due now” invoices that require payment within 1-to-3 days of receiving the invoice. Our targets for 2012 and 2014 are based upon a blend of payments required within 30 days and “due now” payments, which require payment within shorter timeframes as noted. Data in the chart above is based upon all payments processed by the City, with the exception of employee’s payroll.

What will it take to achieve the targets?

Continued focus on adherence to established processes, for example: a) emphasizing to vendors and City departments that invoices should be mailed to Accounts Payable to speed up payment processing; b) timely entry of procurement transactions into COMPASS; and c) successful employment and implementation of Business Process Improvement (BPI) initiatives. The Central Requisitions and Receiving group was implemented in February 2011 to help support departments procure the goods and services they need to do business, and ensure that proper approvals are received prior to making purchases. Despite efforts of this group, Finance continues to see invoices after the goods or services have been received and lacking necessary information for charging back the purchase to the appropriate department. This results in impacts to the “days to pay” measure as it takes more time to track down this missing information and then process the payments in the financial system. Additional work will be needed to review and streamline the payment process, and work more with departments to find ways to meet their needs and also maintain financial controls.

Internal Processes – Percent of Targeted Supplies that are "Green" Purchases



Why is this measure Important?

This measure is important to track progress in purchasing environmentally preferable products in specific product areas. Considerable progress has been made in all of the purchase areas tracked due to the efforts of some major users such as the Convention Center, Property Services and the Park Board as well as identification and utilization of cooperative contracts available from the State of Minnesota, University of Minnesota, Hennepin County and US Communities.

What will it take to achieve the targets?

In 2008, the City adopted an Environmental Purchasing Policy (EPP), which serves as a guide for City departments and staff in making sustainable purchasing decisions (the policy can be found at CityTalk at http://citytalk/finance/procurement/index.htm). Only 32 percent of US cities have established similar environmental purchasing policies.

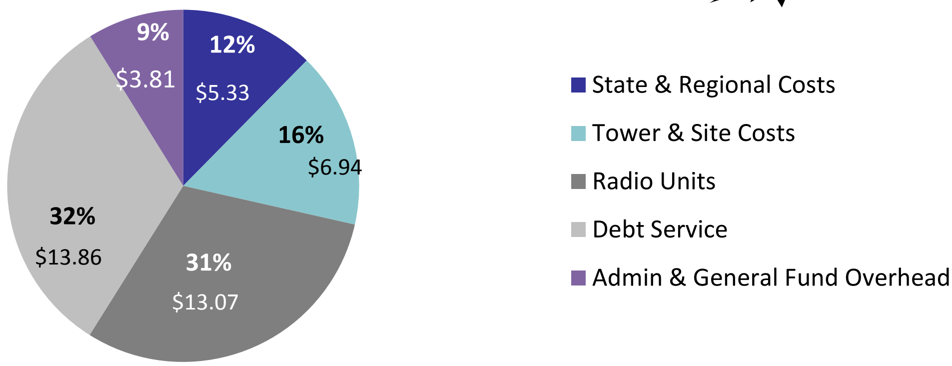
In addition to adopting the EPP, an Environmental Purchasing Committee also was established. This Committee meets regularly to determine ways to increase the City's purchase of products that have reduced environmental impact because of the way they are made, transported, stored, package, used or disposed of. The goal of this group is to continue to identify "green" purchasing alternatives, wherever possible, without compromising safety, quality or effectiveness available through other products. Through the EPP Committee, additional "green" categories for measurement and tracking will be identified.

Finance has worked with vendors to automatically substitute "green" products (wherever possible) for purchases made by City staff in the categories identified in the graph above and will continue to work to increase the percentage of "green" purchases made. Achieving a total of 100 percent "green" purchases in these categories is not likely, however, since "green" products are not suitable for all situations such as cleaning and sanitizing areas requiring certain health standards and use of soy ink cartridges where the print copy can fade over time.

The City Attorney's Office is working to determine how local purchasing requirements may apply to City purchases of other goods and services as we explore expanding our "green" initiatives to other product categories.

Radio System 2011 Costs- As Portion of Monthly Individual Radio Unit Cost

New



Why is this measure important?

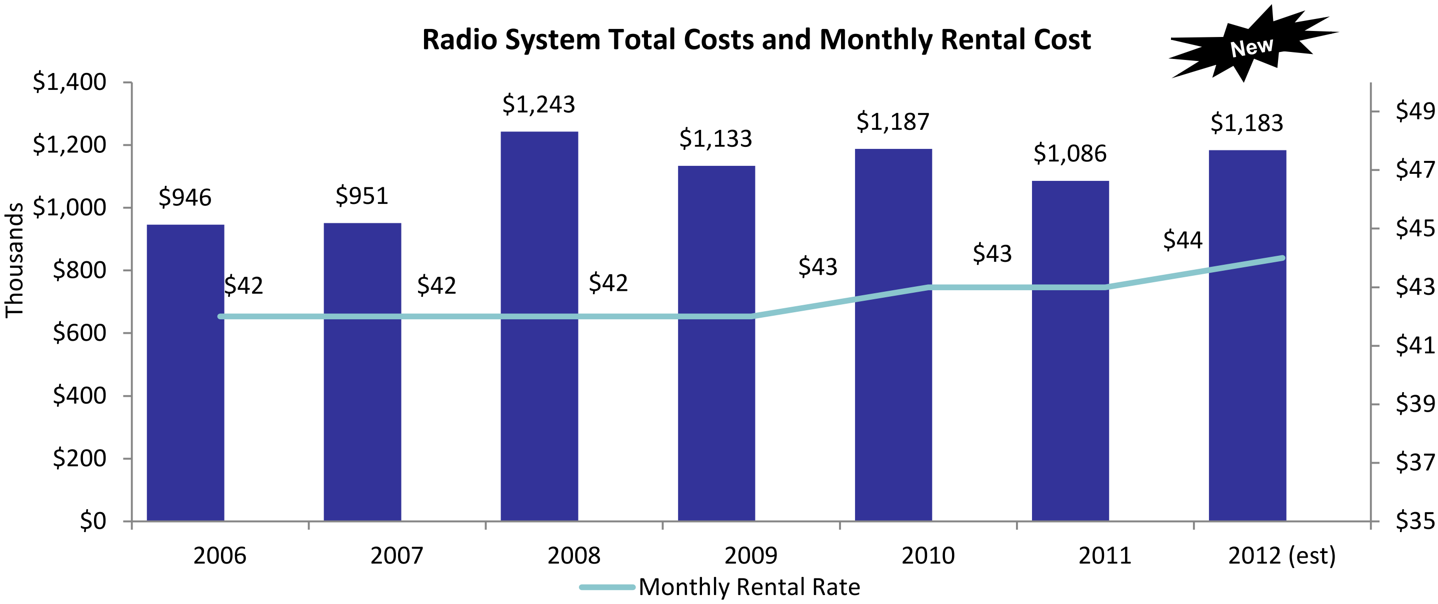
The City of Minneapolis owns, operates and maintains four tower sites and a dispatch center that are all tied into the statewide "ARMER" radio system. "ARMER" stands for "Allied Radio Matrix for Emergency Response." The City shares our sites with all other ARMER radio users in the state and our City radio users can use other owners sites while in their areas; this allows for the extra coverage needed in highly populated areas or extremely large counties to be useable by all emergency responders and other municipal, county and state radio users in all areas of the state. By state standard, all emergency responders have a list of common channels programmed into their radios to ensure that radio interoperability exists throughout the state.

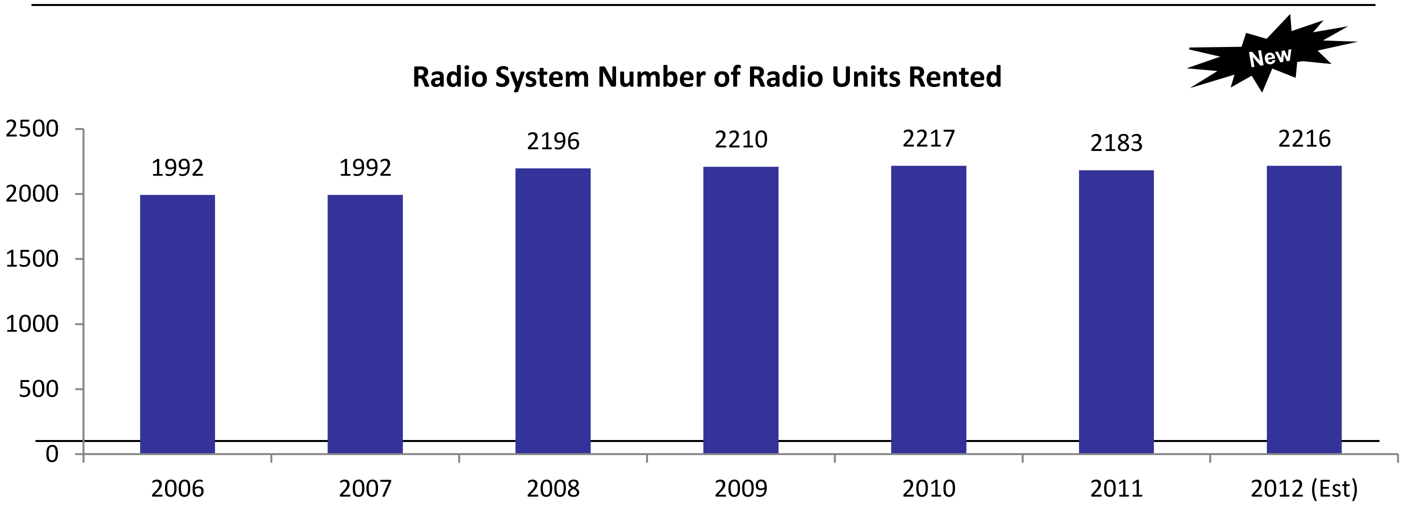
The performance measure is the cost associated with the repair of radio units as a part of the overall cost of the radio system. The radio system was purchased and installed in 2002, and has an intended life of 22 years on the tower infrastructure and 12 years on the individual radio units. The current repair costs include parts replacement and minor reprogramming as needed but does not include any costs for total radio unit replacement. Approximately 1,800 of the total number of radios have been in service since 2002 and are approaching the end of their projected life. It is anticipated that there will be an increase in the cost of repairs due to age of the equipment and in time the need for unit replacement due to obsolescence. In 2012, an estimated 40 percent of the radio units have obsolescent parts but they are in good condition and we have an adequate number of spares. The replacement cost of a radio unit in 2012 ranges from $2,000 to $7,000, depending upon type.

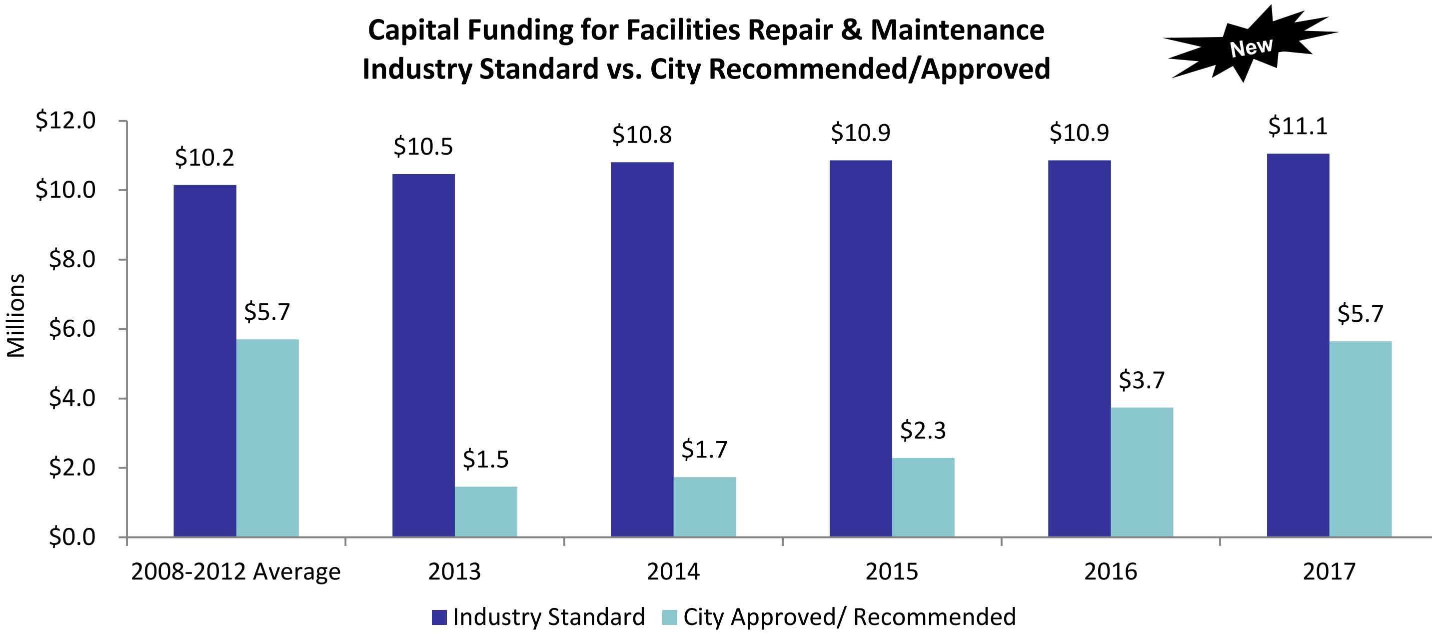
What will it take to achieve the targets?

The overall goal is to cost effectively maintain the current system for its intended life. The goal in 2012 is to continue to repair current units as long as parts are available and the units remain compatible with the ARMER radio system. It is projected that by 2015 we may need to replace approximately 100 radio units due to obsolescence at a current average replacement cost of $4,000. The Property Services Radio Shop will continue to track the costs associated with repair and compare to replacement costs. ARMER radio system changes and standards is another factor that may drive earlier replacement of radios and equipment, and would require significant capital investment. The City still carries $5.5M of capital debt that is scheduled to be retired at the end of 2018. The current rate model charged to customers does not include a capital replacement component. Staff recommends the development of a long-term capital finance plan to manage obsolescence, potential upgrades in the ARMER system and the eventual replacement of the entire radio system. The plan will need to accommodate a potential of up to an estimated $400,000 of new funding for 2015.

Additional Data on Next Page…


Radio System Total Costs and Monthly Rental Cost
New
Thousands
$1,400
$1,200
$1,000
$800
$600
$400
$200
$0
$49
$47
$45
$43
$41
$39
$37
$35
$946
$951
$1,243
$1,133
$1,187
$1,086
$1,183
$42
$42
$42
$43
$43
$44
2006
2007
2008
2009
2010
2011
2012 (est)
Monthly Rental Rate


Radio System Number of Radio Units Rented
New
2500
2000
1500
1000
500
0
1992
1992
2196
2210
2217
2183
2216
2006
2007
2008
2009
2010
2011
2012 (Est)



Why is this measure important?

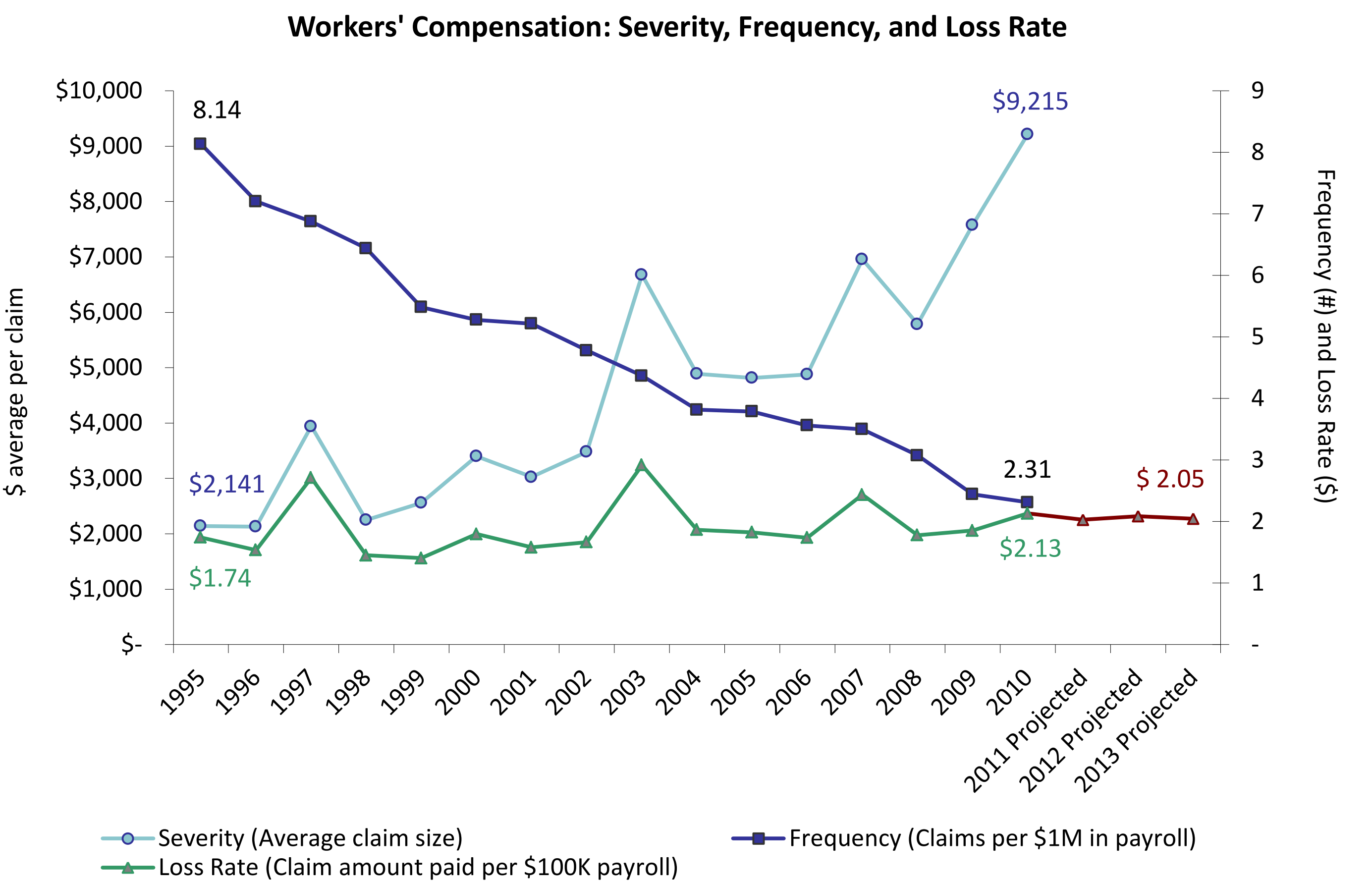
Finance & Property Services staff maintain 58 City-owned and operated facilities, which includes police precincts, fire stations as well as public works, general office and miscellaneous facilities. Park facilities, Community Planning and Economic Development properties, parking ramps, water works facilities, City Hall, Convention Center and Target Center are not included in the total above. This measure compares the level of capital funding for repair and maintenance of City-owned facilities to the industry standard. The measure compares the average spent (actuals) for 2008-to-2012 and recommended (requested) funding for years 2013-to-2017. Industry standards for public facilities recommend an annual investment of one-to-six percent of the current replacement value, depending on the age of the facility and previous maintenance and capital investments, in order to preserve and enhance the functional and economic value of the facility.

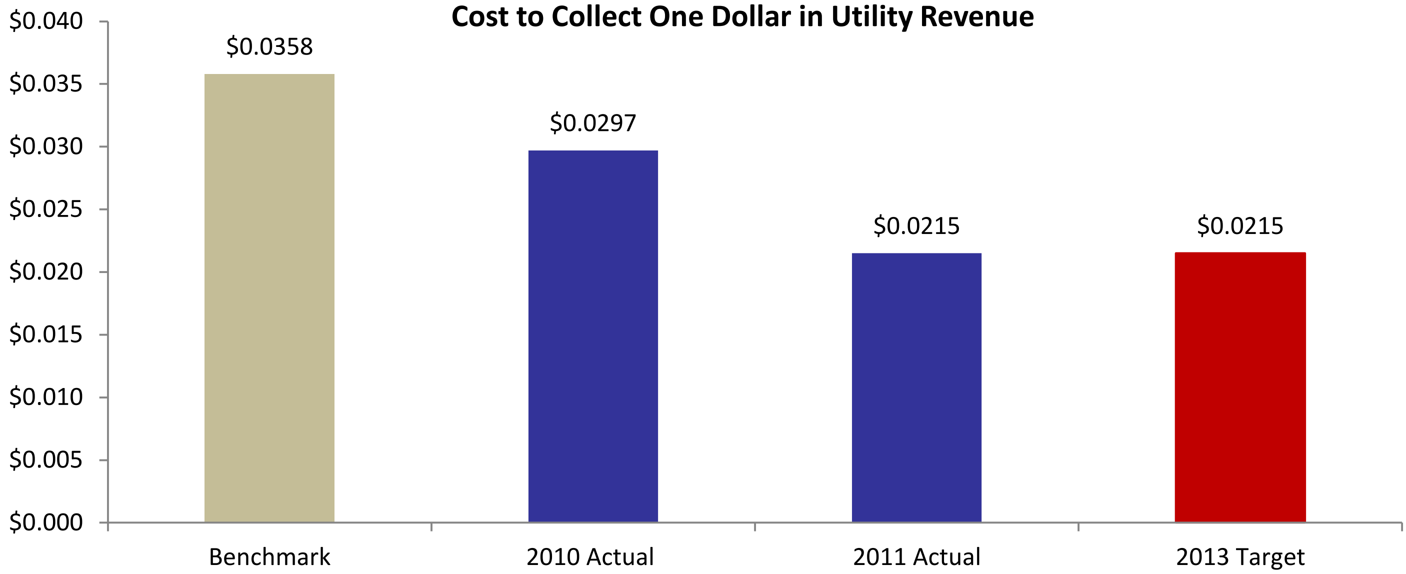
The City's facility infrastructure is critical to supporting municipal operations. A properly funded and effective ongoing capital maintenance program ensures that the City's public infrastructure system remains safe, efficient, and cost effective throughout the life of the facilities. A lack of adequate ongoing capital investment or deferred maintenance results in an increased need for major facility rehabilitation or replacement, and operations that are reactive and corrective rather than preventative. Consequently, the continuation of inadequate funding increases the risk of disruption to public services due to facility shut downs and unplanned repairs, and results in overall increased costs.

What will it take to achieve the targets?

The City's capital spending level for facilities repair and maintenance has been below industry standard for several years. In recent years, approved capital funding for repair and maintenance has only been manageable because of facility replacement projects (Hiawatha Maintenance Facility, Emergency Operations and Training Facility). Capital funding below industry standard is projected to continue into the future, resulting in a continual decline to the overall condition of City facilities, increased operations and maintenance costs, and increased risk of service disruption. Finance & Property Services will complete a comprehensive facility assessment and develop an asset management plan to guide future capital program decision-making.

APPENDIX


Workers' Compensation: Severity, Frequency, and Loss Rate
$10,000
$9,000
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
$ average per claim
9
8
7
6
5
4
3
2
1
-
Frequency (#) and Loss Rate ($)
8.14
$9,215
$2,141
2.31
$ 2.05
$1.74
$2.13
1995
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011 Projected
2012 Projected
2013 Projected
Severity (Average claim size)
Frequency (Claims per $1M in payroll)
Loss Rate (Claim amount paid per $100K payroll)



Why is this measure important?

This metric measures the efficiency of the revenue cycle process; more specifically, how much it costs to collect revenue. The above chart displays the City's cost to collect $1 dollar in utility revenue. Since there is no established industry benchmark for this metric in the Public sector, the City collaborated with the Association of Metropolitan Water Agencies to conduct a survey of its members. The average cost of collection for the 16 municipalities that participated in the survey is $0.0358 per dollar. This metric is for City utility revenues only and is calculated on an annual basis.

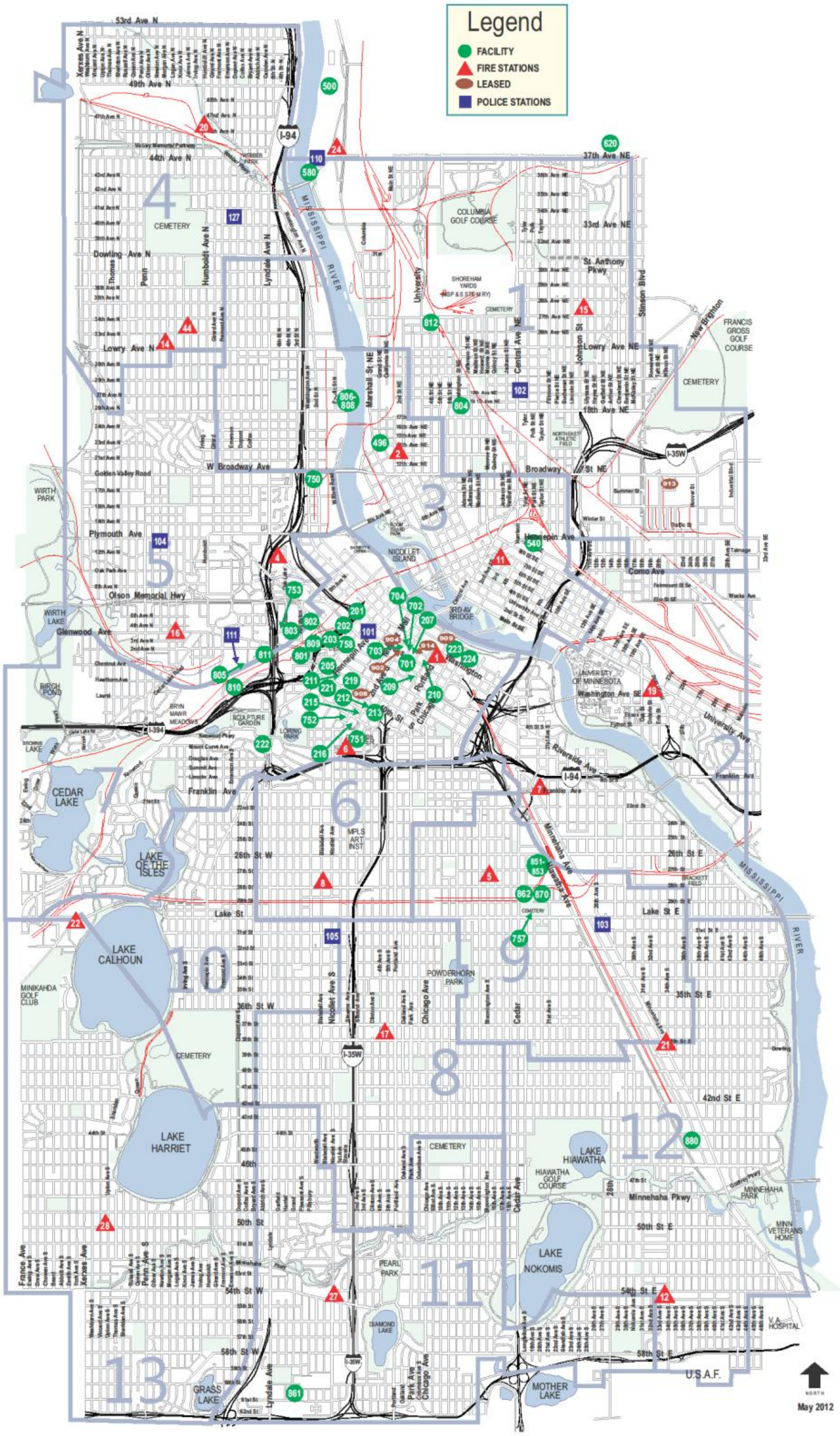
What will it take to achieve the targets?

Increased use of technology, enhanced business processes, motivate and train employees to initiate and maintain efficiencies, and collaborate with Enterprise operations to increase revenues.

Cities Included in the Benchmark:

Helix Water District
Akron Public Utilities Bureau
Minneapolis Public Utilities
St. Paul Regional Water Services
Providence Water
Fairfax Water
WaterOne
Clayton County Water Authority
NYC Dept. of Environmental Protection
Portland Water District
Metro Water Services
Seattle Public Utilities
Boston Water & Sewer Commission
Columbus Water Works
Salt Lake City Public Utilities
Louisville Water Company

CITY OF MINNEAPOLIS

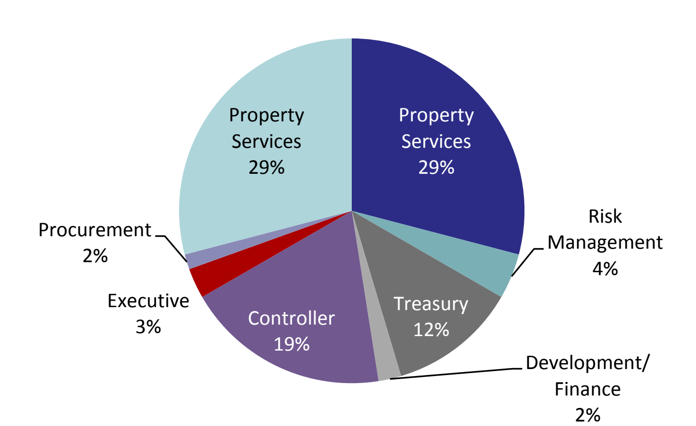


Fire Stations	
001 Fire Station No. 1	530 South 3rd Street
002 Fire Station No. 2	143 13th Ave N.E.
004 Fire Station No. 4	1101 North 6th Street
005 Fire Station No. 5	2700 Bloomington Ave
006 Fire Station No. 6	121 East 15th Street
007 Fire Station No. 7	2000 East Franklin
008 Fire Station No. 8	2749 Blaisdell Ave
011 Fire Station No. 11	229 S.E. 6th Street
012 Fire Station No. 12	5401 33rd Ave South
014 Fire Station No. 14	2002 Lowry Ave No
015 Fire Station No. 15	2701 Johnson Street N.E.
016 Fire Station No. 16	1600 Glenwood Ave North
017 Fire Station No. 17	330 East 38th Street
019 Fire Station No. 19	200 S.E. Ontario Street
020 Fire Station No. 20	4646 Humbolt Ave North
021 Fire Station No. 21	3209 East 38th Street
022 Fire Station No. 22	3025 Market Place
024 EOTF	25-37th Ave NE
027 Fire Station No. 27	5410 Nicollet Ave
028 Fire Station No. 28	2810 West 50th Street
044 Old Fire Station No. 14	1704 North 33rd Ave
Police Stations	
101 Police Precinct No. 1	19 North 4th Street
102 Police Precinct No. 2	1911 Central Ave Ne
103 Police Precinct No. 3	3000 Minnehaha Ave
104 Police Precinct No. 4	1925 Plymouth Ave
105 Police Precinct No. 5	3101 Nicollet Ave
110 Police Canine Kennel	15 N.E. 37th Ave
111 Forensic Garage	49 Colfax Ave South
127 Hamilton SOC Facility	4131 Dupont Ave N
Ramps	
201 4th Street Garage	318 2nd Ave North
202 5th Street Garage	516 2nd Ave North
203 7th Street Garage	101 North 9th Street
205 Hawthorne Transportation Center	31 North 9th Street
207 Courthouse Municipal Ramp	333 3rd Ave South
209 Government Center Ramp	415 South 5th Street
210 HAAF Ramp	424 South 4th Street
211 Hennepin at 10th Ramp	935 Hennepin Ave
212 11th Street Underground	1030 2nd Ave South
213 Leamington Ramp	1001 2nd Ave South
215 Orchestra Hall Ramp	1111 Marquette Ave South
216 Plaza Ramp	117 South 12th Street
219 10th & Lasalle	915 Lasalle Ave
221 Harmon & 11th	25 South 11th Street
222 Walker	721 Vineland Place
223 Mill Quarter	711 South 2nd Street
224 Riverfront Municipal Ramp	800 Washington Ave S
CPED Properties	
496 Grainbelt Bottling House Annex	74 14th Ave NE
Water	
500 Fridley Campus	4500 Marshall Street NE
540 East Yards Campus	935 5th Ave SE
580 37th Ave. NE Campus	37th Ave. NE
620 Columbia Heights Campus	4500 Reservoir Blvd
General Office	
701 City Hall	350 South 5th Street
702 Public Service Center	250 South 4th Street
703 City of Lakes Building	309 Second Ave South
704 Old Community Service Center	217 S. 3rd Street
Misc. Property	
750 Animal Care & Control	212 17th Avenue North
751 Convention Center	1301 Second Ave South
752 Talmadge Building	1219 Marquette Ave
753 Municipal Market	312 lakeside Ave North
757 Pioneers & Soldiers Cemetery	2925 Cedar Ave S
758 Target Center	600 1st Ave N
Service Nodes	
801 Currie Maintenance Facility	1200 Currie Ave North
802 Royalston Maintenance Facility	661 5th Ave North
803 Traffic Maintenance Facility	300 Border Ave
804 NE Equipment and Street	1809 Washington Street NE
805 Impound Lot	51 Colfax Ave N
806 Sanitation & Recycling	2710 Pacific
807 Recovery Building	2712 Pacific
808 North Transfer Station	2716 Pacific
809 Olson Property	140 12th Street North
810 Linden Yards	103 Lyndale Ave N
811 Aldrich Facility	198 Aldrich Ave No
812 New Public Works Facility	340 27th Ave NE
851 Hiawatha Office Building	1901 East 26th Street
852 Hiawatha Garage & Yards	1901 East 26th Street
853 Hiawatha Stores & Storage	1858 East 27th Street
861 Harriet Maintenance Facility	6024-36 Harriet Ave S
862 South Transfer	2852 20th Ave South
870 Tin Building	2850 20th Ave South
880 Old 44th & Snelling	4444 Snelling
Leased	
902 Tri Tech Center	331 2nd Ave S
904 Towle Building	333 S 7th Street
908 Senior Citizen Drop In Center	950 Nicollet Ave South
909 Crown Roller Mill	105 5th Ave S
913 Voting Equipment Warehouse	724 NE Harding Street
914 Flour Exchange Building	310 4th Ave S

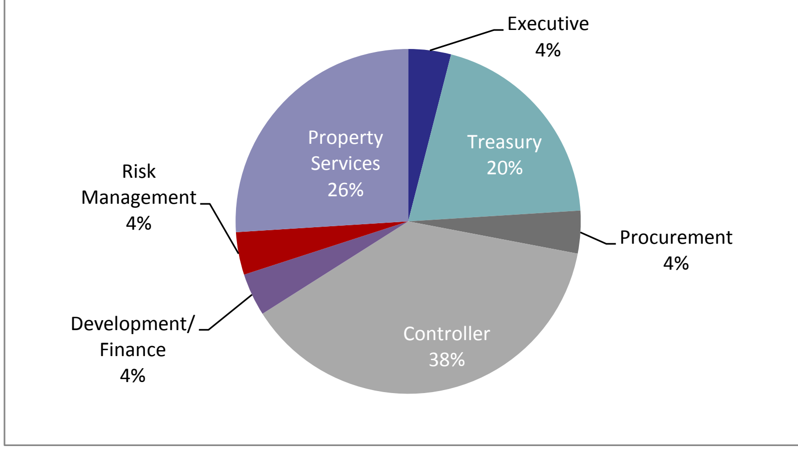
January 31, 2012

Management Dashboard: Finance & Property Services

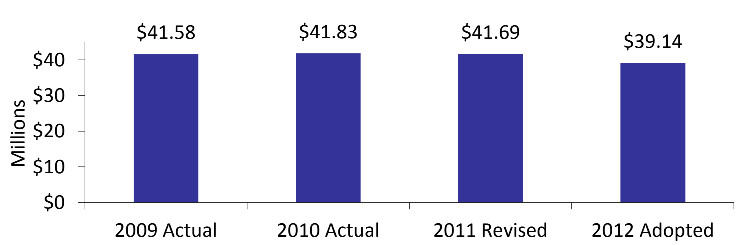
Expense by Division, 2012 Adopted Budget



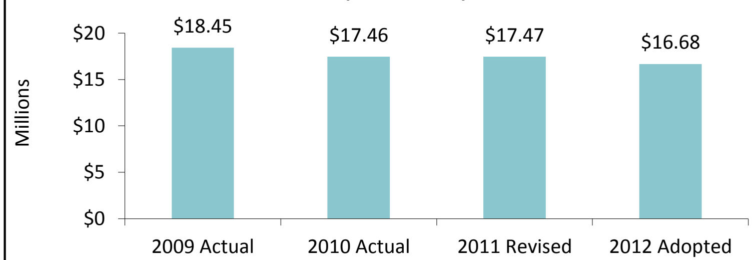
Positions by Divison, 2012 Adopted Budget



Expenditure 2009-2011 (in millions)



Revenue 2009-2011 (in millions)



Loss Prevention Data					
Year	2007	2008	2009	2010	2011
Workers Comp	$23,408	$34,670	$2,481	$4,650	$289
Liability Claims	$0	$0	$0	$13,112	$0

Average Sick Days Taken per Employee						
Year	2006	2007	2008	2009	2010	2011*
Days	7.7	7	7.2	8.5	8	7.5

**Note: Now includes Property Services*

Workforce Demographics			
Year end	12/31/2003	12/31/2011	City Avg.
% Female	63%	65%	31%
% Employee of Color	30%	27%	24%
# of Employees	166	169	

Overtime Costs						
Year	2006	2007	2008	2009	2010	2011
Hours	3,506	4,182	5,431	1,508	421	116
Cost	115,717	148,717	198,642	57,619	17,820	45,258

Employee Turnover and Savings						
Year end	2007	2008	2009	2010	2011	City Avg.
Turnover	11.26%	5.93%	11.67%	6.98%	8.80%	5.42%

Positions Vacancies						
Year end	2007	2008	2009	2010	2011	City Avg.
% of Total	10%	5%	1%	3%	6%	7%

Performance Reviews Past Due in HRIS		
As of	09/14/12	47%

Employees Eligible to Retire												
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number	20	22	5	6	7	6	1	12	12	8	10	9

Notes:

Average Sick Days taken per Employee

A) Based on the payroll calendar year not the calendar year.
B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

A) Includes employee counts at year's end for 2003 and 2007.
B) Only includes active FT regular employees.

Workforce Analysis Detail

2 of 8 categories indicate under-utilization:

Official and Admin.	9 incumbents	Female = 33.3%	Avail. = 40.6%
Technician	1 incumbent	POC = 0.0%	Avail. = 58.3%

Employee Turnover and Savings

A) Turnover Savings= $Budgeted (personnel) - $Actual (personnel)

Position Vacancies

A) Includes only budgeted positions.

Retirement Projections

A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.