Results
MINNEAPOLIS

Finance & Property Services

September 17, 2013

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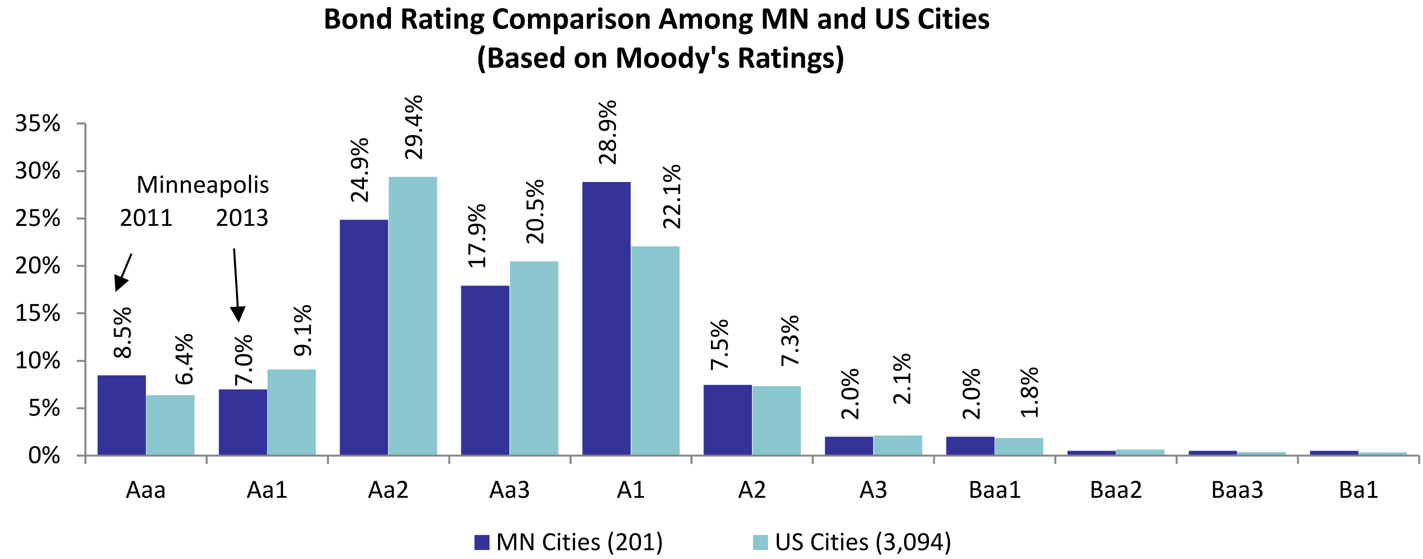
Finance & Property Services



Note: Moody's bond rating comparison data is as of July 2013
Source: Moody's Minnesota Medians-Cities and National Median-Cities as of 7/11/13 as received from analyst.

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. The chart above reflects comparative rating information available from Moody's – one of three rating agencies that rate the City's bonds.

Moody's ratings include the following primary and sub-rating factors and weightings:
- Economic Strength 40% - size and growth trend, type of economy, socioeconomic and demographic profile and workforce profile;
- Financial Strength 30% - balance sheet/liquidity, operating flexibility, budgetary performance;
- Management and Governance 20% - financial planning & budgeting, debt management and capital planning, management of economy/tax base, governing structure, disclosure; and
- Debt Profile 10% - debt burden, debt structure and composition, debt management and financial impact/flexibility, other long-term commitments and liabilities (Pensions and Other Post Employment)

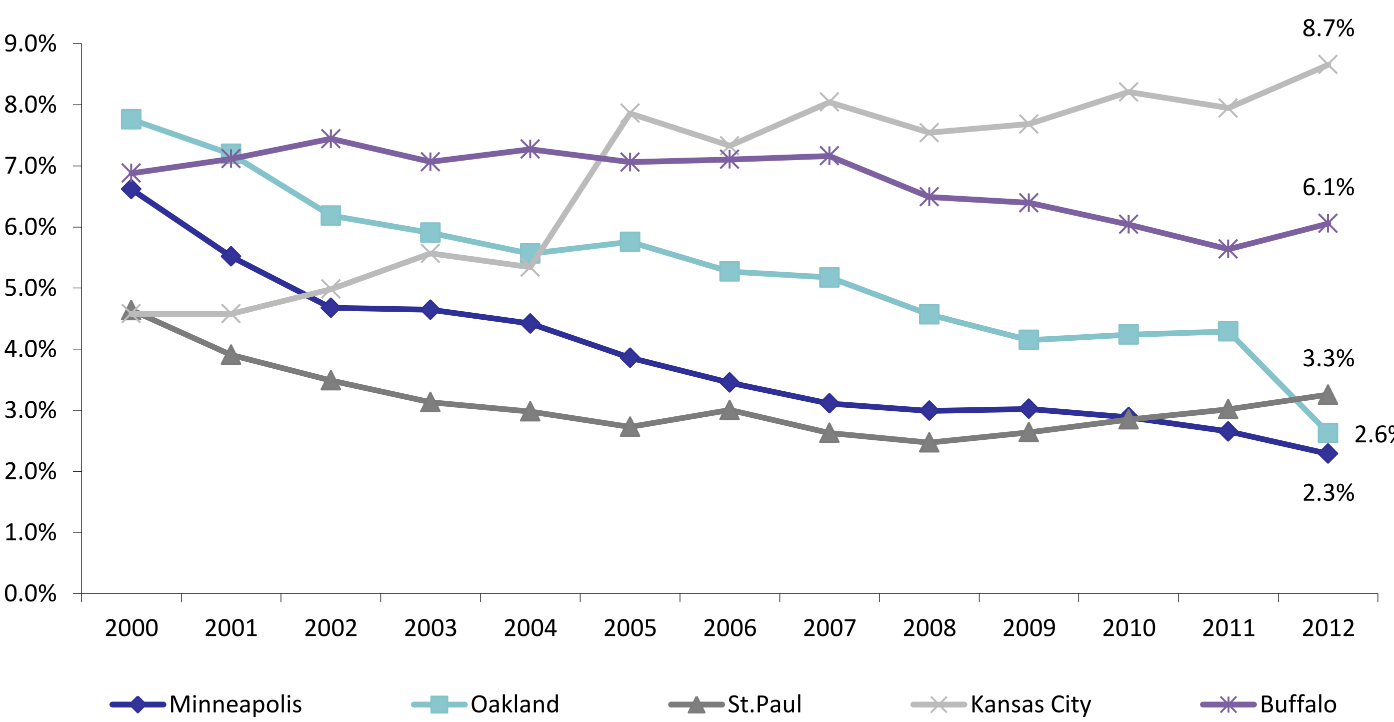
What will it take to make progress?
The City has the highest ratings with stable outlooks from two of the three rating services (Fitch & Standard & Poor's) but on July 29, 2013 Moody's reduced the City's bond rating by one notch to Aa1. This downgrade was due to Moody's new pension methodology which characterizes our "adjusted net pension liability" as higher than other Aaa cities. To maintain these "triple A" ratings, the City must continue to execute on financial plans for the general fund, internal service funds and the parking fund, while maintaining our economic position in the region and strengthening our financial reporting disciplines and long-term planning practices. To return to Aaa from Moody's will require improvement in the funding ratios of the pension plans as well as robust general fund revenue growth, maintaining or growing reserve balances, recovery and growth in property values and continued budget discipline.

Additional Data on Next Page…

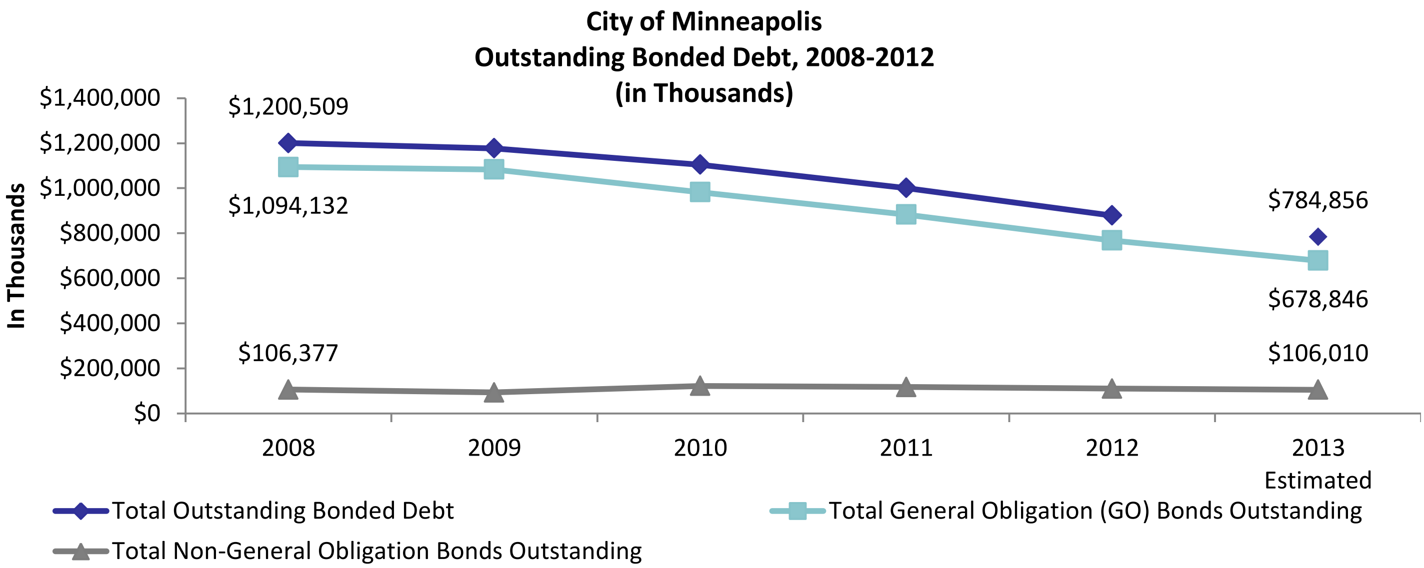
2013 Comparative Bond Rating

Rating Agency	Minneapolis	Oakland	St. Paul	Miami	Kansas City	Sacramento
S & P	AAA	AA-	AAA	BBB	AA	A+
Moody's	Aa1	Aa2	Aa1	A2	Aa2	Aa2
Fitch	AAA	A+	N/A	A-	AA	AA-

City of Minneapolis Total Debt as a Percentage of Assessor's Estimated Market Value, 2000-2012



Source: Various City Annual CAFR Reports (statistical section)



Source: Outstanding Bonded Debt for Years Ending December 31, XX

Outstanding Bonded Debt Trend

The graph above shows a 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 $679 million of GO bonds outstanding at the end of 2013, $241 million is for enterprise functions including sewer, water and parking businesses, $299 million is for other self supporting functions including the Convention Center, tax increment projects and special assessments, $24 million is for internal service functions including fleet, 800 MHz radios and technology services and $115 million is for property tax supported functions including capital infrastructure and library referendum improvements (see graph on next page). Included in the enterprise number above is $84 M 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 over $14 million of revenue notes which are also not backed by a GO pledge.

Why are these measures important?

The graph on page seven (7) shows a history and an estimate of future principal payments and the overall trend of outstanding debt for the property tax supported category of City debt. 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 as can be seen by the new issuance of debt projected to be smaller than the annual principal payments. 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 and to help manage operating expense and revenue considerations against capital needs and associated costs of financing capital improvements.

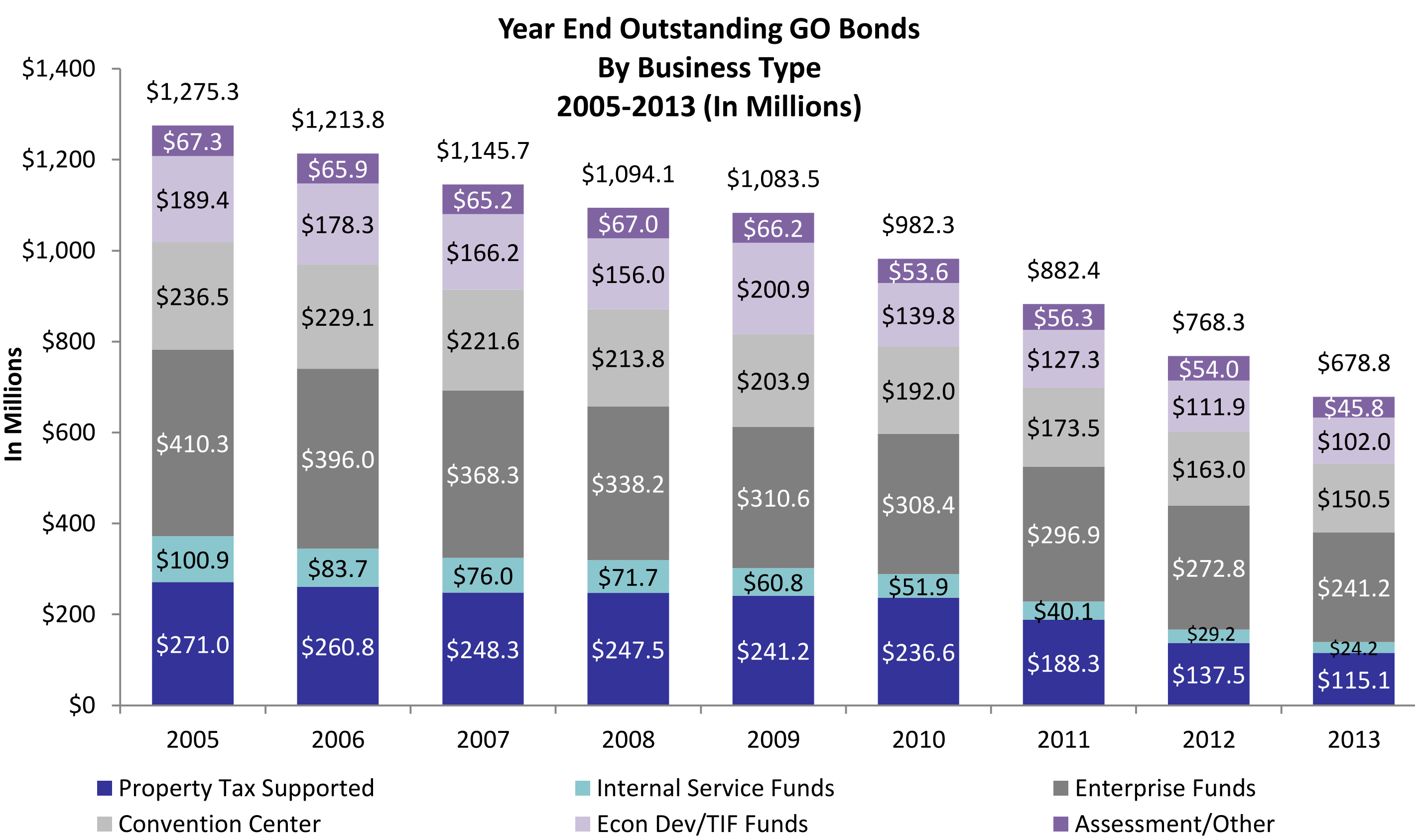
Additional Data and Narrative on Next Page…

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 issuances 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 adversely impacting the City's overall debt level. 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.

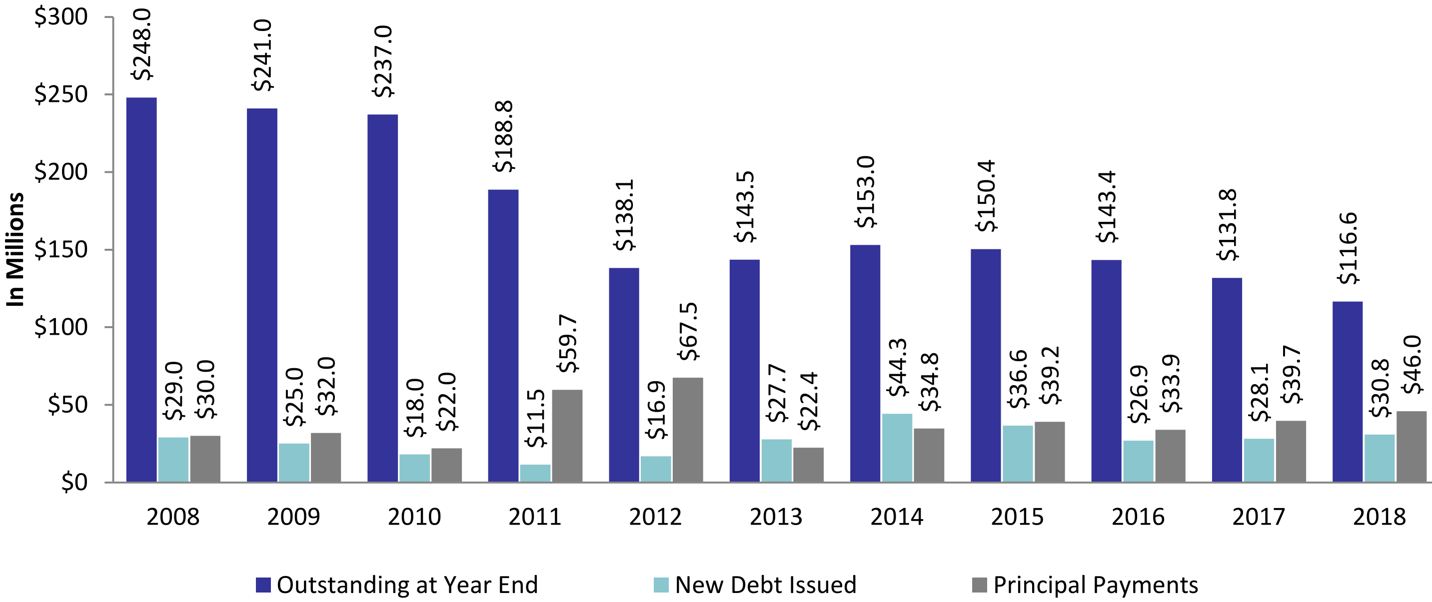
Overall, the pace of early debt retirement, as well as new debt issuance, is also influenced by the relationship between the cost of debt and the investment earnings available on the City's cash. When the potential for investment earnings is low, and expected to remain low (relative to the cost of debt), it often makes sense to use cash-on-hand to pay off debt early and/or 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. The chart below shows the outstanding debt balances by type of debt. While all categories of debt have been decreasing over time, the most important types that affect the provision of future City services are the property tax supported debt and the internal service fund debt. These two categories directly impact the need for tax collections to pay the debt which can then limit the City's ability to maintain services such as Police and Fire protection, snow plowing, traffic maintenance, etc. The significant reduction in these two categories from $372 million to $139 million is now providing financial flexibility for more investment in infrastructure, stable operating budgets and smaller than usual tax increases.

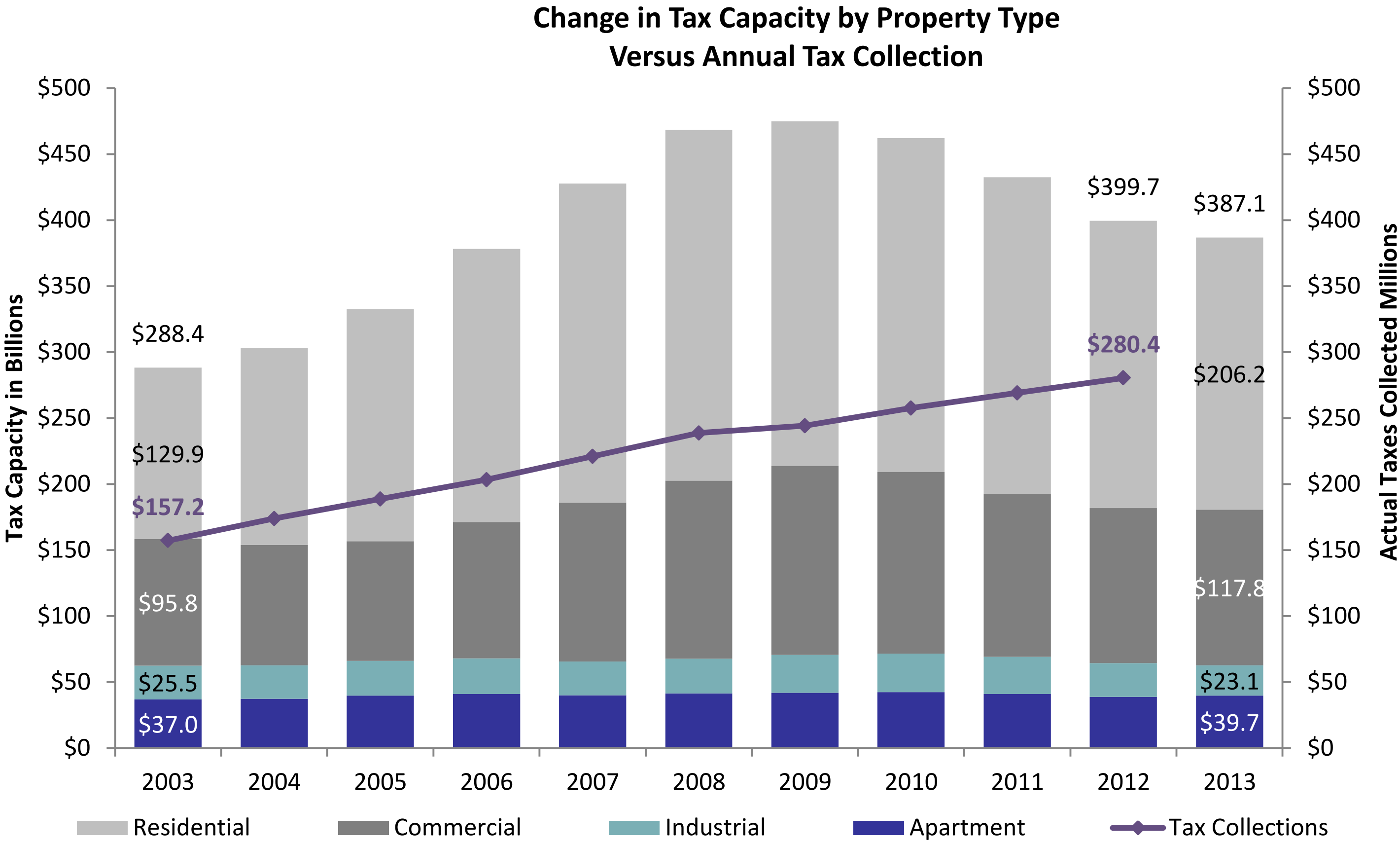


Source: Outstanding Bonded Debt Spreadsheet for Years Ending December 31, XX

Property Tax Supported Debt Outstanding
(General Infrastructure, Library Referendum, and Pension Obligation Bonds)
2008-2018 (in millions)



Source: Debt Service History and Projections based on Mayor's 2014 Recommended Budget for the NDB Capital Program - no Pension Bonds after 2012



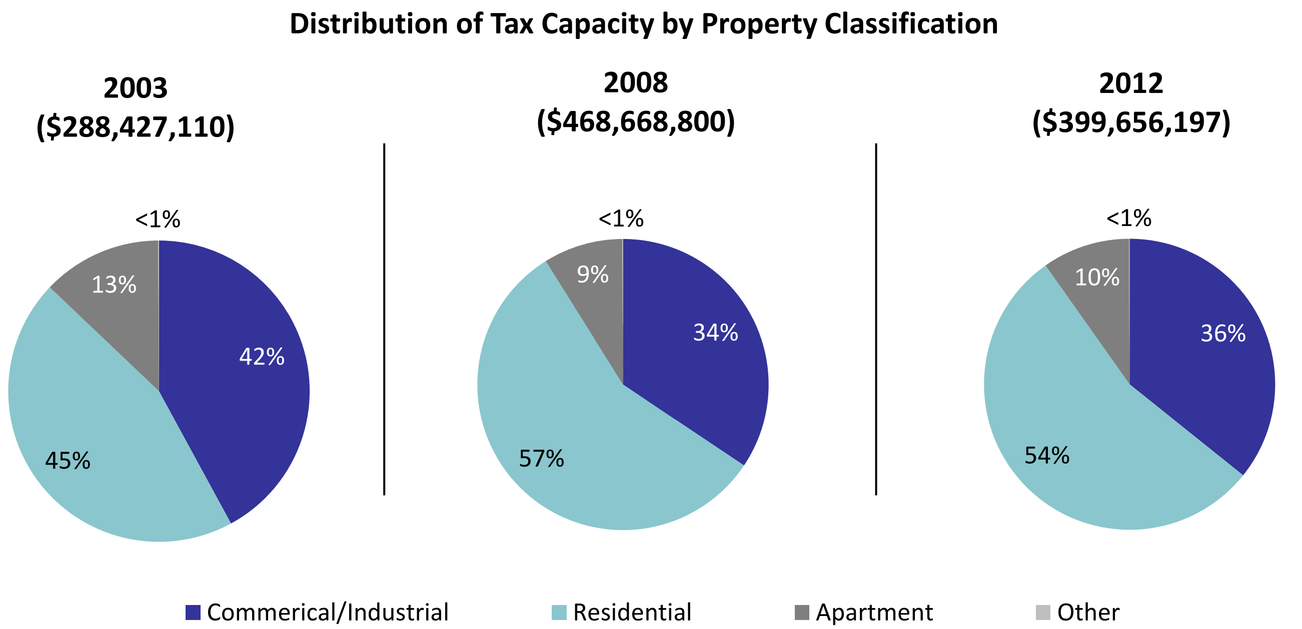
Source: 2012 Minneapolis Comprehensive Annual Financial Report

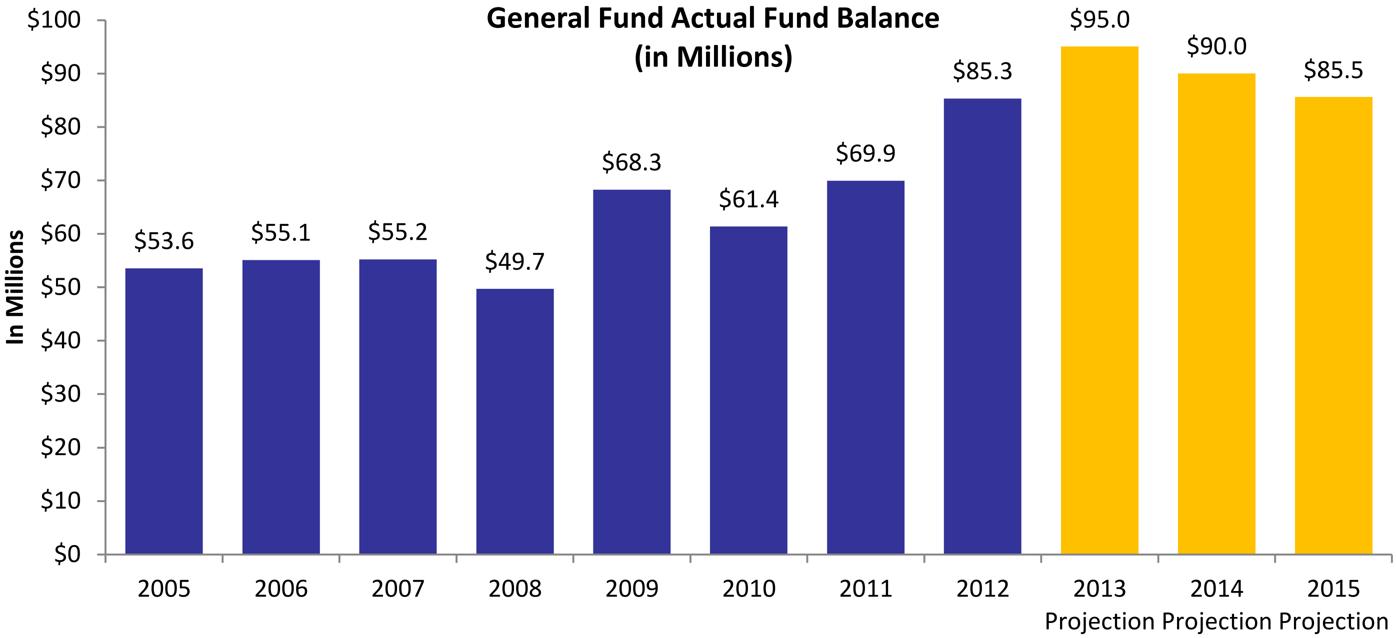
Why is this measure important?

Rating agencies use a number of criteria when considering the credit-worthiness of local governments. Among the three rating agencies, Moody's, Fitch and S&P, economic conditions such as property values and ability to generate revenues through property taxes and other sources are considered important factors. While there is a definite link between property values and ability to generate revenue in a variety of manners, rating agencies do not always fully capture the differences in how various jurisdictions calculate and collect these revenues, particularly property taxes. In many localities, property taxes are a set proportion of the value of a property. Therefore, when property values rise, so does the income for the governmental entity and when the values decrease, so does the revenue, causing financial hardship for the municipality, including fewer resources to pay off obligations. However, because of the unique nature of the property tax system in Minnesota, property tax collections are not directly correlated to property values. Rather, local governments adopt a total property tax amount which is then allocated to all tax-paying properties based upon each property's proportion of the total value. The end result is that, even when property values decline, the local government in Minnesota maintains its ability to generate property taxes to meet its obligations. Furthermore, recently implemented changes in the State's Market Value Homestead program further reduce the taxable portion of residential property. Despite the additional decrease in total taxable values, the ability to collect property taxes is maintained. In the bar chart below, changes in total tax capacity and proportional variations in the composition of the total by property class have not impacted the ability of the City of Minneapolis to continue to generate sufficient property tax revenues to meet its obligations.

How has the mix of property values evolved over time?

As shown in the pie charts on the next page, the City's total tax capacity is made up of essentially three property types: Residential, Apartments, and Commercial/Industrial. Over time, the State has made changes in the amount of a properties value that is subject to tax capacity valuation. As a result, the proportionate share of property taxes paid by a class of property can shift. In 2003, residential properties paid less than half of the total City property tax bill. In 2008, with valuation increases, residential properties increased to 57 percent of the total. For 2012, a combination of a decline in values, along with market value exclusion which reduced the amount of home value subject to tax, the residential properties are reduced to about 54 percent of the total. Projected higher rates of value growth for commercial/industrial, as well as apartments, will impact these proportions for 2013.





Source: Various City Annual CAFR Reports (statistical section)

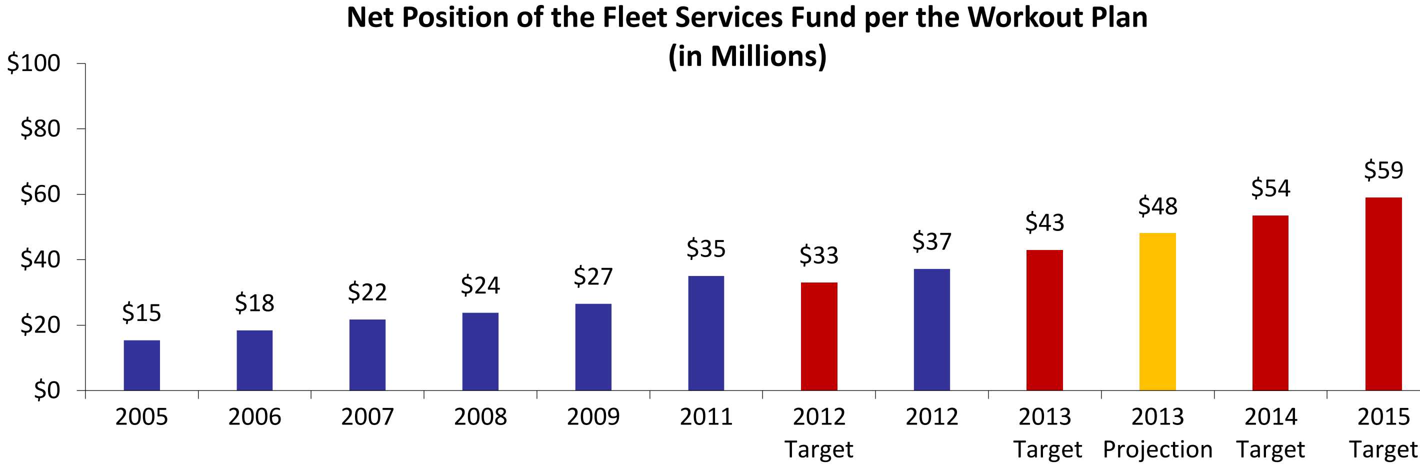
Why is the measure important?

Fund Balance in the General Fund or Net Position in the Internal Service Funds is the available equity of the fund and provides an important measure of the fund's economic health. A healthy fund balance or net position is important in enabling the fund to meet cash flow needs or to cover unanticipated costs.

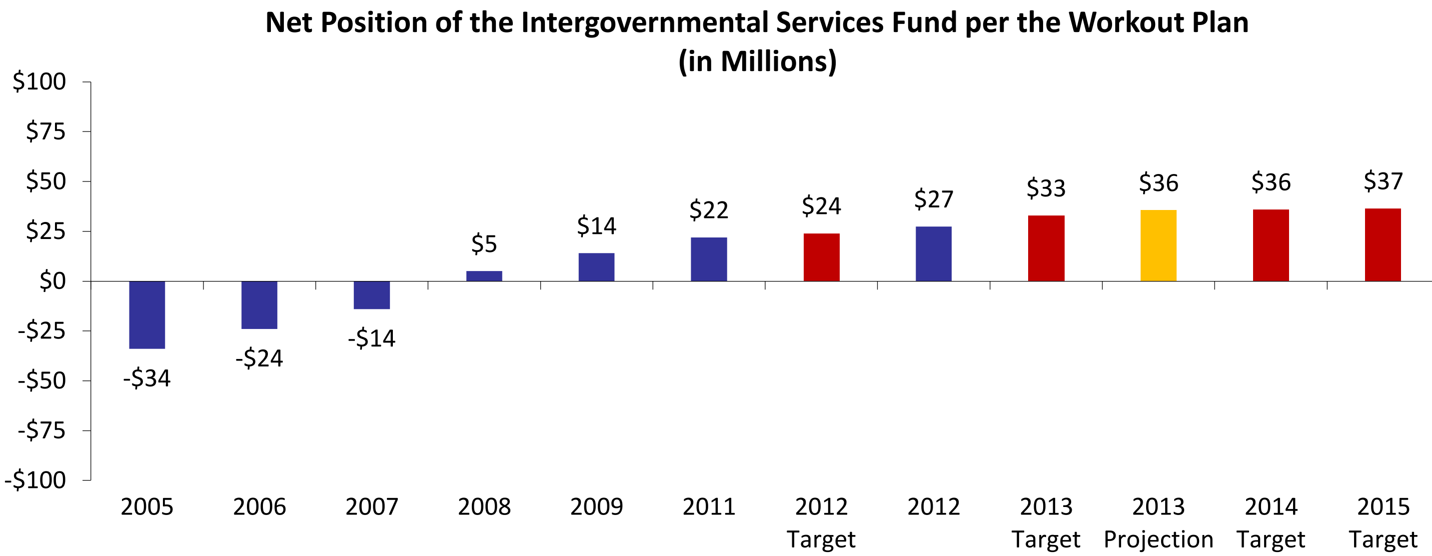
What will it take to achieve the projections?

Achieving the fund balance or net position 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.

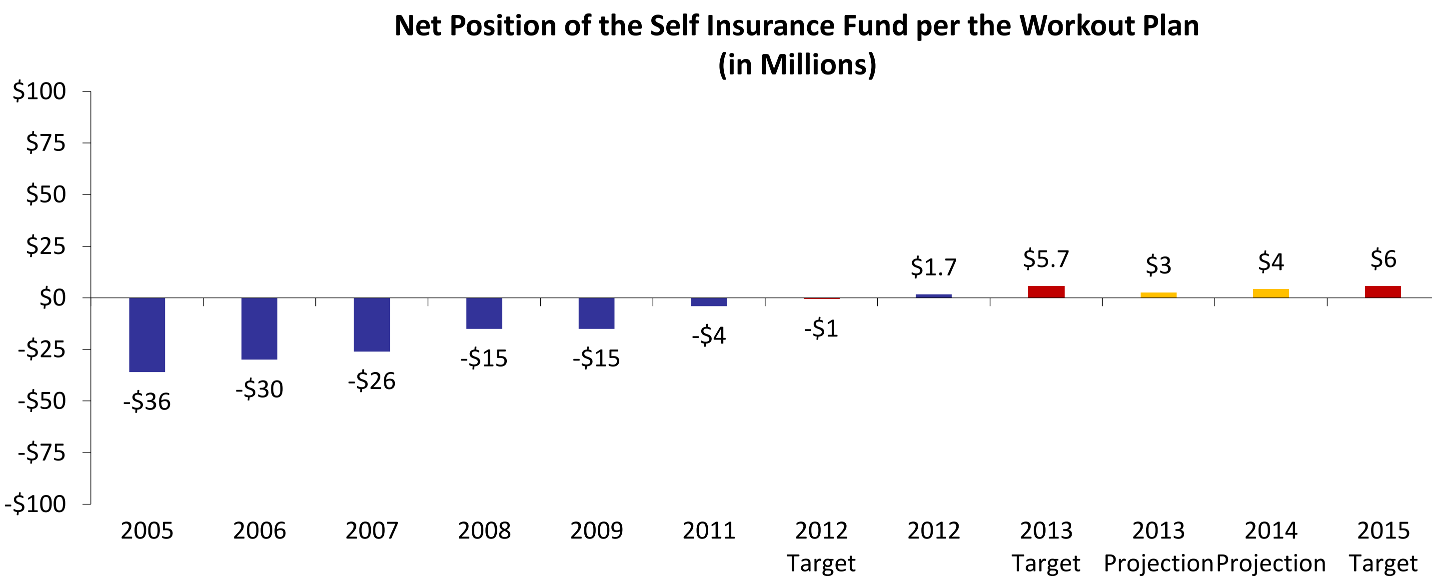
Target Fund Balances for the General Fund, which were based on a percent of the next year's *revenue* budget, have been removed from previous years. As we continue to re-evaluate how we account for various City revenues in the General Fund, we will also need to re-visit the City's target fund balance amount to determine the best methodology for maintaining the proper level of reserves. At the same time, enhanced monitoring of annual budgets and their relationship to historical activity will result in more precise projections regarding fund balance levels and the factors that contribute to its growth and potential uses.



Source: Various City Annual CAFR Reports

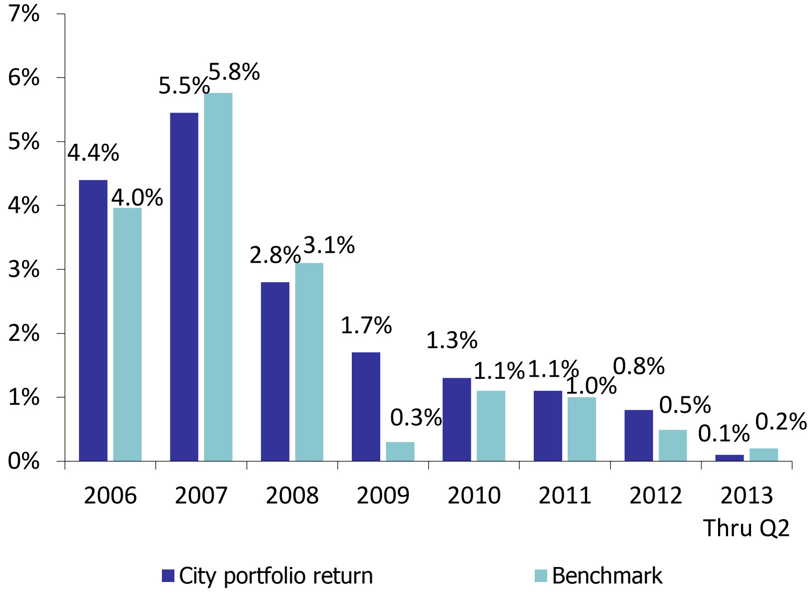


Source: Various City Annual CAFR Reports



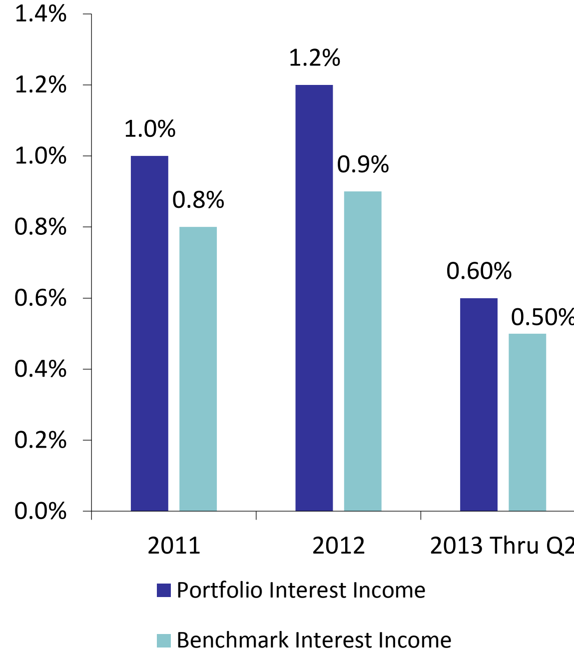
Source: Various City Annual CAFR Reports

Total Return On Operating Assets (Excluding Management Fees)



Note: For the years ended December 31. For 2013, YTD 6/30/13
Source: Quarterly Investment Reports

Interest Income Component of Total Return



Source: Quarterly Investment Reports

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.

Measures in Development

General Liability Claims (Risk Management Only) Q1 and Q2 Comparison									
Agency Name	**Claims Received**			**Claims Accepted**			**Claims Denied/ Referred**		
	2011	**2012**	**2013**	**2011**	**2012**	**2013**	**2011**	**2012**	**2013**
Public Works	225	78	112	60	38	37	160	35	66
Police Department	53	45	46	26	19	21	27	21	24
Fire Department	14		2	12		1	2		
Regulatory Services	119	92	68	10	9	6	107	83	61
Other	4	4	7	2	1	2	2	3	4
Total	415	219	235	110	67	67	298	142	155

Agency Name	**Claim Amounts**			**Claim Payments**		
	2011	**2012**	**2013**	**2011**	**2012**	**2013**
Public Works	$ 330,897	$ 166,641	$ 185,061	$ 139,908	$ 82,130	$ 82,049
Police Department	$ 108,085	$ 103,004	$ 80,729	$ 27,108	$ 18,018	$ 52,925
Fire Department	$ 24,135		$ 3,411	$ 16,320		$ 600
Regulatory Services	$ 31,025	$ 15,193	$ 12,535	$ 10,141	$ 2,337	$ 914
Other	$ 4,353	$ 21,523	$ 18,107	$ 941	$ 365	$ 1,942
Total	$ 498,495	$ 306,361	$ 299,843	$ 194,418	$ 102,850	$ 138,430

Why is this measure important?

This gives us a sense from our residents which services are most frustrating. Everything from tree claims to water intrusion, these claims reflect issues with city infrastructure or vehicle accidents. It defines for us the areas we need to work on in order to develop better policies, procedures and or enforcement of those policies and procedures.

The data reflects the claims “received” in the first half of the respective years 2011, 2012 and 2013. Of those claims, they will fall into 2 categories: claims accepted (and paid) and claims denied or referred to a more appropriate entity responsible for the claim. Risk Management & Claims (RMC) will refer claims to the City Attorney’s Office (CAO) under the following conditions: the claim value will exceed our financial authority of $25K, the matter is represented by an attorney, or the issue covers constitutional issues such as discrimination or use of force. Some claims may exceed our financial authority, but the CAO agrees that we can handle the property damages. It should also be noted that the two departments share investigators where it is appropriate.

Additional Narrative on Next Page…

In 2011 there was an increase in claims. Potholes (Public Works) and ticket & tow claims (Regulatory Services) saw the largest increases. Claims filed here are more seasonal in their nature and they all have a six year statute of limitations. About half of the claims received are paid due to the city's liability in not following a documented procedure, damage caused by a City contractor, or vehicle accidents.

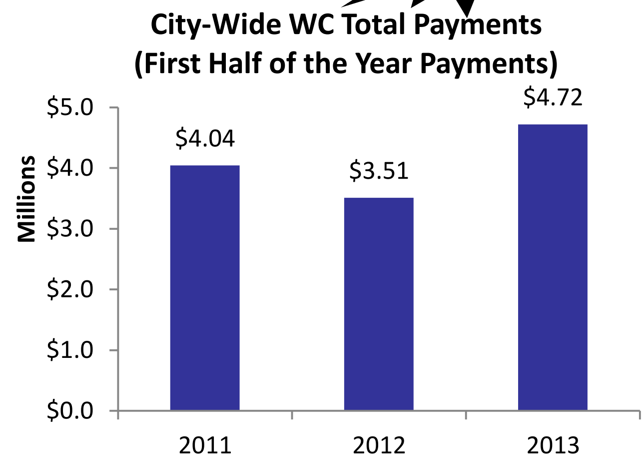
What will it take to make progress?

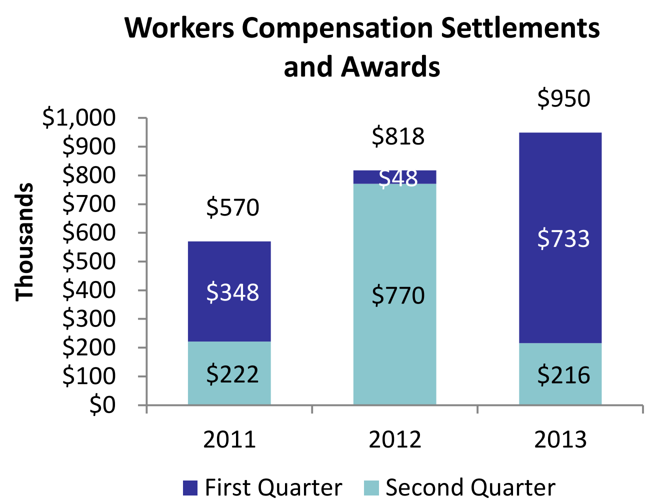
The Safety and Risk Management Committee (SRMC) meets monthly made up of department management representatives and employee union representatives . The committee focuses on employee safety and risk management. They have agreed to focus on the reduction of vehicular accidents through the development of an enterprise-wide policy on Distracted Driving and a 12-month pilot program on driver feedback & education.

Workers Compensation Payments			
Year	**2011**	**2012**	**2013***
Public Works	$ 2,584,712	$ 2,364,007	$ 1,974,680
Police Department	$ 1,791,605	$ 2,172,152	$ 750,522
Fire Department	$ 1,155,454	$ 1,840,714	$ 1,421,524
Regulatory Services	$ 198,316	$ 97,229	$ 151,953
Convention Center	$ 119,497	$ 33,349	$ 10,685
Finance Department	$ 289	$ 96,101	$ 50,214
CPED	$ 971	$ 847	$ 13,404
Assessors	$ 31,507	$ 39,549	$ 21,916
Emergency Communications	$ 20,074	$ 2,995	$ 18,332
City Attorney	$ 55,380	$ 18,980	$ 65,815
City Clerk	$ 14,416	$ 5,652	$ 27,554
Health	$ 32,807	$ 74,641	$ 22,584
Human Resources	$ 15,017	$ 51,486	$ 115,178
Civil Rights	$ 11,799	$ 7,152	$ 59,750
Communications	$ 3,142	$ 5	
BIS	$ 2,208	$ 1,170	
311	$ 170	$ 13,011	$ 14,398
Total	**$ 6,037,362**	**$ 6,819,040**	**$ 4,718,508**

Notes:

1. * Dollars represent payments made within the calendar year except 2013 which is through 6/30/13
2. The totals are accurate as of 6/30/13





Why are these measures important?

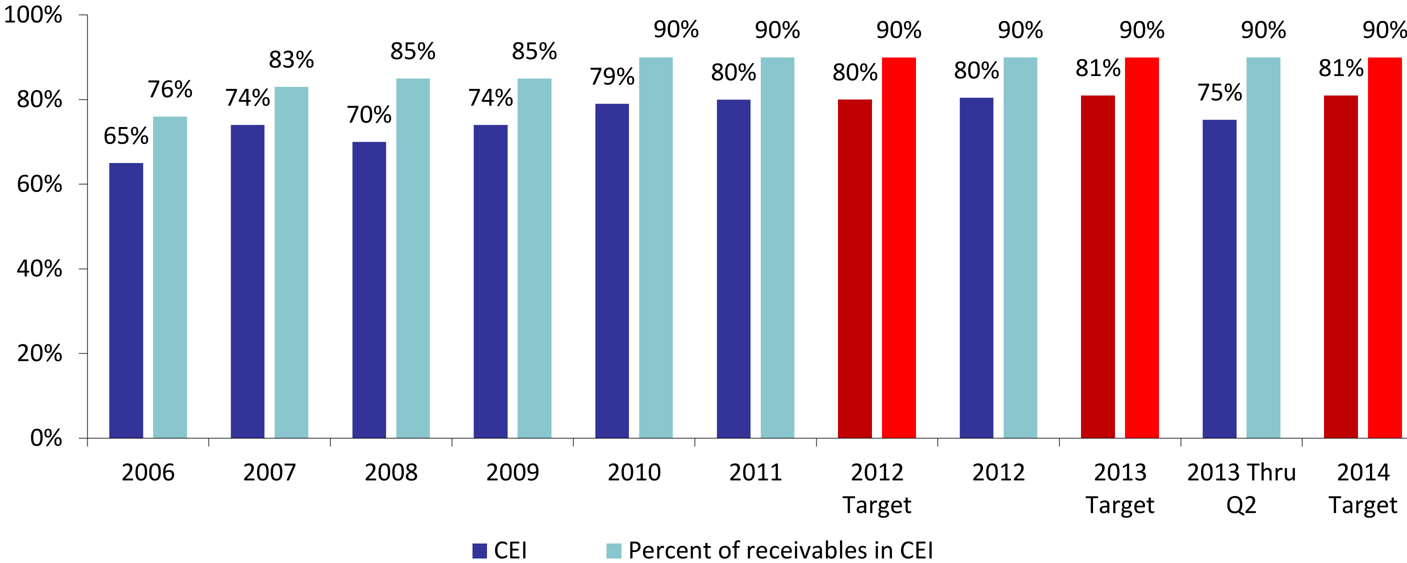
As of June 30th, 2013 the City has paid out 69 percent of the total amount paid in 2012. The majority of our claims are in our most field intensive employee counts: Public Works, Police, and Fire. This is important because it not only shows the current financial obligations, but helps in building our projections of future payments. The above figures are only a slice of the total liability that is ongoing and last for up to thirty years.

Over the last three years, there has been an increase in Settlements/Awards payouts. This climbing trend will continue into our near future. Litigation is influenced by many factors, including a multi-year development span and a negative influence when other employment issues exist. Focus on the Yearly Totals.

What will it take to make progress?

Mitigation strategies are being developed to cope with recent legislation changes and the expected impact in the interpretation rules for retirements.

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

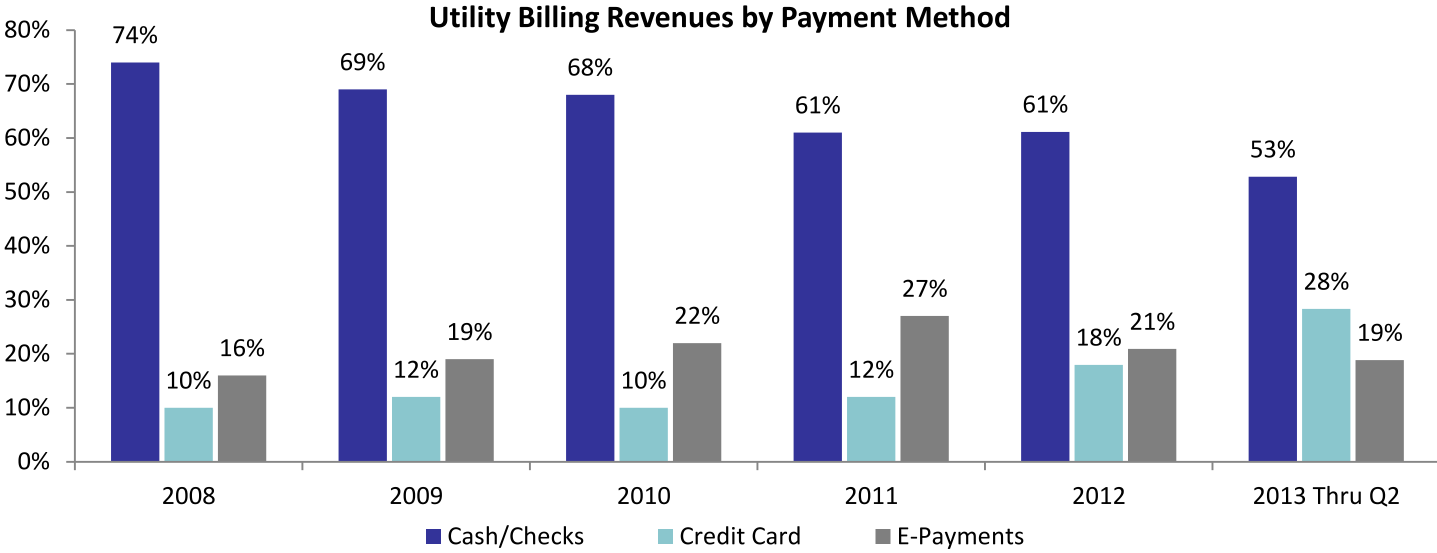


Note: Data is as of 12/31 each year. 2006-2009 represent utility receivables only. Starting in 2010, the target CEI is a combination of COMPASS and utility receivables. Typically mid-year statistics are below target and improve as the year progresses with the use of the tax assessment collection process, which is only once per year.
Source: enQuesta Reports, Cognos Reports, Compass query

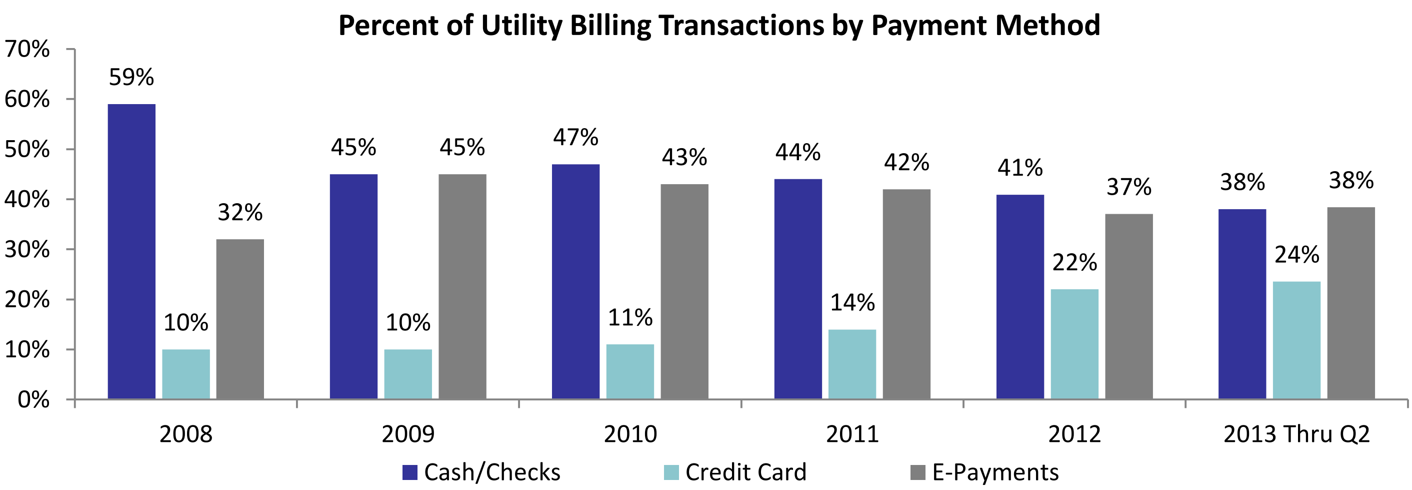
Why is this measure important?
This is considered the best overall measure of how well invoiced revenues are collected. The measure combines the goals of collection speed with the amount collected. A score of 100 percent means that all invoiced revenues are collected in 30 days. Finance uses this measure 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 2012, we reached the best practice industry benchmark CEI of 80 percent. The remaining 20 percent are either collected through tax assessment or at a period beyond 30 days.

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; electronic payments do not use paper and therefore advance the City's green initiative and sustainability goals.

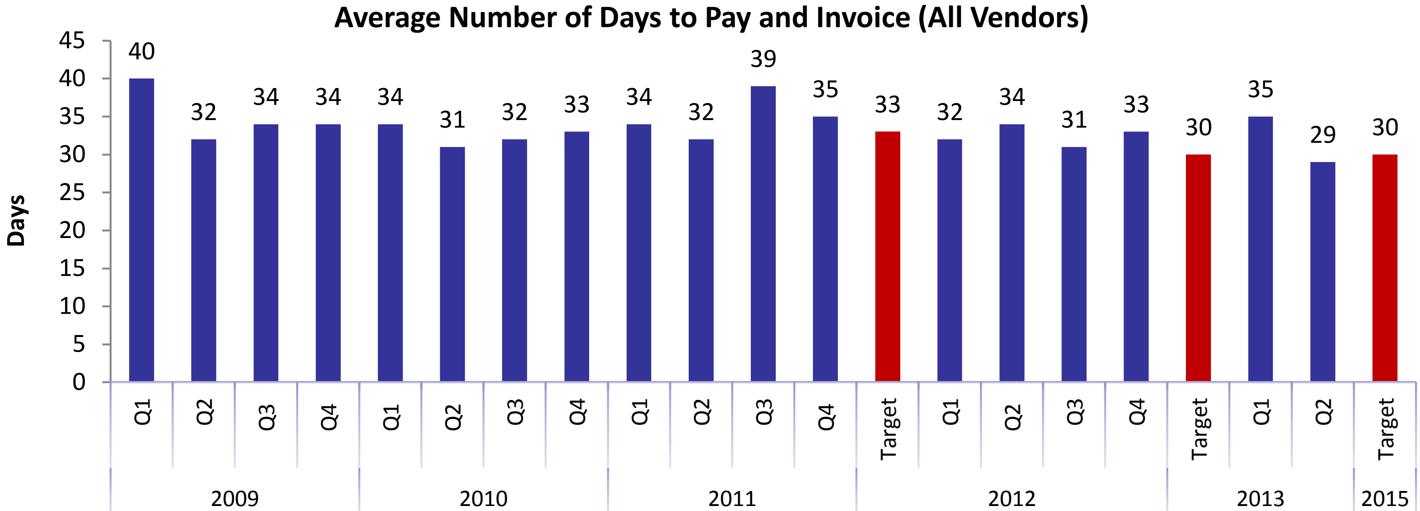
Additional Data on Next Page…



Source: Enquesta Reports



Source: Enquesta Reports



Source: Compass Financial System

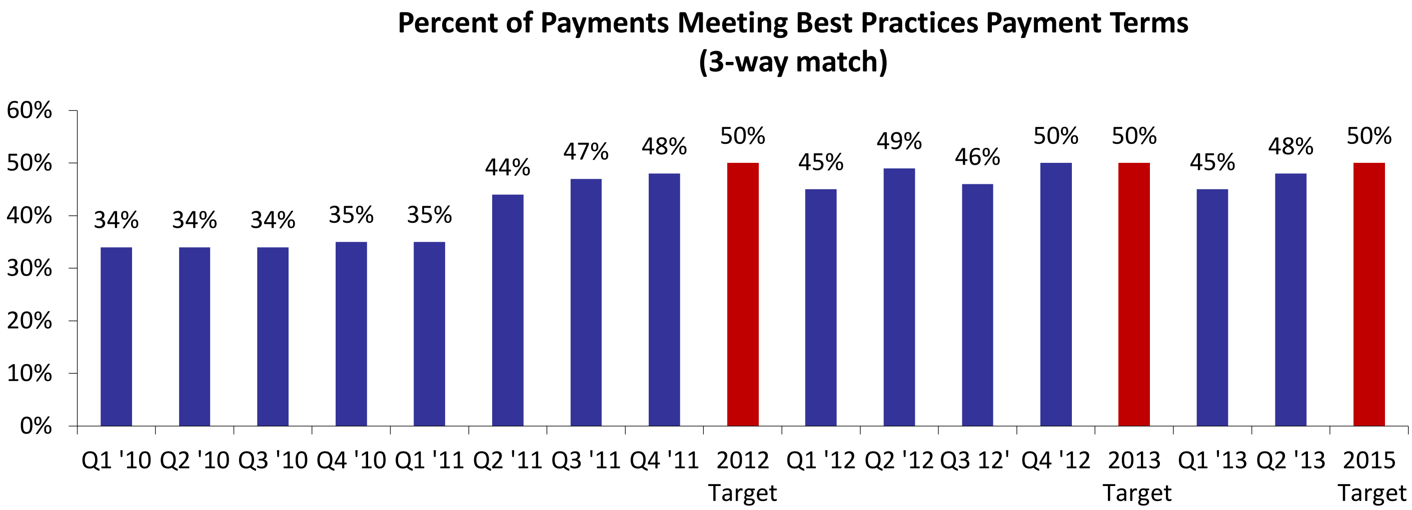
Why is this measure important?

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 one-to-three days of receiving the invoice. Our target for 2014 is 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. In January 2013, an accounts payable manager was hired to help review and streamline the payment process. The accounts payable manager will also facilitate communications with City departments and work more with them to find ways to meet their needs and also maintain financial controls. One initiative to help communicate the payment process was updating the Accounts Payable Guidelines in April 2013 and sending out a "Call to Action" e-mail to department and division heads as well as Finance staff. The goal is to raise awareness of City staff of the need for having efficient payment processes in place so we are achieving our targets and paying our vendors timely.

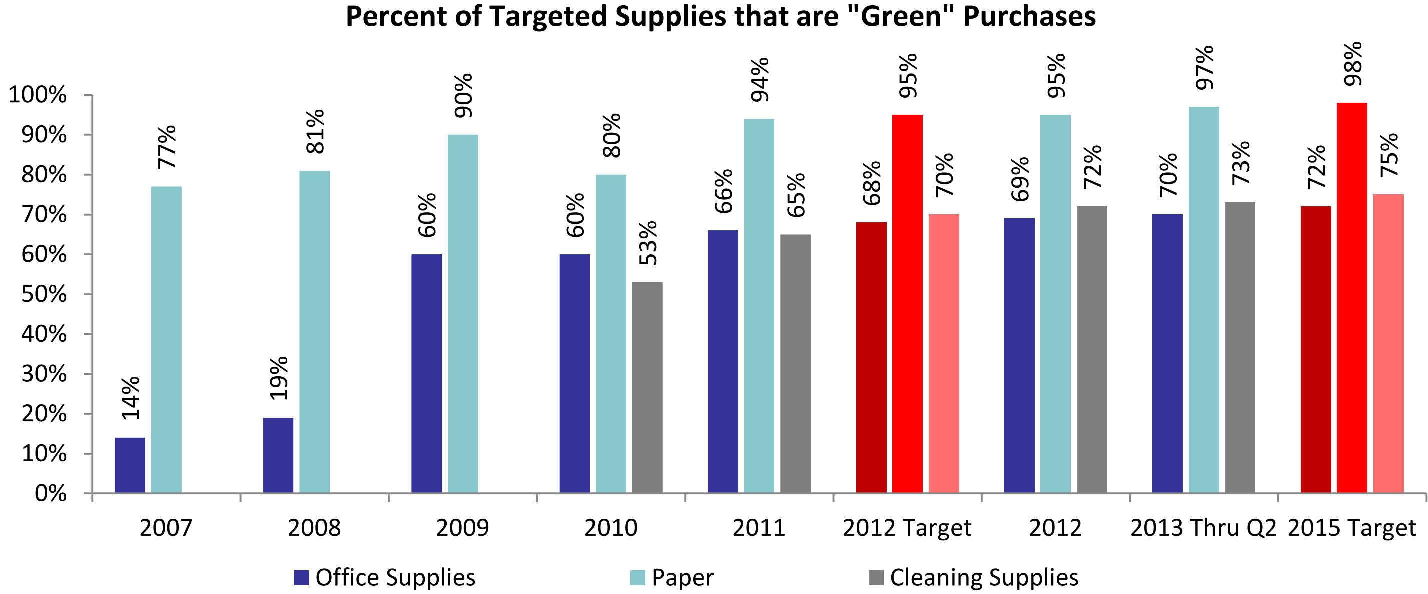
Another initiative that will help accounts payable reach their targets will be the addition of the P-Card PILOT Program in May 2013. The P-Card is designed to be used by departments for the primary purchase of items under $1,000. This will reduce the number of overall invoices that accounts payable has to process and allow for more focus on getting invoices paid efficiently.



Note: This measure relates to Finance's Buy, Order and Pay for Goods and Services service activity.
Source: Compass Financial System

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 2015 target assumes that the percentage of Park Board payment transactions meeting best practices payment terms will show improvement.



Source: Compass Financial System

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?

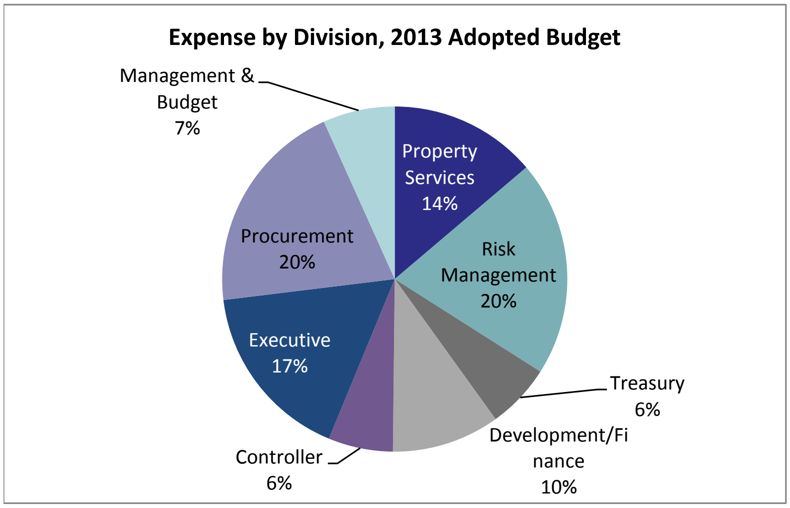
In 2008, the City adopted an Environmental Purchasing Policy (EPP), which serves as a guide for City departments and staff in making sustainable purchasing decisions (the policy can be found at CityTalk at http://citytalk/finance/procurement/index.htm). Only 32 percent of US cities have established similar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

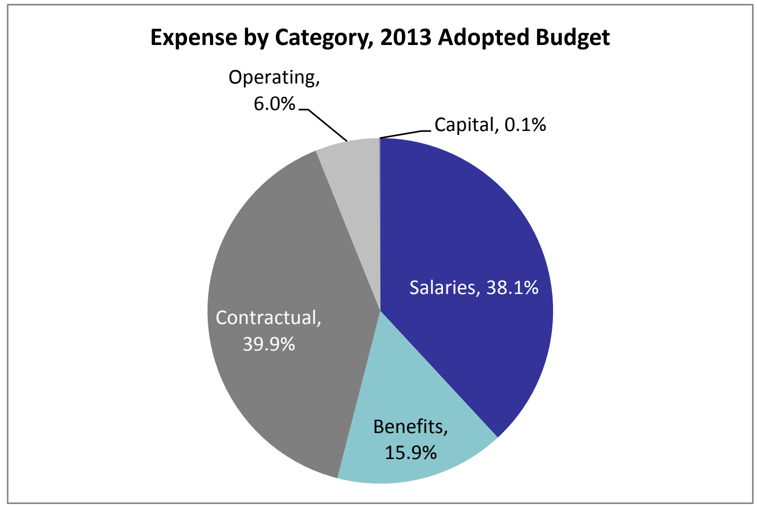
In addition to adopting the EPP, an Environmental Purchasing Committee also was established. This Committee meets regularly to determine ways to increase the City's purchase of products that have reduced environmental impact because of the way they are made, transported, stored, package, used or disposed 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.

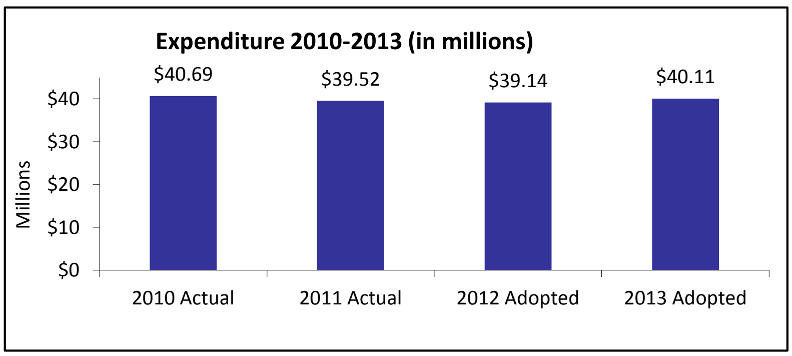
Finance has worked with vendors to automatically substitute "green" products (wherever possible) for purchases made by City staff in the categories identified in the graph above and will continue to work to increase the percentage of "green" purchases made. Achieving a total of 100 percent "green" purchases 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.

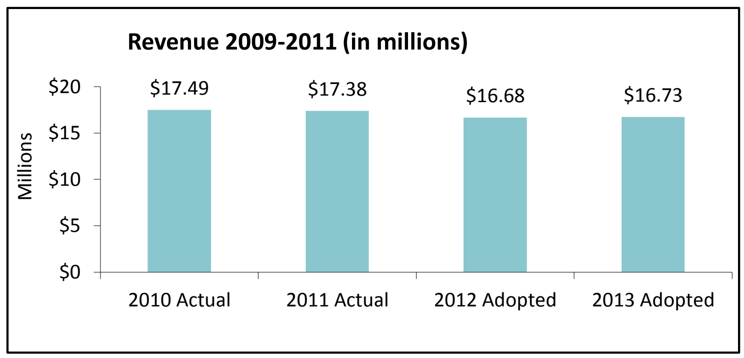
3/1/2013

Management Dashboard: Finance & Property Services









Loss Prevention Data

Year	2008	2009	2010	2011	2012
Workers Comp	$34,670	$2,481	$4,650	$289	$96,101
Liability Claims	$0	$0	$13,112	$0	$0

Average Sick Days Taken per Employee

Year	2007	2008	2009	2010	2011*	2012*
Days	7	7.2	8.5	8	7.5	8.2

**Note: Now includes Property Services*

Workforce Demographics

Year end	12/31/2003	12/31/2012	City Avg.
% Female	63%	51%	31%
% Employee of Color	30%	26%	24%
# of Employees	166	215	215

Overtime Costs

Year	2007	2008	2009	2010	2011	2012
Hours	4,182	5,431	1,508	421	116	3,951
Cost	148,717	198,642	57,619	17,820	45,258	155,735

Employee Turnover and Savings

Year end	2007	2008	2009	2010	2011	2012
Turnover	11.3%	5.9%	11.7%	7.0%	8.8%	10.3%

Positions Vacancies

Year end	2007	2008	2009	2010	2011	2012
% of Total	10%	5%	1%	3%	6%	9%

Performance Reviews Past Due in HRIS

As of	09/11/13	86%

Employees Eligible to Retire

Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Number	23	7	8	5	3	10	11	8	10	9	10

Notes:

Average Sick Days taken per Employee

Notes:

A) Above data is based on the payroll calendar year not the calendar year.
B) Does ***not*** include employees who have separated from the ***department*** and may have used sick leave during the payroll year.
 B*) Does ***not*** include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
 B**) ***Includes*** employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").
C) Employees can use more sick leave than earned in a given year (Assuming that they have accrued leave that has carried over).
D) Work Days Lost = Hours Used/Eight (8)
E) Usage Rate = Hours Used/Hours Earned
F) Overstated as it assumes everyone is FT and worked the entire year.
G) 2009 data does not include any employees who may have been placed in the Job Bank in November/December. 2009 had 27 pay periods
H) A large portion of the employees that use to comprise Public Works - Property Services became part of Finance in 2011.

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.