

## Board Direction for Developing 2014 Budget

- ❖ Build an operating budget with a 0% property tax levy increase
- ❖ Respond to threats to the urban forest and tree canopy, particularly Emerald ash borer infestation and storm damage



## Factors Impacting 2014 Budget

### ❖ Key financial and service opportunities:

- 2014 increase in LGA funding
- Delay in implementation of Affordable Care Act
- Increased operations efficiencies
- Implementation of service area leadership teams for improved internal coordination and external service delivery
- Implementation of new trash/recycling program
- Revised deployment of mobile equipment operators and parkkeepers to maximize each for their highest and best use
- Reallocation of parkkeepers for improved park maintenance
- Revised deployment of recreation staff for improved customer service and improved use of staff resources

## Factors Impacting 2014 Budget

### ❖ Key financial and service challenges:

- Main drivers of increased costs: health care cost increases, inflationary increases especially in construction costs, employer pension cost increases
- Emerald ash borer infestation in Minneapolis
- Tree loss from 2013 storm
- Increased frequency of significant storms
- Financial and staff resource implications to respond to aquatic invasive species threats
- Capital investment needs outpace available funding
- Need for investment in operation facilities



## Basis of Superintendent's 2014 Budget

- ❖ Support the Board approved 2007-2020 Comprehensive Plan, 2011-2014 Strategic Directions, and 2014 Budget Frameworks
- ❖ Improve the organization's internal coordination for improved external service delivery
- ❖ Continued implementation of improved operating efficiencies and best practices to improve service delivery, improve worker safety, improve employee working conditions, reduce costs, minimize impact on the environment
- ❖ Respond to threats to the tree canopy
- ❖ 0% General Fund property tax levy increase



## Organizational Performance Project Initiatives Being Implemented in 2014

- ❖ New trash hauling/recycling program
- ❖ Improved equipment management and operations
- ❖ Planning Division staffing changes to improve strategic and capital project management
  - Increase staffing with costs covered by project funding
  - Address concerns raised during CLIC process – allowing for continued funding for projects
- ❖ Youth Development Department revamped
  - Consolidating youth service delivery and providing inclusion services
- ❖ Customer Service Department
  - Integrating customer service and permit functions
  - Enhancing staffing to meet rental, over-the-counter and phone service demands



## Additional General Fund Initiatives in 2014

- ❖ Funding for operation of Webber Natural Swimming Pool and Ice Rink
- ❖ Adjustments to lease agreement with Boys & Girls Club at Phelps Center – MPRB covering our fair share of costs
- ❖ Elimination of outside agency fee for youth sports teams



## Additional General Fund Initiatives in 2014 (continued)

- ❖ Changes in recreation service delivery
  - Improved deployment of staff
  - Implementation of new day-long summer camp program
  - Aggressively pursue grants for enrichment activities
  - Add new Rec Plus school-age childcare sites
  - Make minor adjustments to recreation center hours based on usage data
    - Night Owlz Program, Sundays, Memorial Day, 4th of July and Labor Day



## Additional General Fund Initiatives in 2014 (continued)

- ❖ Community Outreach Department
  - Cultural competency training, Limited English Proficiency Plan, translation and interpretation services
- ❖ Customer Service Department
  - Activity and facility fees fund attendants to improve customer service
- ❖ Recreation Analysis
  - Continuation of 2013 initiative to assess and address public demand and available resources for recreation facilities and services



## Additional General Fund Initiatives in 2014 (continued)

- ❖ Shifts in equipment and equipment rental costs based on reorganization in environmental stewardship division
- ❖ Investments in operation facilities for improved working conditions and indoor storage of highly specialized and expensive equipment at the Michael P. Schmidt Operations Facility
- ❖ Additional Pay-as-You-Go Capital shifted from parkway paving and lighting to General Fund operating budget



## Respond to Tree Canopy Threats

- ❖ General Fund recommendation
- ❖ Addition of three arborists
  - Reduction of three vacant mobile equipment operators, based on model implemented in 2013
- ❖ Tree levy recommendation
  - To respond to Emerald ash borer infestation and tree loss from storms
  - Staffing and equipment, trees and stumps removed, trees planted



## Fee Increases

- ❖ No increase for vast majority of activity, permit and program fees
- ❖ Market-rate increases for select General Fund and Enterprise Fund activities

## Items Not Funded in Recommended 2014 Budget

- ❖ Additional allocations to the Sustainability Fund and Park Land Acquisition Fund
- ❖ Additional funds for professional services related to SWLRT project



## Stabilization of Enterprise Fund

- ❖ Continued rollout of Enterprise Fund adjustments to improve financial condition of fund
  - Limited rollout in 2014 due to general fund constraints - resulting in continuing financial stress to enterprise fund
    - Sculpture Garden remains in Enterprise Fund; belongs in General Fund
    - Final year of Enterprise Fund transfer to Recreation Division

## Stabilization of Enterprise Fund (continued)

- ❖ Parade debt service begins in 2014
- ❖ Golf review to be completed in late 2013/early 2014
  - Operational improvements
  - Capital program initiatives
  - Long term financial stability for golf courses



## Stabilization of Internal Service Fund

- ❖ Equipment Portion of Fund
  - Second year of 3-year phased plan to stabilize equipment fund
  - Organizational performance initiatives, including coordination with City and M5 software
- ❖ ITS Portion of Fund
  - Rate model changes reflect equipment/software operating costs, capital replacement costs, and staff to meet operational needs
  - Enhanced technology improvements to meet work request demands from field staff
    - Forestry app to easily, efficiently collect tree inventory data and record field work
    - High speed fiber optic lines in recreation centers provide faster internet service
    - M5 fleet management software application

## General Fund – Excess Fund Balance

- ❖ Fund balance requirements
  - 5% of adopted expenditure appropriation
- ❖ Recommended projects to be funded through excess fund balance
  - Fund capital equipment purchases required to implement trash/recycling program
  - Fund interior recreation center improvements



## Recommended 2014 Budget Represents Fundamental Investments in Four Major Areas

- ❖ Organizational Performance Improvements to operate more efficiently and safely and make best use of employees and resources
- ❖ Improvements in recreation service delivery through improved deployment of staff, expansion of summer day camp and Rec Plus child care programs, expansion of outreach and interpretive services, and implementation of physical improvements to recreation centers
- ❖ Protect the urban canopy through investments in equipment and safer work environments, and addressing threats to the tree canopy
- ❖ Care of current park system infrastructure and investing in parks to improve equity across system





**MINNEAPOLIS #1 IN CITY PARKS 2013**

**THE TRUST FOR PUBLIC LAND PARKSCORE® INDEX**

**Board Presentation  
October 16, 2013**



Superintendent's Recommended 2014 Budget

[www.minneapolisparcs.org/budget](http://www.minneapolisparcs.org/budget)

- ❑ Budget Highlights section contains detailed information regarding the development of the Superintendent's Recommended 2014 Budget
  - Board Direction
  - General Fund Operating and Tree Preservation & Reforestation Levies
  - Factors Impacting 2014 Budget
  - Basis of Superintendent's Recommended 2014 Budget
  - Organizational Performance Project Initiatives Implemented in 2014
  - Stabilization of Enterprise Fund
  - Stabilization of Internal Services Funds
  - General Fund Excess Fund Balance

- IV. Focus on: new strategies of community engagement, including greater transparency and information that is posted online, outreach strategies, and clarity about our processes and procedures. Enhance our communications and relationships with communities, media, agencies, and partners.**

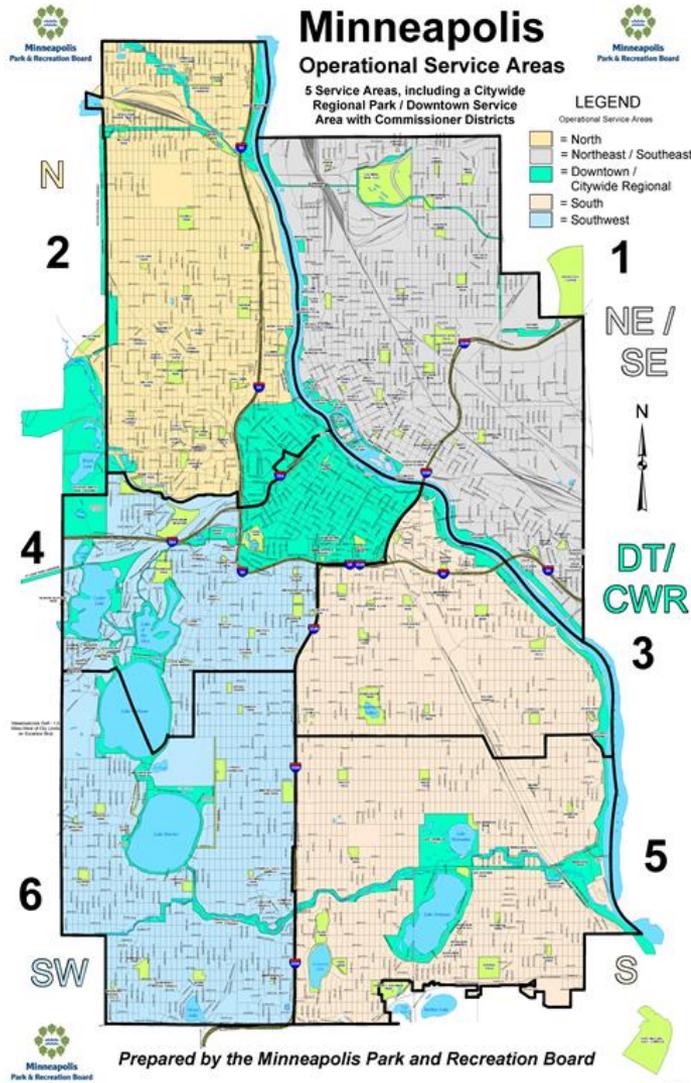
## 2014 Budget Frameworks

- a. Implement communications and marketing strategies for MPRB that provide for improved transparency and information sharing, opportunities for community outreach, and sharing of MPRB processes and procedures.
- b. Implement strategies for addressing the technology infrastructure needs across the Park system; improve and enhance the MPRB's utilization of technology to improve access to information, enhance service delivery and improve operating efficiencies.

## Communications & Marketing Goals & Performance Measures

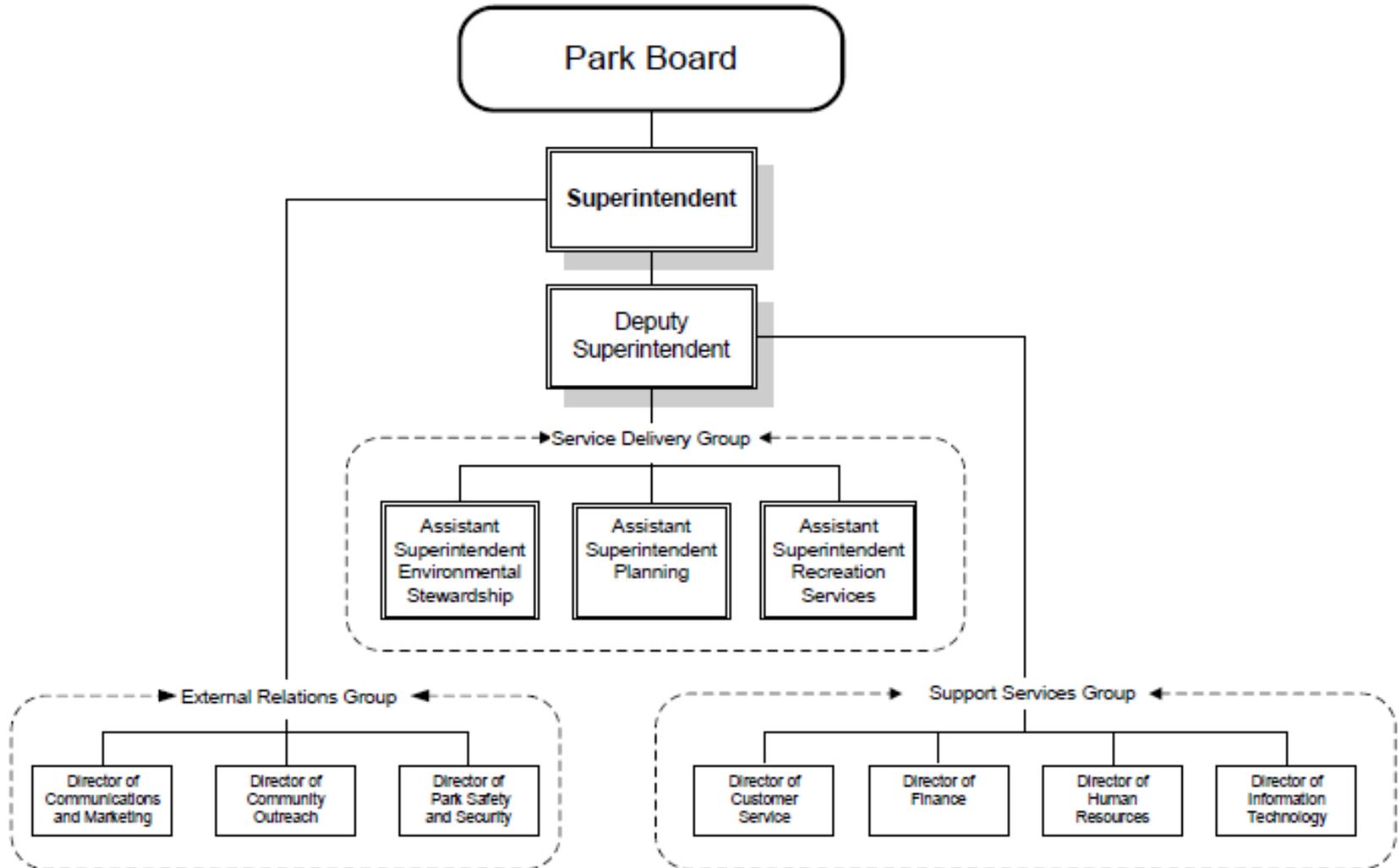
Goal	Comp Plan Goal	Board Strategy Framework
Develop, implement, and evaluate a new MPRB website that is mobile friendly and features an updated design and effective content management and navigation systems to improve communications, enhance customer service and increase awareness and use of MPRB programs and facilities.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b
Performance Measures		Target Date
Based on external and internal user experience and input, develop and select design direction for new website.		3/1/2014
Implement website production, including configuration of content management system, content migration, internal and external user testing and staff training.		7/15/2014
Prepare for and implement launch of new website.		9/1/2014
Monitor and evaluate new website based on use statistics and user feedback. Compile and share year-end report with staff and Board.		12/31/2014







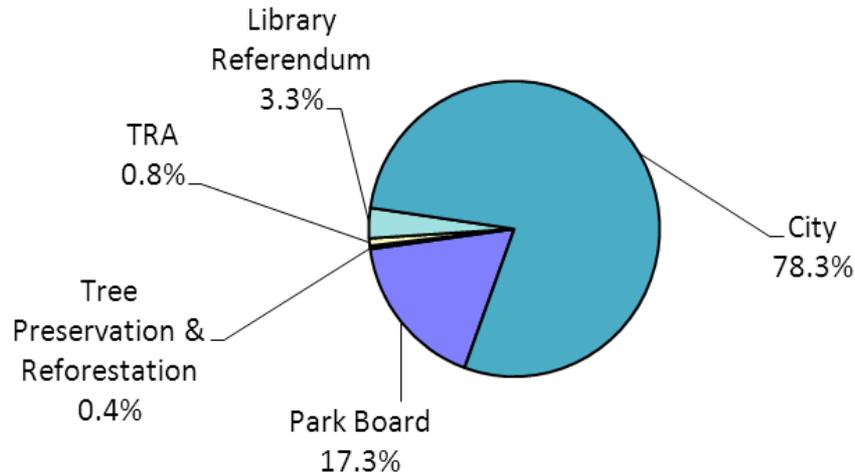
# Organization Chart





# 2013 Property Tax

	2013	2014	Change	% Change
Total City of Minneapolis	224,044,000	220,498,000	-3,546,000	-1.6%
Minneapolis Park Board	48,616,000	48,616,000	0	0.0%
Tree Preservation & Reforestation		1,011,000	1,011,000	
Park Board Total	48,616,000	49,627,000	1,011,000	2.1%
Library (Referendum)	9,300,000	9,300,000	0	0.0%
Minneapolis Public Housing	200,000	0	-200,000	-100.0%
Teachers Retirement Association	2,400,000	2,300,000	-100,000	-4.2%
<b>Total</b>	<b>284,560,000</b>	<b>281,725,000</b>	<b>-2,835,000</b>	<b>-1.0%</b>



# 2014 Property Tax

<b>PARK BOARD</b>	2013	2014	% Change	\$\$ Change
PARK BOARD LEVY	48,616,000	48,616,000	0.0%	-
PARK BOARD TAX REV	47,643,486	47,643,680	0.0%	194
PARK BOARD TREE PRESERVATION LEVY PARK BOARD TREE PRESERVATION LEVY TAX REV FEES	-	1,011,000		1,011,000
FINES & OTHER REVENUES	-	990,780		990,780
PARK BD LGA REV	8,917,626	9,431,151	5.8%	513,525
PARK BOARD TAX REV & LGA	7,570,039	8,977,319	18.6%	1,407,280
LESS PARK BOARD'S TRF TO CITY GENERAL FUND OH	64,131,151	67,042,930	4.5%	2,911,779
LESS PARK BOARD'S TRF CITY GENERAL ADMIN FEE	(839,100)	(977,303)	16.5%	(138,203)
LESS PARK BOARD'S CAPITAL PROJECTS FROM LEVY	(129,000)	(132,422)	2.7%	(3,422)
PARK BOARD ACTIVITIES TAX REV & LGA	(4,629,857)	(3,510,351)	-24.2%	1,119,506
PARK BOARD ACTIVITIES \$\$ CHANGE	58,533,194	62,422,854	6.6%	3,889,660
PARK BOARD ACTIVITIES % CHANGE		3,889,660		
ESTIMATED PARK BD COST ESCALATORS OVERALL % >>		6.645%		
<b>PARK BOARD ACTIVITIES % CHANGE AFTER COST ESCALATOR</b>		3.995%		
		2.650%		\$1,551,259

# 2014 Property Tax

	2013	2014	% Change	\$\$ Change
<b>City General Fund</b>				
City GFd Levy	168,928,000	157,103,000	-7.000%	(11,825,000)
City GFd Tax rev	165,549,440	153,960,940	-7.000%	(11,588,500)
Chapter 595 Levy - Special Levy GFd Dept. \$\$	1,000,580	1,000,580	0.000%	0
PLUS Trf From the Property Tax Stabilization Acct	0	5,000,000	0.000%	5,000,000
General Fund Revenues General	159,154,600	215,977,000	35.703%	56,822,400
Fund Use of Fund Balance City	0	18,650,000	0.000%	18,650,000
LGA Rev	56,378,894	66,859,804	18.590%	10,480,910
City General Fund Revenue	382,083,514	461,448,324	20.772%	79,364,810
Less Payment to the Co for Library System non Tax \$\$	(4,106,000)	(3,238,000)	-21.140%	868,000
LESS MBC's Tax Rev Trf for Rent Non GFd	(748,507)	(740,776)	-1.033%	7,731
Less Gen Fd Revenue Transfer to BIS for Wi-Fi	(491,260)	(505,111)	2.819%	(13,851)
Less Revenue Transfer to Arena Reserve Less	(89,000)	0	-100.000%	89,000
Revenue Transfer to Solid Waste Graffiti LESS	(150,000)	(825,000)	450.000%	(675,000)
City General Fund (Trf to Pen Mgmt. Plan )	(716,000)	(1,500,000)	109.497%	(784,000)
LESS General Fd Transition Cost After Election Mayor & Council	0	(200,000)	0.000%	(200,000)
LESS City GFd trf to Internal Service Funds \$ in Total	(28,731,619)	(16,591,163)	-42.255%	12,140,456
LESS General Fund Trf to Fund 4100	0	(500,000)	0.000%	(500,000)
LESS City GFd OH Not recovered from Park Bd	(442,480)	(264,122)	-40.309%	178,358
LESS City GFd OH Recovered from Park Bd	(839,100)	(977,303)	16.470%	(138,203)
LESS City GFd OH Recovered from MBC LESS	(52,600)	(155,768)	196.137%	(103,168)
City GFd OH Not recovered from MBC LESS	(163,905)	(57,338)	-65.018%	106,567
Other's Trf to City General Fund OH	(19,793,500)	(21,314,189)	7.683%	(1,520,689)
LESS City GFd OH Not recovered from Other's	(276,106)	(24,741)	-91.039%	251,365
LESS General fund one time \$\$	(1,728,000)	(9,265,000)	436.169%	(7,537,000)
LESS General fund one time \$\$ in 2014 Police Cadet Class	0	(1,300,000)	0.000%	(1,300,000)
Less Revenue Transfer to the CONVENTION CENTER	0	(46,593,000)	0.000%	(46,593,000)
Capital Asset Replacement System (CARS)	0	(8,900,000)	0.000%	(8,900,000)
LESS Trf to Park Bd for Trees	0	(200,000)	0.000%	(200,000)
City GFd Activities	323,755,437	348,296,815	7.580%	24,541,378
General Fund Activities \$\$ Change		24,541,378		
General Fund Activities % Change		7.580%		
<b>Estimated GFd Cost Escalator % &gt;&gt;</b>		3.945%		
General Fund Activities % Change After Cost ESC		3.635%		
				\$11,767,977

## Estimated 2014 Property Taxes paid by Minneapolis Residents

Parks 8¢

City 35¢

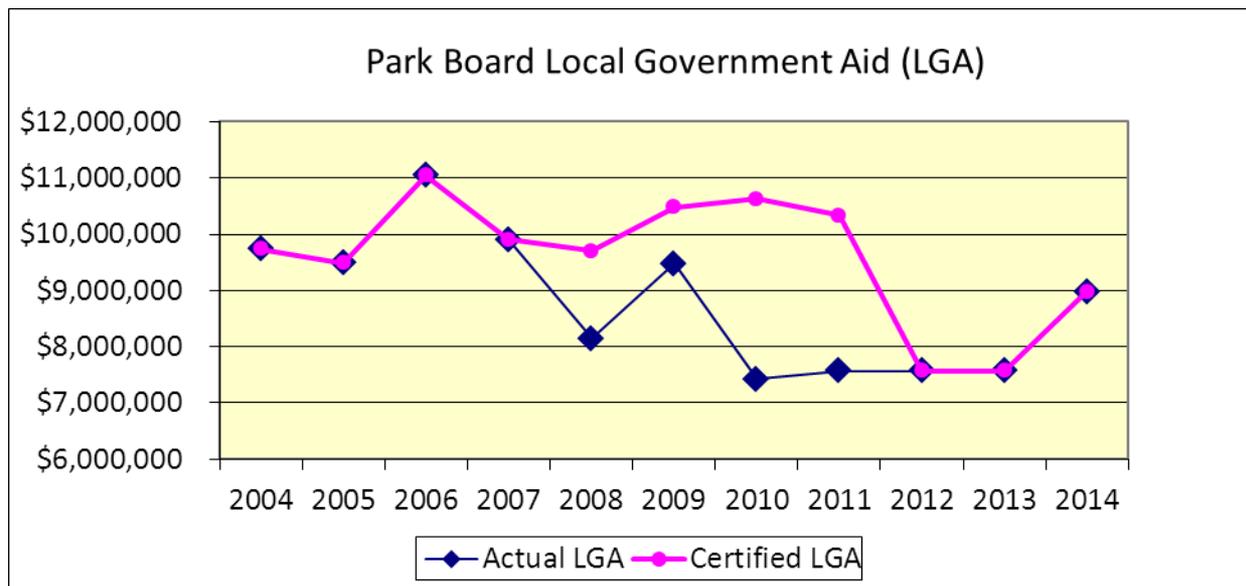
Schools 26¢

County 27¢

Other 4¢



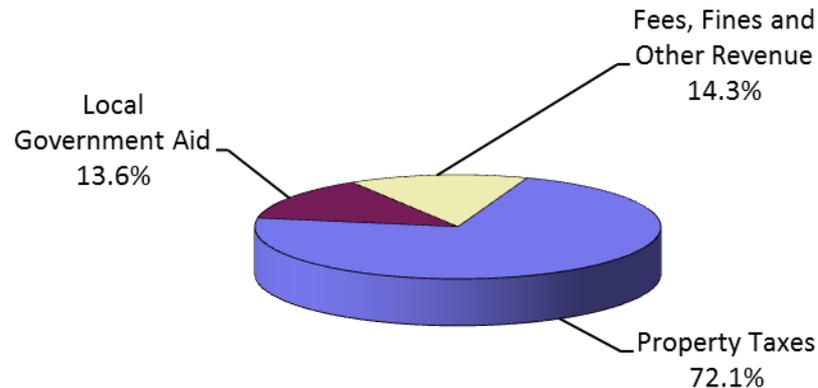
- ❑ Actions taken by the State to balance the State budget from 2008 - 2011, resulted in a loss of \$8.5 million in certified state aids to the MPRB General Fund. MPRB LGA funding stabilized in 2012, with the certified amount substantially lower than past years.
- ❑ As a part of the 2014-2015 State Budget, statewide LGA was increased by \$80 million. The MPRB expects to see an increase of \$1.4 million in its 2014 LGA, for a total of \$9.0 million of 2014 LGA.





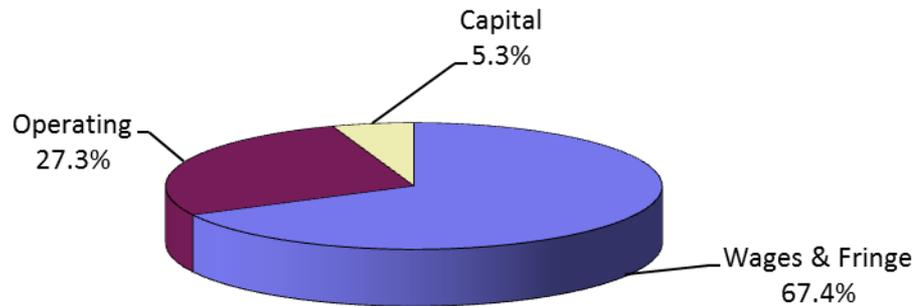
# Revenue by Major Sources

	2013	2014		%
	Approved	Recommended	Change	Change
Current Property Taxes	47,643,486	47,643,486	0	0.00%
Local Government Aid (LGA)	7,570,038	8,977,319	1,407,281	18.60%
Fees, Fines and Other Revenues	8,917,626	9,431,151	513,525	5.80%
<b>Total Revenue</b>	<b>64,131,150</b>	<b>66,051,956</b>	<b>1,920,806</b>	<b>3.00%</b>



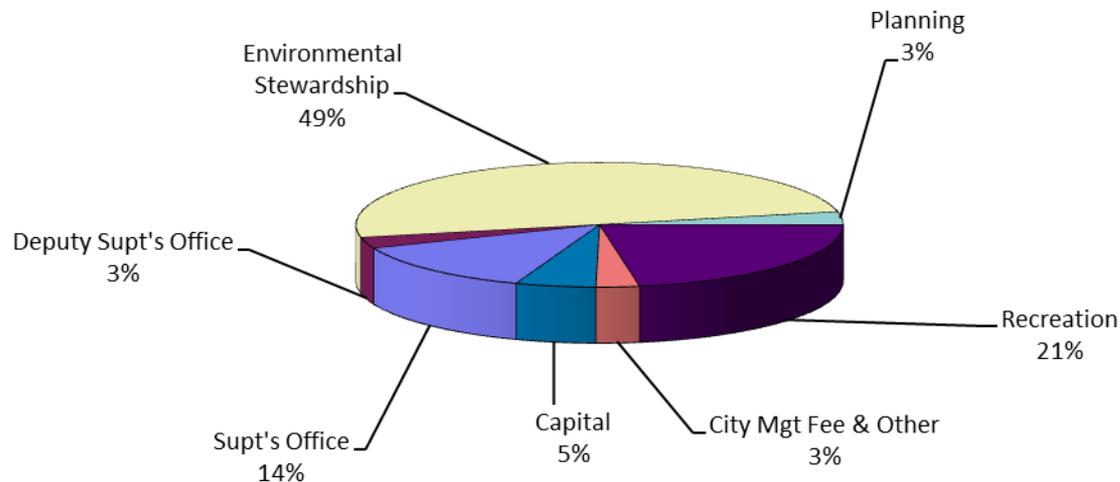
# Expenditures by Major Categories

	<b>2013</b>	<b>2014</b>		<b>%</b>
	<b>Approved</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Wages & Fringe	42,660,779	44,525,674	1,864,895	4.4%
Operating	16,840,515	18,015,931	1,175,416	7.0%
Capital	4,629,857	3,510,351	(1,119,506)	-24.2%
<b>Total Expenditures</b>	<b>64,131,151</b>	<b>66,051,956</b>	<b>1,920,805</b>	<b>3.0%</b>



# Expenditures by Division

	2013	2014		%
	Approved	Recommended	Change	Change
Superintendent's Office	8,893,825	8,751,178	(142,647)	-1.6%
Deputy Superintendent's Office	1,769,646	1,913,422	143,776	8.1%
Environmental Stewardship	31,838,425	33,010,262	1,171,837	3.7%
Planning Services	1,826,182	2,230,306	404,124	22.1%
Recreation Services	13,674,467	14,743,921	1,069,454	7.8%
City Mgt Fee & Other	1,498,749	1,892,516	393,767	26.3%
Capital	4,629,857	3,510,351	(1,119,506)	-24.2%
<b>Total General Fund</b>	<b>64,131,151</b>	<b>66,051,956</b>	<b>1,920,805</b>	<b>3.0%</b>



# Special Revenue Funds



# Special Revenue Funds by Major Categories

	2013	2014		%
	Approved	Recommended	Change	Change
Current Property Taxes - Tree Preservation & Reforestation	0	990,780	990,780	
State Grants & Other Local Government	1,337,000	1,537,000	200,000	15.0%
Grants & Donation	30,600	30,600	0	0.0%
<b>Total Revenue</b>	<b>1,367,600</b>	<b>2,558,380</b>	<b>1,190,780</b>	<b>87.1%</b>
Wages & Fringe	0	436,858	436,858	
Operating & Equipment	1,367,600	2,121,522	753,922	55.1%
<b>Total Expenditures</b>	<b>1,367,600</b>	<b>2,558,380</b>	<b>1,190,780</b>	<b>87.1%</b>
<b>Balance</b>	<b>0</b>	<b>0</b>		

## Balance by Unit

	<b>2014</b>	<b>2014</b>	
<b>Division/Department/Unit</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Balance</b>
<b>Environmental Stewardship Division</b>			
Forestry - Tree Preservation & Reforestation	1,190,780	1,190,780	0
<b>Superintendent's Office</b>			
Park Grant & Dedicated Revenue	1,367,600	1,367,600	0
<b>Total</b>	<b>2,558,380</b>	<b>2,558,380</b>	<b>0</b>



# Enterprise Fund by Major Categories

	2013	2014		%
	Approved	Recommended	Change	Change
Charges For Service	7,798,078	7,776,908	(21,170)	-0.3%
Parking Lots and Meters	1,257,000	1,399,000	142,000	11.3%
Commissions and Rents	1,606,931	1,687,931	81,000	5.0%
<b>Total Revenue</b>	<b>10,662,009</b>	<b>10,863,839</b>	<b>201,830</b>	<b>1.9%</b>
Wages & Fringe	4,477,453	4,664,476	187,023	4.2%
Operating	3,810,008	3,974,849	164,841	4.3%
<b>Total Operating Expenses</b>	<b>8,287,461</b>	<b>8,639,325</b>	<b>351,864</b>	<b>4.2%</b>
Improvements	1,125,000	300,000	(825,000)	-73.3%
Transfers to Debt Service	633,405	915,874	282,469	44.6%
Transfers to General Fund	200,000	100,000	(100,000)	-50.0%
<b>Total Improvements &amp; Transfers</b>	<b>1,958,405</b>	<b>1,315,874</b>	<b>(642,531)</b>	<b>-32.8%</b>
<b>Net Income</b>	<b>416,143</b>	<b>908,640</b>	<b>492,497</b>	<b>118.3%</b>

# Operating Income by Unit

<b>Division/Department/Unit</b>	<b>2014 Revenue</b>	<b>2014 Expenses</b>	<b>Operating Income (Loss)</b>
<b>Deputy Superintendent Office</b>			
Customer Service - Use & Event Permitting	977,500	465,965	511,535
Customer Service - Vendor Agreements/Concessions	1,202,000	167,307	1,034,693
<b>Environmental Stewardship Division</b>			
Environmental Management - Sculpture Garden/Cowles Conservatory	51,900	283,467	(231,567)
<b>Recreation Services Division</b>			
Golf, Ice & Winter Programs - Golf	6,159,460	6,030,322	129,138
Golf, Ice & Winter Programs - Ice Arenas	782,779	857,285	(74,506)
Golf, Ice & Winter Programs - Parking	1,399,000	319,029	1,079,971
Golf, Ice & Winter Programs - Winter Recreation	291,200	515,950	(224,750)
<b>Total</b>	<b>10,863,839</b>	<b>8,639,325</b>	<b>2,224,514</b>



# Internal Service Fund



# Internal Service Funds by Major Categories

	<b>2013</b>	<b>2014</b>		<b>%</b>
	<b>Approved</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Equipment Rental	4,104,903	4,444,497	339,594	8.3%
Sale of Fixed Assets	33,000	33,000	0	0.0%
ITS Services	1,234,080	1,532,685	298,605	24.2%
Insurance & Workers Comp Premiums	1,975,221	2,015,656	40,435	2.0%
<b>Total Revenue</b>	<b>7,347,204</b>	<b>8,025,838</b>	<b>678,634</b>	<b>9.2%</b>
Wages & Fringe	3,945,630	4,169,918	224,288	5.7%
Operating	2,253,733	2,553,777	300,044	13.3%
<b>Total Expenses</b>	<b>6,199,363</b>	<b>6,723,695</b>	<b>524,332</b>	<b>8.5%</b>
Mobile Equipment Replacement	1,205,000	1,205,945	945	0.1%
Info Tech Equipment Replacement	49,999	49,350	(649)	-1.3%
<b>Total Equipment Replacement</b>	<b>1,254,999</b>	<b>1,255,295</b>	<b>296</b>	<b>0.0%</b>
<b>Excess Revenues Over/(Under) Expenses</b>	<b>(107,158)</b>	<b>46,848</b>		

## Balance by Unit

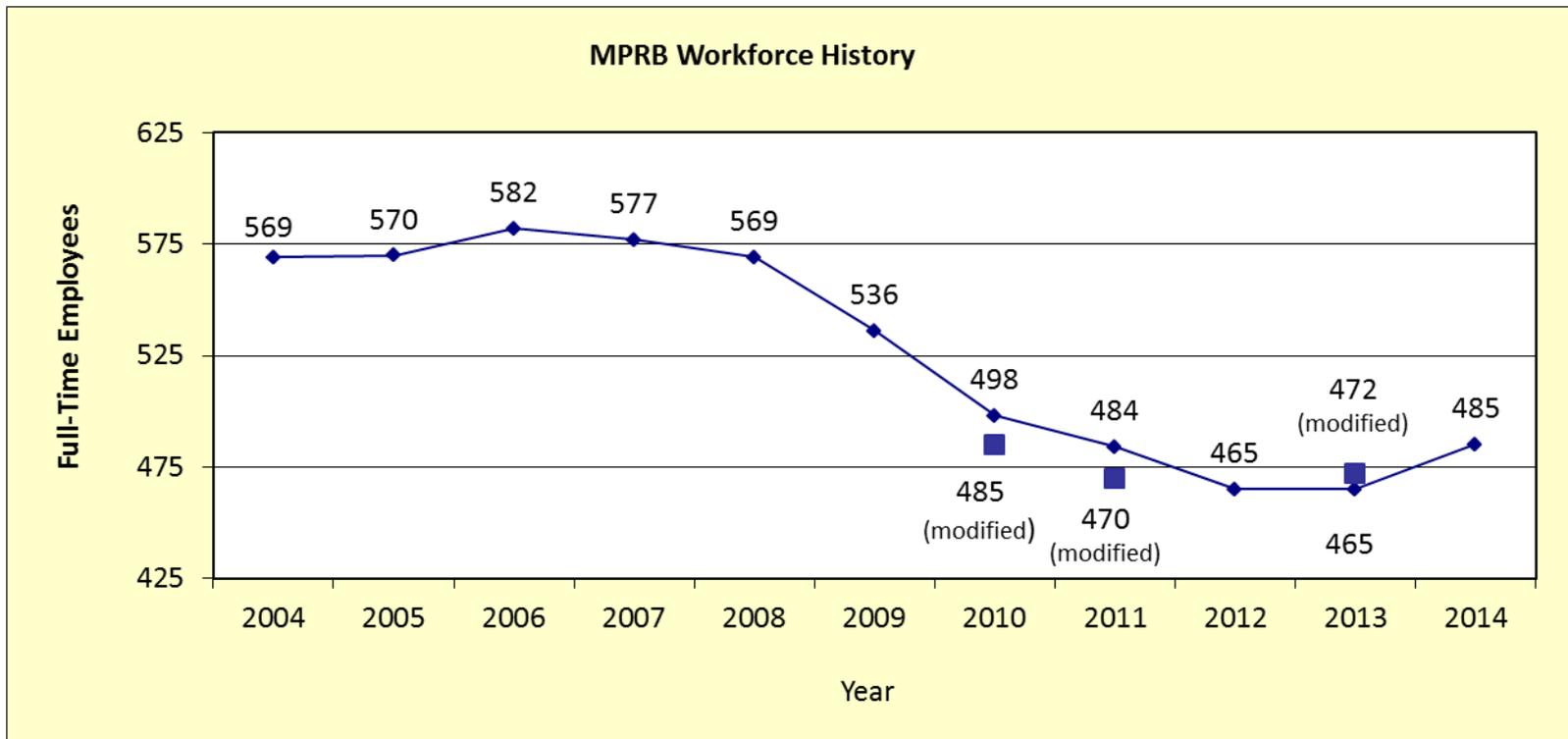
	2014	2014	
<b>Division/Department/Unit</b>	<b>Revenue</b>	<b>Expenses</b>	<b>Balance</b>
<b>Deputy Superintendent Office</b>			
Information Technology Services	1,532,685	1,489,336	43,349
Finance - Self Insurance	2,015,656	2,015,656	0
<b>Environmental Stewardship Division</b>			
Asset Management - Equipment	4,477,497	4,473,998	3,499
<b>Total</b>	<b>8,025,838</b>	<b>7,978,990</b>	<b>46,848</b>



# Personnel Summary



- 97 full-time positions, 17 percent of the workforce, have been eliminated since 2006





# Capital Program Overview

<b>Projected Neighborhood Park Funding Source (in millions)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Net Debt Bonds	\$2.50	\$2.50	\$2.50	\$2.50	\$3.00	\$3.00
Pay as You Go - Capital Levy	1.50	1.50	1.50	1.50	1.50	1.50
Pay as You Go - Additional	2.01	2.38	2.38	2.38	2.38	2.38
<b>Total</b>	<b>\$6.01</b>	<b>\$6.38</b>	<b>\$6.38</b>	<b>\$6.38</b>	<b>\$6.88</b>	<b>\$6.88</b>

\*Recommended 2014 General Fund Pay As You Go Capital Rehabilitation Budget-\$3.51 million

# Capital Program Overview

<b>Projected Regional Park Funding Source (in millions)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Met Council/Regional Parks	\$4.19	\$0.45	\$4.11	\$0.45	\$4.11	\$0.45
Parks and Trails - Legacy	3.221	3.246	3.25	3.25	3.25	3.25
Federal Transportation Grants	1.73					
Lottery In Lieu (O and M)	1.3	1.3	1.3	1.3	1.3	1.3
Mississippi Watershed Mgmt Org	1.5					
<b>Total</b>	<b>\$11.94</b>	<b>\$5.00</b>	<b>\$8.66</b>	<b>\$5.00</b>	<b>\$8.66</b>	<b>\$5.00</b>

\*Note that the numbers for MWMO contributions are estimates at this time and should be viewed as potential amounts that the MPRB may receive. A feasibility study of the proposed project and the MWMO's funding guidelines will determine what aspects of the proposed project may be funded. The MWMO Board will review and approve all final project budgets and agreements.

<b>Projected Enterprise Funding (in millions)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Operating Income	\$0.30	\$0.15	\$0.15	\$0.15	\$0.15
<b>Total</b>	<b>\$0.30</b>	<b>\$0.15</b>	<b>\$0.15</b>	<b>\$0.15</b>	<b>\$0.15</b>

\*Enterprise Fund Capital Improvement Program will be revised following the Board's adoption of the Golf Course Strategic Vision based on results from the Operational Study completed by Golf Convergence.

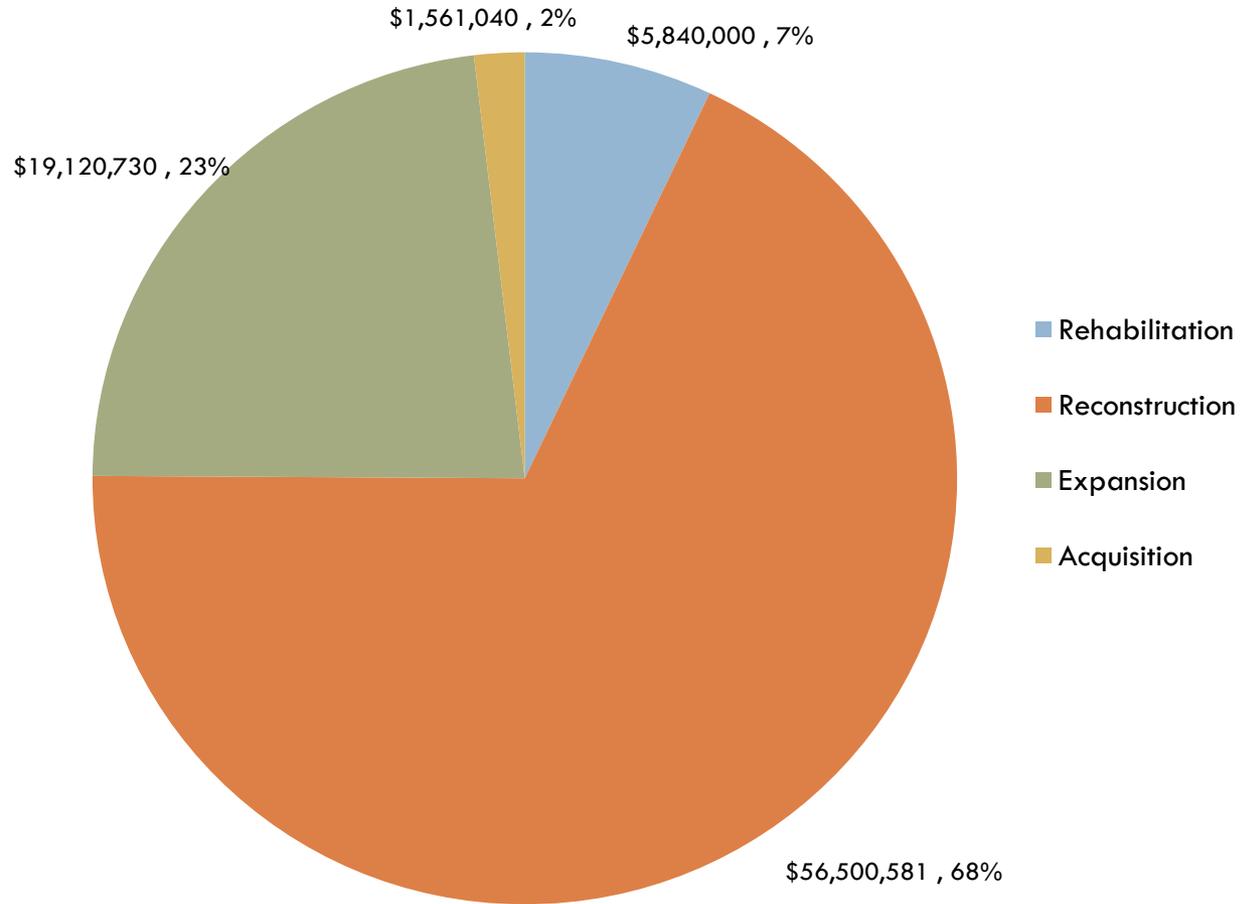
- ❑ Finding: Park investment demands continue to outpace funding
  - Strategy: Continue building strategic tools (park/service area master plans, system-wide activity plans) to inform wise capital investment decisions
  
- ❑ Finding: There are significant core infrastructure replacement needs (parkways, bridges, underground utilities)
  - Strategy: Continue parkway paving and lighting program
  - Strategy: Complete infrastructure analysis (like 2011 Parkway Infrastructure Needs Study) to identify investment needs and priorities
  - Strategy: Cultivate funding partnerships

- ❑ Finding: The CIP strikes a reasonable balance between rehabilitation, reconstruction, and expansion
  - Strategy: Continue similar ratio in future years of the CIP
- ❑ Finding: Construction costs are rising and some 2013 construction projects had funding shortfalls
  - Strategy: Ensure that master plans build-in sound budgeting, inflation escalation, and operations/programming costs
  - Strategy: Adjust funding allocations (if needed) in current CIP to account for construction climate
- ❑ Finding: Rehabilitation category in CIP has potential, but needs more development
  - Strategy: Work across Divisions to plan multi-year rehab needs



# Capital Program Balance of Resources

2014-2019  
CIP Funding  
Level Per  
Improvement  
Category



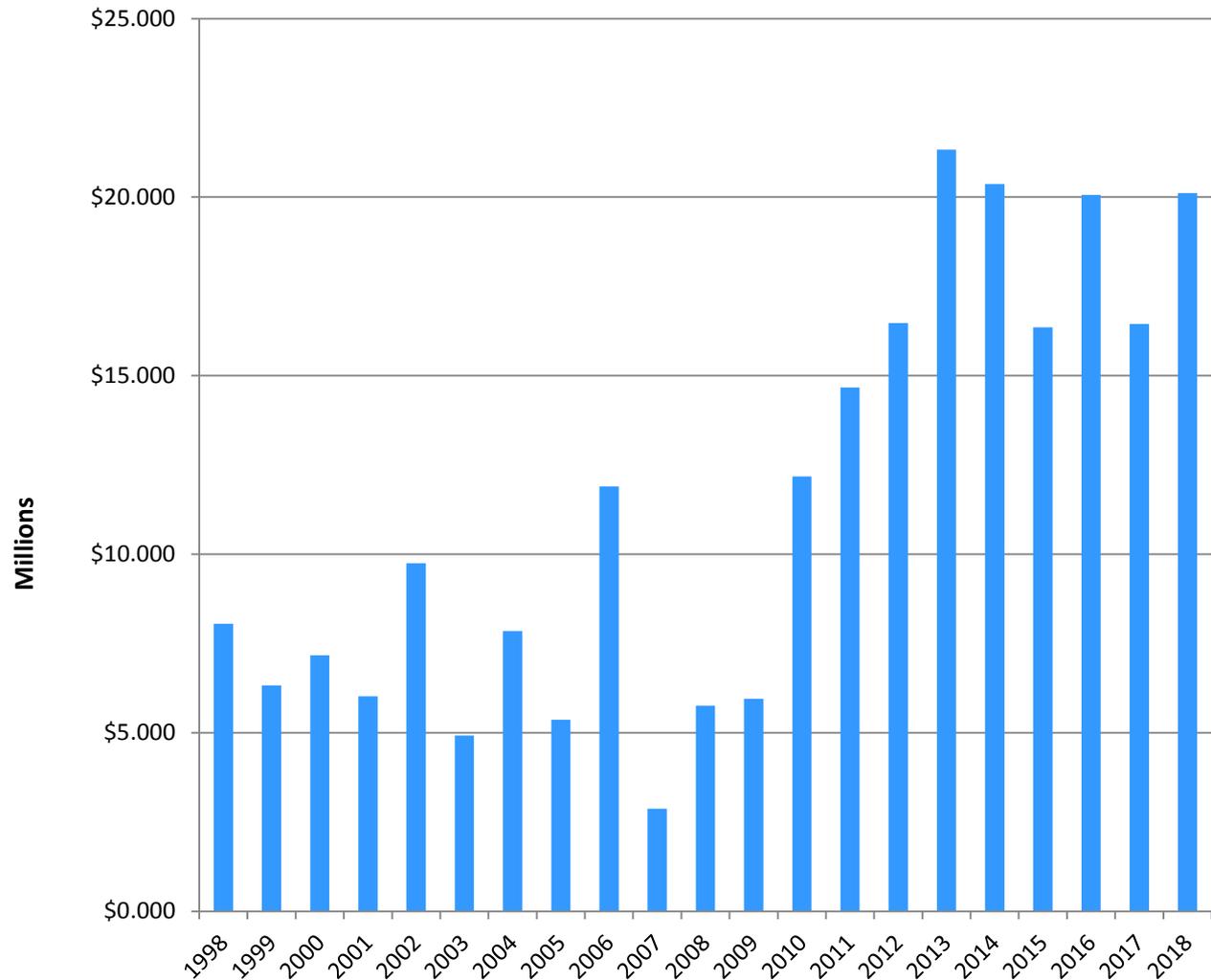
# Capital Program Budget History

Board began directing increased pay-as-you-go funds to capital projects

Trend toward increased regional capital allocation

Increased grant success

Additional significant projects like Parade Ice, Phillips Pool, and Wirth Welcome Center are above and beyond adopted CIP



- ❑ November 6, 2013 – Administration & Finance Committee
  - Public Comment on Superintendent’s Recommended 2014 Budget
  - Commissioner Review/Comment on Superintendent’s Recommended 2014 Budget
  
- ❑ November 20, 2013 – Full Board
  - Public Comment on Superintendent’s Recommended 2014 Budget
  - Commissioner Review/Comment on Superintendent’s Recommended 2014 Budget

- December 4, 2013– Administration & Finance Committee
  - Approve 2014 Annual Budget
  
- December 11, 2013 – Public Hearing on City Tax Levy and 2014 Budget, Council Chambers
  
- To assist staff in preparing for the budget sessions, questions or comments should be emailed to the Superintendent or Finance Director in advance of the meetings