# City of Minneapolis

# Public Works Business Plan

# 2010 – 2014

THE WORKS

MINNEAPOLIS DEPARTMENT OF PUBLIC WORKS

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# City of Minneapolis Goals

## A Safe Place To Call Home

- Collaborative and caring communities help prevent crime
- Youth . . . in school, involved, inspired and connected to an adult
- Sustain gains against violent crime
- Healthy homes, welcoming neighborhoods
- Homelessness eliminated
- Burglaries and domestic violence focused on and fought
- Guns, gangs, graffiti gone

## Jobs & Economic Vitality

- Businesses — big and small — start here, stay here, thrive here
- Talent magnet connecting people to training and jobs to people
- Strong commercial corridors, thriving business corners
- Planes, trains and streetcars move goods and workers smartly
- Teens prepared with career and life skills
- Epicenter for the new green jobs economy
- Proactive business development in key growth areas
- Arts and artists are economic drivers in and of themselves

## Livable Communities, Healthy Lives

- Equitable, integrated transit system
- Thoughtful neighborhood design with density done right
- Plentiful arts, cultural and recreational opportunities
- High-quality, affordable housing for all ages and stages in every neighborhood
- Active lifestyles: walkable, bikeable, swimmable
- Healthy choices are easy and economical

## Eco-Focused

- Clean, renewable energy sources successfully integrated
- Trees: a solid green investment
- Lakes and streams pristine
- Use less energy, produce less waste
- World-class parks fully enjoyed
- Locally grown food available and chosen

## Many People, One Minneapolis

- Family-friendly opportunities and amenities abound
- New arrivals welcomed, diversity embraced
- Race and class gaps closed in employment and housing
- Tots school-ready, teens on course
- Teen pregnancy a thing of the past
- Seniors stay and talents are tapped

## A City That Works

- Shared democracy empowers residents as valued partners
- 21st century government: collaborative, efficient and reform-minded
- Tax burden managed and sustainable
- Infrastructure — streets, bridges, sidewalks, sewers, bike lanes & paths — well-managed and maintained
- City employees high-performing, engaged and empowered
- Transparency, accountability and fairness are our hallmarks
- Strong partnerships with parks, schools, government, nonprofits and private sector
- Optimal use of technology and wireless capacity

MINNEAPOLIS GOALS
& strategic directions

adopted April 2010

# PUBLIC WORKS DEPARTMENT

## INTRODUCTION

The 2010-2014 Public Works Business Plan was developed to assist the department in meeting our ongoing business needs and the challenges we will face over the next five years. The business plan clearly identifies the goals of the Public Works Department, which align with the adopted City goals.

The Public Works Department delivers services through ten divisions, which are grouped into three business lines. In this business plan, Public Works has identified the core services that each division provides to the City and key initiatives that will be undertaken to address anticipated challenges and improve the services we provide.

Over the next five years, Public Works will concentrate on the maintenance and preservation of our public infrastructure assets, pursue efficiencies with the delivery of essential services and be as effective as possible with the financial resources that we are entrusted with, while ensuring that public safety is not compromised. Public Work's greatest asset remains its employees; to ensure a more stable employment environment we will need to increase the adaptability of our workforce to perform a wider variety of assignments

In addition to ensuring a strong foundation in our business practices, Public Works will take advantage of opportunities to promote multi-modal transportation and reduce the city's impact on the environment, within the resources available. With the continued financial challenges confronting the city, especially with the City's general fund, the city will be faced with difficult choices between preserving existing assets and delivering core services versus investing in new development, new infrastructure and new services.

Public Works is fortunate to have talented and dedicated people that are accustomed to stepping up and delivering in difficult times. We look forward to doing our part in keeping Minneapolis a great city.

## MISSION

To be effective stewards of the public infrastructure, and provide valued city services that contribute to public safety, economic vitality and neighborhood livability in Minneapolis.

## VISION

To Provide "Excellent urban infrastructure and services for Minneapolis."

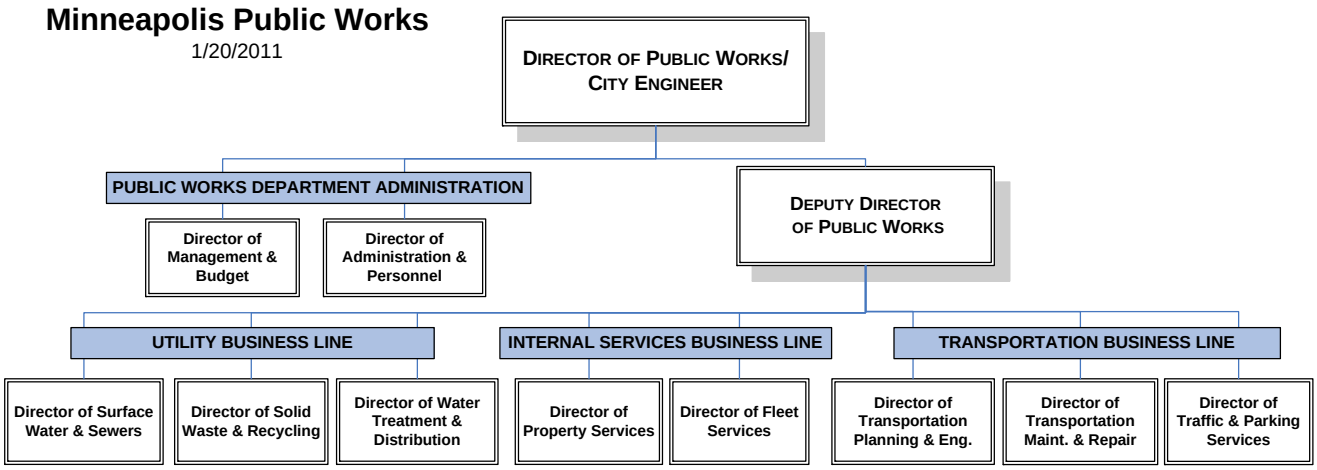
## VALUES

- Commitment to excellence in public service.
- Development of collaborative partnerships that lead to a safe, clean, and beautiful urban environment
- Open, honest communication and engagement with employees and stakeholders to meet needs and expectations.
- Treatment of all persons with respect, trust and dignity.
- Commitment to employee development and well-being.
- Celebration of our successes and achievements

# GOALS

- A work environment that supports, empowers, develops and engages our employees
- A work environment where continuous improvement is the culture
- Infrastructure is managed in a sustainable manner, consistent with policy goals established by the Council
- Interaction with Public Works is a courteous, professional and responsive experience

## PUBLIC WORKS ORGANIZATION CHART



# FINANCIAL OVERVIEW – PUBLIC WORKS DEPARTMENT

## *INTRODUCTION*

The operational management of the Minneapolis Public Works Department is defined by three business lines along with the overall administration of the Department. The financial management of the Public Works Department is defined by 10 divisions that operate out of 13 funds. Within these funds revenue sources for a diverse array of services range from fees for service, both internal and external, to tax levy funding. With such a range of funding and activities we will provide an overview to tie the operation and financial management and then address the finance plan for each business separately.

## *DIVISIONS AND FUNDS BY BUSINESS LINE*

The Transportation business line is managed through a number of divisions within the General Fund and several other funds.

## *TRANSPORTATION*

**GENERAL FUND**

- Transportation Planning & Engineering
- Transportation Maintenance & Repair
- Traffic & Parking Services

**INTERNAL SERVICE FUNDS**

- Transportation Planning & Engineering
- Transportation Maintenance & Repair
- Traffic & Parking Services

**PERMANENT IMPROVEMENT FUND**

- Transportation Planning & Engineering
- Transportation Maintenance & Repair

**ENTERPRISE FUNDS**

- Traffic & Parking Services

There are six departments that are part of the Internal and Utilities business lines and are operated out six separate funds.

## *INTERNAL*

**INTERNAL SERVICE FUNDS**

- Fleet Services
- Property Services

## *UTILITIES*

**ENTERPRISE FUNDS**

- Solid Waste and Recycling
- Sanitary Sewer
- Stormwater
- Water Treatment and Distribution

The overall administration of the PW Department is managed within the General Fund.

## *PUBLIC WORKS DIVISIONS*

The divisions of the Public Works Department provide a wide range of businesses and create unique financial challenges. It is the goal of the Public Works administration to manage the divisions within their approved budgets and to maintain a fiscal transparency in tying uses to sources of funding. The Finance Plans for the funds and cost centers are provided within the ten Public Works divisions.

# PUBLIC WORKS DEPARTMENT ADMINISTRATION

## CORE SERVICES

- Provides support to department leadership
- Manage employee related issues department-wide
- Manage and oversee budget and finance related issues for Public Works
- Provide support for department and division leadership

## DEPARTMENT ADMINISTRATION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Administration Division's goals support the City Goal of "A City That Works."**

| DEPARTMENT GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **A work environment that supports, empowers, develops and engages our employees** | | |
| | Provide a safe work environment for all employees. | • # of lost work days due to injury<br>• # of OSHA reportable injuries<br>• # of lost work days due to injury per 100 FTE<br>• # of restricted lost work days due to injury per 100 FTE<br>• % reduction in number of PW vehicle and safety incidents<br>• Number of vehicle incidents per 100,000 miles |
| | Implement a performance management system. | • % increase in number of documented performance reviews<br>• % increase in number of employees with professional development plans<br>• # of management employees trained using the City's performance management system |
| | Establish professional development training for all employees. | • % increase in number of employees with professional development plans<br>• % of employee assigned to a mentor<br>• Number of employees completing required trainings<br>• % of employees using the tuition |

## DEPARTMENT ADMINISTRATION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Administration Division's goals support the City Goal of "A City That Works."**

| DEPARTMENT GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | | reimbursement programs<br>• % of employees promoted<br>• % improvement of departmental retention rate<br>• % change in employee demographics |
| | Establish an internal communications plan so that employees feel informed about issues that affect them and they have the information they need to do their jobs effectively. | • Increase # of employees with email by June 2011<br>• # of video training tools developed working with Communications<br>• # of divisional newsletters developed<br>• # of training opportunities aimed at increased employee knowledge of policies and procedures |
| | Establish a method to increase employee engagement and participation so that they feel connected to the success of the organization. | • % improvement in "opportunities" identified in the 2009 Employee Survey Results<br>• % change in number of employees participating in City's Employee Survey by Department<br>• % change in number of employees participating in City's Employee Survey by Division<br>• Completion of Employee Survey Action plans at Department and Division level<br>• Number of employees participating in departmental and divisional committees |
| **A work environment where continuous improvement is the culture** | | |
| | Revisit, review and revise business processes for cost effectiveness on an ongoing basis. | • # of BPIs conducted/ implemented<br>• # of improvements implemented |
| | Improve tools and systems to allow employees to better | • # of improvements identified |

## DEPARTMENT ADMINISTRATION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Administration Division's goals support the City Goal of "A City That Works."**

| DEPARTMENT GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | identify and measure operational improvements. | • # of improvements implemented |
| | Recognize employees for identification and implementation of job place efficiencies. | • # of efficiencies identified<br>• # of efficiencies implemented |
| **Infrastructure is managed in a sustainable manner, consistent with policy goals established by the council** | | |
| | Elected officials are provided with clear, transparent and timely information that allows for meaningful discussion of policy issues. | • # of updates provided on schedule<br>• # of updates provided on schedule |
| | Timely, accurate financial information that allows for informed decision making is available at all levels of the organization. | • % of divisions providing clear financial status information<br>• % of divisions with improvements in staff financial awareness/process |
| | Appropriate measures that provide meaningful information on the state of the City's infrastructure are available and communicated. | |
| **Interaction with Public Works is a courteous, professional and responsive experience** | | |
| | Improve interactions with Minneapolis Development Review customers to ensure they are consistent, clear and easy to understand. | |
| | Through community engagement, clear and consistent information is provided, and community input is incorporated to better meet the needs of the public. | • % of engagements following process/procedures<br>• % of positive responses<br>• # of results of community engagements accessible<br>• # of employees trained on the LEP requirements |
| | Employees have the information they need to be responsive. | |

## FINANCIAL OVERVIEW – PW DEPARTMENT ADMINISTRATION

The Public Work Administration division is managed out of the General Fund.

### *LONG-TERM PLANNING*

The Public Works Administrative includes of the Management Services and Budget division and the Administrative Services and Personnel Division and is funded mainly by a charge to non-General fund divisions based on an allocation of expenditures.

### *REVENUE*

The Public Works Administration will continue to charge non-General Fund Public Works divisions for a pro-rata share of its expenses.

### *OPERATING EXPENSES*

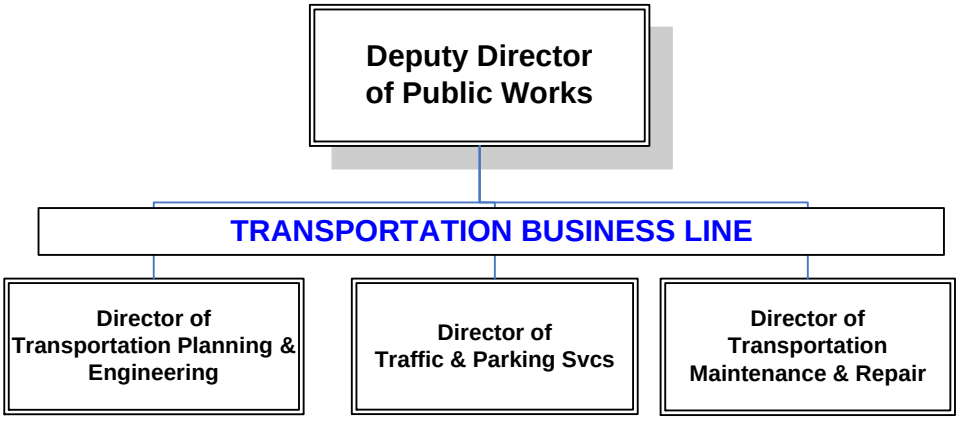
The division will manage its expenditures to stay within its budgeted appropriation with the goal of not having excess appropriation over total expenditures greater than 5% at year end.

### *PW ADMINISTRATION – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| | | | | | |
| **GENERAL FUND** | | | | | |
| **Sources-Division Revenue** | 2,550 | 2,621 | 2,681 | 2,762 | 2,864 |
| **Uses-Operating** | 2,758 | 2,858 | 2,923 | 3,011 | 3,123 |

# TRANSPORTATION BUSINESS LINE

The Transportation Business Line within the Department of Public Works exists to offer people a variety of safe, convenient options for moving throughout the City and within the region. Transportation options enhance the aesthetics of the environment, improving livability, while contributing to economic vitality through the safe, efficient movement of people and goods. The three divisions in the Transportation business line are Traffic & Parking Services, Transportation Planning & Engineering, and Transportation Maintenance & Repair.



# TRAFFIC & PARKING SERVICES

## CORE SERVICES

### *TRAFFIC*

- Manage traffic infrastructure (signals, signs and pavement markings)
- Manage traffic operations
- Maintain streetlights
- Manage Non-Motorized Transportation Pilot (NTP) programs

### *PARKING*

- Manage off-street parking systems
- Manage on-street parking systems
- Manage impound lot operations

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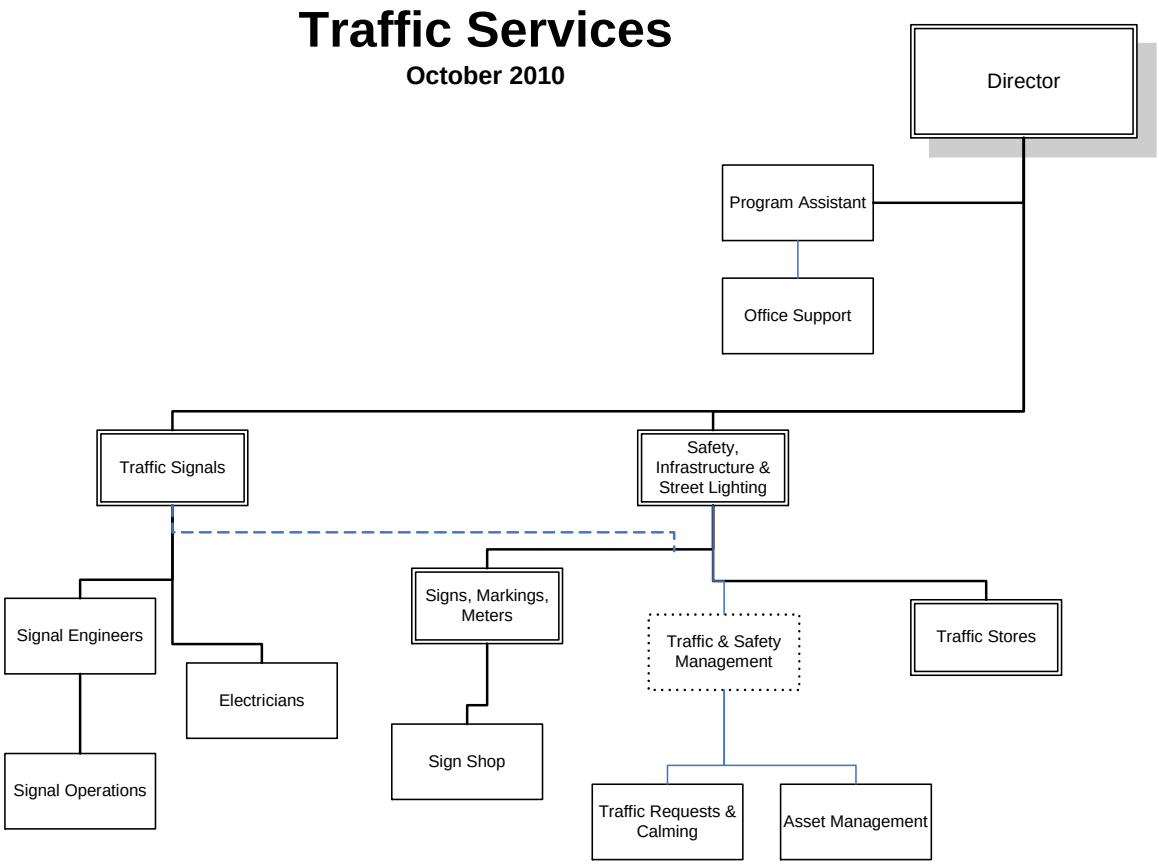
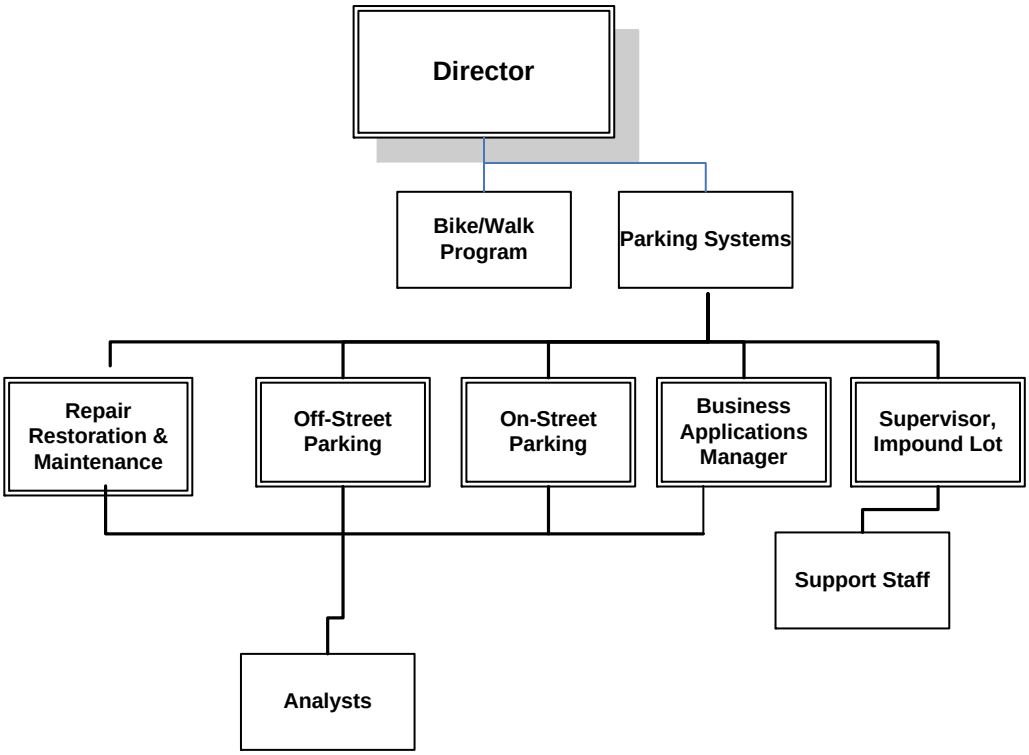
## ORGANIZATION CHART – TRAFFIC



## ORGANIZATION CHART – PARKING SERVICES

# Parking Services

**October 2010**



## TRAFFIC & PARKING SERVICES DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Traffic and Parking Services Division's goals support the City Goals of 'Livable Communities, Healthy Lives," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBECTIVE | MEASURE |
|---|---|---|
| **Infrastructure in a state of good repair achieved through strategic cost-effective investments.** | | |
| | Test and implement appropriate technology to produce energy reductions. | • Energy savings and reduced carbon footprint |
| | Develop or update systematic asset maintenance and replacement programs through stable funding resources. | • % of maintenance task completion<br>• % of programmed replacement items replaced per schedule<br>• Cost comparison analysis for services |
| **Improved services that enhance customer awareness, understanding and benefits.** | | |
| | Operational efficiencies through technology yield improved customer experiences. | • Improvement in systems throughout during peak hours<br>• Cash vs. credit card transactions/revenues<br>• Online transactions/revenues<br>• Cost/vehicle release<br>• Cost/parking space<br>• Number of new VMS Signs installed |
| | The Parking System and Impound Lot are well-managed, efficient, customer friendly operations. | • Create a customer service scorecard for each business unit |
| | Education outreach increases customers' traffic knowledge and understanding | • Street Light complaints and % resolved within SLA<br>• Number of 311 Traffic Service hits<br>• Access Mpls Projects completed<br>• Number of Neighborhood |

## TRAFFIC & PARKING SERVICES DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Traffic and Parking Services Division's goals support the City Goals of 'Livable Communities, Healthy Lives," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBECTIVE | MEASURE |
|---|---|---|
| | | meetings |
| **A multi-modal urban city transportation system that enhances accessibility, safety, livability and economic vitality.** | | |
| | Market and brand public parking ramps in a way that promotes and maximizes the exposure, use and financial viability of each facility | • Number of social media fans<br>• Number of events attended<br>• Increase in revenues through new business<br>• Google Analytics |
| | Improve on-street parking system (all curbside parking spaces) to more strategically support city goals in a consistent manner. | • Number of devices using the Cities Wi-Fi system to communicate<br>• Newly added spaces<br>• Average revenue per space/block, etc |
| | Safety and security meet or surpass appropriate industry standards. | • Incident recognition and response times<br>• Total, pedestrian and bike crashes.<br>• Crash rates, types and severity using the new crash database system |
| | Make walking, bicycling and transit a priority. | • Increase mode use<br>• APS Signals installed<br>• Countdown timers installed<br>• Improve travel time, air quality and reduce carbon foot print |

## FINANCE SECTION - TRAFFIC & PARKING SERVICES

### *GENERAL FUND/STORES INTERNAL SERVICES FUND*

The Traffic & Parking Services (TP&S) division manages traffic operations (traffic signals, street lights, signage, street markings) and all traffic management and planning within the General Fund, and manages its stores function through an internal service fund.

### *LONG-TERM FINANCIAL PLANNING*

The Traffic activity of the division maximizes the operations and maintenance of the traffic infrastructure based upon an approved amount of general tax levy funding, the contracted State and County services in addition to permit fees and reimbursements for services provided by the division.

### *REVENUE*

Other than general tax levy funding, operating revenue in this operation is generated through lane obstruction fees and agreements with the State and County. Approximately 26% of the traffic expenses are covered by the divisional revenues with the balance funded with general tax levy funds. City funding has varied over the past several years due to State funding decreases and the City's emphasis on Public Safety. More recently, annual decreases have leveled off and the division is working to adapt to a lower funding level as well as capturing appropriate General Fund revenue from capital and reimbursable projects.

### *OPERATING EXPENSES*

The majority of traffic operating expenses, approximately $5 million or about 42% of the budget is for electricity used for street lighting & signals. The division has set an expenditure goal to stay within its budgeted appropriation and to not have excess appropriation over total expenditures greater than 5% at year end.

### *TRAFFIC & PARKING DIVISION - GENERAL FUND – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources** | | | | | |
| Charges for Permits | 710 | 717 | 725 | 732 | 739 |
| Gov & Other | 2,388 | 2,412 | 2,437 | 2,462 | 2,487 |
| **Total** | 3,098 | 3,129 | 3,162 | 3,194 | 3,226 |
| **Uses** | | | | | |
| Electricity | 5,280 | 5,428 | 5,551 | 5,718 | 5,931 |
| Other Operating | 6,642 | 6,829 | 6,984 | 7,194 | 7,462 |
| **Total** | 11,922 | 12,257 | 12,535 | 12,912 | 13,393 |

### *TRAFFIC & PARKING DIVISION - STORES FUND – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources (total)** | 607 | 607 | 607 | 607 | 607 |
| **Uses (total)** | 332 | 332 | 332 | 332 | 332 |

### *PARKING FUND*

The Traffic & Parking Services division for the operation of on-street and off-street parking as well as the operation of the impound lot is managed out of the Parking Fund, an enterprise fund.

### *Overview*

The Parking Fund seeks to provide an adequate revenue stream to fund its operations, capital program, and debt service and to meet the additional requirements of the Parking Fund Workout Plan. The division sets its off-street and on-street parking rates within a competitive parking marketplace that balances citywide transportation needs while covering operating expenses, inflation, and to maintain an adequate level of infrastructure improvements.

Public Works is working with the Finance Department to provide a five to ten Parking Fund strategy that will improve the Fund's and City's financial position.

### *Revenue*

The division continues to follow and improve upon adopted parking initiatives for the Parking Fund that will enable it to increase its operating revenue from on-street parking through updated meter technology and from off-street parking through automation, centralization and increase marketing efforts.

The Fund also receives Tax Increment and Sales Tax revenue to support those specific parking activities.

### *Operating Expenses*

The investment of additional dollars to fund parking initiatives as outlined in the Parking Fund reports will result in additional efficiencies and reduced expenses. The division has set an expenditure goal to stay within its budgeted appropriation and to not have excess appropriation over total expenditures greater than 5% at year end.

### *Capital Program*

The capital budget is set at an estimated $1.7 million to provide for the ongoing repairs and improvement work in the City-owned parking facilities.

### *Fund Cash*

The cash position trend is currently projected to be increasingly negative, mainly due to the ongoing transfers out of the Fund presently at $10.2 million per year.

### *Parking Fund – Sources and Uses*

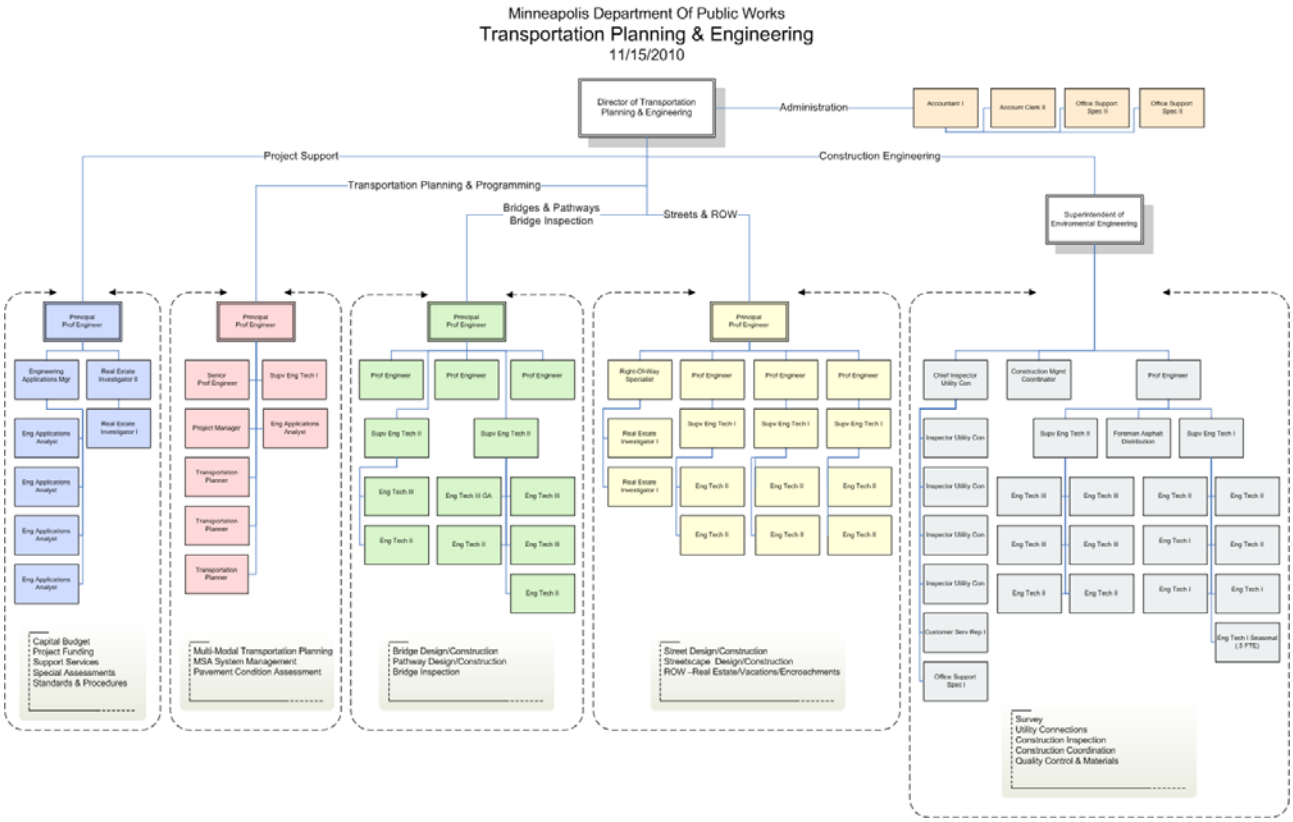
| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources** | | | | | |
| Charges for Services | 53,940 | 54,479 | 55,024 | 55,574 | |
| Other Transfers In | 16,046 | 14,720 | 11,588 | 6,140 | |
| Capital bonds | 1,700 | 1,700 | 1,700 | 1,700 | |
| **Total** | **71,686** | **70,899** | **68,312** | **63,414** | |
| **Uses** | | | | | |
| Operating | 42,602 | 41,685 | 41,142 | 41,606 | |
| Transfers-MERF | 198 | 180 | 115 | 115 | |
| Capital | 1,700 | 1,740 | 1,740 | 1,740 | |
| Transfers Out | 10,205 | 10,372 | 10,545 | 10,722 | |
| Debt Service | 23,940 | 22,881 | 20,607 | 15,213 | |
| **Total** | **78,645** | **76,858** | **74,149** | **69,396** | |
| **Fund Balance** | **4,392** | **-1,567** | **-7,404** | **-13,386** | |

# TRANSPORTATION PLANNING AND ENGINEERING

## CORE SERVICES

- Manage the design and construction of streets, bridges and paths
- Manage transportation planning and funding
- Manage right of way
- Manage special assessments
- Manage utility connections
- Coordinate Public Works Capital Improvement Program

## ORGANIZATION CHART



## TRANSPORTATION PLANNING & ENGINEERING DIVISION - GOALS, OBJECTIVES AND MEASURES

### City Goal Alignment

**Transportation Planning and Engineering Division's goals support the City Goals of "Livable Communities, Healthy Lives," "Eco-Focused," "A City That Works" and "Jobs and Economic Vitality"**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Infrastructure in good condition achieved through cost-effective investments.** | | |
| | Analyze the condition of city pavement and bridges to strategically invest in capital improvements that maximize livability and economic vitality. | • Miles of streets with PCI > 65<br>• # of Access Minneapolis projects implemented |
| | Maintain our regional perspective to fully utilize available capital funding from city, state, federal and other sources. | • # of funding sources secured<br>• # of projects with external funding<br>• # of cooperative projects |
| | Provide a capital improvement program that includes timely investment in preventative maintenance, reconditioning, rehabilitation, reconstruction, and a variety multi-modal improvement projects. | • # of projects delivered in program year |
| | Develop and implement project budget tracking and reporting processes including identified measures for reducing project over/under runs. | • # of projects using new process<br>• % actual costs vs. estimated |
| **Achieve a transportation system that enhances the city's livability and economic vitality through increased walking, bicycling and transit opportunities.** | | |
| | Coordinate implementation of the Access Minneapolis plans (downtown, citywide, bicycle, and pedestrian) across Transportation Business Line divisions. | • # of projects with plan components<br>• # of stand alone projects |
| | Identify the next steps for Access Minneapolis (i.e. what happens beyond 10 years?). | • New 10 year plan by 2016 |
| | Represent the city's interests in regional infrastructure planning initiatives. Including but not limited to bus, rail, and highway planning purposes. | • # of ongoing initiatives<br>• # of external plans reviewed<br>• # of small area plans<br>• # of meetings attended |

## TRANSPORTATION PLANNING & ENGINEERING DIVISION - GOALS, OBJECTIVES AND MEASURES

### City Goal Alignment

**Transportation Planning and Engineering Division's goals support the City Goals of "Livable Communities, Healthy Lives," "Eco-Focused," "A City That Works" and "Jobs and Economic Vitality"**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Infrastructure design that supports multi-modal transportation in an urban environment.** | | |
| | Integrate the Street and Sidewalk Design Guidelines that support multi-modal transportation through established processes. | • # of projects |
| | Ensure that the design and construction of partner agency infrastructure projects within the City of Minneapolis are consistent with the city's policies, plans, and practices. | • # of projects |
| | Advocate for engineering guidelines and standards that recognize and accommodate the unique urban needs of Cities of the First Class. | • # of rule changes implemented that support objective<br>• # of variances applied for |
| **Stable funding for transportation infrastructure** | | |
| | Continue to seek new funding sources. Assess and make applications for funding as appropriate and in accordance with the city's plans and policies, and internal financial capacity | • # of applications for funding<br>• # of awards for funding<br>• % of funding leveraged |

## FINANCE SECTION - TRANSPORTATION PLANNING AND ENGINEERING

The Transportation Planning and Engineering (TP&E) division is managed out of the General Fund and the Permanent Improvement Fund (a capital project fund). The Engineering Materials and Testing division is accounted for in an internal service fund.

### *OVERVIEW*

The Transportation Planning and Engineering division is responsible for managing the overall transportation planning and funding for the City as well as the design and construction of streets, bridges and paths. Much of this work generally involves multi-year capital projects. The expenditures include direct as well as indirect costs for capital projects of current and future years. The appropriation for this work is in the Permanent Improvement fund. This fund provides the ability to expend across multiple years, until the source of funding is available. Presently, Capital Projects are not fully funded until the year of construction. Projects can incur expenses but not proceed to the point where funding is made available to reimburse these costs. The division is currently evaluating alternative methods to define and classify costs related to capital projects in order to establish the associated funding sources to ensure that funding is provided to cover all TP&E expenditures associated with capital projects.

TP&E manages specific transportation planning areas and the division is working towards identifying the expenditures related to this work in order to establish current funding in the General Fund that has at times not been identified within the Permanent Improvement Fund.

The General Fund also provides general levy funding for managing the City right of way, special assessments, bridge inspections, and accounts for utility connections. Consideration may also be given to determine whether Engineering Materials and Testing should be accounted for in a fund other than the internal service fund.

### *REVENUE*

Planning, design and construction services of TP&E are funded mainly through approved capital projects. Balances of unfunded expenditures have in recent years relied on Permanent Improvement (PI) Tax dollars that are levied for the Permanent Improvement Fund as an unspecified funding source. Specific transportation planning efforts and management of right of way, special assessments are funded mainly through the General Fund levy.

### *OPERATING EXPENSES*

TP&E is in the process of appropriately identifying those expenditures that require current funding and those expenditures that may not have funding available for a number of years. With the additional financial planning information the division will manage its expenditures related to current revenue to stay within its budgeted appropriation with the goal of not having excess appropriation over total expenditures greater than 5% at year end.

### *TRANSPORTATION PLANNING AND ENGINEERING – SOURCES AND USES*

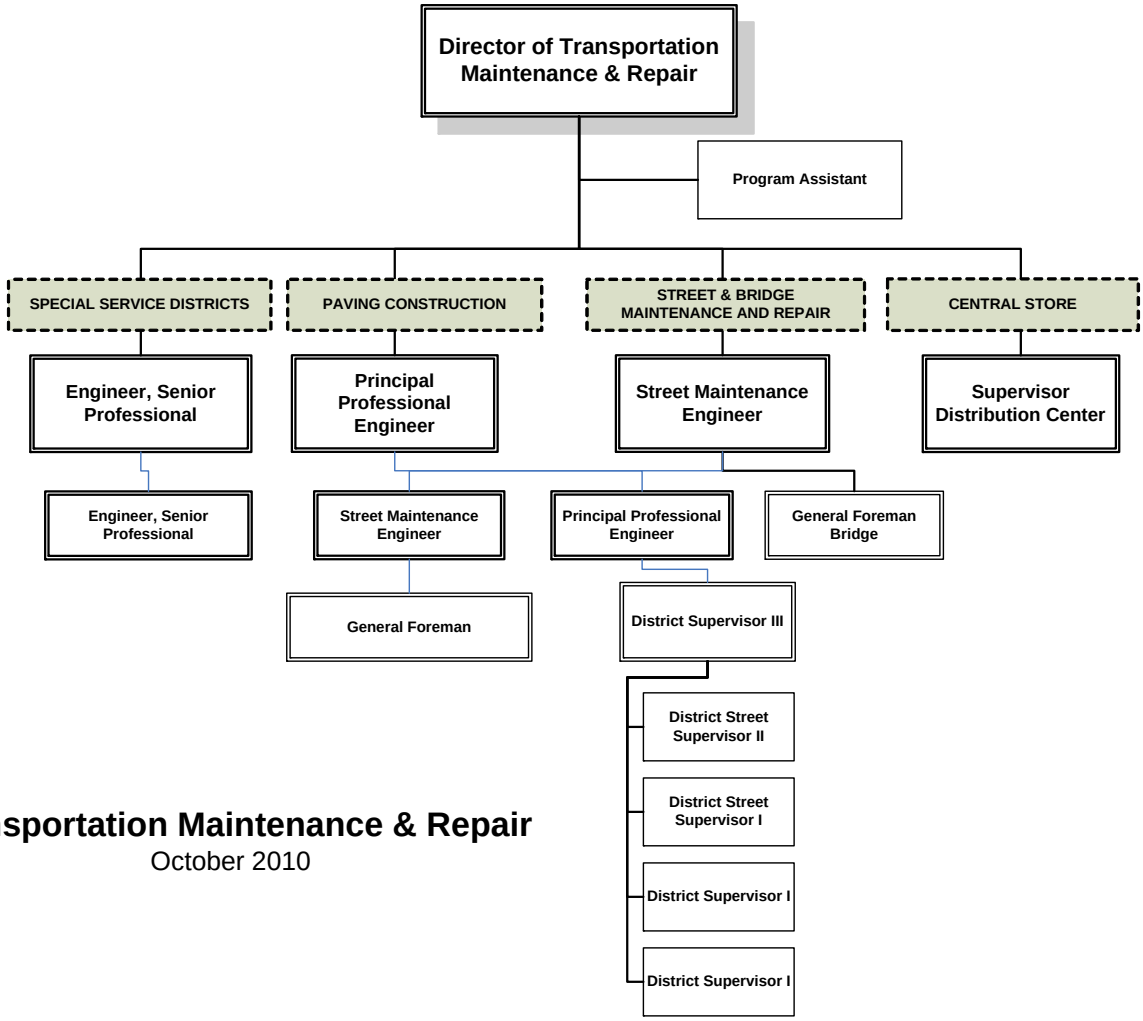
| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| **Sources-Division Revenue** | 557 | 557 | 557 | 557 | 557 |
| **Uses-Operating** | 2,578 | 2,673 | 2,733 | 2,816 | 2,920 |
| | | | | | |
| **PERMANENT IMPR. FUND*** | | | | | |
| **Sources** | | | | | |
| Capital Projects | 2,801 | 2,801 | 2,801 | 2,801 | 2,801 |
| **Uses** | | | | | |
| **Operating** *Amounts in this fund are estimate revenue and approved appropriation; actual amounts vary due to timing of capital projects | 8,080 | 8,080 | 8,080 | 8,080 | 8,080 |
| | | | | | |
| **INTERNAL SERVICE FUND** | | | | | |
| **Sources-Division Overhead** | 1,613 | 1,661 | 1,711 | 1,763 | 1,816 |
| **Uses-Operating/Transfers** | 1,468 | 1,595 | 1,631 | 1,677 | 1,727 |
| **Net margin** | 145 | 66 | 80 | 86 | 89 |

# TRANSPORTATION MAINTENANCE AND REPAIR

## CORE SERVICES

- Manage snow and ice control
- Maintain bridges
- Maintain streets
- Maintain sidewalks
- Maintain malls and plazas
- Manage Special Service Districts
- Provide paving services

## ORGANIZATION CHART




**Transportation Maintenance & Repair**
October 2010

## TRANSPORTATION MAINTENANCE & REPAIR DIVISION – GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Transportation Maintenance and Repair Division's goals support the City Goal of "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Infrastructure in good condition through cost-effective investments** | . | |
| | Optimize the street and alley pavement life cycles in most cost-effective manner. | • Change in PCI |
| | Optimize Bridge Maintenance Capital Program. | • Establishment of an annual program |
| | Optimize sidewalk condemnation and repair program to ensure safe pedestrian mobility. | • % increase in square feet of sidewalk completed |
| **Stable funding for transportation infrastructure** | | |
| | Continue to seek new funding sources in collaboration with TP&E and Management Services Divisions. | • % increase in extraordinary funding |
| | Identify funding sources for ADA transition plan and establish a program for implementation. | • % increase in funding |
| | Develop reliable and timely financial tracking systems. | • Number of new systems developed |
| **Maintain transportation infrastructure and public spaces that supports commerce and sustains a livable community** | | |
| | Foster creative public/private partnerships with business and neighborhood organizations. | • Number of new partnerships |
| | Support the proliferation of Special Service Districts in the City to enhance economic viability of commercial corridors | • Number of new Special Service Districts |
| **A stable and balanced workforce that provides year-round transportation construction, maintenance and services** | | |
| | Further develop snow and ice control staffing model to optimize service delivery | • Number of improvements made |
| | Minimize variability in workforce staffing needs over construction/maintenance season. | • Number of new initiatives |

## FINANCE SECTION – TRANSPORTATION MAINTENANCE & REPAIR

The Street & Bridge Maintenance and Repair section of the Transportation Maintenance & Repair (TM&R) division is primarily managed within the General Fund with the exception of Street Cleaning which is managed within the Stormwater Fund. The TM&R division manages a Paving Construction section within the Permanent Improvement Fund and Central Stores within an internal service fund.

### *OVERVIEW*

The Street/Bridge Maintenance & Repair section is responsible for maintaining City streets, alleys, publicly-owned sidewalks, bridges, and malls and plazas with an approved amount of general levy funding. They also provide some similar services to Hennepin County and the Minnesota Department of Transportation (Mn/DOT) with costs for those services recovered through revenue obtained by respective service agreements. There is also supporting revenue allocated from the City's Municipal State Aid (MSA) allotment. Other sources of revenue come from performing work for others including various Public Works underground utilities, external utility companies, and other PW departments and agencies. A portion of the maintenance of streets, street cleaning and sweeping, is paid for with Stormwater Utility revenue as street cleaning enhances water quality.

In addition, the division oversees the management of Special Service Districts including the establishment, budgeting, ongoing contract administration for services, and recovery of service charges through Special Service Districts. The division also currently administers the Public Works, Central Stores function of the City, an internal service fund that includes procurement of general office supplies for the City. Planning is in progress towards moving that function into the Finance Department.

TM&R is responsible for managing and providing street and alley construction and related services through the Paving Construction section. These costs are funded through approved capital project appropriations but there currently is no direct budget for the expenditures. The Sidewalk Inspections section manages both summer repairs and winter shoveling ordinance enforcement through a combination of General and Permanent Improvement Fund components.

### *REVENUE*

The core maintenance services managed by the Street/Bridge section of TM&R are general tax levy funded with contractual revenue for work done on under contracts with the Mn/DOT (for work on State Trunk Highways) and Hennepin County, Municipal State Aid revenue, as well as other internal and external sources. In the last couple of years, annual decreases have leveled off with the City investing one-time resources in this division's funding as available. Additional appropriation decreases have been mitigated by using Infrastructure Acceleration Program (IAP) funding that was originally appropriated for preventative maintenance activities such as seal coating in the Capital Improvement Program. This tactic is not intended as a sustainable or a long term solution as the IAP provides funding only for a 5-year period that ends after 2013.

### *OPERATING EXPENSES*

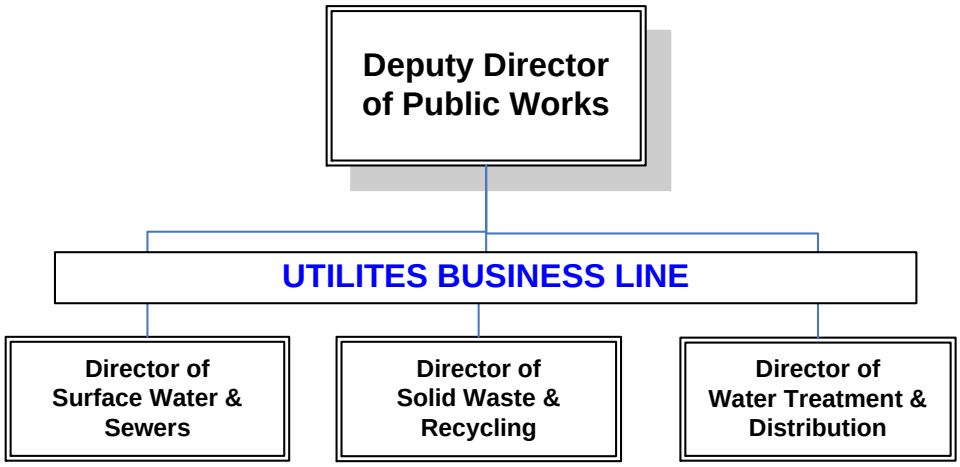
The division will manage its expenditures to stay within its budgeted appropriation with the goal of not having excess appropriation over total expenditures greater than 5% at year end. The exception to this goal will be in snow and ice control where weather can significantly affect spending levels. The division will strive to differentiate the appropriation required for average snow season expenditures and actual expenditures. Planning will be undertaken to establish levels of contingency needed for above average snow seasons.

### *TRANSPORTATION MAINTENANCE AND REPAIR – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| Sources | 6,687 | 6,687 | 6,687 | 6,687 | 6,687 |
| Uses | 24,582 | 25,270 | 25,844 | 26,622 | 27,612 |
| **Stormwater Fund** | | | | | |
| Sources- | 1,285 | 1,285 | 1,285 | 1,285 | 1,285 |
| Uses | 8,040 | 8,265 | 8,453 | 8,707 | 8,969 |
| **Perm Improv. Fund** | | | | | |
| Sources | 320 | 320 | 320 | 320 | 320 |
| Uses | 660 | 678 | 694 | 715 | 741 |
| **Central Stores ISF** | | | | | |
| Sources | 500 | 500 | 500 | 500 | 500 |
| Uses | 717 | 717 | 717 | 717 | 717 |

# UTILITIES BUSINESS LINE

This business line provides services that promote the health and safety of people and property by providing potable water, managing non-potable water and maintaining a clean city through the collection and disposal of solid waste, recyclables, problems materials, yard waste, and coordination of Clean City activities. The three divisions of the Utilities Business Line are Surface Water & Sewers, Water Treatment & Distribution, and Solid Waste and Recycling Services.



# SURFACE WATER AND SEWERS

## CORE SERVICES

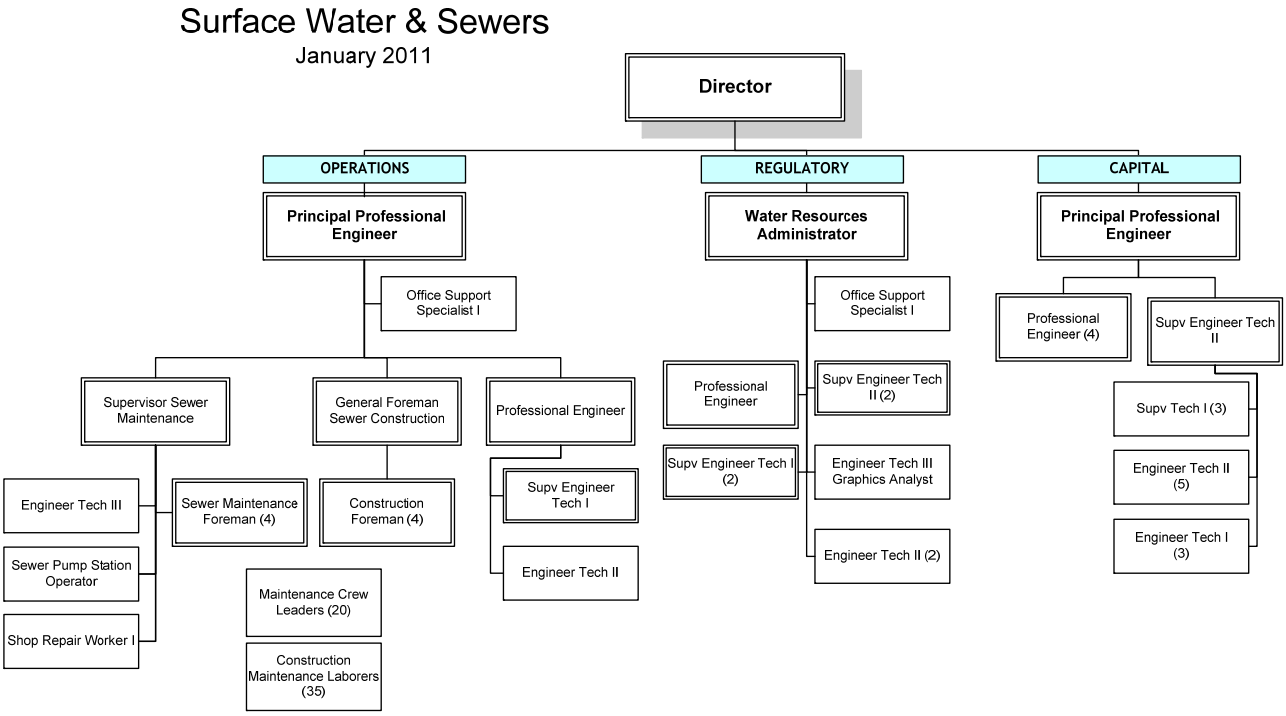
### *SANITARY*

- Maintain flow in systems (prevent backups)
- Comply with regulatory requirements

### *STORM*

- Maintain flow in systems (prevent flooding)
- Protect water quality (beyond regulatory requirements)

## ORGANIZATION CHART



## SURFACE WATER & SEWERS DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Surface Water and Sewers Division's goals support the City Goals of "Eco-Focused" and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Manage the infrastructure in a sustainable manner (proactive)** | | |
| | Decrease the number of tunnel segments in poor condition | • 75% reduction |
| | Increase the miles of sanitary pipe lined | • By 3.5 miles per year |
| | Increase outfalls repaired | • Repair outfalls within 3 years of recognized deficiency |
| | Develop a lift station operations manual (sanitary & storm systems) | |
| | Reduce the number of sanitary backups | • Ideally there would be zero backups that result from public sewer line deficiencies but that is not a reasonable goal within the budget, therefore six backups per year has been selected as an achievable goal<br>• Implement a FOG program |
| | Optimize the management of the sanitary system | • Complete a CMOM (Capacity Management Operation Maintenance) manual |
| **Re-establish the flood migration program** | | |
| | Identify strategic improvements to address flooding issues & complaints | • Percent of known areas addressed |
| **No combined sewer overflow (CSO) events** | | |
| | Identify existing sources of clear water | • Complete smoke test in high peak to base areas |
| | Identify areas with a high potential for clear water (i.e. 2nd Ave Tunnel) | • Percent of areas inspected<br>• Percent of areas addressed |
| **Manage utility rate increases within inflation rates** | | |
| | Increase stability of the sanitary rate structure (revenue) | |
| | Manage expenditures to be within the budgeted amount | • Number of years meeting Finance 3 month operating balance policy |

## SURFACE WATER & SEWERS DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Surface Water and Sewers Division's goals support the City Goals of "Eco-Focused" and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Make regulatory compliance more simple to understand** | | |
| | Develop internal and external guides | • Complete guides |
| | Create toolbox of options that can be used to achieve compliance | |
| | Develop guidance to determine when regulatory requirements should be exceeded | |

## FINANCE SECTION – SURFACE WATER & SEWER – SANITARY FUND

The Surface Water and Sewers division for the operation of Sanitary Sewers is managed out of the Sanitary Sewer Fund, an enterprise fund.

### *OVERVIEW*

The Sanitary Sewer Fund will provide a stable revenue stream to fund its operations, capital program and debt service. The Fund will manage its utility rates to keep increases within a level to cover MCES (Metropolitan Council Environmental Services) charges, inflation, and to maintain an adequate level of infrastructure improvements while maintaining the required cash reserve.

### *REVENUE*

The core operations of Sanitary Sewer are paid for with revenue from utility fees that are based on water usage. Residential user fees are based on winter usage and commercial user fees are based on actual usage and may be adjusted for minus meters readings (i.e. water used for irrigation). Although the revenue has some variability due to water use levels, the division is coordinating with the water division to make improvements in tracking and repairing water meters to work towards keeping the revenue stream as level and predictable as possible.

### *OPERATING EXPENSES*

Charges by MCES for sewage interceptor and treatment services make up approximately 75% of the operating expenses in this Fund, with the remainder of expenses used for sanitary sewer maintenance, design and debt service. The division will manage its expenditures to stay within its budgeted appropriation with the goal of not having excess appropriation over total expenditures greater than 5% at year end.

### *CAPITAL PROGRAM*

The primary goal of this division is to control the sanitary sewer infrastructure program in a sustainable manner. This requires a planned level of capital work that is currently set at $5-7m annually over the next five years and is bond funded.

### *CASH*

The current cash requirement in the Sanitary Sewer Fund is to maintain a balance of 30% of operating expenses, or approximately $11m. The cash balance at this time is just under $15m, leaving room for the variability in revenue based on water sales and unexpected operational needs.

### *SANITARY SEWER FUND – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **SOURCES** | | | | | |
| **Utility Charges** | 46,367 | 48,087 | 49,477 | 51,155 | 53,113 |
| **Other** | 7,929 | 9,624 | 10189 | 10,189 | 10,189 |
| **USES** | | | | | |
| **Operating** | 42,331 | 43,621 | 44,954 | 46,332 | 47,757 |
| **Transfers-MERF** | 478 | 319 | 277 | 277 | 235 |
| **Capital** | 5,000 | 6,500 | 7,000 | 7,000 | 7,000 |
| **Debt Service** | 5,196 | 6,460 | 6,050 | 6,901 | 7,353 |

## FINANCE SECTION – SURFACE WATER & SEWERS – STORMWATER FUND

The Surface Water and Sewers division for the operation of Stormwater is managed out of the Stormwater Fund, an enterprise fund.

### *OVERVIEW*

The Stormwater Fund will provide a stable revenue stream to fund its operations, capital program and debt service. The Fund will manage its utility rates to keep increases within a level to cover its operating costs, inflation, and to maintain an adequate level of infrastructure improvements while maintaining the required cash reserve.

### *REVENUE*

The Stormwater operations are paid for with revenue from utility fees that are determined based on imperviousness by percentage of a parcel area. This basis for determining rates creates a very stable revenue stream for the fund that enables the division to plan for future operations and capital improvements.

### *OPERATING EXPENSES*

The operating expenses in this Fund are used for maintaining the Stormwater system that includes annual Stormwater maintenance, design for improvements to the system, street sweeping and debt service. The division will manage its expenditures to stay within its budgeted appropriation with the goal of not having excess appropriation over total expenditures greater than 5% at year end.

### *CAPITAL PROGRAM*

The goal of this division is to control the Stormwater infrastructure program in a sustainable manner. In 2010 the division determined through a condition assessment completed on the stormwater tunnels that a significant increase was needed for stormwater tunnel rehabilitation which resulted in adding an additional $20m to the program from 2011 through 2015. The entire capital program which also includes work on CSO improvements and flood control projects is currently set at $17-37m annually over the next five years and is financed with bonds as well stormwater revenue.

### *CASH*

The current cash requirement in the Stormwater Fund is to maintain a balance of 30% of operating expenses, or approximately $5.5m. The cash balance at this time is approximately $14m, allowing funds for additional stormwater capital.

### *STORMWATER FUND – SOURCES AND USES*

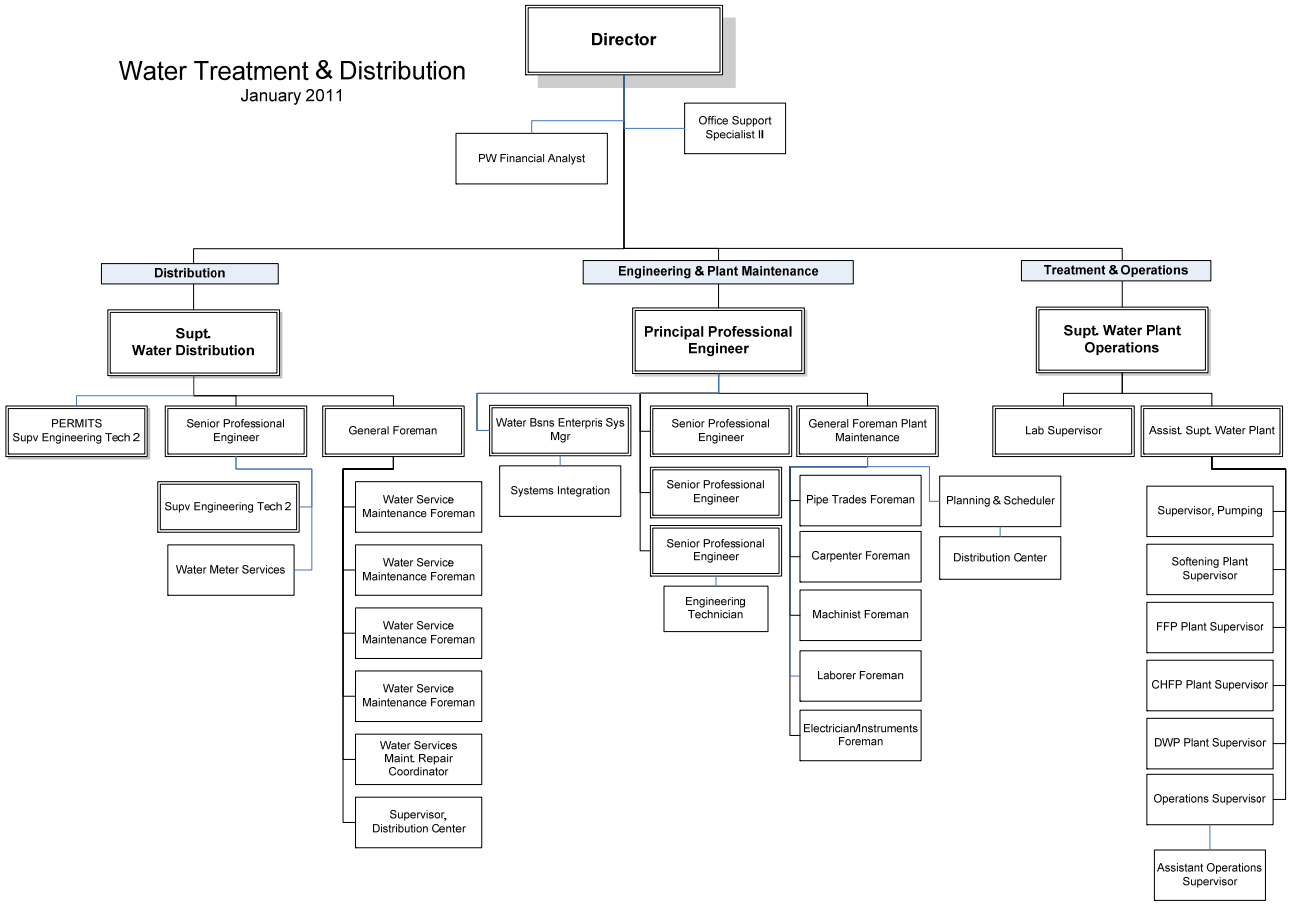
| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **SOURCES** | | | | | |
| **Utility Charges** | 33,982 | 34,859 | 35,580 | 36,332 | 37,084 |
| **Other** | 16,400 | 17,766 | 24,406 | 23,203 | 27,787 |
| **USES** | | | | | |
| **Operating** | 21,911 | 22,589 | 23,289 | 24,012 | 24,760 |
| **Transfers-MERF** | 478 | 319 | 277 | 277 | 235 |
| **Capital** | 18,914 | 19,628 | 25,325 | 23,043 | 26,830 |
| **Debt Service** | 10,914 | 9,558 | 9,612 | 9,975 | 11,532 |
| **Net Increase (Loss)** | (1,835) | 531 | 1,483 | 2,228 | 1,514 |

# WATER TREATMENT AND DISTRIBUTION

## CORE SERVICES

- Provide a reliable water supply
- Comply with regulatory requirements

## ORGANIZATION CHART



## WATER TREATMENT & DISTRIBUTION DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Water Treatment and Distribution Division's goals support the City Goals of "Livable Communities, Healthy Lives," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Work environment that supports, empowers, develops, and engages our employees.** | | |
| | Provide a safe work environment | • Increased safety awareness, reduced injuries, greater OSHA compliance and fewer citations |
| | Provide a comprehensive training program | • Improved results on next employee survey, more productive flexible highly trained workforce |
| | Establish suggestion and feedback system | • Improved operation or reduced costs |
| | Establish effective communication plan | • Morale, employee awareness, and productivity |
| | Manage work force for success | • Morale and productivity |
| **Improve value of water system to the public** | | |
| | Bring water rates into alignment with peer cities | • Cost control and equitable rates |
| | Provide efficient, cost effective, and uninterrupted, quality water service | • Increase reliability, less water quality complaints |
| | Develop effective public communication plan | • Increase public involvement and understanding |
| | Strengthen financial position | • Stronger financial position |
| **Great tasting water every day** | | |
| | Document and analyze historical information | • Completion of odor study |
| | Develop/provide improved training on odor evaluation | • Taste and odor panel established with training and guidelines |
| | Implement monitoring plan | • Monitoring plan developed and implemented |
| | Determine predictors of taste and odor events and how to respond | • Taste and Odor report complete with response program developed |
| | Improve existing PAC and permanganate storage, feed system, and usage | • Existing PAC and permanganate systems improved |

## WATER TREATMENT & DISTRIBUTION DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Water Treatment and Distribution Division's goals support the City Goals of "Livable Communities, Healthy Lives," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | Evaluate additional taste and odor control alternatives | • Taste and Odor control alternatives evaluated |
| | Report on taste and odor | • Automated annual reporting on Taste and Odor |
| **Well managed and maintained infrastructure (Source to Tap)** | | |
| | Energy management through pumping optimization | • Reduced Costs |
| | Analyze and optimize distribution system hydraulics for great and cost effective service | • Distribution system hydraulic model complete and functioning to help manage circulation and energy |
| | Utilize asset management tools | • Fully utilize work order system and have a good programmed maintenance program |
| | Security | • Reduce risk and costs |
| **Strategically planned asset replacement or renovation program** | | |
| | Develop and maintain a Division-wide Master Plan to ensure long term reliable and cost effective stewardship of the City's water system | • Accurate and complete asset inventory and quantify benefits for capital program |
| | Establish budget for improvements | • Quantify benefits for dollars spent |
| | Measure of CIP and MR&R projects | • Follow Master plan and keep accurate records |
| | Identify and implement technology improvements that are cost effective and purposeful | • Cost effective, proactive improvements |

## FINANCE SECTION - WATER TREATMENT & DISTRIBUTION

The Water Treatment & Distribution division is managed out of the Water Fund, an enterprise fund.

### *OVERVIEW*

The Water Fund will provide a stable revenue stream to fund its operations, capital program and debt service. The Fund will manage its utility rates to keep increases within a level to cover its operating costs, inflation, and to maintain an adequate level of infrastructure improvements while maintaining the required cash reserve.

### *REVENUE*

Water operations are paid for with revenue from utility fees from City of Minneapolis customers and from wholesale customers, and are based on water consumption from meter readings. The division is currently in the process of testing and repairing water meters to assure that the consumption is measured as accurately as possible. The revenue stream also has a cyclical variability based on seasonal weather conditions, mainly rain amounts. The Water Fund has been challenged in the past with forecasting revenue and it is a goal with this Fund to recognize and identify the range of variability, including a long-term downward trend of usage. Water management is currently working on a rate study to review the water rate structure and is also working to bring water rates into alignment with other peer cities to Minneapolis.
The Water Fund also generates revenue from permits and fees from repairs, water connections and disconnections, and meter installations and removal and is in the process of reviewing these fees at this time.

### *OPERATING EXPENSES*

The operating expenses in this Fund are used for water treatment and distribution, maintaining and improving the water treatment plant and distribution system, and water design. The division with manage its expenditures to stay within its budgeted appropriation with a goal of not having excess appropriation over total expenditures greater than 5% at year end. A concerted effort at expense control is presently underway throughout the division.

### *CAPITAL PROGRAM*

Water Management has changed its planning for financing smaller capital projects from bond financing to water revenue financing in order to maintain a sustainable program that will allow for bonding larger future capital projects. Water management is in the process of developing a capital plan based on the Water Priority Improvements Plan. The current capital plan is set at $9-13m over the next five years and will be updated based on financial status of the Fund.

### *CASH*

The current cash requirement in the Water Fund is to maintain a balance of 30% of operating expenses, or approximately $12m. In addition, $1.2m is cumulatively being identified annually as a reserve for skid replacements. By 2013 it is anticipated that the Water Fund will meet its reserve funds, accumulate $5m for skid replacements and have an estimated $3m of other cash.

### *WATER FUND – SOURCES AND USES*

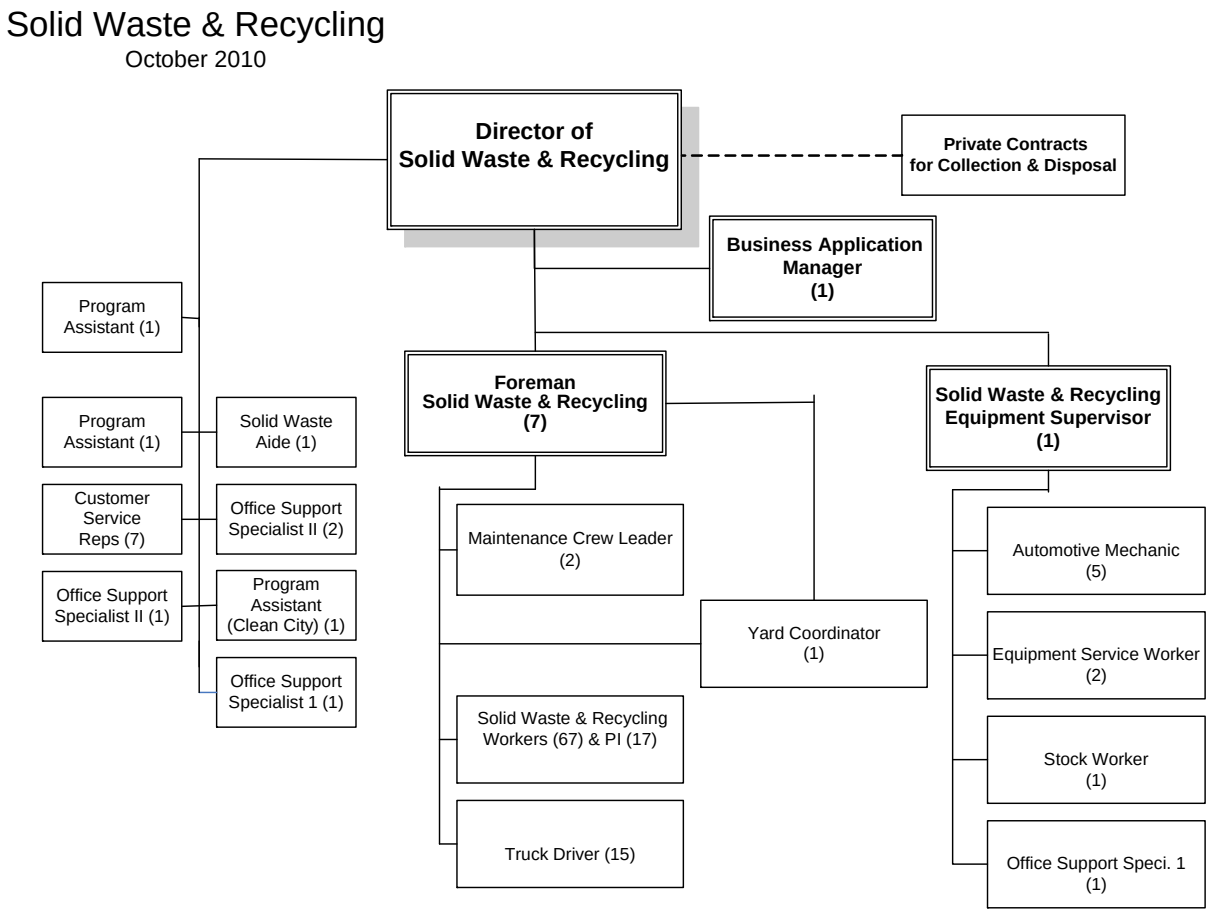
| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources** | | | | | |
| **Utility Charges** | 68,700 | 71,315 | 74,304 | 76,929 | 79,786 |
| **Other** | 5,476 | 5,528 | 5,581 | 5,635 | 8,689 |
| **Uses** | | | | | |
| **Operating** | 48,377 | 52,415 | 53,610 | 54,862 | 56,174 |
| **Transfers-MERF** | 2,042 | 1,360 | 1,182 | 1,182 | 1,003 |
| **Capital** | 9,000 | 10,110 | 10,110 | 10,000 | 13,000 |
| **Debt Service** | 10,368 | 10,364 | 10,456 | 10,452 | 11,536 |
| **Net Increase (Loss)** | 4,187 | 2,594 | 4,527 | 5,978 | 6,762 |

# SOLID WASTE AND RECYCLING

## CORE SERVICES

- Manage collection and disposal of solid waste for residential properties
- Manage collection of recyclables, white goods and yard waste for residential properties
- Manage graffiti abatement

## ORGANIZATION CHART



## SOLID WASTE & RECYCLING DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Solid Waste and Recycling Division's goals support the City Goals of "A Safe Place to Call Home," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **Customers Receive High Quality Services** | | |
| | Coordinate with other city service providers for customer-seamless service (311, Inspections) | • Number of documented cooperative efforts with other City entities |
| | Revise comprehensive, multi-cultural education programs as needed to reflect changing community needs | • Number of revised education materials and documented outreach efforts |
| **Respond to changing regulatory expectations** | | |
| | Develop joint expectations for recycling and reduction goals with County | • Written expectations with documented agreement |
| | Proactively fill "holes" of state bans (yard waste, electronics, problem materials) | • Number of Waste categories on A- Z List that are not collected or have referrals by SW & R |
| | Develop new services (SSO, Commercial Recycling) to fulfill policy directives | • Directed services that are in pilot or roll-out phases |
| **Employees work safely, have high morale, and are integral to our business** | | |
| | Strategies to minimize injuries in an aging workforce are implemented | • Documentation of safety education, recognition, re-engineering and improvement efforts |
| | Communication between various operations units and levels will be frequent, open and honest | • Documentation of meetings and other intra-division communication; results of employee survey |
| | Employee development and recognition will be prioritized | • Documentation of employee personal development plans and SW & R recognition programs |
| **Our business is financially stable and cost-effective** | | |
| | Graffiti enforcement efforts are funded from sources other than the Solid Waste Fees. | • $ in SW & R Budget for graffiti removal that are from other-than SW & R sources |
| | Budget reflects reasonably | • Monthly budget/expenditure |

## SOLID WASTE & RECYCLING DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Solid Waste and Recycling Division's goals support the City Goals of "A Safe Place to Call Home," "Eco-Focused," and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | anticipated costs, expenditures are verified monthly | updates |
| | Capital projects are planned, and sufficient funds are "banked" to finance them on a pay-as-you-go basis | • SW & R Proforma reflects anticipated capital expenditures, avoids bonding as funding source |
| | Rates reflect the actual cost of services and are based on city financial policy | • Budgeted expenditures and revenues are within 3%, with expenditures lower than revenues |
| | Contracts are competitively sought and aggressively negotiated to minimize costs and maximize return | • List of contracts, dates of renewal, and documentation of competitive requests. |
| **The City's Sustainability Goals are supported, and where possible, incorporated into core businesses** | | |
| | Equipment is purchased and maintained to minimize emissions and lifecycle resource use | • Inventory of fleet with documentation of emissions retrofits, fuel optimization |
| | Source Separated Organics Collections will be evaluated, and as directed by Council, provided city-wide. | • Participation, costs, customer support, operations efficiency of pilot programs |
| | Education efforts to support the Solid Waste Management Hierarchy will be conducted | • Copies of education materials, documentation of meetings, fairs, community events at which educational efforts were presented |
| | Operations will support the Solid Waste Management Hierarchy, when not in conflict with protection of Health and Safety | • Documentation of collection operations, waste, recycling, diversion, composting tonnages |
| | Expansion of Operations to support City-mandated programs will occur (Multi-unit Recycling, Commercial Recycling) | • Number of mandated programs developed and in operation |

## FINANCE SECTION - SOLID WASTE AND RECYCLING

The Solid Waste & Recycling division managed out of the Solid Waste Fund, an enterprise fund.

### *OVERVIEW*

The Solid Waste Fund will provide a stable revenue stream to fund its operations and capital program. The Fund will manage its utility rates to keep increases within a level to cover its operating costs, inflation, and to maintain an adequate level of capital investment while maintaining the required cash reserve.

### *REVENUE*

The core operations of Solid Waste & Recycling are paid for with revenue from utility fees that are based on residential dwelling units. The Fund receives other revenue from sale of recyclables, which has some unpredictability due to the changing market for recyclables. The City receives small grants each year for the specific purposes of recycling, the Parking Fund provides partial funding for downtown litter pickups, and a General Fund appropriation provides for graffiti removal supplies to be available to the public at Fire Stations.

### *OPERATING EXPENSES*

The operating expenses in the Fund are used for the collection and disposal of solid waste and recyclables, graffiti removal, and managing related programs. The Solid Waste Fund makes transfers to Transportation Maintenance and Repair in the General Fund to pay for alley plowing.

### *CAPITAL PROGRAM*

The capital program of the Solid Waste Fund for replacement of fleet and equipment is financed with revenues of the Fund. Solid Waste and recycling is currently participating, in the amount of approximately $1.4m, with Hennepin County in the construction of a household hazardous waste facility to be funded with current revenue.

### *CASH*

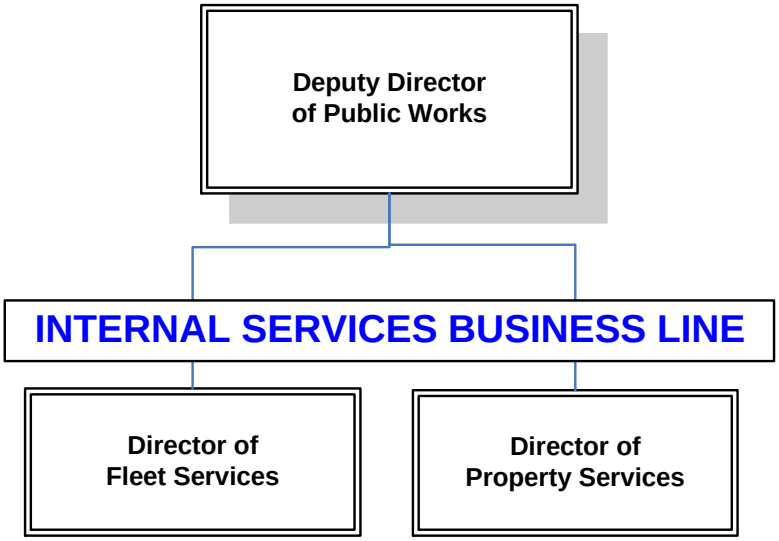
The current cash requirement in the Solid Waste Fund is to maintain a balance of 30% of operating expenses, or approximately $11m. The cash balance at this time is just under $15m, leaving a sufficient balance for capital purchases for organics and recycling pilot programs, the City-County facility and other operations needs.

### *SOLID WASTE FUND – SOURCES AND USES*

| 2011 Budget | 2012 Forecast | 2013 Forecast | | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources** | | | | | |
| **Utility Charges** | 28,145 | 28,511 | 29,081 | 29,081 | 29,081 |
| **Other** | 1,956 | 1,946 | 1,946 | 1,946 | 1,946 |
| **Uses** | | | | | |
| **Operating** | 32,378 | 33,477 | 34,816 | 36,209 | 37,657 |
| **Transfers-MERF** | 936 | 200 | 200 | 136 | 136 |
| **Capital** | | | 1,380 | | 1,380 |
| **Debt Service** | | | | | |
| **Net Increase** | **-4,593** | **-4,600** | **-3,989** | **-5,318** | **-6,766** |

# INTERNAL SERVICES BUSINESS LINE

The Internal Services Business Line is comprised of services that are provided primarily to internal City departments and are funded mostly within formal internal service funds. Fees for these services are intended to recover the costs incurred for providing each service. Property Services and Fleet Services are the two divisions in the Internal Services business line.

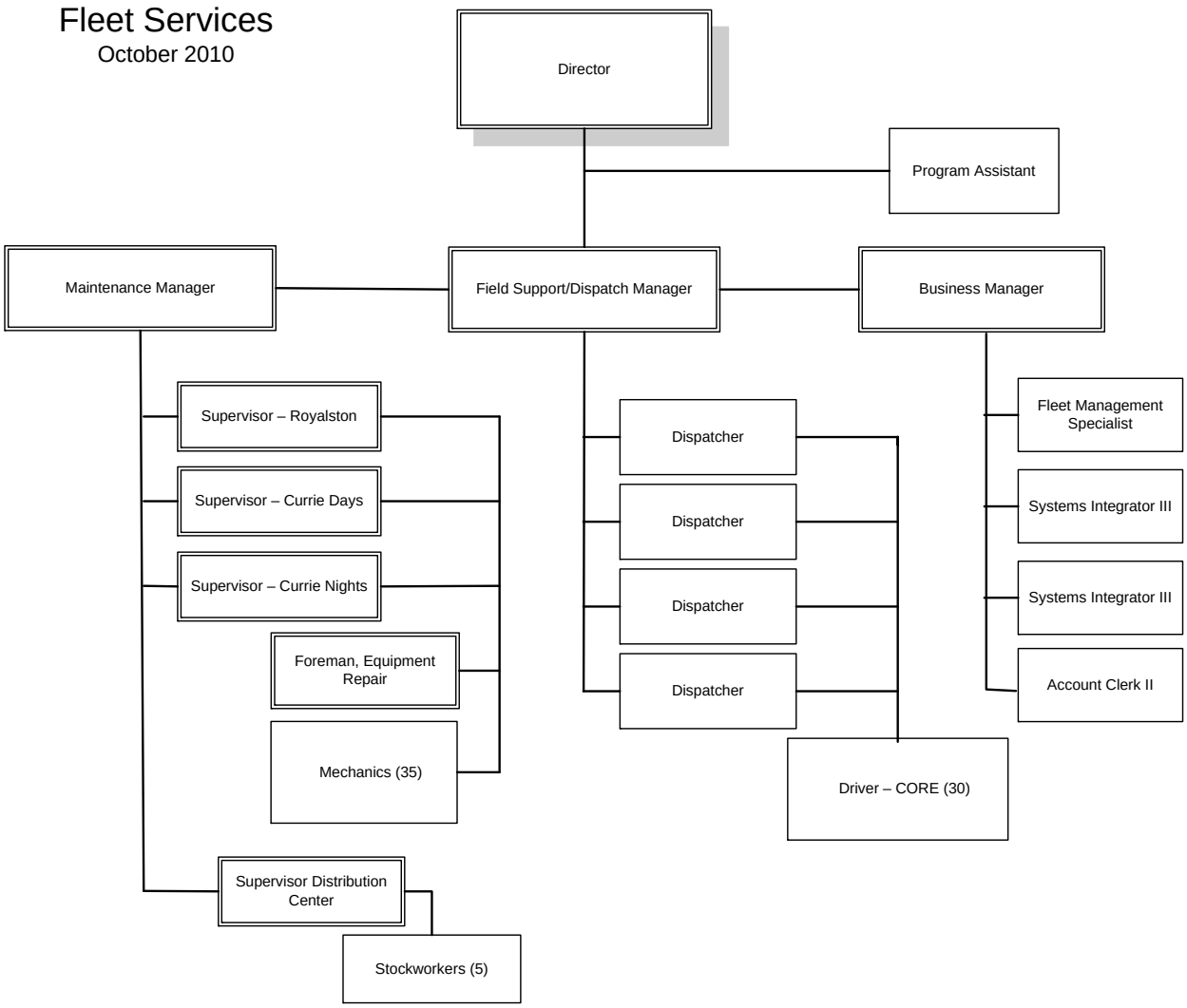


# FLEET SERVICES

## CORE SERVICES

- Purchase and lease city fleet
- Provide fuel services
- Maintain city fleet
- Provide fleet/ workforce services to Public Works divisions

## ORGANIZATION CHART



## FLEET SERVICES DIVISION – GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Fleet Services Division's goals support the City Goals of "Eco-Focused" and "A City That Works."**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **The City's fleet supports the city's work in the most cost effective and environmentally sustainable manner** | | |
| | Ensure we have the right equipment to perform the work of the City of Minneapolis | • % of utilization |
| | Complete appropriate preventive maintenance | • % of PM work order completed on time |
| | Replacement Equipment at the end of its life cycle | • % of fleet in extended life |
| | Strategically modify the rate models to be more scale-able | • Annual fleet rate change<br>• # hours utilization |
| **The Public Works Department is provided with employees skilled in driving and operating equipment such that the department's work is accomplished in the most cost-effective manner** | | |
| | Improve Task equipment and labor processes | • # of days of "lack of work"<br>• # of permits used |
| | Institute a training program for all Fleet Dispatch employees | • % of employees who have attended required training |
| **The work environment supports, empowers, develops and engages our employees** | | |
| | Provide timely communication to all employees | • # of newsletters published<br>• # of toolbox meetings attended by Division Director |
| | Provide employees with the skills, training, and tools they need to do their jobs effectively today and in the future | • % of employees who have attended required training<br>• % of employees completing Individual Development Program |

## FINANCE SECTION - FLEET SERVICES

The Fleet Services division is managed out of the Property Services fund, an internal service fund.

### *OVERVIEW*

The Fleet Services Fund will provide a revenue stream based on rentals determined by a cost model to fund a City-wide fleet rental service that includes the acquisition, maintenance and replacement of vehicles and equipment. The division will provide dispatch services for equipment and labor (driver/operator).services. These services will be funded through rental rates determined by an activity-based rate model.

### *REVENUE*

The fleet rental revenue for the Fleet Services Fund is determined by use and rental rates set by an estimate of costs for replacement as well as direct and indirect expenses associated with vehicle and equipment rentals and dispatched hourly labor and equipment.
The Fund receives a subsidy from the General Fund for debt service associated with previous fleet acquisitions.

### *OPERATING EXPENSES*

The operating expenses of this Fund are used for maintaining an inventory of vehicles and equipment for use by departments throughout the City. The division goal is to maintain an adequate level of vehicles and equipment with appropriate utilization based on planning with the user departments. The Fleet Division provides preventive and other maintenance of its vehicles through it mechanics division with costs either directly charged or build into a lease rate.

### *CAPITAL PROGRAM*

A goal of this division is to sustain the fleet with a pay-as-you-go replacement plan for vehicles and equipment. The division continues to pursue replacing vehicles and equipment that meet air emission controls as well as meeting cost efficiencies.

### *CASH*

The current cash requirement in the Fleet Services Fund is to maintain a balance of 15% of operating expenses, or approximately $4m.

### *FLEET SERVICES FUND – SOURCES AND USES*

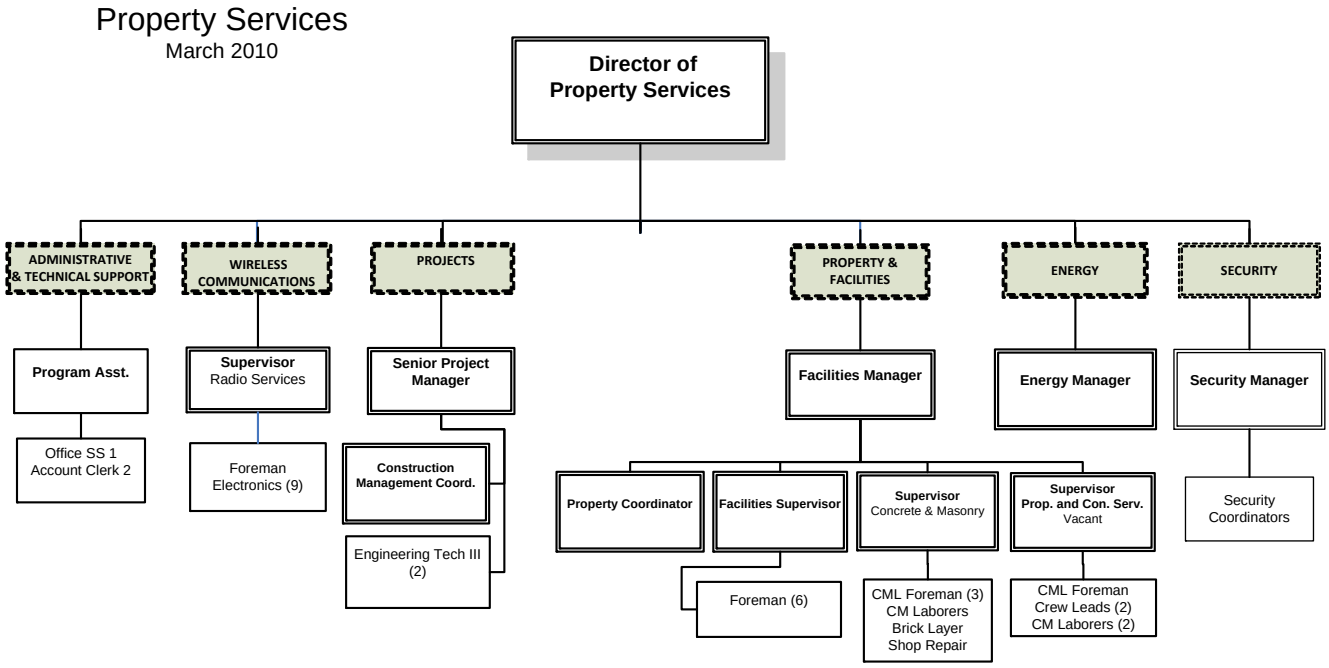
| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| Sources | | | | | |
| Fleet Rentals | 24,789 | 25,533 | 26,299 | 27,088 | 27,900 |
| Other | 20,227 | 18,325 | 24,373 | 18,212 | 18,758 |
| Uses | | | | | |
| Fleet Operating | 35,786 | 37,141 | 38,251 | 39,395 | 40,577 |
| Transfers | 923 | 616 | 535 | 535 | 535 |
| Capital | 4,600 | 5,000 | 5,000 | 5,000 | 5,000 |
| Debt Service | 2,996 | 3,010 | 3,011 | 2,911 | 3,000 |
| Net Increase (Loss) | 711 | -1,909 | 3,875 | -2,540 | -2,454 |

# PROPERTY SERVICES

## CORE SERVICES

- Maintain facilities
- Manage design and construction of facilities
- Manage facilities (energy, space management and planning, security)
- Maintain parking facilities
- Manage Public Safety Communications systems
- Manage mobile communications services (cell phone, MDC)
- Manage Internal Security Program

## ORGANIZATION CHART



## PROPERTY SERVICES DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Property Services Division's goals support the City Goals of "Eco-Focused" and "A City That Works".**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| **To build, operate & maintain the City's real estate (land & facilities) in an environmentally responsible manner** | | |
| | Reduce Carbon Dioxide emissions | • By 1.5% per year |
| | Install 1 Megawatt of Renewable Energy | • Kw 's Installed |
| | Assess and implement LEED for Existing Buildings (LEED EB) practices in City owned and leased facilities | • # of Buildings Assessed<br>• # of Strategies Implemented |
| | Continue to design/construct and improve the City's facilities to the current LEED New Construction / Commercial Interiors (LEED NC-CI) standards as established by the City Council. | • # of Buildings Constructed within established standards |
| **Improve Business Processes to improve efficiency and effectiveness of service provided to the City's operating departments.** | | |
| | Develop and implement a new Work Order system. | • % of Project Completed |
| | Develop and implement a replacement to the Aperture software. | • % of Project Completed |
| | Institute an electronic file management system. | • % of Project Completed |
| | Evaluate existing P.M. program by individual service lines for priority of need, scheduling frequency, scheduling efficiency, and failure rate. | • % of Cost Reduction Achieved |
| | Evaluate Custodial functions for products, processes to maximize efficiencies. | • % of Cost Reduction Achieved |
| | Assess partnership opportunities to improve the delivery of services. | • # of Meetings with Potential Partners |
| | Implement Swift Reach to broadcast to tenants in multiple ways. | • % of Project Completed |
| | Develop and issue survey for each service line. | • # of Surveys Completed |
| | Establish Service Level Agreements with customers. | • # of Agreements |

## PROPERTY SERVICES DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Property Services Division's goals support the City Goals of "Eco-Focused" and "A City That Works".**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | | Completed |
| **Provide comprehensive long term planning for the City's real estate needs (land and facilities) for Municipal Operations.** | | |
| | Update Strategic Facilities Plan for the downtown campus. | • % of Project Completed |
| | Update the City Space and Furniture standard. | • % of Project Completed |
| | Develop a long term Site and Facilities Plan for the Impounding Services. | • % of Project Completed |
| | Update rate models as required to augment the 5-year financial plan for division. | • % of Project Completed |
| | Establish a contingency cash fund balance. | • % Increase in Cash |
| | Update 5-year Facilities Capital Improvement Program. | • % of Project Completed |
| | Develop and implement a Continuation of Operations Plan (COOP). | • % of Project Completed |
| | Develop Urban Forestation program for non right-of-way properties | • % of Project Completed |
| **Protect the City's employees, visitors, and assets from risks identified in the vulnerability assessments.** | | |
| | Implement the Physical Security Program model. | • % of Project Completed |
| | Implement the Workplace Violence Prevention Program draft. | • # of Employees Trained |
| | Assist in the Transition Plan for security for the City Hall/Courthouse facility. | • % of Project Completed |
| **Fully integrate and implement the Strategic Information Center (in partnership with operating departments and BIS)** | | |
| | Develop a comprehensive service program for CCTV-Video service. | • % of Plan Developed<br>• % of Project Implemented |
| | Populate D-tools with all critical enterprise asset information. | • % of Project Completed |
| | Establish a sustainable operating and capital replacement plan. | • % of Plan Developed |

## PROPERTY SERVICES DIVISION - GOALS, OBJECTIVES & MEASURES

### City Goal Alignment

**Property Services Division's goals support the City Goals of "Eco-Focused" and "A City That Works".**

| DIVISION GOAL | OBJECTIVE | MEASURE |
|---|---|---|
| | | • % of Project Implemented |
| **Develop a Strategic Plan for cell phones and multi-media devices (in partnership with operating departments and BIS)** | | |
| | Update existing cell phone policy. | • % of Project Completed |

## FINANCE SECTION - PROPERTY SERVICES

The Property Services division is managed out of the Property Services Fund, an internal service fund.

### *OVERVIEW*

The Property Services Division will provide planning and management services for facilities and communication services that will be funded through rentals determined by a rate plan and reimbursements for projects provided to City departments. The department is presently evaluating changes to the operation of the division that could result in adjusting the financial forecast of the Fund.

### *REVENUE*

Property Services rental revenue is determined by a rate plan that identifies and allocates direct and indirect costs associated to space used by City Departments. The Fund also provides services that are reimbursed based on time and materials.

### *OPERATING EXPENSES*

The operating expenses in this Fund are used for building space, operational maintenance, security, space and asset management, energy management, janitorial services and radio services. The division will manage its expenditures to stay within it budgeted appropriation and to identify additional revenue for expenditures that exceed appropriation.

### *CAPITAL PROGRAM*

A goal of this division is to develop and provide a comprehensive long-term plan for the City's facilities. The Facility Improvement Program is currently set at $1.4m-$1.7 over the next five years with some of the work done in conjunction with the Municipal Building Commission for City Hall improvements. The Fund is responsible for slightly less than $1m in debt service for financing of capital related to facilities.

### *CASH*

The current cash requirement in the Property Services Fund is to maintain a balance of 15% of operating expenses, or approximately $1.5m presently. The Property Services Fund also manages cash from property dispositions, which is used for work as approved by the Facilities Space and Asset Management Committee.

### *PROPERTY SERVICES FUND – SOURCES AND USES*

| | 2011 Budget | 2012 Forecast | 2013 Forecast | 2014 Forecast | 2015 Forecast |
|---|---|---|---|---|---|
| **Sources** | | | | | |
| **Rents** | 13,468 | 13,872 | 14,288 | 14,717 | 15,159 |
| **Other** | 7,723 | 7,845 | 8,083 | 8,340 | 8,590 |
| **Uses** | | | | | |
| **Operating** | 20,053 | 20,629 | 21,248 | 21,885 | 22,543 |
| **Debt Service** | 880 | 864 | 873 | 886 | 886 |
| **Transfers Out** | 228 | 155 | 132 | 132 | 132 |
| **Net Increase (Loss)** | 30 | 69 | 118 | 154 | 188 |

# APPENDIX

## TECHNOLOGY PLAN

### APPLICATIONS / SOLUTIONS ROADMAP *(TO COME)*

### TECHNOLOGY PROJECTS LIST

| PROJECT | DESCRIPTION | YEAR STARTED | YEAR COMPLETED (PLANNED) | PROJECTED COST | FUNDING STATUS |
|---|---|---|---|---|---|
| PW-ITS-Traffic Management-880F6598 | Large, multi-phase, multi-year project in-flight to upgrade traffic control system. | 2008 | 2013 | $450,000 | Funded |
| REGSVS-Traffic-Control-Enforcement-Upgrade-880F0061 | In-Flight New Parking Meter Implementations & Enforcement Solution for Regulatory Services Traffic Control. | 2010 | 2011 | | Funded |
| PW-Asset-Mgmt-Work-Order-System-880F0119 | In-Flight to centralize how PW does asset and work-order management. Most systems that support this work now are being evaluated for replacement by an enterprise-wide tool. Many processes that need these capabilities are paper-based and/or use 'shadow system' tools to manage. Project Definition is approved.<br>Initiatives that may be covered by this project:<br>Graffiti Abatement<br>Work Order Tracking. | 2010 | 2012 | $1M - $3M depends upon scope | |
| PW-Fridley-Parts-Inventory-System-Replacement-880F0412 | In-flight to replace outmoded barcode / inventory management for water stores. Approved for project definition. | 2010 | 2011 | | Funded |
| PW-Cedar-Lake-Trail-Cameras-880F8267 | In-flight project associated with business driver for Transportation around bike and pedestrian traffic monitoring? | 2010 | 2011 | $52K | Funded |
| SWIS Database Upgrade | Upgrade to a supported database. | 2011 | | | |

| PROJECT | DESCRIPTION | YEAR STARTED | YEAR COMPLETED (PLANNED) | PROJECTED COST | FUNDING STATUS |
|---|---|---|---|---|---|
| Recycling Dual Stream Monitoring Solution | No project request at this time. | To come | | | |
| M-5 HRIS Integration Service | Will be done as part of the Finance Time-and-Labor project. | 2011 | 2011 | | |
| FINANCE-Time-and-Labor 880F8004 | This project to automate time entry has a large footprint in Public Works. | 2010 | | $500K | Funded |
| Automated Dispatch Solution (Fleet) | No project request at this time. Requirements should be considered as Asset Management/ Work Order system solution vendor is selected. | To come | | | |
| PW-SWR-GPS-Solution-880F9130 | In-Flight. This pilot could be expanded for other divisions interested in this capability? (GPS / AVL)? | 2010 | | | |
| Centralized dashboard for equipment diagnostics | No project request at this time. | To Come | | | |
| Mass addition of PW staff email accounts to Exchange | In-flight – Approximately 470 new email accounts will be added. | 2010 | 2011 | $7,000 | Funded |
| PW-SWS-Geo-Database-880F9429 | Capture full spectrum of data (including spatial) of the Storm and Sanitary Sewer System. | 2010 | | $300K | Funded |
| PW-Korterra-Upgrade-880F0369 | Upgrade project to migrate from locally hosted Korterra client to remote hosted. Involves a transitionary data base migration. | 2011 | | | |
| PW-Lenel-OnGuard-Upgrade-880F9197 | In-Flight. Upgrade to Property Services Lenel OnGuard. This application services all City building door access controls. | 2010 | 2011 | | Funded |
| PW-Granite-XP-Upgrade-880F0211 | Upgrade to Granite XP. | 2011 | | | |
| PW-esresearch- | House cleaning to migrate a production server to | 2010 | | | |

| PROJECT | DESCRIPTION | YEAR STARTED | YEAR COMPLETED (PLANNED) | PROJECTED COST | FUNDING STATUS |
|---|---|---|---|---|---|
| and-Oce-880F9534 | managed services in Eagan Data Center. Also updating how XPSWMM license management component is managed. | | | | |
| PW-Bentley-Upgrade-880F9428 | In-Flight. | | | | |
| PW-InfoWater-and-Data-Migration-880F0025 | In-Flight. Project to model and manage data about water distribution infrastructure assets. | 2010 | | | |
| PW-Smart-Sander-Wifi-880F8629 | In-Flight. Pilot to implement GPS/AVL and monitor sand usage. | 2010 | 2011 | $36K | Funded |

# EMPLOYEE SURVEY ACTION PLANS

## PUBLIC WORKS DEPARTMENT-WIDE

Division action plans were developed by the Division Champions and division employee focus groups. The following chart displays the results of the work done by these teams.

| FOCUS AREAS | ACTIONS | TIMELINES |
|---|---|---|
| **Communication** | Explore email for employee who currently do not have access; TBD – costs increases by BIS | Jan 2011 |
| | Year-end message and at other critical times during the year; i.e. during the budget cycle | Ongoing |
| | Continue annual Management Forum as a way to communicate with leadership employees across all divisions | Annually |
| | Revisit the idea of a Department newsletter - managed through the Administration Team | 3rd qtr 2011 |
| | Enterprise messages – work to determine/ develop a process of "how to communicate to non-office personal" | 4th qtr 2011 |
| **Participation** | Encourage employee involvement – use employee groups and/ or committees to begin a process of initiating changes within a division or at the department level.<br><br>Examples to build on;<br>• Management Forum Committee<br>• BPI Groups<br>• Survey Division Champions | Ongoing |

## PUBLIC WORKS DEPARTMENT ADMINISTRATION

| FOCUS AREAS | WHAT DIVISION IS DOING | WHY |
|---|---|---|
| **Professional Development** | Identify professional development plans as part of performance appraisals<br><br>Improve written rules for training and seminar participation | To identify a guideline that establishes a goal percentage of work-time that any one employee may be able to spend pursuing individual professional development opportunities in any one calendar year.<br><br>To make sure professional career development goals are known for each employee by the employee's supervisor through the employee performance appraisal process. |

## Traffic and Parking Services Survey Action Plan

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Employee Participation** | Solicit feedback at workgroup meetings<br><br>Develop top & new performers by assigning roles and critical projects | Diverse perspectives are beneficial in developing ideas for improvement and quality solutions<br><br>To assist in employee growth, training and career goals |
| **Communication** | Conduct a needs analysis (completed Nov 2010)<br><br>Director to hold all employee meetings twice per year<br><br>Review department's progress against goals and objectives with employees | To identify the specific information that each employee needs to effectively do his/ her job<br><br>Share successes; keeps all staff informed; allows for exchange of ideas |

## Transportation Planning and Engineering Survey Action Plan

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Communication** | Continue office and field "walk-through" visits by the Director<br><br>Initiate annual TPE division meeting with Director<br><br>Initiate other meetings necessary to complete the "chain of communication"<br><br>Send regular "newsletter style" emails to TPE employees about the happenings in the division | Employees want to be asked what is on their minds<br><br>Employees feel valued when their superiors listen to them<br><br>For idea gathering and sharing |
| **Recognition** | Initiate annual TPE division meeting with Director | Gives the Director the opportunity to recognize employees for their efforts |
| **Employee Participation** | Initiate other meetings necessary to complete the "chain of communication" | Provides the ability to solicit employees ideas about decisions that directly impact their work |

## Transportation Maintenance and Repair Survey Action Plan

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Communications** | Employee Newsletter | Monthly newsletter to include;<br>• Relevant news<br>• Suggestion box<br>• Listing of promotional opportunities<br>• Listing of training opportunities for career development |
| **Performance Measures** | Performance Appraisals | Provide employee feedback on their work expectations and performance |
| **Employee Participation** | Suggestion Box | Gather ideas, suggestions about changes directly from the employee |

## Surface Water and Sewers Survey Action Plan

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Employee Participation** | Labor Management Committee (LMC) | Monthly LMC meetings, where management and representatives of the labor force meet and discus issues. After the meeting the labor force will communicate back to their co-workers on the meeting details along with published meeting notes. This allows all employees to provide feedback, comments or ask questions about the information discussed and offer other ideas that make not have been addressed. |
| **Communications** | Centrally located bulletin boards Suggestion/ Comment boxes<br><br>Newsletter or Formal memos<br><br>Staff meetings or other formal communication | Communication and flow of ideas between managers and employees is important to the success of a department. |

## WATER TREATMENT AND DISTRIBUTION SURVEY ACTION PLAN

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Communication** | Finding ways for employees to feel valued; using communication as the cornerstone by<br>Newsletters<br>Creating standard operating procedures and manuals – online | Employees can not do their jobs if there are no procedures, standards or expectations. Creating standards will provide clarity of work expectations<br><br>Newsletters will address the communication gap and get the word out about things going on in the division.<br><br>Job shadowing will demonstrate what is involved in others duties and can also serve as an opportunity for mentorship.<br><br>All of these activities will demonstrate that employee growth is valued within the division. |
| **Employee Participation** | Principles of Effective Supervision discussion | At each leadership meeting we will briefly discuss the principals of supervision, to provide an ongoing emphasis and value of using principles of effective supervision to increase engagement and productivity throughout the division and to build the relationships between the supervisors and the employees. |

## SOLID WASTE & RECYCLING SURVEY ACTION PLAN

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Employee Participation** | Increase employee participation in the next survey | Only 1/3 of the employee population responded to the survey; getting others to respond will assist in a better understanding of what a majority of employees may believe |

## FLEET SERVICES SURVEY ACTION PLAN

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Communications between; PW Management and frontline employees** | Conduct quarterly Information meetings (toolbox meetings) | This will provide the opportunity for employees to submit questions prior to each meeting and PW management answer and speak to future. Reduces the amount of time spent on rehashing old issues |
| **Communications between City Leadership and frontline employees** | Conduct a yearly all City meeting with the Mayor and/ or Council to discuss future plans of the city | In review - this will connect employees to leadership officials. |
| **Communications between Division Director and frontline employees** | Have the Director's Corner in the "Communicator " updated to include current events | Allows the Division to move forward and communicate the successes of the division and what is in store for the future. Helps to boost morale |

## PROPERTY SERVICES SURVEY ACTION PLAN

| FOCUS AREAS | WHAT | WHY |
|---|---|---|
| **Recognition** | Acknowledge employee achievement on a regular basis<br><br>Acknowledgment of accomplishments at Foreman's meetings | Use "Way to go" recognition form more often<br><br>To provide appropriate recognition to employee in real time whenever possible. |
| **Employee Participation** | Suggestions box<br>Use of tool box meetings | For idea gathering and to share suggestions and provide updates on how applied |
| **Customer Service & Quality** | Training | |

# PUBLIC WORKS WORKFORCE PLAN

## PROMOTION

Any self sustaining organization must prepare itself by having high quality and productive workers. These workers must feel that there are opportunities for career advancement and development. The PW department will continue to invest in its employees by providing training opportunities internally through the Human Resources Training and Development program and externally by providing Tuition Reimbursement when appropriate. This investment in time and resources will help the department to maintain a high quality workforce

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| **Workforce Development**<br><br>**Talent Management** | 1. Set up a location to warehouse resumes and notices of interest for future openings<br>2. Develop succession plans for critical positions<br>3. Create a cross-departmental job shadowing program for use by Public Works employees<br>4. Create a cross-departmental job detailing program for use by Public Works employees<br>5. Support and encourage employee attendance at City sponsored training, as well as training and development opportunities offered outside the City of Minneapolis. Encourage employees to utilize the Public Works Tuition Reimbursement Program<br>6. Explore the possibility of creating a job shadow program for use by Job Bank clients<br>7. Ensure the HRIS structure accurately reflects “reports to” information<br>8. Fully participate in Performance Management System Pilot program and once complete, implement the System department wide to ensure annual evaluations are completed, employees have an Individual Development Plan in place, the tools available to | | | |

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| | supervisors and managers are implemented and being used on a consistent basis (i.e. Lominger competencies, Supervisor and Manager tools on CityTalk, HRIS, etc.<br>9. Continue to grow the Public Works Mentor Program | | | |
| **Employee Survey Response**<br><br>**Department-wide**<br><br>**By Division** | 1. Department-wide Survey Response will focus on two areas: Communication and Participation<br><br>**Communication/ Participation** actions include:<br>a) See Employee Survey Action Plans for the Department and individual divisions.<br>2. Each Division of Public Works has created its own Division Survey Response Action Plan.<br>a) See Employee Survey Action Plans for the Department and individual divisions | | | |
| **Diversity Strategy** | 1. Create a fourth element in Public Works' Plan of Diversity that includes the department leadership's philosophy around diversity<br>2. Establish standards of behavior around diversity that aligns with leadership's philosophy<br>3. Continue Public Works Management Team development activities<br>4. Develop a 5 year goal to recruit females, and a short-term goal to recruit females of color, with a priority in the Technical, Service Maintenance and Professional EEOC job families<br>5. Create a development program around mentoring and promoting | | | |

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| | people diverse backgrounds to promote a culture of inclusiveness<br>6. Blend and strengthen existing PW programs around mentoring, recruiting, working with educational facilities and development of existing staff to place more emphasis on diversity. Incorporate activities throughout the plan that link to each other.<br>7. Consider programs in non-traditional sources, explore "feeder" programs, continue sponsoring PW job fairs at the high school level<br>8. Identify recruiting sources and develop relationships<br>9. Track "RIW" complaint data to analyze trends and develop action plans as appropriate<br>10. Track applicant and hiring data to analyze the success rate of both internal and external applicants.<br>11. Conduct exit surveys and analyze the results to better understand why individuals are leaving the workforce. Determine what actions, if any, can be established from the data. | | | |

## RECRUITMENT

Over the next 5 year period the Public Works Department could experience a large number of employees electing to retire. Our senior experienced workforce will need to be replaced at regular intervals. It has become increasing important to establish a recruitment strategy that will allow us to find the best candidates for the jobs that become vacant. We will continue to enhance our relationships with external resources where quality candidates can be found such as trades schools, college and universities, and related industries. At the same time we must be mindful of the importance of increasing the diversity of the workforce while engaged in recruitment efforts

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| **Workforce Development** | 1. Develop succession plans for critical positions<br>2. Create a cross-departmental job shadowing program for use by Public Works employees<br>3. Create a cross-departmental job detailing program for use by Public Works employees<br>4. Support and encourage employee attendance at City sponsored training, as well as training and development opportunities offered outside the City of Minneapolis. Encourage employees to utilize the Public Works Tuition Reimbursement Program<br>5. Explore the possibility of creating a job shadow program for use by Job Bank clients<br>6. Ensure the HRIS structure accurately reflects “reports to” information<br>7. Fully participate in Performance Management System Pilot program and once complete, implement the System department wide to ensure annual evaluations are completed, employees have an Individual Development Plan in place, the tools available to supervisors and managers are implemented and being used on a consistent basis (i.e. Lominger competencies, Supervisor and | | | |

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| | Manager tools on CityTalk, HRIS, etc.<br>8. Review retention/ retirement data to assist in the development of a strategy to maintain historical knowledge<br>9. Continue to assign a mentor to all new hire employees to assist in their transition to working for the City and Public Works | | | |
| **Employee Survey Response** | 1. Use the information received from the Employee Survey to further the perception that the City of Minneapolis is a great place to work by:<br>a) Implementing Department-wide and individual Division Action Plan items to address areas of concern indicated by PW employees.<br>b) Take steps to ensure more and different ways for all PW employees (particularly field staff) the opportunity to take the next survey (i.e. utilizing the voting tool) | | | |
| **Diversity Strategy** | 1. Create a fourth element in Public Works' Plan of Diversity that includes the department leadership's philosophy around diversity<br>2. Establish standards of behavior around diversity that aligns with leadership's philosophy<br>3. Partner with Human Resources to develop a 5 year goal to recruit females, and a short-term goal to recruit females of color, with a priority in the Technical, Service Maintenance and Professional EEOC job families<br>4. Consider programs in non-traditional sources, explore | | | |

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| | "feeder" programs, continue sponsoring PW job fairs at the high school level<br>5. Identify recruiting sources and develop relationships<br>6. Track applicant and hiring data to analyze the success rate of both internal and external applicants.<br>7. Conduct exit surveys and analyze the results to better understand why individuals are leaving the workforce. Determine what actions, if any, can be established from the data. | | | |

## RETENTION

In a competitive hiring market it is important for the PW Department to look for ways to maintain its existing workforce and not lose high performing employees to other organizations. Our efforts will focus on increasing employee engagement and morale, by sustaining current programs such as; mentoring, training and recognition and continue to build upon what is already in place. While we recognize that there may be a need to reduce staff to meet our budget targets, it is also important to recognize the need to keep employees that are performing at high levels which is a benefit not only to the department but to the City at large.

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| **Workforce Development** | 1. Fully participate in Performance Management System Pilot program and once complete, implement the System department wide to ensure annual evaluations are completed, employees have an Individual Development Plan in place, the tools available to supervisors and managers are implemented and being used on a consistent basis (i.e. Lominger competencies, Supervisor and Manager tools on CityTalk, HRIS, etc.<br>2. Continue to grow the Public Works Mentor Program<br>3. Create a fourth element in Public Works' Plan of Diversity that includes the department leadership's philosophy around diversity<br>4. Establish standards of behavior around diversity that aligns with leadership's philosophy<br>5. Conduct exit surveys and analyze the results to better understand why individuals are leaving the workforce. Determine what actions, if any, can be established from the data.<br>6. Support and encourage employee attendance at City sponsored training, as well as training and development opportunities offered outside the City of Minneapolis. Encourage employees to utilize the Public Works Tuition Reimbursement Program | | | |

| KEY WORKFORCE OBJECTIVE | ACTION ITEMS | PROJECTED TIMELINE | STATUS | MEASUREMENT |
|---|---|---|---|---|
| **Employee Survey Response** | 1. Use the data received from the survey to implement the Action Plans outlined above<br>2. Continue developing action items, programs and processes to motivate employees, increase engagement and enhance their work experience<br>3. Prepare for 2011 survey using focus group information to improve department/ division participation rate | | | |
| **Diversity Strategy** | 1. Review internal promotional hiring data to analyze the success rate of women and people of color in their goal to promote from within. Determine what actions, if any, can be established from the data captured.<br>2. Whenever practical, utilize the existing Business Agent and Director quarterly meeting to work through business/employee related issues.<br>3. Create a fourth element in Public Works' Plan of Diversity that includes the department leadership's philosophy around diversity<br>4. Establish standards of behavior around diversity that aligns with leadership's philosophy<br>5. Continue Public Works Management Team development activities | | | |