CITY OF MINNEAPOLIS
CITY COORDINATOR
2007-2011 BUSINESS PLAN

FEBRUARY 2007

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WHO ARE WE?

MISSION (EXCERPTED FROM THE CITY CHARTER)

The Office of the City Coordinator provides administrative and management services for the City, including but not limited to planning, budgeting and fiscal management, program monitoring and evaluation, personnel, data processing and purchasing. The coordinator shall coordinate City activities as directed by the City Council and shall supervise the inspections department, the Minneapolis Convention Center, convention and tourism, licenses and consumer services, federal programs, and such other activities as the City Council may direct. The City Coordinator after consultation with City agencies shall recommend to the City Council and Mayor a management system for all agencies.

VALUES

Our values are the working values of the city's leadership.

- Strong, strategic relationships – locally, regionally and nationally
- Shared vision and common ground with our partners
- Ethical and respectful behavior
- Courteous treatment and quality City services for all
- Trust in people
- Fiscal sensibility and sustainability
- Well-informed decision making
- Citizens empowered through engagement and regular input
- Transparency and public accountability
- Open, innovative dialogue

BUSINESS LINES

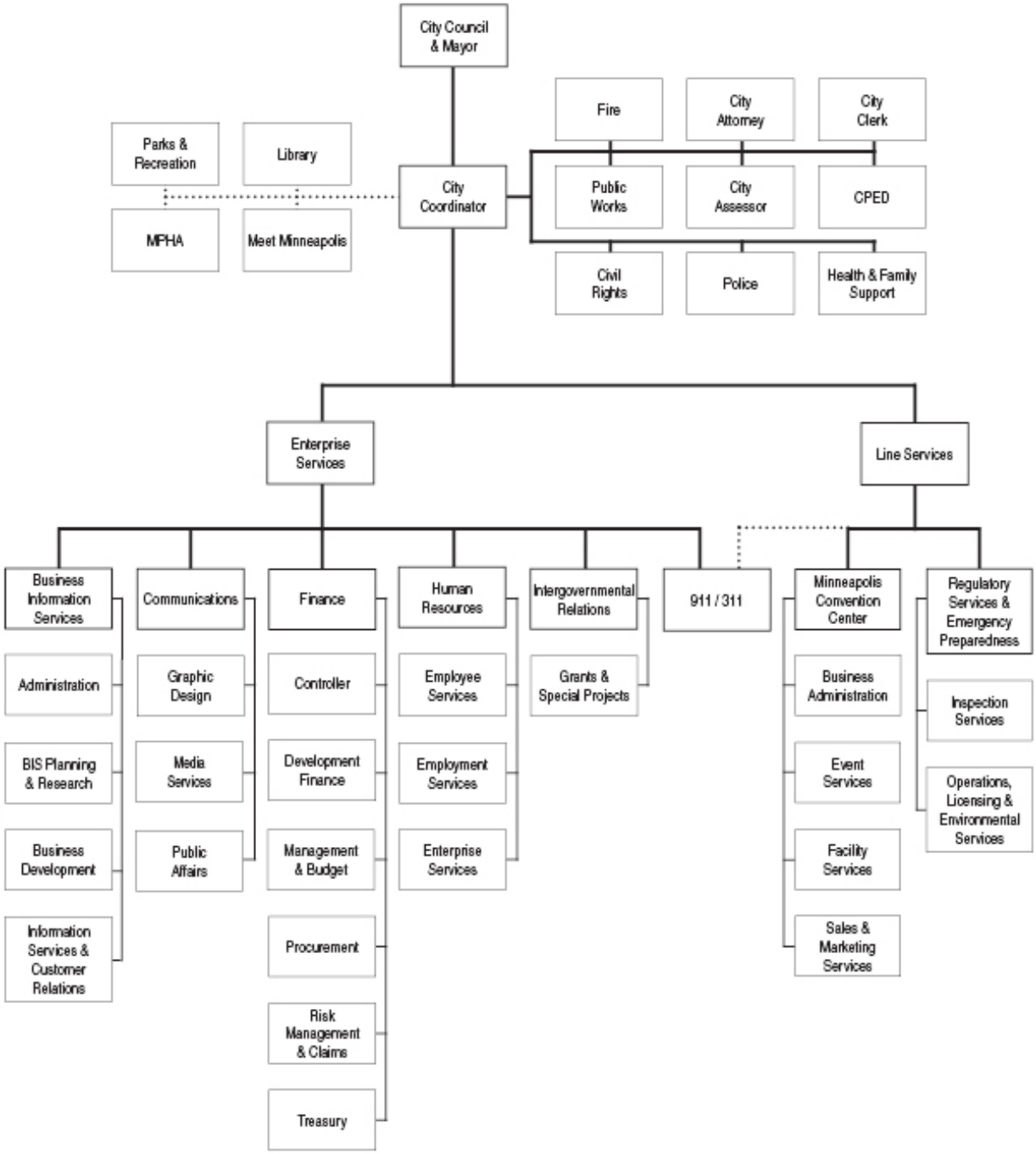
The City Coordinator Department has three primary business lines:

Strategic Policy Development and Implementation: The City Coordinator acts as a strategic policy advisor to the Mayor and City Council and ensures that policy and project implementations are accountable and consistent with Mayor and Council direction.

Enterprise Management Services: The City Coordinator provides strategic direction and oversight to the City's management departments including business information services, communications, finance, human resources, and intergovernmental relations to ensure the efficiency and effectiveness of its internal services.

Direct Services: The City Coordinator has direct management oversight responsibilities to ensure cost-effective, high-quality service and public accountability for line service departments, including emergency communications (911), non-emergency information and services (311), regulatory services and emergency preparedness, and the work of the Minneapolis Convention Center.

City Coordinator
2007 Organizational Chart



WHAT DO WE WANT TO ACHIEVE?

VISION

A City directed by a clear, strategic vision, dynamic governance, management responsibility and a results-focused administration – all providing value and progress alongside an engaged community.

HOW ARE WE GOING TO GET THERE?

TACTICS AND DEPARTMENT INITIATIVES (ALIGNED WITH DEPARTMENT GOALS AND OBJECTIVES)

DEPARTMENT GOALS, OBJECTIVES AND TACTICS

Department Goal	Objective	Tactics
Shape, monitor progress, and support the implementation and achievement of the City's goals and strategic directions	Develop and support the ongoing implementation of the new City goals and strategic directions	Map out the lead assignments on the 31 strategic directions and track & support with leads/partners Keep Mayor and Council focused on the plan Strengthen strategic partnerships toward achieving goals Broadly educate City employees on their role in achieving City goals and strategic directions; celebrate progress Serve as public ambassadors on all strategic directions
	Administer business plan process that aligns City direction with department business plans	Finalize through extensive review and recommendations all 18 City department business plans Coordinate with budget office to develop and implement annual department business plan "status updates" aligned with annual budget process Meet with department management semi-annually to track and discuss options on business plan implementation

	Use performance measures and other indicators to drive progress to outcomes and demonstrate accountability (develop a fully results-oriented culture)	Make *Results Minneapolis* progress conferences as effective as possible Educate City employees on *Results Minneapolis* Keep *Results Minneapolis* focused on department accountability to outcomes, but explore other opportunities to deploy the model Strengthen use of and support for good data collection and reporting Monitor progress on the Sustainability Plan using the 24 other defined and other related indicators Develop an accountability mechanism to provide elected officials regular progress reports on strategic directions Derive performance measure set for City goals – Minneapolis Marquee Measures – and publish to web With Communications lead, coordinate the development and execution of resident survey (2007, 2009 & 2011)
The City's management practices are continuously improving and are outcome and customer-focused	Management service departments are recognized as valuable strategic partners to all City departments	Technical – to – strategic, passive –to – proactive – evolution of City Coordinator jobs Develop management and budget analysis expertise in the City to enhance strategic decision making With HR taking the lead, coordinate the development and execution of the employee survey (2008 – 2010) Develop survey expertise to serve the enterprise Expand management ability to

		make informed decisions through readily available performance information including quality enterprise reports
	Identify opportunities & assist departments in streamlining key departments and multi-department systems	Identify and deploy multi-departmental change management teams to improve critical City services (internal and external) Spin-up aggressive business process improvement capability and counsel Identify and implement a sustainable funding stream and appropriate governance structure for technology operations Streamline and improve human resource processes related to job creation, hiring and termination Explore an operation consolidating accessibility (ADA, language, new residents) and outreach (community engagement, relationships with local organizations) activities for the City Refine budgeting processes that encourage creativity, a focus on value, and the likelihood of achieving desired outcomes
	Minneapolis 311 operation continues to provide excellence in customer service through ongoing refinement of operations, expanded customer services and close and broadened working partnerships	Continue 311 innovation Expand 311 offerings to other City services (parks, libraries, tourism) Fully develop reporting capabilities and use of reports in management and decision-making
	Customer-focused service is a recognized hallmark of City operations	Promote and fund frontline customer-service training across the enterprise
	City of Minneapolis identifies, shares and implements best practices and strategic management techniques	Implement results colloquia to highlight best practices and share management tools

		Encourage a more rigorous identification and implementation of best practices Refresh or reform audit function, contract management and procurement systems
Convene, coordinate and strategically manage multi-jurisdictional and inter-departmental efforts to successful outcomes	Provide strategic coordination to achieve multi-department, multi-jurisdictional initiatives	Coordinate Sustainability Plan implementation Coordinate concentrated livability efforts in north Minneapolis and other regions Track, facilitate, organize City's involvement with the 2008 Republican National Convention Analyze and develop recommendation regarding the Minnesota Planetarium and Space Discovery Center Give proper attention to Sister City relationships Assist on international issues as warranted
	Advance strategic partnerships in the City's public, private and non-profit networks	Support Council efforts to systematize the City's relationship with independent governing boards Target and develop key regional relationships (suburban, seven-county metropolitan, Saint Paul) Foster closer links with the philanthropic and foundation communities Fully engage with the business community to further City objectives
	"Executive leadership" is well-defined and understood by entire City management	Develop collectively with City department heads the components of strong enterprise leadership Broaden opportunities for executive leads on major projects

		or policy initiatives
The City's workforce is engaged, energized and proud	The City has a progressive yet practical compensation philosophy and practices	Develop compensation philosophy Good communications to breadth of employees on City pay and benefits Maintain and strengthen labor-management relations Rethink systems with an eye toward adding value for employees
	The City and its employees are continually looking for ways to improve the satisfaction and engagement of the workforce	With HR taking the lead, coordinate the 2006 and 2008 employee survey Coordinate the ongoing enterprise response to employee opportunities and strengths raised in employee surveys Examine legal issues surrounding employee recognition rules and develop enterprise framework for use by all departments

COMMUNITY ENGAGEMENT

Community engagement provides people with opportunities to have a greater say in what happens in their City and to be more active in government decision-making. The Office of the City Coordinator recognizes the benefits of working with communities to improve the quality and delivery of public services. We are committed to working with City departments and other stakeholders to enhance community participation and ensure that all groups and residents are involved and have meaningful opportunities to be engaged.

In 2006, the Office of the City Coordinator was directed by the City Council to start an analysis of the current external community engagement system. This effort will provide a framework to improve the current system and impact the future of community participation in the City of Minneapolis. A Community Engagement Report was released in November 2006. This report summarizes previously documented public comments and recommendations on the City's community engagement activities. Since this issue is of critical importance for the City, the report was distributed widely for public review and comment. Also, a series of public meetings and a community survey will provide important information to better inform the City Council discussion in 2007.

DEPARTMENT ACTIONS				
AREA	**2006**	**2007**	**2008**	**2009**
APPLICATION OF THE CE PROCESS MODEL	Request a presentation about the CE Process Model as needed	Apply the CE Process Model to a **minimum of 25%-30% of your CE projects**	Apply the CE Process Model to a minimum of **one-half (50%) of your CE projects**	Apply the CE Process Model to **All (100%) of your CE projects**
	Promote the use of the CE Process Model or its integration to enhance similar existing processes in your department.	Request CE consultation as needed		
TRAINING	Jayne Khalifa attended CE training session (train the trainer style)			
	Request customized CE training for your department as needed			
BUSINESS PLAN	Jayne Khalifa designated as the department's CE representative	Incorporate CE in your department's Business Plan		
	Request individual meetings to customize this initiative into your business plan.	Participate in future interdepartmental work groups and projects as needed		
	Prepare inventory of the current CE activities performed by your department.			
EVALUATION		Annual review of a minimum of **25% 30% of your CE projects.**	Annual review of a minimum of **one-half (50%) of your CE projects.**	Annual review of **all (100%) of your CE projects.**
		Evaluate the impact of your department's CE activities.		
		Participate in the Annual CE best practices showcase event.		
CE WEB SYSTEM Internal communication and public participation tool (under consideration)		Participate on the development of the Web System as needed	Send staff to training session on the use of the Web System. Departments start using the web system	Use the web system in your CE projects.

SUSTAINABILITY PLAN

The quality of life in Minneapolis is linked to the health and well-being of our community. A sustainable community is resilient in the face of change and has a vision for the future. To become sustainable, the City faces complex challenges that require a coordinated approach for integrating the "three Es" – environment, economy and equity – of sustainability into City operations. ***Sustainability*** is meeting our current needs without sacrificing the ability of future generations to meet their own needs by balancing environmental, economic and social (equity) concerns.

In 2003, the Minneapolis City Council adopted Resolution 2003R-133 which initiated the development of the Minneapolis Sustainability Plan, its integration into the comprehensive plan, and the use of sustainability principles to guide City decision-making. In 2005, the City Council adopted Resolution 2005R-251 which included a sustainability text amendment to the comprehensive plan, amended city goals and adopted 23 sustainability indicators. It also called for incorporating the Sustainability Indicators into every department's business plan and an annual reporting mechanism outlining progress. This year, City Council approved a revised listing of 24 sustainability indicators each with one or more numerical targets. The administration and coordination of this initiative is led by the City Coordinator's Office.

There are many areas where personal practices or increased activities with other entities will also further the City's sustainability goals. Practices specific to the City Coordinator's administrative office are:

First New Activity:
Affected Sustainability Indicator(s): Air Quality, Asthma Morbidity, Carbon Dioxide

Description of Activity:
All employees will turn off their computers and lights at the end of the day.
Communications will encourage departments to use methods that do not rely on paper or mailing.
Employees will be encouraged to use mass transit for work-related commutes by using transit cards.

How will you evaluate success?
Spot checks of the work site
Amount of paper purchased
Printing activity by city departments
Use of city vehicles

Second New Activity:
Affected Sustainability Indicator(s): All indicators

Description of Activity:
The continued promotion and monitoring of department actions to address the Sustainability Indicators.

How will you evaluate success?
Track the progress on each of the indicators.

Third New Activity:
Affected Sustainability Indicator(s): Downtown Transportation Mode Split, Air Quality, Asthma Morbidity, Carbon Dioxide

Description of Activity:
Staff will use alternate modes of transportation to commute to work whenever possible through the use of car pools and transit cards.

How will you evaluate success?
Survey of staff members for increased transit use.

LIMITED ENGLISH PROFICIENCY (LEP)

STRATEGIES	OBJECTIVES	ENTERPRISE ACTIVITIES	DEPARTMENT SPECIFIC ACTIVITIES AND/OR STATUS REPORTS (2006-2007)	2007-2011
Integrate practices of language access into operations of every City department	Build awareness about legal mandates of language access services in each department	▪ Designate LEP liaisons in department ▪ Define liaison responsibilities ▪ Establish and support on-going departmental LEP workgroup(s) (Workgroups usually meet once per month for 2 hours)	▪ Trudy Kjenstad is the designated LEP liaison for the Department. She works in coordination with the other LEP liaisons in the ACC departments. ▪ Defined responsibilities of the LEP liaison to include attending LEP meetings and participating in workgroups.	▪ Continue to refine responsibilities for LEP liaison.
Define protocols and service activities for language access compliance in each department	Provide notice to limited English speakers of their right to free service	▪ Utilize multiple communication channels(signage, language blocks, website, bulletins, etc.) to disseminate information about how to obtain and use language services	▪ In partnership with LEP coordinator and BIS, created Spanish, Somali, Hmong, Vietnamese, Oromo, Lao, Web content on Snow Emergencies and street sweeping. ▪ Established new language "portals" on the City's new (yet to be launched) Web site. ▪ Produce and continually enhance Access Minneapolis television	▪ Use its role as an advisor to City departments to ensure departments consider LEP populations in their communications materials and strategies. ▪ Establish standards and protocols to ensure that

			program (broadcast every two months, in Spanish, Somali, Hmong). ▪ Include language blocks in all print publications that are evaluated/reviewed through the department. ▪ Created video “shorts” promoting City services for non-English audiences and made them available on the Web.	materials (generated by other departments) reviewed by Communications will be evaluated for possible LEP needs (translation of document or language block addition) ▪ Enhance and promote Web portals on the City’s home page for Spanish, Somali and Hmong Web visitors. ▪ Periodically review Web site to identify non-English content that exists on the Web, and ensure that it is listed on language portal pages. ▪ Work in partnership with Multi-cultural services to seek new ways provide our LEP customers and residents with necessary information. ▪ Ensure translated Emergency Preparedness messages are easily accessible when needed for a crisis. Reinforce

				message that City cable is the place for non-english residents to go for information in an emergency. ▪ Explore use of/utilize captioning for critical City messages, and as a way to expand Access Minneapolis to a new audience.
	Identify the LEP persons living in Minneapolis and the City services they use	▪ Assess level (low/medium/high) of frequency and intensity of LEP interaction in department to determine service gaps ▪ Develop mechanisms to track services provided to LEP individuals	▪ Assessed level of frequency and intensity of LEP interaction.	▪ Develop systems and/or protocols to address any gaps that exist based on assessment.
	Offer free, timely spoken language interpretation services for LEP individuals	▪ Establish decision tree for determining whether to use internal or external interpreters ▪ Set up telephonic interpreting account ▪ Use work tools and guides for working with interpreters	▪ Established a telephonic interpreting account or pursue a shared account with the City Coordinator. ▪ Utilize “I Speak” cards at the front desk for any walk-in customers.	▪ Establish a protocol/decision tree for determining whether to use internal or external interpreters.
	Provide free written language translations of vital documents	▪ Select which documents are vital and will be translated ▪ Use checklists	▪ Worked with Departments to assess which documents/content required translations for non-English audiences	▪ Assist departments in identifying when documents are vital documents.

		for preparing documents for translation	through publications evaluations, communications planning, strategy discussions and ongoing project planning efforts.	▪ Ensure that any vital documents created by City Communications are translated for LEP customers (as an internal service, it is not anticipated that the department will generate any vital documents).
	Hiring to meet multilingual needs	▪ Work with HR to have multilingual capability a consideration or qualification in job announcements	▪ Newly hired Community Engagement coordinator is fluent in Spanish.	▪ Work in partnership with HR to determine whether multi-language capabilities should be a qualification or consideration for vacancies.
	Train to ensure that City staff is familiar with legal mandates and best practices for serving LEP individuals	▪ Identify and utilize training opportunities to promote an increased understanding and awareness of improved communications through language access (e.g. new employee orientation, videos, departmental presentations website and discussions) available to City staff ▪ Encourage use of resources and tools posted on CityTalk to facilitate consistent LEP service		▪ Ensure Department employees receive regular LEP training through existing training opportunities. ▪ Establish opportunities for LEP presentations at Department all-employee staff meetings to create and maintain awareness about available resources and tools and department standards and protocols. ▪ Work in partnership with Multi-cultural

				services to seek new ways to communicate city employees' roles and responsibilities to our LEP customers.

ENTERPRISE INFORMATION MANAGEMENT (EIM)

The City Clerk's Office and BIS are leading the citywide deployment of the Enterprise Information Management (EIM) Initiative. The initiative will strive to ensure that information is easily accessible and meets the needs of employees, clients, partners and stakeholders and is timely, relevant, accurate and easy to use. Information assets will be managed throughout their entire life cycle regardless of the medium (paper, electronic, other) in which they are held. This initiative will be driven by a multi-department team and tie into the five-year business plans ensuring that each department does their part making certain that information assets are managed to optimize City investments.

The Enterprise Information Management Initiative will be focused on the initial formation stages over the next couple of years. This will include the development of basic standards and procedures, development of common methods for deploying EIM throughout the City and the establishment of the EIM structure. Following formation, EIM will focus on department compliance with EIM through the creation of EIM compliance plans and periodic audits as well as the continued integration of EIM requirements in system development activities.

Collectively, the City Coordinator departments will play a critical role in developing and deploying many of the critical pieces of EIM ensuring that both City employees and our customers have timely, accurate and easily accessible information.

DEPARTMENT ACTIONS			
ACTION AREA	**2006**	**2007**	**2008-2011**
GOVERNANCE, STRUCTURE AND STAFFING	• Designate EIM Representative • Assign subject matter experts to participate in EIM standards development workgroups (Preliminary EIM Representative Job Description and EIM Workgroup List are available at Business Plan Website: http://citytalk/finance/2007BPMaterials.asp)		• Support decisions of EIM Policy Board • Fund and implement business process and staffing-model changes associated with coming into EIM compliance • Continue to apply EIM standards to all new initiatives and projects
BUSINESS PLAN	• Schedule meeting to develop department specific EIM Action Plan		• Incorporate EIM into your department business plan • Align with Resource Plans • Reflect EIM commitment in organizational changes

PROJECT PLANNING	• Assess and fund EIM requirements analysis as part of all new projects including current and newly initiated system development projects and retention schedule development projects. Fund implementation of these requirements as project deliverables.	
TRAINING	• Fund training as needed for all staff assigned to explicit EIM roles and responsibilities in the department as part of compliance integration phase.	
COMPLIANCE (ASSESSMENT, INTEGRATION, EVALUATION)	• Assign staff to participate in information audits, readiness assessments, cataloging of information assets, etc., as scheduled.	• Complete Department Risk Assessment/Gap Analysis • Develop plan for EIM Compliance • Complete annual EIM progress reports • Complete periodic audits

FINANCE PLAN

The 2007 budget for the City Coordinator departments is $177 million, funded primarily from the general fund and special revenue fund. The Coordinator's area includes 917 FTEs. The City Coordinator's administrative allocation is less than one percent of total expenditures. The City Coordinator provides strategic direction for the City enterprise and oversees eight City departments.

With the exception of the Minneapolis Convention Center, the City Coordinator departments primarily provide enterprise support and regulatory functions. The enterprise group of departments includes Human Resources, Business Information Services, Finance, Intergovernmental Relations, Communications, and the 911/311 operations. Although the primary customers for these services may be internal, these departments interact with the public, media and other external stakeholders as a regular part of conducting City business. Financial strategies from individual departments in the Coordinator's area are detailed in the departments' individual business plans. Selected strategies from these departments and the coordinator's administrative area can be found in the following table, similar strategies have been combined to reflect the interrelated activities of these departments.

STRATEGY TABLE

FINANCIAL STRATEGIES	PERFORMANCE INDICATORS	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
Focus increased investments on enterprise issues and priority activities	Change in focus from transactional and technical support to analytical and business process improvement	Redirect resources to focus on priority activities in lieu of increasing personnel	Enhance the ability of the enterprise to measure outcomes through ongoing *Results Minneapolis* meetings and enhanced analytical support
Increase Use of State	Reduce	Facilitate	Increase use of State price

FINANCIAL STRATEGIES	PERFORMANCE INDICATORS	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Price Agreements	expenditures through better pricing	Convention Center and purchasing staff to share data	agreements
Establish an IT governance structure and process.	Impact should be seen in year end budget variance and customer survey results	Communicated goals and objectives to stakeholders and gain support for a proposed model	Complete governance structure and process and assess the relationship between governance and funding.
Use current models and additional investments in technology to address future business and workforce needs.	Implementation of strategies will enable the workforce to be more efficient and effective	Include remote operation and focusing efforts on enhancing Development review services	Develop visionary long-term technology, transportation and facility plans to maximize value from available dollars
Continue to monitor 311 service provision and funding relationships	First call resolution should be enhanced	Reaffirm the funding model with departments.	Assess future capacity and need for expanding services, including how to best allocate additional costs for expansion
Financial strategies produced from creative reallocation exercise			
Streamline and simplify business processes	Emphasis on business process reengineering coupled with increased satisfaction of customer departments	Finance department, with the assistance of BIS and HR, will implement a new financial system in 2007 and 2008	Ongoing improvements to business process
Upgrade or replace property management system (KIVA)		Identify criteria for upgrade or new system; locate funding; and select vendor	Implement new system
Use 911 Center for some after-hours and/or weekend 311 operations	Cost per call is decreased and customer satisfaction may increase	Explore workforce and technology issues related to this approach	Investigate cross-training of 911 and 311 personnel
Financial strategies to meet the financial direction			
Reduce Spending in Finance operations business line	Goal of reducing spending on operations by 1-3% annually (primarily Controller & Treasury)	Reduce, simplify or consolidate operations business processes	Increased utilization of functionality within new financial system in order to reduce transactional cost
Allocate BIS staff resources to deliver priority services and improve efficiency	Service levels and customer satisfaction	Reallocate resources to meet most critical needs. Develop staff capacities to provide support across business	Use governance structure to allocate resources to highest priority business and enterprise needs. Institute best practices in service management and delivery.

FINANCIAL STRATEGIES	PERFORMANCE INDICATORS	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
		applications and projects.	
Defer non-personnel increases in HR through 2011 to meet $100,000 annual budget reduction	Reduce percent of budget spent on non-personnel funds	Prioritize project and maintenance needs Determine which projects can be cancelled on a case-by-case basis based on existing priorities	Build 2008-2011 budgets based upon this changes; readjust in 2012
Financial strategies related to loss prevention			
Integrate the philosophy and practices of loss prevention into daily operations	Employee productivity and safety	Departments will complete risk assessments and develop loss prevention plans Finance will develop intranet site with health, safety, loss prevention topics and policies/procedures	Implement plans, including continued training of staff and monitoring of activities related to loss prevention Management attend Supervisors Development program, sponsored by HR – specifically, loss prevention component
Accident and Data Analysis Identify loss exposures based upon claims history		Review various documents/records to gain historical perspective of where losses have occurred	Conduct thorough accident investigations. Review OSHA 300 log and Quarterly Loss Reports with employees at bi-annual meetings
Emergency Preparedness	Safety Rating at Work	COOP Program Pan-flu preparation Review Emergency Manual Assign COOP coordinator	Implement COOP planning On-going drills of all emergency programs

FINANCE TABLE

Allocation of Budget among Business Lines and Service Activities

City of Minneapolis

City Coordinator

Financial Plan (in thousands of dollars)

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
General Fund Revenues:									
Enterprise Services									
Finance	5,645	39,570	6	6	0.0%	6	6	6	6
Human Resources	1	10	5	5	0.0%	5	5	6	6
311/911	51	51	3,650	50	-98.6%	50	50	50	50
Communications	3,075	3,038	2,527	3,527	39.6%	3,527	3,527	3,527	3,527
Total Enterprise	8,772	42,669	6,188	3,588	-42.0%	3,588	3,588	3,589	3,589
Direct Services									
Regulatory Services	28,982	30,463	23,837	2,418	-89.9%	25,151	25,905	26,682	27,483
Total Direct Services	28,982	30,463	23,837	2,418	-89.9%	25,151	25,905	26,682	27,483
5-year direction strategy			-		0.0%	-	-	-	-
Total General Fund Revenues	75,508	146,264	60,050	12,012	-80.0%	57,478	58,987	60,541	62,143
General Fund Expenditures:									
Enterprise Services									
Coordinator Administration	361	704	546	1,243	127.7%	1,284	1,331	1,384	1,443
Finance	9,931	17,409	17,997	18,126	0.7%	18,520	19,005	19,615	20,298
Human Resources	3,682	5,826	5,916	6,093	3.0%	6,201	6,422	6,680	6,962
IGR	956	937	1,107	1,265	14.3%	1,203	1,248	1,298	1,350
311/911	6174	6,800	9,754	9,579	-1.8%	9,810	10,173	10,580	11,029
Communications	1,904	2,237	2,349	2,503	6.6%	2,585	2,680	2,787	2,899
Total Enterprise Services	23,008	33,913	37,669	38,809	3.0%	39,602	40,859	42,345	43,981

City of Minneapolis									
City Coordinator									
Financial Plan (in thousands of dollars)									
	2004 Actual	2005 Actual	2006 Budget	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Direct Services									
Regulatory Services	18,750	20,352	23,851	23,937	0.4%	24,559	25,197	25,852	26,524
Total Direct Services	18,750	20,352	23,851	23,937	0.4%	24,559	25,197	25,852	26,524
5-year direction strategy						(460)	(460)	(410)	(410)
Total General Fund Expenses	41,758	54,265	61,520	62,746	2.0%	64,161	64,161	68,197	70,505
Special Revenue Fund Revenues									
Enterprise Services									
Finance	15	15	57	87	52.6%	87	87	87	87
Human Resources	4		10	11	10.0%	11	11	11	11
311/911	280	415	500	516	3.2%	516	516	516	516
Direct Services									
Minneapolis Convention Center Operating	14,356	17,027	16,243	14,676	-9.6%	15,561	16,324	17,219	18,064
Minneapolis Convention Center - Non-operating	52,169	57,594	57,842	57,416	-0.7%	59,447	61,020	63,138	64,801
Total Direct Services	66,525	74,621	74,085	72,092	-2.7%	75,008	77,344	80,357	82,865
Total Special Revenue Funds Revenues	66,824	75,051	74,652	72,706	-2.6%	75,622	77,958	80,971	83,479
Special Revenue Fund Expenses:									
Enterprise Services									
Finance	641	367	358	289	-19.3%	299	310	320	332
IGR	1,150	1,365	1,191	1,097	-7.9%	987	889	880	792
311/911	165	979	4,784	1,574	-67.1%	518	518	518	518
Total Enterprise Services	1,956	2,711	6,333	2,960	-53.3%	1,804	1,717	1,718	1,642

City of Minneapolis
City Coordinator
Financial Plan (in thousands of dollars)

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Direct Services									
Minneapolis Convention Center	52,245	60,206	76,000	60,064	-21.0%	78,593	80,140	84,735	85,050
Total Direct Services	52,245	60,206	76,000	60,064	-21.0%	78,593	80,140	84,735	85,050
Total Special Revenue Funds Expenses	54,201	62,917	82,333	63,024	-23.5%	80,397	81,857	86,453	86,692
Internal Service Fund Revenues									
Enterprise Services									
Finance	278	271	342	2,053	500.3%	2,053	2,053	2,053	2,053
Human Resources	99	918	960	1,111	15.7%	1,150	1,190	1,232	1,275
Business Information Services	3,936	32,441	24,932	20,905	-16.2%	21,430	22,179	22,955	23,758
Total Enterprise Services	4,313	33,630	26,234	24,069	-8.3%	24,633	25,422	26,240	27,086
Total Internal Service Fund Revenues	8,626	67,260	52,468	48,138	-8.3%	49,266	50,844	52,480	54,172
Internal Service Fund Expenses:									
Enterprise Services									
Finance	2,418	1,475	2,012	2,054	2.1%	2,126	2,200	2,277	2,357
Human Resources	743	1,127	1,360	1,114	-18.1%	1,386	1,435	1,491	1,551
Business Information Services	20,993	32,707	26,404	22,817	-13.6%	22,075	22,848	23,654	24,495
Total Enterprise Services	24,154	35,309	29,776	25,985	-12.7%	25,587	26,483	27,422	28,403
Total Internal Service Fund Expenses	48,308	70,618	59,552	51,970	-12.7%	51,174	52,967	54,845	56,806
Investment Management Fund Revenues									
Enterprise Services									
Finance	1,151	3,007	-	-	n/a	-	-	-	-
Total Enterprise Services Revenues	1,151	3,007	-	-	n/a	-	-	-	-
Investment Management Fund Revenues									
Enterprise Services									
Finance	25	229	-	-	n/a	-	-	-	-
Total Enterprise Services Expenses	25	229	-	-	n/a	-	-	-	-
Total City Coordinator Revenues	152,109	291,582	187,170	132,856	-29.0%	182,366	187,789	193,992	199,794
Total City Coordinator Expenses	144,292	188,029	203,405	177,740	-12.6%	195,732	198,985	209,494	214,003
Difference	7,817	103,553	(16,235)	(44,884)	176.5%	(13,366)	(11,196)	(15,502)	(14,209)

WHAT HAVE YOU LEARNED ABOUT YOUR BUSINESS AS A RESULT OF PRIOR FINANCE PLANS?

As seen in the previous tables, the business of the City Coordinator spreads across the enterprise. The presentation of this financial information is intended to provide a picture of the breadth of the funding and scope of the City Coordinator's activities. As a result of the business planning process, the synchronicity of some departments continued to arise. The presentation of specific departments as "Enterprise Activities" highlights the interrelationships of the activities within the Coordinator's realm of responsibility. Departments such as Regulatory Services and the Minneapolis Convention Center are presented as "Direct Services."

The individual businesses in the City Coordinator's area have developed contingency plans for a variety of different scenarios. Generally, reductions to resources in the Coordinator's area results in a diminution of the capability of those departments to provide strategic, enterprise support. Those scenarios follow:

CONTINGENCY PLANS

Scenario A – 25% reduction in revenue	All affected departments would reduce activities to focus on the most basic services. City Coordinator Administration would likely lose some of its ability to proactively lead enterprise change. • The Finance department would reduce its mission to performing only core processes such as receiving funds and paying bills, including employees. • The Communications Department would need to scale back and prioritize its activities. Many services provided to departments, including editing, graphic design and the production of training videos would be significantly reduced. • The Convention Center would reduce variable expenses related to events and fund maintenance and repair items by priority as identifies in the capital plan. • Human Resources would cut required services. Nine HRG positions would be eliminated along with four training and development positions. • The 311 Center would reduce Agent FTE by 5, but retain the current 16-hour per day operating hours. Self-service would be emphasized through the media and by the Agents when they did talk with residents. Service level would suffer considerably; going from 90% of calls answered in 20 seconds to something more like 90% of calls answered in 45 seconds.

	• BIS would delay E-government, 311 enhancements, business process analysis, application upgrades, and Enterprise Information Management (EIM) projects. Refocus resources on "break/fix" support only. Reduce staff in all areas except for break/fix maintenance or existing technology. Reduce help desk hours for non-public safety applications.
Scenario B- Financial Direction remains the same	The City Coordinator departments will continue to reallocate within existing resources to refocus efforts to high-priority, enterprise activities. Continued business process examination and change will be a regular part of conducting business.
Scenario C – CDBG Elimination	The Finance and Intergovernmental Relations departments are most impacted by CDBG reductions. • Finance would reduce accounting and development finance services to the extent they support CDBG activities. • The Grants Division would determine what level of service is necessary to continue compliance for existing CDBG-funded programs to be closed, attempt to shift activities to other funds, or seek law changes related to CDBG-funded programs.
Scenario D - Enterprise fund reductions	Most organizations are Not Applicable. Long-term strategy will depend on the nature of the shortfall.
Scenario E – Your own worst nightmare! What isn't even on the table and should be!	In the event of a catastrophe such as a pandemic or an unplanned shut-down of its workspace, department activities would be impacted in a manner that is similar to scenario A with the additional challenge of loss of facility, staff or both. Some department staff would work from home, VPN or alternate sites to accomplish its mission. If the department was without 40% of its staff for an extended period, as in the pandemic scenario, it is very likely that departmental tasks would be prioritized and assigned to remaining staff based on skill-level. Most, if not all, strategic support from enterprise departments would be lost. Focus in these departments would be on paying bills, preventing loss of data, maintaining some technology operations, and addressing the human fallout of such a catastrophe. Staff from enterprise departments would be eliminated or reassigned to

	address critical needs of a pandemic or other disaster. If the City could no longer charge franchise fees, the City's cable equipment plan and staffing of government broadcasts would need to be re-evaluated and prioritized to meet needs. The Convention Center's worst nightmare would be steadily decreasing fund balance due to decreases in tax revenue and increased fund uses. Evaluate appropriate management models for Convention Center operations.
Scenario F – Internal service fund choices	BIS is funded as an internal service organization. The model of funding IT services has begun to include much more pay as you go services, as some departments choose to pursue IT projects. Regulatory Services and the Convention Center will review internal purchased services to determine if there are less expensive methods to obtain the same or higher level of service.

WORKFORCE PLAN

Workforce matters in the eight divisions of the City Coordinator's Department are managed by each Assistant City Coordinator and addressed in their respective business plans. Each department was asked to focus on creating workforce objectives for their departments. These objectives were derived from completing a comprehensive analysis of the work environment that exists today and to project future status based on trend analyses.

Any workforce changes in the administrative section of the City Coordinator's Office have been managed through reorganization and reclassification of existing positions. For example, the Results Management position in BIS and the Strategic & Business Planning role in Finance were merged into a single management position now located in the Office of the City Coordinator. Similarly, at Council direction, the positions supporting enterprise work on sustainability were also moved from Regulatory Services to the Office of the City Coordinator in 2007.

In considering workforce issues, City departments could develop as many objectives as needed to address their concerns; however, all were required to create objectives around the following enterprise efforts:

- Performance Management
- Employee Survey Response
- Diversity

Here are the trends that emerged from the Plans:

Performance Management

- Create objectives around completion of performance appraisals
- Create a method to track the appraisals that have been completed. (Currently exists in HRIS)
- Provide training for supervisors in the creation and delivery of performance appraisals
- Identify competencies for all positions
- Create a job shadowing program

Employee Survey Response

- Create a tuition refund policy
- Provide career development training for all employees
- Create an employee recognition program
- Update job descriptions

Diversity

- Develop a targeted recruiting strategy
- Provide diversity awareness training to all staff
- Post all jobs in diverse communities
- Complete succession planning for all critical positions

The Human Resources Leadership team has also recognized these trends and has created objectives for 2007 which will focus on the creation of a diversity recruitment strategy, a model for succession planning, a customer-focused training academy, and ideas for employee recognition programs.

WORKFORCE ACTION TABLE

Key Workforce Objective:	Measurement:	Short-Term Actions (< One Year):	Long-Term Actions (1-5 Years):
Performance management, including professional development plans	Number of performance reviews completed (ACCs and administration staff)	• All ACCs will have reviews done in 1st quarter of 2007 • All City Coordinator administration employees will have annual reviews done in 1st quarter of 2007 • All City Coordinator administration employees will develop employee workplans in the first quarter of 2007	• All ACCs will have reviews done in 1st quarter of each year • All City Coordinator administration employees will have annual reviews done in 1st quarter of each year • All City Coordinator administration employees will develop employee workplans in the first quarter of each year

Key Workforce Objective:	Measurement:	Short-Term Actions (< One Year):	Long-Term Actions (1-5 Years):
		• Conduct a meeting with supervisors to set clear expectations for employee performance reviews and provide information about professional development opportunities for employees.	• Annually assess whether employees are making progress on previously identified development opportunities
Employee Survey Response	Improvement in specific employee survey questions (City leadership, employee involvement, and compensation) related to enterprise opportunities areas Percent improvement in Citywide survey participation rate	• Finalize enterprise response to employee survey opportunities • Monitor department progress on responding to employee survey	• Monitor department progress on responding to employee survey • Support the development and response to the 2008 and 2010 employee surveys.
Diversity Strategy	Percent of protected class members in applicant pools as compared to workforce availability numbers. Percent of workforce as compared to availability information	• Support the City in developing a comprehensive strategy to improve the diversity of our workforce	• Support the City in implementing our comprehensive strategy to improve the diversity of our workforce

TECHNOLOGY PLAN

Technology continues to be an integral piece to having the City work more effectively both in our day-to-day work as employees, but also in how our customers interact with the City. To this end, several City Coordinator departments will focus much of their technology investment into business intelligence, more commonly thought of as getting the right information to the right individuals so they can make better business decisions. For example, Finance, Human Resources and BIS will collaborate to make accurate and timely data as well as improved reporting capabilities available to the City's operating departments. 311 will identify trends and patterns that will enable the City to be more proactive in addressing public concerns.

Regulatory Services will use data to analyze problems and effectiveness while the Convention Center will track expenses and profits for each event to analyze its operations.

Another area of focus is expanded self-service and e-government capabilities. These efforts will improve access to City information and services, streamline processes and increase responsiveness. For example, Regulatory Services will enable residents and businesses to apply for and renew licenses online; Finance will provide utility customers with online access to account information and service requests; and 311 will make web chat available.

Another technology related investment that should be noted is Regulatory Services' plan to expand its use of mobile devices to make inspectors more effective. This is an area that several City departments are moving. Another significant area of focus will be the creation of an enterprise strategy to improve our work processes, both internal and external-facing. A couple internal examples are the refinement of the accounting system that Finance is doing as they upgrade their financial system and Human Resources effort to streamline the performance appraisal system.

Technology will play a critical role in helping not only the work of the Assistant City Coordinator departments, but also the work of the City. BIS has taken significant steps in recent years to be a premier partner in helping all City departments not only with their technology needs, but more broadly with their business needs. This approach will continue in the future.

The critical needs specific to the City Coordinator's Administrative office are:

TECHNOLOGY ACTION PLAN TABLE

Desired outcome/result	Business Technology Need	When	One-time costs	Ongoing Costs	Source of Funding
Easy access to decision critical performance information for City managers and other employees	Continued deployment of Cognos reporting tool and other necessary foundation technologies and business improvements	2007-2011	Working with BIS and other departments	Working with BIS and other departments	CLIC; Working with BIS and other departments
Citizen access to City performance information; demonstrate accountability to citizens	Develop a citizen-friendly Website sharing performance information	2007	Work with BIS and Communications to assess	Work with BIS and Communications to assess	Work with BIS and Communications to assess
Citizen access to interactive performance information (geographically focused)	TBD	2008-2009	Work with BIS and Communications to assess	Work with BIS and Communications to assess	Work with BIS and Communications to assess

SPACE AND EQUIPMENT PLAN

City Coordinator				
Strategic Space and Facilities Plan				

Planned Changes and Improvements to Existing Spaces 2007 - 2011				
Division	Current Location	Planned Location	Planned Action 2007-2011	Planned Action 2012-2017
City Coordinator	City Hall 305 M	TBD	Note 1,2,3,4	
Sustainability	City Hall 237	TBD	Note 5	

General Notes:
1) Due to re-alignments & staff adjustments – City Coordinator department could add up to 7 positions in 2007
2) Kitchen facility needs to be addressed
3) Relocate copy center from reception space
4) Would like to look at finding another 'Home" for the City Coordinator's office within City Hall
5) Sustainability recently moved to the Coordinators office in 2007

Allocation and Cost of Current Space 2007		
Location	Allocation	2007 Costs
City Hall 3rd Floor Mez (Space & Asset Mgmt & Security Mgmt)	3,791 SqFt	$ 1,337

Ergonomics/Furniture Changes
1) Ergo needs will be addressed as we work new positions into space
Other-
1) Space was updated in 2001 with the Life Safety upgrade project, Some ergonomics were addressed at that time, Space standards were not, due to lack of available funding.