TABLE OF CONTENTS

Department Overview 2

Introduction 3

Organizational Chart 4

Mission 5

Primary Businesses 5

Alignment with City Goals 5

Key Trends & Challenges 6

External Factors 6
Internal Analysis 8
Assistant City Coordinator SWOT Analysis 9
Internal Customer Interviews 11

Primary Businesses & Performance Measures 14

Customers 15

Service Activities & Performance Measures 15

Key Initiatives & Other Models of Providing Service 18

Department Resources 21

Finance Plan 22
Workforce Plan 23
Technology Plan 24
Space Plan 25

Appendix 26

DEPARTMENT OVERVIEW

Introduction

Mission

Primary Business Overview

Alignment with City Goals

Key Trends & Challenges

INTRODUCTION

The City Coordinator position was established in 1960, when the City Engineer was reclassified as the City Coordinator. At that time, the duties assigned to the City Coordinator included: Municipal Research, Budget-Finance, Utility Auditing, Legislative Program, Highway Program, Metropolitan Problems (sewer, water), Municipal Auditorium, and Intergovernmental Relationships. In 1963, however, the City Council set up a special administrative and procedural committee to study the City structure, and one year later the Council transferred the staff and duties of the Coordinator back to the City Engineer's department.

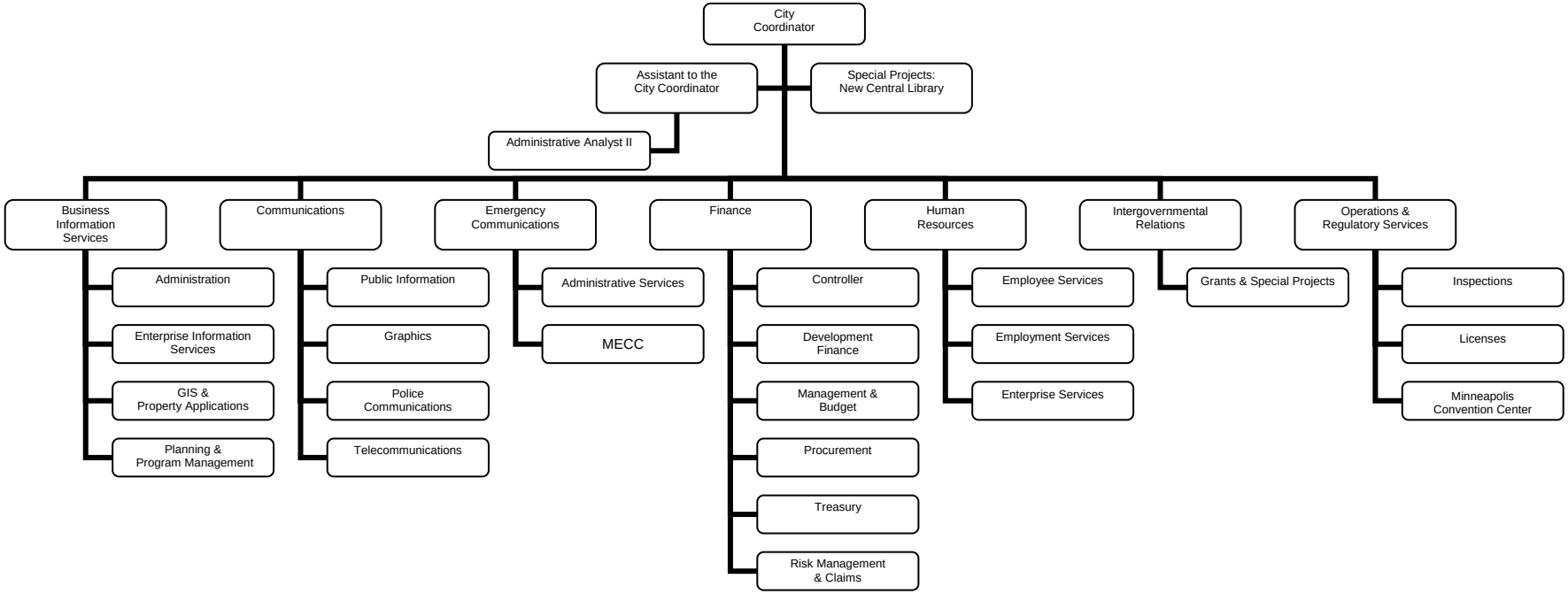
By 1966, Council removed the duties and staff of the Coordinator from the City Engineer, passed a resolution requesting the state legislature to classify the Coordinator as an appointive position, and adopted an Administration Committee report recommendation to restructure the City Coordinator's office. On April 14, 1967 the State Legislature passed a bill making the City Coordinator an appointed position.

In 1968, the Council adopted a resolution that restructured the City Coordinator's Office, based upon a plan that was developed by the City Coordinator, to include Building Inspections, Administration, Planning and Development, and Environmental Control. In 1981 Chapter 21 of the City Code of Ordinances was created which redefined the role of the City Coordinator. It stated that the City Coordinator: "shall provide 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." In 1993, the Planning Department was removed by charter amendment. In 2004, the City Council approved the transfer of Emergency Communications Center (911) from the Police Department to the City Coordinator.

Today, the City Coordinator oversees the following departments:

- Business Information Services (BIS)
- Communications
- Finance
- Human Resources
- Intergovernmental Relations
- Operations & Regulatory Services (Licensing, Inspections)
- Minneapolis Convention Center (MCC)
- Minneapolis Emergency Communications Center (MECC)

City Coordinator
2004 Organizational Chart



MISSION

The mission of the City Coordinator's Office is to provide leadership, direction and accountability in establishing City policy and priorities and to continually improve the management systems and regulatory services of the City.

PRIMARY BUSINESSES

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

Management Oversight: The City Coordinator oversees the City's management departments, regulatory services, Minneapolis Convention Center and Emergency Communications Center to ensure cost-effective, high-quality in service and public accountability.

ALIGNMENT WITH CITY GOALS

To be effective and accountable, the City of Minneapolis must work as an enterprise with a shared vision and have management systems that support the delivery of services to those that live, play or work in Minneapolis. The City Coordinator’s Office leads this charge. In this capacity, the City Coordinator departments provide the foundation that allows elected officials and departments to reach all the goals and objectives. Strong management support is crucial to the delivery of quality city services by helping departments manage and plan their budgets, develop a diverse and qualified workforce, inform and engage the community, and provide information and analysis for informed decision making. Without this management support, departments would struggle to deliver effective, efficient, and quality services. In this respect, the City Coordinator’s Office directly impacts each City goal and expectation.

Specifically, through the City Coordinator’s position as the chief executive of the management departments, the Coordinator is directly responsible for the following City goal and expectation:

Goal: Strengthen City government management and enhance community engagement

Expectation: Government Management. The City will focus on enhancing productivity and creating a customer service-oriented culture. We will maintain a work environment where employees can excel, by building employee skills and improving employee diversity. Better information and analysis will be used to allow for more informed decision-making at both the elected and staff levels. We will maintain a long-term, sustainable financial plan for the City. Special focus will be given to engaging our

employees and the community in how we address and communicate these financial challenges. Elected officials and departments will hold themselves accountable to City goals, policies and plans.

KEY TRENDS & CHALLENGES

The City Coordinator conducted an environmental scan to determine the trends and challenges that will most significantly impact the department over the next five years. The scan encompassed four activities: 1) a macro review of current demographic and economic trends; 2) an internal analysis of the City's budgetary issues; 3) a Strength Weaknesses Opportunities and Threats (SWOT) analysis with the Assistant City Coordinators to assess the department's internal strengths and weaknesses; and 4) interviews with key department heads to gauge the customers' perceptions about the department.

External Factors

Population and Diversity

The State of Minnesota and the City of Minneapolis both had population growth over the last decade. The state grew by 12%, with the fastest growth occurring in the Twin Cities, St. Cloud and Rochester. The 1990s saw substantial numbers of people from around the nation and world move to Minnesota. Although not racially diverse by national standards, the minority population in Minnesota increased by 6.3%.

The City of Minneapolis reflects this trend and has become the most diverse city in the State. The City of Minneapolis saw a 4% growth in population after decades of loss (attributable to the decline in household size), with people of color and immigrants providing 100% of the City's population gain. The white population actually declined by 13.8% while non-whites increased by 68.0%. The majority of this growth has come from a burgeoning Hispanic population and the arrival of non-English speaking immigrants. Another trend has been the influx of empty-nesters and young professionals moving to downtown Minneapolis, which has had an impact on the City's population and community fabric.

This diversity provides the area with significant cultural and economic opportunities, but at the same time brings with it a set of challenges around poverty, education, and housing. As the state's most diverse city, many of these challenges are magnified in Minneapolis.

Compared to the rest of the state, Minneapolis has a larger number of poor and underprivileged residents than other cities. The following statistics highlight the disparity, which is attributable to the rapid minority and immigrant growth rate:

	Minneapolis	State
• families in poverty	11.9%	5.1%
• families earning less than $10,000	7.1%	3.1%
• high school graduation rate	45%	82%
• unemployment	4.2%	2.9%

The income disparity between whites and minorities in Minneapolis is the worst of the country's 25 largest cities. While minority poverty rates have increased significantly, the white population's poverty rate has remained the same. For example, the African American child poverty rate in Minneapolis is almost 50% but the white child poverty rate is barely 10%, which is partially a function of family size. Additionally, 65% of all Minneapolis Public School students live in poverty and 19% are non-English speaking.

The needs of Minneapolis' poor population put pressure on city resources and services. Because Minneapolis is one of only a handful of cities in the state with a large diverse and poor population, the unique needs of serving such a population are challenging.

Downtown Trends

The Minneapolis Central Business District (CBD) occupies the dominant position in the Twin Cities office market. The CBD contains a total of approximately 23.3 million square feet of private, multi-tenant office space, and 36 million square feet of total public and private space. As such, the CBD accounts for 35 percent of the metropolitan area's leased office inventory and nearly half of the area's Class-A space. Although downtown vacancy rates (5 million vacant square) are high and no significant new construction of office towers is expected over the next few years, office use will maintain its role as the dominant use of downtown structures. The current Class A downtown vacancy is 18.5%, down from 21.3% at the end of 2002. The current metro average is 18.9%.

The rise in downtown housing, however, has been unprecedented. There has been robust and sustained growth, primarily in the downtown condominium and loft market. The City Assessor forecasts almost $250 million in new residential construction downtown over the next 3 years. This is attributable to the rise in "empty-nesters" seeking smaller residences in a convenient location (close to entertainment, restaurants and shopping) and urban, young professionals opting to live close to their work. Most of this activity has occurred along the riverfront, but sites in Elliot Park and the Warehouse District are continuing this trend.

The Economy

The federal and state economic climate directly impacts the City of Minneapolis. In 2003, the Congressional Budget Office estimates that the federal budget deficit could total $5 trillion over the next 10 years if discretionary spending grows in line with the economy and if Congress enacts programs strongly supported by President Bush over the next few years. The estimate puts the 2004 deficit at $480 billion, making the shortfall equal to about 4.2 percent of the nation's gross domestic product (proportionately lower than some deficits reached in the 1980's). A weak economy created by the 9/11 tragedy has not fully recovered, and tax reductions and increased

defense spending has aggravated sensitive markets. The federal domestic financial assistance programs will face budget reductions as a consequence of these policy choices.

At the state level, the economy has been unable to fully rebound from the recession and continues to struggle into 2004. For the 2004-05 biennium, the economic forecast shows an increase in the deficit of $14 million, bringing it to $4.229 billion. The $14 million increase results from a $150 million downward revision in projected revenues and a $136 million decrease in projected spending and other changes. Minnesota's unemployment rate rose by 0.1 point in December 2003 to 4.7 percent, from 4.6 percent in November 2003, but is still lower than the national average of 5.4%.

Internal Analysis

Budget

The City faces a number of financial challenges that impact the City's ability to deliver services and subsidize development at past levels. These challenges have forced the City to reevaluate priorities, reexamine its business lines, and take measures (layoffs, wage freezes, elimination of non-essential services) to remain solvent. Some of these financial challenges are listed below:

- **Local Government Aid (LGA).** The State of Minnesota cut aid to Minneapolis by $35 million on an annual basis. Minneapolis' LGA allocation for 2004 will be $82.5 million, compared to an original 2003 budget amount of $117.5 million. The City responded to this significant revenue cut by reducing spending through permanent employee layoffs and program reduction early in 2003. 82 employees were laid off to meet the cuts.

- **Personnel Health Care Costs.** Health and dental insurance expenditures are budgeted to increase by 5.5 percent from 2003 to 2004 budget, from $31.1 million to $32.8 million. This change reflects both changes in premium expense (estimated at 20% for health and 4% for dental) and changes in coverage, for example changes between family and single coverage.

- **Internal Service Fund.** During the 1990's, the revenue to support internal services did not keep pace with the growth in expenditures. Significant negative cash balances resulted because of annual expenses exceeding revenues. At year-end 2002, the City's Internal Services Funds had combined negative net assets of $38.1 million, as compared to a negative $32.2 million in 2001, and a negative retained earnings of $54.4 million in 2000. While the balance is still negative, the position of the funds is showing improvement. The adopted financial workout plans for the Internal Services Funds will result in positive net assets and cash balances for these funds over the next few years.

- **Pension Obligations.** While the City and Minneapolis Employee's Retirement Fund (MERF) members have been making the annual amount of contributions mandated by the State, MERF members have been retiring at a faster pace and at higher costs than

originally forecasted by MERF actuaries. The increase in the City's contribution for the Minneapolis Police Relief Association (MPRA), however, is directly related to an increase in the Association's unfunded liability. In the past year, the fund's unfunded liability has more than doubled, due primarily to the negative performance of the equity markets.

- **Enterprise Funds.** As a result of economic conditions, the City's parking business is in a temporary negative financial position – revenues are not meeting targets. This under performance puts stress on the General Fund and requires solutions that reduce the amount of revenue that the parking business provides to the General Fund. Until the economy picks up, the negative performance is likely to continue.

- **Property Tax Changes.** Due to new property tax laws, the State now captures a greater portion of commercial and industrial taxes from the City, thereby significantly reducing the City's tax revenue. That the Minneapolis central business district is in a period of high vacancy and declining market value only magnifies the loss of this revenue. The phase out of limited market value further inhibits the City's ability to capture property taxes as revenue. The jump in property taxes for homeowners will be dramatic and, politically, there will be resistance to raising residential property taxes to fund city services.

Conclusion
To continue funding projects and initiatives at past levels as well as paying off its debts, the City would have to triple the amount of property tax revenues collected by 2010. This increase does not include revenue to do new things, only commitments for current programs. Tripling residential property taxes is not an option as it that would literally tax people out of their homes. This means that the City must continue to find efficiencies and reductions in its non-essential services to meet the normal costs of doing business.

It is important to note that city residents are not the sole beneficiaries of city services. Over 350,000 people work in downtown Minneapolis, many of whom come from outlying areas. Annually, close to 6 million people visit the city's parks and nearly 12 million people attend the city's restaurants, bars, museums, performing arts and sporting activities. On an average day, the city provides services to well over a half million people. City police officers, fire fighters and public works employees are essential not only to the residents of Minneapolis but also to the thousands of people that require city services every day.

Assistant City Coordinator SWOT Analysis

As part of the environmental scan, the City Coordinator and the six Assistant City Coordinators conducted a SWOT analysis to identify factors that impact the Coordinator business lines. The group brainstormed on the departments' strengths, weaknesses, opportunities, and threats. From a long list, each was asked to select his/her top five

choices for each category. Outlined below are the choices that received two or more responses (listed in no specific order).

Strengths

- Experienced management team with thorough knowledge of how the City operates.
- Business planning which helps guide resource decision making and identifies roles and responsibilities.
- Strong strategic planning processes, such as financial, workforce, space, equipment and business planning.
- Ability of Coordinator staff to see and understand the big picture.
- Convening powers of the City Coordinator which pulls departments together to address policy issues and projects.

Weaknesses

- Form of city government (diffused authority).
- Not enough cross-departmental collaboration among the management departments.
- Lack of diversity.
- Lack of utilization of technology
- Management is not seen as an essential service (such as police, fire, public works) by other departments and elected officials.

Opportunities

- City has the tools to help streamline processes (business planning, computer resources, five-year financial direction).
- Reorganization efforts across city (for example, CPED, consolidation of Communications, etc.) should help improve customer service.
- Linking City's financial capacity to business planning with a strategic planning framework.
- Ability to influence service department policies that are at odds with good management practices.
- E-government.

Threats

- No single non-elected executive with authority to make things happen across departments and to hold people accountable.
- Political commitment to departmental business plans.
- Political climate that may not recognize urban challenges.
- Maintaining credibility with other departments.

Internal Customer Interviews

Coordinator staff interviewed key city officials, including City Assessor, City Attorney, Deputy Mayor, Fire Chief, Planning Director, and Public Works Director. The intent of these interviews was to gain honest feedback from a variety of departments, both large and small, about the management services offered by the Coordinator departments. Below are the question posed and a summary of the responses:

1. *How has the City Coordinator's area been helpful to you? In what areas do you wish the Coordinator's area could be of more help as you do your job?*

<u>Positive/Helpful</u>

- Useful as a convener of departments
- Support by IGR, Grants and Communications staff to help with key legislative, grant and communication issues that core staff does not have the expertise to handle
- Analytical abilities of finance staff
- Responsive and helpful with any issue that comes up

<u>Negative/Room for Improvement</u>

- Doesn't have the authority of a city manager to force people to get involved in cross-departmental initiatives and to be accountable for their involvement
- Little value from BIS – cannot receive answers to questions or solve problems, too conceptual and too expensive.
- Focus on process improvements and management system integration (link between FISCOL and HRIS so that information is accurate on both systems)

2. *From your work with the City Coordinator's area, how would you assess the services you've received? What are the strengths and weaknesses?*

Strengths most cited had to do with the quality of information that is provided for policy level decision-making and the caliber of Coordinator. Specifically:

- Cited most often was the strong budget service and analysis that helped departments meet their LGA cuts and develop five-year financial planning. Many voiced concerned that the analytical ability of the Finance Department had been removed due to the LGA cuts, and, therefore, were very pleased that Finance will be bringing back analysts to the department.

- On the staff side, the Coordinator's area got high marks for the responsiveness, friendliness, knowledge and accommodating nature of its staff. Coordinator staff is generally viewed to be adaptable, flexible and supportive of new ideas. The Grants Office received high marks for its support in grant writing and management. In addition, the centralization of the Communications function was mentioned as a positive initiative.

On the flip side, many departments felt that although supportive and friendly, Coordinator staff is not always equipped with the tools to actually follow through with the specific needs of departments. Weaknesses included:

- Improving on-line budget and human resources information by improving the accuracy of the data. The general feeling was that the management systems (FISCOL, HRIS) are only as good as the last change made in the system and don't work together. Information needs to be up-to-date, accurate and user-friendly. Departments struggle to collect the information they need to do business because the perception is that the systems aren't user friendly and that the information is wrong.

- Another common complaint was that despite "excessive" computer investments and upgrades, departments do not see nor receive daily benefits of these investments. A common theme is that BIS has a difficult time giving practical solutions for specific departmental needs.

The other major weakness that was cited involved the form of government in Minneapolis. Although the convening powers of the Coordinator are implied, there is no actual authority to get all city departments to work together or follow one direction. One specific example that was cited was the One-Stop-Shop. The Coordinator cannot mandate that Public Works, CPED, Fire or other non-Coordinator departments conform to a vision for the Shop. Implementing major cross-departmental operations such as this would be much easier and more efficient if the City Coordinator had the authority of an actual City Manager or City Administrator to hold all departments accountable to working together and developing/maintaining meaningful performance measures.

3. How do you feel others who you interact with view the City Coordinator's Office?

The main concern was with now Business Information Services (BIS). A majority of interviewees said that the common conversation between peers involved ITS' perceived inability to get things done. Meaning that, although BIS comes in and listens, it doesn't fix problems. The emphasis should be on technical support to meet department needs and computer "glitches" rather than on "business" support since the City already has a business planning position. Tied into this was the concern that financial and human resources information is not up to date and that the management systems need to work harder to support departments by listening and communicating better.

4. From your perspective, what have been the City Coordinator's two major successes and failures?

For **successes**, the key word was "planning." The Coordinator's Office led the City's strategic planning efforts that developed the City's goals and expectations. This effort was viewed as a major success for the City. The proactive budget planning that occurred to prepare departments for the LGA cuts was also seen as a significant success. Finally, ongoing efforts around financial and business planning, interviewees said, will ensure future successes down the road.

The **failures** that were most cited involved the City's management systems (FISCOL, HRIS). It is believed that the systems do not support the needs of the internal customers, including access to information and unreliable data. It was felt that the systems need to be better integrated and be more user-friendly so that the struggle to get accurate, up-to-date information isn't difficult and time-consuming.

5. *On a scale of one to ten with ten being the best, where would you rate the City Coordinator's services?*

   Average Score = 8

6. *If you could give the City Coordinator one piece of advice what would it be?*

Most offered advice around the "coordinating" component of the City Coordinator's Office, expecting proactive connections between departments, improving internal communications, and streamlining processes. Almost all felt that the Coordinator should have a stronger role as an actual City Manager and, that with this centralized authority, the City Coordinator would be more effective in holding departments accountable.

PRIMARY BUSINESSES
&
PERFORMANCE MEASURES

Customers

Service Activities

Performance Measures

CUSTOMERS

City Coordinator departments provide service to a variety of internal and external customers. Services are provided internally to all City of Minneapolis departments through centralized management services including Business Information Services, Communications, Financial Planning and Budget, Human Resources, and Intergovernmental Relations. Services are also provided to external customers including residents who need to communicate with the City, pay bills, and interact with city officials as well as with business and developers who require licenses, permits and inspections to conduct business in the City. Conventioneers are an important customer to the Convention Center and economy. Traffic control agents and animal control services also support downtown workers and residents.

SERVICE ACTIVITIES & PERFORMANCE MEASURES

Key Department Performance Measures:

1. % of residents who rate Minneapolis government as ‘very good’ or ‘good’ at effectively planning for the future

2. % of residents who rate Minneapolis government as ‘very good’ or ‘good’ at providing value for tax dollars

3. % of women and people of color in City workforce

4. Women and people of color in City workforce as compared to city resident workforce

Service Activities and Performance Measures:

A. Policy Development: The City Coordinator assists the Mayor and City Council in defining policy and establishing priorities.

   A.1. *Assist the Mayor and City Council in defining and establishing City policies and priorities.*

   Description: The City Coordinator coordinates strategic and financial planning activities to assist the Mayor and Council with policy development and decision-making. The Coordinator meets weekly with the Mayor and Council President to address key city issues and plan for the future. In addition to this ongoing advisory role, the Coordinator is also the lead on the City's core processes: Strategic Planning, Business Planning, Annual Budget and Performance Measurement. Key to the success of these endeavors is linking business planning with the City's financial capacity to implement the goals and objectives adopted through the strategic planning process. The City Coordinator serves as the leader of these processes and is responsible for holding staff accountable for informing elected

officials of the outcomes of their policy and financial decisions. Strategic planning and goal setting occurs every four years. The City Coordinator represents the Mayor on the Minneapolis Employees Retirement Fund (MERF).

Performance Measures:

A.1.a. Adoption of citywide goals and outcomes
A.1.b. % of departments with a completed and approved business plan
A.1.c. Key city policies addressed and approved by Council that increase revenue or significantly decrease spending

Explanation of Performance Measures: Many of the Coordinator's activities as they relate to policy development are difficult to measure. One of the Coordinator's key tasks is to advise and consult the Mayor and Council on a variety of issues which is difficult to measure quantitatively on an annual basis. Performance measures for this service activity reflect the initiatives led by the Coordinator by simply listing them, which demonstrates the proactive development of key city policies by the Coordinator.

A.2. *Coordinate city departments to implement special initiatives that reflect Mayor and Council priorities and hold departments accountable for their performance*

Description: The City Coordinator convenes the charter department heads and interdepartmental work teams to address Mayor/Council projects and policies. Developing strong relationships and interdepartmental relationships is crucial. The Coordinator nurtures these relationships by holding regular Department Head meetings. The City Coordinator also serves on a number of cross-departmental work teams, including the Labor Management Committee, Minneapolis Emergency Communications Center User Board, New Central Library Implementation Committee, and the Security Response Work Team. In addition, the City Coordinator staffs the Executive Committee which includes annual work plan and performance reviews of all charter department heads. These reviews hold the department heads accountable by ensuring that Mayor and Council priorities are reflected in their work.

Performance Measures:

A.2.a. Key special projects coordinated by the City Coordinator
A.2.b. % of Department Heads that consider biweekly Department Heads meetings useful and productive
A.2.c. % of Department Heads who receive a work plan annual performance review
A.2.d. % of Executive Committee members who deem the Executive Committee useful and effective

Explanation of performance measures: The special project component of this service activity is difficult to measure on an on-going basis as many of the projects and

initiatives are often unplanned and the result of an unanticipated community need and generally do not last for more than one year.

B. Management Oversight: The City Coordinator oversees the City's management departments and Regulatory Services to ensure excellence in service and public accountability.

B.1. *Strengthen management systems and improve efficiencies*

Description: The City Coordinator convenes the charter department heads and interdepartmental work teams to address Mayor/Council projects and policies. Developing strong relationships and interdepartmental relationships is crucial. The Coordinator nurtures these relationships by holding regular Department Head meetings. The City Coordinator also serves on a number of cross-departmental work teams, including the Labor Management Committee, Minneapolis Emergency Communications Center User Board, New Central Library Implementation Committee, and the Security Response Work Team. In addition, the City Coordinator staffs the Executive Committee which includes annual work plan and performance reviews of all charter department heads. These reviews hold the department heads accountable by ensuring that Mayor and Council priorities are reflected in their work.

Performance Measures:

B.1.a. % of City Coordinator departments that submit annual work plan and receive annual review
B.1.b. % Coordinator departments that stay within approved budget
B.1.c. % women and people of color in management departments
B.1.d. % customer departments expressing satisfaction with the services provided by BIS, Communications, Finance, Human Resources and IGR

Explanation of performance measures: The measures of this service activity reflect the Coordinator's role as the manager of these key functions. Ultimately, the Coordinator is accountable for the success/failures of the management departments and these measures highlight the aggregate achievements of all the ACC departments.

KEY INITIATIVES & OTHER MODELS FOR PROVIDING SERVICES

Key Initiatives

Special projects arise annually and are dictated by political and community trends. For this reason, key projects and initiatives are difficult to predict and plan for. Projects led by the Coordinator in the past have been as varied as the implementation of CPED to the redesign of the Police Civilian Review Authority, from development of the Ethics Code to limited English proficiency planning.

Over the next five-years, however, key management initiatives have been identified and include the following:

- Continue guiding the City through financial planning to meet the pressures facing the City's long-term budget situation (Finance)
- Implementation and quality control of the One-Stop-Shop (Regulatory Services)
- Monitoring of Unisys contract and continuous improvement of technology services, both internally and externally (e-government) (BIS)
- Diversifying the workforce to reflect the city's population (Human Resources)
- Implementation of the 311/Common Contact Center (BIS and MECC)
- Systematizing throughout the organization the consolidation of the communication functions (Communications)

Further information about these initiatives is outlined in greater detail in the individual department business plans.

Based on the results of the SWOT analysis, one key initiative that the Coordinator's Office will lead is the ***Improvement of Internal Customer Service***. Integrating the City's management systems to improve efficiencies to respond to customer needs is a major goal for the business plan. A management team committee will be created to regularly review customer complaints, improve data accountability and develop methods for improving the management systems. Staffed by the Finance, Human Resources and BIS departments, this committee will develop regular customer surveys and create a work plan with performance measures for annual review by the City Coordinator.

Other Models of Providing Service

The City of Minneapolis is a municipal corporation governed by a Mayor-Council form of government; it was incorporated in 1867 and adopted a Charter on November 2, 1920. The Mayor and 13 Council members from individual wards are elected to terms of four years, without limit on the number of terms which may be served. The Mayor and Council are jointly responsible for the adoption of an annual budget and a five-year capital improvement program. As required by Charter, the Mayor is responsible for preparing an annual operating and capital budget recommendation to Council for their consideration as well as appointing Department Heads as Chair of the Executive Committee. The mayor has veto power, which the Council may override with a vote of

nine members. Any changes to the form of government in Minneapolis would require a Charter change.

There are several workable forms of local government. They usually depend upon the role of the central government, and the degree of home-rule powers given to cities in running the affairs of their communities. Typical types of local governments in the U.S. include **strong mayor, mayor-council, and council-manager** plans. The characteristics of each are highlighted below.

Strong Mayor. Under the strong mayor form, the mayor is responsible for the operation of all administrative agencies and departments within the city. Under this form, the Mayor appoints department heads and other subordinate staff, can veto council actions subject to an override by, and prepares and administers a budget that the council approves. The chief functions of the council are to legislate and set policies, pass budgets and bond issues, and review mayoral and administrative actions. A city administrator is generally not part of the organizational structure in this form of government. This form of local government is rare in Minnesota.

Mayor/Council. The mayor/council form of government is the most common in Minnesota. Under this form, legislative authority is the ultimate responsibility of the council. The mayor's power in a mayor/council form is no greater than that a council member, with the exception of the mayor's role as the presiding officer at council meetings and other minor duties. Many cities create a city administrator position to oversee the day to day management of the city. Although the City of Minneapolis has a City Coordinator position to oversee the city's management systems, this position does not have the scope of authority or the administrative powers of a city administrator. The mayor-council form of government is the form that most closely parallels the American federal government, with an elected legislature and a separately elected executive. Typically, the mayor's duties and powers include the following: hiring and firing department heads, preparation and administration of the budget, and veto power (which may be overridden). The council has the following responsibilities: adoption of the budget, passage of resolutions with legislation, auditing the performance of the government, and adoption of general policy positions.

Council/Manager. In the council-manager form of government, the council is the elected governing body of the city, and the manager is hired by the council to carry out the policies it establishes. The council consists of five to nine members, including a mayor (or council president) who is either selected by the council or elected by the people as defined by the city charter. Typically, the mayor is recognized as the political head of the municipality, but is a member of the legislative body and does not have the power to veto actions. The size of the council is generally smaller than that of a mayor-council municipality. The council is responsible for setting policy, approving the budget, and determining the tax rate. Under this form of government, the council has policy making and legislative authority, but the administration of the government is the city manager's responsibility. The manager prepares the annual budget, directs day-to-day operations, and appoints department heads, usually without council approval.

DEPARTMENT RESOURCES

Finance Plan

Workforce Plan

Technology Plan

Space Plan

FINANCE PLAN

Historical Financial Information – All Coordinator Departments

	2002	2003	% Increase	2004	% Increase
Expenditures	96,388,406	101,565,348	.054%	104,325,782	.027%
Revenues	102,068,231	100,219,268	-.018%	100,793,182	.006%

Reductions per City's Five-Year Financial Direction

The City's Five-year Direction directed the City Coordinator to reduce expenditures by approximately $3.1 million between 2003 and 2008. Specific targets by department include:

	2003 Expense	5-Yr Projected Growth in Spending	5-Yr Reduction to Growth in Spending	2008 Recommended Expense	Avg. Annual % Increase over 5-Yr Period
Administration, Communications, IGR	1,984,954	641,399	-	2,626,353	6.5%
BIS	13,652,971	4,120,940	(1,600,000)	16,173,911	3.7%
Finance	5,839,379	1,777,513	(900,000)	6,716,892	3.0%
Human Resources	3,903,215	1,186,249	(600,000)	4,489,464	3.0%
Regulatory Services – Licenses	6,115,022	1,975,951	-	8,090,973	6.5%
Regulatory Services – Inspections	13,916,698	4,496,911	-	18,413,609	6.5%
Total:	45,412,239	14,198,963	(3,100,000)	56,511,202	4.9%

WORKFORCE PLAN

Employees are the greatest asset to the City of Minneapolis, and the primary key to making it a great place to live, work and play. Thus, the City Coordinator is committed to attaining a well educated, well trained, diverse workforce that reflects the community we serve. Each of the City Coordinator departments has completed a Workforce Plan to serve their departmental needs over the next 5 years as part of the business planning process.

The City Coordinator's current workforce demographics are charted below.

Department:	# of FTEs	# of Males	% Male	# of Females	% Female	# of EE's of Color	% EE's of Color	# of Disable EE's	% Disabled EE's
BIS	54	27	50.0%	27	50.0%	4	7.4%	1	1.9%
City Coordinator	6	3	50.0%	3	50.0%	0	0.0%	1	16.7%
Communications	13	3	23.1%	10	76.9%	5	38.5%	0	0.0%
Convention Center	161	108	67.1%	53	32.9%	70	43.5%	14	8.7%
Finance	181	68	37.6%	113	62.4%	53	29.3%	16	8.8%
Human Resources	50	14	28.0%	36	72.0%	15	30.0%	4	8.0%
IGR	3	1	33.3%	2	66.7%	0	0.0%	0	0.0%
Grants & Special Projects	5	2	40.0%	3	60.0%	1	20.0%	0	0.0%
Inspections	132	76	57.6%	56	42.4%	23	17.4%	12	9.1%
Licenses & Consumer Services	113	58	51.3%	55	48.7%	19	16.8%	7	6.2%
Totals	**718**	**360**	**50.1%**	**358**	**49.9%**	**190**	**26.5%**	**55**	**7.7%**

TECHNOLOGY PLAN

Business Information Services (BIS) is the City's resource department for information technology (IT) and reports to the City Coordinator. Citywide key initiatives for the near future include the following:

Outsourcing: A key trend in the technology industry is for internal IT organizations to re-evaluate their mission and to help departments leverage technology to better meet their business needs. Outsourcing the IT infrastructure allows BIS to focus on providing value added information services and to strategically work with its customers.

E-government: A major industry trend is to provide public sector services through the Internet. E-government is the total integration of people, processes, and technology to conduct the business of government. The trend is to leverage the Internet to simplify interaction with government and to provide electronic delivery of public services. This streamlines the government by providing efficient and effective services and information to citizens, businesses and other government agencies. Work flows will be redesigned for efficiency across the departments and other government agencies.

Citizen Response System: Cities across the nation recognize the need to develop consistency, inter-department coordination and accountability when responding to requests for services. Many cities are relieving their 911 services of non-emergency work to enable them to focus to be on true emergencies. By implementing a Citizen Response System, the city will streamline services, improve citizen interaction, decrease cost of service delivery and provide workload accountability.

Wireless Communications: Wireless technology and mobile commerce offer tremendous opportunities to provide the right information at the right time and place using phones, handheld devices, pagers and cameras. This technology will provide faster information and response time for services that are critical to citizens. An example is wireless fidelity (WiFi) in police mobile command units.

SPACE PLAN

The City Coordinator serves as the Chair to the Facilities Space and Asset Management (FSAM) Committee and is charged with the following responsibilities:

- Recommendation of space policies and procedures for consideration by the City Council and Mayor;
- Prioritization and planning for space related capital projects;
- Approval of strategic facilities plans;
- Approval of requests for exclusion from policies or procedures;
- Approval of major departmental moves;
- Resolution of facility or space management issues as appropriate

The City is currently undergoing a strategic space plan initiative. A firm, Public Pathways, has been hired to assist the City in this initiative. Property Services, along with the Public Pathways, will review each of the Departmental Business Plans to identify issues that may effect space. They will then they will meet with each of the Department Heads to address any specific short, mid and long-term issues. Upon completion of the City's space needs analysis, the FSAM Committee will consider potential options and actions.

Appendix – Raw data from Department Head Interviews

1. *How has the City Coordinator's area been helpful to you? In what areas do you wish the Coordinator's area could be of more help as you do your job?*

plus

- useful as a convener of departments, good to convene depts when important issues come up (like the recent budget/LGA)
- Grants & Special projects a big plus and help
- Support of a variety of projects by coordinator staff
- Analytical abilities of finance staff, but not anymore since mgmt and budget analysts have been cut
- Gail Plewacki
- IGR staff and their ability to work with a variety of departments of key issues and following through
- Responsive and helpful with any issue that comes up

minus

- doesn't have the authority like a city manager to force people to get involved
- silo mentality still exists in City Hall
- losing mgmt and budget analysts for their unique abilities that most dept staff are not trained in
- ITS, very little value from ITS, can't get grant $$$ because can't get right info from ITS, can't get answers to questions or solving problems, too conceptual and too expensive.
- Could be very influential in management system integration
- Focus more on process improvements, management system integration, tie in HR and financial systems – coordinator needs to play a key role in this
- Ensuring process improvement citywide (for example, contracting, purchasing)

2. *From your work with the City Coordinator's area, how would you assess the services you've received? What are the strengths and weaknesses?*

Strengths

- Budget service, though more difficult now that budget analysts are gone
- Personnel – good service from HR
- Responsiveness
- Responsive IGR with strong partnerships
- Departments get along
- Departments generally responsive and respond quickly
- Centralized communications function
- Responsive and accommodating
- Supportive of big ideas and change – need to build on this
- Willing to change and accommodate

Weaknesses

- Improve on-line budget information, tighten accuracy of accounting system, need up to date information that is accurate
- Too long to get positions through the system, process is too long
- Unisys – still holding out on if this is a good thing or not
- No authority to get depts. coordinated (i.e. one-stop-shop)
- Systems technically don't work together
- Silo mentality but with skyways
- Excessive IT investments and upgrades without getting daily benefit
- Systems only as good as last change in the system (HRIS and FISCOL) – inaccuracies
- Fulfilling business planning, less resources for staff and budget analysis to complete plans
- IT has a hard time giving practical solutions that work for the dept
- Financial analysis for department budgets, need to rethink who is going to assist on this, accountants just don't have the same ability as the mgmt and budget analysts did

- Outcomes can't be met because lack expertise
- People are helpful and want to help but don't always have the means
- Can't get information need because systems aren't user friendly or the information is wrong
- Silo approach still part of the city
- Philosophy of the mgmt systems is to control the data and not help the user versus allowing the manager to use the data to make decisions

3. *How do you feel others who you interact with view the City Coordinator's Office?*

- Concerns about hiring process, financial information being updated and accurate, computer glitches
- ITS – can't get the job done, come in and listen but doesn't follow through – wants new systems but can't fix the small problems, need technical people to assist with business needs not analytical people save that for the depts.
- That finance and IT don't support departments, don't listen to depts. concerns or communicate with them well

4. *From your perspective, what have been the City Coordinator's two major successes and failures?*

Success
- Strategic planning
- Financial planning
- Met LGA cuts well and got ahead of it so we could establish sense of priorities
- Business planning
- Budget planning – moved to a more proactive approach
- LGA cuts
- Finance Department – ability to manage crisis budget, long range financial planning
- CPED implementation
- Strategic Planning - moving in the right direction

Failure
- Better management systems so departments can get the info they need
- Management systems don't meet internal customers needs
- Adequately fulfill business planning
- Not a city manager, easier if had one executive to hold people accountable, report to one person rather than 14
- Budget cuts hurt good managers
- Need one person to hold department heads accountable
- Systems that don't support the needs of the user
- BIS
- IGR (surprisingly passive legislative lobbying, development of legislative agenda seems matter of fact and low key, should be proactively strengthening partnerships, would expect them to be more aggressive)

5. *On a scale of one to ten with ten being the best, where would you rate the City Coordinator's services?*

    - 7.5
    - 9 (ITS a 3 and IGR a 10)
    - 8
    - 8
    - 7.5

6. *If you could give the City Coordinator one piece of advice what would it be?*

- Keep making the word “coordination” come alive and live within in the organization
- Stronger role as a city manager, take control of departments and drive the rest of us
- Streamline processes, too bureaucratic with too many processes and hoops to jump through, be proactive in changing this
- Improve internal communications
- Centralized authority – City Manager
- Increase staff support (to allow for political positioning)