

# ASSESSOR

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

The Minneapolis Assessor's Office is a customer service-driven department with professional and responsive staff working together to deliver accurate, impartial and understandable valuations and classifications to taxpayers and elected officials. It is to be recognized as an authority on assessment practices and a partner in providing information to support financial decision making.

#### VALUES –

Equalization - Provide fair and accurate valuations and classifications.

Customer Service - Provide prompt, courteous and understandable information.

Knowledge - Be a source of high quality Minneapolis real estate and assessment information.

Professionalism - Employ educated, qualified and experienced staff who efficiently and effectively provide departmental services.

#### MISSION –

The Minneapolis City Assessor's Office serves the taxpayers of the City by valuing and classifying real property in an accurate and equitable manner as prescribed by state law. The office also supports government funding, planning and information needs.

#### BUSINESS LINES –

1. **Assessment** - Perform the assessment function for all real estate and statutorily-mandated personal property.
  - a) Valuation- Estimate and defend the annual value of all taxable property and maintain complete and accurate property descriptions.
  - b) Classification - Classify all parcels according to their ownership and use. Administer tax programs that include, but are not limited to Homestead, Tax Exemption, and other special classifications.
  - c) Appeals and Reviews – Respond to all formal and informal.
  - d) Data Integrity – Collect, verify and maintain property records and private data according to data privacy laws and City ordinances.
  
2. **Internal and External Support** - Support City initiatives, City departments, the Minneapolis School District, Hennepin County Taxpayer Services and attorneys, the Minnesota Department of Revenue, taxpayers, neighborhood groups and the media.

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

The City Assessor's Office has identified the following significant trends and challenges that will impact the Office:

- 1) The high volume of court cases are due in part to the oversupply of office buildings and a weak industrial market during the 2002-2004 time frame. Although the current market is recovering, the court cases from previous years are processed now. This is complicated by a growing "industry" in the field of property tax appeals. Although the number of petitions for 2005 is 363 cases, down from 380 from payable 2004, a major court case requiring a narrative appraisal can take several hundred hours to research, write and defend in court. Tax court cases can erode the Department's budget and staff resources. We will identify best practices on court litigation and develop efficient and effective methods of dealing with tax litigation.
- 2) An increasing number of requests for real estate data and information from internal and external customers is requiring large blocks of time and resources to produce. This results in inadequate time and resources available for core business functions. We will address recovering costs for researching and producing these reports.
- 3) Ten years of budget cuts have resulted in reductions of 7.5 positions or effectively a loss of 18 percent of the Department's workforce compared to 1995. During that same time period, the real estate market in Minneapolis continued to grow and develop. Today, the Department's staff is responsible for 3,200 more parcels than in 1995. Minneapolis real estate values have also increased during that same period. Since 1995, the market value of all property in Minneapolis has increased 145 percent which in turn has resulted in an increase in property taxes of 42 percent. As property taxes have increased, so has the taxpayer's request for market data, property reviews, and petitions. Compounding the effect of ten years of budgetary and staffing constraints is the anticipated 10,000 new condominiums under construction or in the approval process. Additionally, there will be three experienced top management staff retiring over the next 6-36 months. Further staffing reductions in the Assessor's office can result in the erosion of the City's tax base. We will address this by working closely with Human Resources to develop a retention and succession plan, and work with Ways and Means to address adequate staffing levels for the Department.
- 4) The phase out of limited market value and other state law changes is shifting property tax burdens from commercial/industrial property to residential property. Residential property is the largest class of property in Minneapolis and these changes have increased the workload of the residential staff. We will expand the use of Computer Assisted Mass Appraisal (CAMA) and improve the data for the existing CAMA system while investigating appropriate solutions for this challenge.

### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

No target strategies were requested from this Department.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Provide value-added services to taxpayers	Improve customer access to information	% of departmental documents with Limited English Proficiency (LEP) accommodations	<ul style="list-style-type: none"> <li>- Create and implement a plan to serve customers with LEP</li> <li>- Increase the information and functionality of the Assessor's Office website</li> <li>- Add search capabilities to the Assessor's Office lobby computers for public use and research of Minneapolis properties</li> </ul>
	Provide proactive taxpayer education	# of phone calls reduced to support and appraisal staff  # of meetings held	<ul style="list-style-type: none"> <li>- Partner with 311 developers to identify customers and information who would be best served by the 311 call center</li> <li>- Review Frequently Asked Questions (FAQ) on City website quarterly and update with new information when necessary</li> <li>- Plan and implement two property value information meetings at neighborhood community centers</li> <li>- Respond to information and analysis requests relating to property tax policy during the legislative session</li> <li>- Determine the feasibility of homesteading properties at closing</li> </ul>
Improve the efficiency and effectiveness of business processes	Maintain the current level of levy collected	98% or higher levy collection	<ul style="list-style-type: none"> <li>- Insure our valuation process is fair and defensible to maintain the collection rate</li> </ul>
	Minimize appeals and requests for property reviews	# of days mailing sent out earlier compared to previous year (goal is February 2006)  % decrease in the number of review requests  Reduce # of hours appraisers spend doing reviews	<ul style="list-style-type: none"> <li>- Evaluate the annual department work schedule to identify ways to complete and mail the estimated market valuation notices earlier in the year</li> <li>- Improve the Board of Appeal and Equalization process by working with the City Clerk</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Improve the reliability, utility and accessibility of property related data	Reduce the Assessor's time doing research and analysis	<ul style="list-style-type: none"> <li>- Work with the Department of Revenue to modify the Truth-in-Taxation form to include homestead percentage information</li> <li>- Support the development of other Departments' ability to use Govern software and data for their own research and analysis</li> <li>- Develop EIM knowledge, skills and abilities, within the Department</li> <li>- Ensure that departmental records are identified and have a retention schedule</li> </ul>
	Streamline the valuation of all property types: residential, condominiums, apartments, commercial and industrial properties	# of property types valued using the CAMA system  % of residential sales verified	<ul style="list-style-type: none"> <li>- Expand the use and improve the functionality of CAMA</li> <li>- Complete more verifications of residential sales</li> <li>- Improve the efficiency of imputing property data into Govern for new and converted condominiums</li> </ul>
	Develop practices to improve the efficiency of the analysis and administration of tax court appeals	% reduction of appeals of taxable parcels	<ul style="list-style-type: none"> <li>- Identify best practices on tax court litigation</li> <li>- Document current practices</li> <li>- Define opportunities for efficiency and effectiveness improvements</li> <li>- Implement appropriate process changes</li> </ul>
Maintain a competent, positive, fully-staffed workforce	Maintain the Department's institutional knowledge through training, mentoring and modeling	% of departmental employees with training and development plans	<ul style="list-style-type: none"> <li>- Draft a departmental succession plan</li> <li>- Create individualized training &amp; development plans</li> <li>- Create specialists by property type to serve as mentors and assist appraisers on Court cases</li> <li>- Participate in City-wide Employee Survey Results Team</li> <li>- Identify and create action plans to address departmental results of the Employee Survey</li> <li>- Incorporate loss prevention strategies into departmental training plan</li> </ul>

## FINANCIAL ANALYSIS

### EXPENDITURE

The Assessor's 2006 Adopted Budget is \$3.2 million, a 2% or \$76,000 increase over the 2005 Adopted Budget. The total number of positions is 34.5, the same level as 2005.

### REVENUE

Revenue in 2006 is projected to remain at \$134,000, the same level as 2005. The bulk of these revenues are from payment in lieu of taxes (PILOT) paid by nonprofit nursing homes through agreements in the Community Planning and Economic Development (CPED) Department's work.

### FUND ALLOCATION

One hundred percent of the Assessor's budget comes out of the General Fund.

### MAYOR'S RECOMMENDED BUDGET

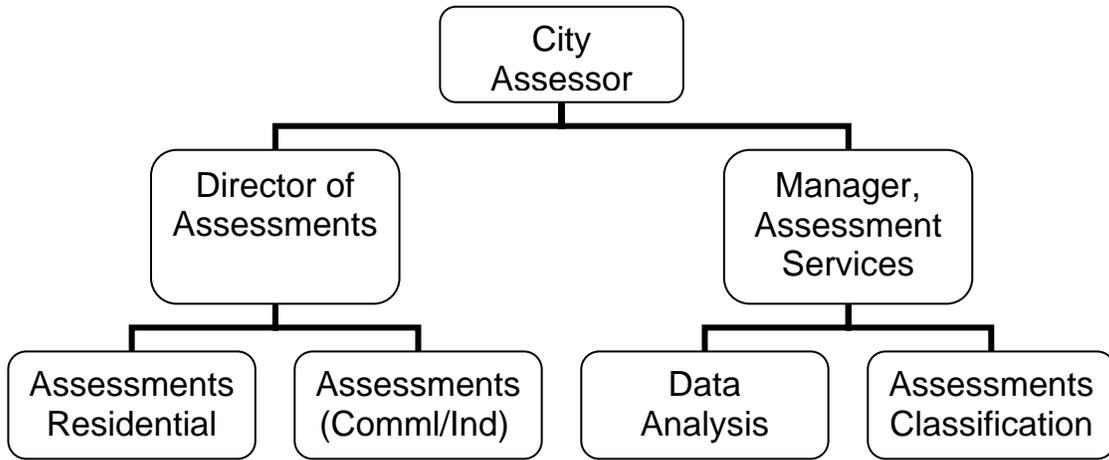
The Mayor's recommendation added \$50,000 in one-time resources to the Department for training in support of succession planning and updating assessment practices.

### COUNCIL ADOPTED BUDGET

The Council adopted the Mayor's recommendation.

### ASSESSOR Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
Total FTE's	35.50	34.50	34.50	34.50	0.00%	-



**ASSESSOR  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Capital Outlay	0	3,435	524	534	1.9%	10
Contractual Services	277,092	232,899	486,921	484,425	-0.5%	-2,496
Equipment	0	0	1,047	1,068	2.0%	21
Fringe Benefits	423,956	442,333	559,333	603,503	7.9%	44,170
Operating Costs	138,751	160,909	156,712	161,152	2.8%	4,440
Salaries and Wages	1,744,022	1,686,378	1,896,525	1,925,984	1.6%	29,459
<b>Total for General Fund - City</b>	<b>2,583,821</b>	<b>2,525,954</b>	<b>3,101,062</b>	<b>3,176,666</b>	<b>2.4%</b>	<b>75,604</b>
<b>Special Revenue Funds</b>						
Contractual Services	0	0	0	0		0
Salaries and Wages	0	0	0	0		0
<b>Total for Special Revenue Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Total for ASSESSOR</b>	<b>2,583,821</b>	<b>2,525,954</b>	<b>3,101,062</b>	<b>3,176,666</b>	<b>2.4%</b>	<b>75,604</b>

**ASSESSOR  
Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Charges for Sales	118	69	0	0	0.0%	0
Charges for Service	1,472	400	1,000	1,000	0.0%	0
Interest	133	73	0	0	0.0%	0
Other Misc Revenues	21	30	0	0	0.0%	0
Property Taxes	161,942	114,239	133,000	133,000	0.0%	0
<b><i>Total for General Fund - City</i></b>	<b>163,686</b>	<b>114,811</b>	<b>134,000</b>	<b>134,000</b>	<b>0.0%</b>	<b>0</b>
<b>Total for ASSESSOR</b>	<b>163,686</b>	<b>114,811</b>	<b>134,000</b>	<b>134,000</b>	<b>0.0%</b>	<b>0</b>

# CITY ATTORNEY

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Our vision is to provide outstanding legal services to our clients and for our community.

#### VALUES –

- A commitment to the highest ethical standards
- Excellence as attorneys and legal services providers
- A problem solving orientation by all members of the Office
- A productive work ethic
- An equitable and respectful work environment
- Respectful and collaborative interaction with other City departments, governmental entities, and the community
- Prudent stewardship of the public's money

#### MISSION –

The mission of the City Attorney's Office is to do justice, hold offenders accountable, and enhance the public's sense of safety in their communities; and to deliver high quality, cost-effective legal services that are responsive to the City's adopted policies, goals, and objectives.

#### BUSINESS LINES –

1. Do justice, hold offenders accountable, and enhance the public's sense of safety in their communities.
2. Deliver high quality, cost-effective legal services that are responsive to the City's adopted policies, goals, and objectives.

#### 2006 DEPARTMENT FOCUS –

***What Key trends and challenges will the department address and what actions will be taken?***

#### KEY TRENDS

##### 1. Civil Litigation Services

The Civil Division 2004 caseload was 904, a 25 percent increase from 724 cases in 2003. The increase is cause for concern, especially in light of the City's five-year financial direction. As the

City Attorney's civil caseload increases, the ability of the Office to deliver timely non-litigation services may be impaired given the resources allocated to the Civil Division.

One key indicator is police misconduct lawsuits. The number of police misconduct lawsuits declined dramatically from 1998 to 2001. In 1998, 69 new cases were filed as compared to 22 in 2001. The trend is now moving in the other direction – 28 new police misconduct lawsuits were filed in 2002, 33 cases in 2003, and 50 cases in 2004.

It is also noteworthy that the amount of police misconduct case settlements is increasing. In 1998, the total amount of settlements for police misconduct cases was \$1,250,000, or an average of \$92,500 per case. In 2003, there were 19 settlements for a total amount of \$568,765, or an average settlement of \$29,935 per case. In 2004, there were 24 settlements totaling \$2,089,925 for an average of \$87,080 per case. Three of the police misconduct settlements totaled \$1,557,375 or 75 percent of the dollars paid in 2004.

## **2. Public Safety**

The City Attorney's Office continues to enhance public safety in the City through its three-pronged strategy: (1) aggressive prosecution of livability crime, (2) proactive involvement in improving the criminal justice system, and (3) active collaboration with neighborhoods on community justice. The number of criminal cases prosecuted each year is declining. The Criminal Division caseload for 2004 was 29,117. In contrast, the Criminal Division handled 35,393 in 2003, 43,981 cases in 2002, 44,970 cases in 2001, 51,808 cases in 2000, 55,027 cases in 1999, and 63,887 in 1998.

Despite this decline, the criminal caseload continues to be extremely heavy for the Office's authorized complement in the Criminal Division. An annual caseload of 29,117 cases results in an average caseload of 1,021 cases per authorized criminal prosecutor position. Both the American Bar Association (ABA) and the Minnesota State Public Defender analyzed acceptable caseload standards and independently recommended identical gross misdemeanor and misdemeanor caseload standards for public defenders; both recommend an annual average of 400 misdemeanor cases per attorney per year or 250 gross misdemeanor cases per attorney per year. Thus, the average annual caseload in the City Attorney's Office is nearly three times the ABA and State Public Defender standards for misdemeanor cases and more than four times the standard for gross misdemeanor cases.

## **SIGNIFICANT CHALLENGES**

Two major challenges face the City Attorney's Office in 2006-2010. They are: (1) purchasing and installing effective technological systems in the Office, and (2) dedicating stable sources of funding to support adequate staffing in the Criminal Division.

### **1. Purchasing and Installing Effective Technological Systems in the Office**

Both of the City Attorney's CityLaw system components (Criminal Division and Civil Division) need to be replaced. This is particularly true for the Office's prosecution case management system. The Criminal Division prosecutes a high volume of cases and the lack of a fully-functional system limits the ability of the Criminal Division to manage effectively the caseload and the human resources in the Division. Further, the community expects access to information about active cases. Citizen access to this information is important in order for the public to have confidence in its criminal justice system and individual feelings of safety. A fully-functional case

management system that produces accessible information should result in our citizens being more willing to report crime, testify as witnesses, and be more active in their neighborhoods. Finally, without an adequate prosecution case management system, the City will not be able to connect to the Minnesota Court Information System (MNCIS) or CriMNet.

In the 2004 Adopted Budget, the City Council appropriated \$2.8 million dollars to design and install a fully-functional case management system in the City Attorney's Office. In addition, \$650,000 federal grant dollars were received by the City for this project. The project has been split into two parts. One part is the case management system itself; the other a criminal justice information integration project. Once designed and installed, the new system should result in a number of significant improvements. First, the system should provide an efficient means of capturing case information, including police reports, booking information, victim/witness information, and 911 calls. Second, bench warrant history should be more readily available which will allow prosecutors to more convincingly argue to the judges to keep chronic offenders in custody to help shut the "revolving door." Third, the integration with the MNCIS system, once completed, should give City prosecutors information on felony crime and certain gross misdemeanors. A more complete criminal history on offenders should result in better dispositions.

In 2004, the City's Business Information Systems (BIS) Department entered into a contract with LegalEdge to design and install the needed case management system. LegalEdge has been unable to perform and has not delivered a functioning system. On May 27, 2005, the City Council voted to terminate the City's contract with LegalEdge and authorized BIS to negotiate and enter into a contract with another vendor, RealLegal. This change in vendors will delay the installation of a fully-functional case management system in the City Attorney's Office.

## **2. Dedicating Stable Sources of Funding to Support Adequate Staffing in the Criminal Division**

Since 1997, federal Local Law Enforcement Block Grant (LLEBG) dollars have been used to fund a number of positions in the City Attorney's Criminal Division so that the Office could aggressively prosecute livability offenses in the City. Although the City has appropriately capitalized on the availability of federal block grant dollars to fund Criminal Division positions, federal block grant dollars are not a reliable long-term source of funding because the amount of federal block grant dollars available to the City is declining. Furthermore, the formula for awarding federal block grant dollars is based on the Part 1 crime rate, which has decreased in recent years. In 2004, there were six positions in the Criminal Division that were funded through federal block grant dollars; the 2005 Adopted Budget eliminated four of those positions. Early reports regarding LLEBG funding for the upcoming federal fiscal year suggest there will be further reductions in LLEBG funds. Such reductions could result in the elimination of the two prosecutor positions in the Criminal Division, which are funded through LLEBG dollars. In addition, in the 2005 Adopted Budget, the City Council funded \$50,000 of criminal prosecution activities through Community Development Block Grant (CDBG) funds; reductions in CDBG funding could result in additional staffing reductions in the Criminal Division.

### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

Within the financial resources allocated to the City Attorney's Office under the five-year financial direction, the City Attorney's Office must reduce its 2006 spending by \$150,000. The Office's adopted five-year business plan contemplates that the Office will meet its business objectives within the constraints of the five-year financial direction by utilizing savings from the renegotiation of the City

Attorney's Office lease. Although lease negotiations are not complete, every indication is that at least \$150,000 per year will be saved and made available for the 2006 budget by renegotiating the Office's lease.

Reductions in federal funding - both LLEBG and CDBG dollars (as described above) - would impact staffing in the Criminal Division. If the CDBG reduction is only 5 percent, salary savings will be used. If the reduction is 50 percent, a full time employee reduction will be required. To the extent possible, vacant positions will be utilized prior to layoffs.

Delivering civil legal services and prosecutorial services will continue to be done in accordance with the prioritization plans described in the adopted Business Plan.

## 2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –

Strategies	Objectives	Measures: Outcome and Driver	Tactics
<b>PUBLIC SAFETY BUSINESS LINE</b>			
Aggressively prosecute livability crimes that occur in the City of Minneapolis	Prosecute chronic offenders by seeking significant jail time or other appropriate sanctions	<p>Prosecute gross misdemeanor and misdemeanor crime in accordance with priorities in the adopted Business Plan</p> <p>Prosecute 100% of chronic offenders identified by Minneapolis Police Department and the City Attorney's Office</p> <p>Increase by 3% each year the number of convicted chronic offenders who receive jail time or other appropriate sections</p> <p>Achieve by 2010 a 70% result in percent of chronic offenders who did not re-offend within 12 months</p>	<p>Review and revise, if necessary, the Office's charging standards</p> <p>Maintain the special prosecution team's focus on relentless pursuit of the 100 worst livability crime offenders in Minneapolis</p> <p>Update the top offender list every two weeks based on the most recent offense data</p>
	Enhance prosecution of perpetrators of domestic violence	Increase conviction rate on domestic violence cases to 60% by 2010	<p>Maintain a prosecutor position assigned to the Minneapolis Police Department's Family Violence Unit</p> <p>Design and deliver training to police officers and prosecutors on domestic abuse law</p>
	Align Business Plan misdemeanor crime objectives of Minneapolis Police Department and City Attorney's Office	Complete revision of City Attorney's Office Business Plan by 3 <sup>rd</sup> Quarter, 2005	<p>Develop joint Minneapolis Police Department/City Attorney's Office presentations for elected officials</p> <p>Make joint presentations in PS&amp;RS (Public Safety and Regulatory Services) Committee</p> <p>Revise Business Plan based on Council direction</p>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Continue proactive involvement in improving the criminal justice system	Design, acquire, install and implement a new prosecution case management system	<p>Install new case management system</p> <p>Train staff</p> <p>Complete 100% of quarterly evaluations</p>	<p>Participate in monthly Case Management Steering Committee meetings to ensure system installed as soon as possible</p> <p>Complete "shakedown" of new system</p> <p>Work with BIS and system consultants to design user training program</p> <p>Evaluate user proficiencies quarterly for 12 months following implementation and training</p>
	Work with Hennepin County District Court to improve the handling of misdemeanor crime	<p>Delegate to the Hennepin County Court Referee authority to resolve certain misdemeanor offenses</p> <p>Participate in the operation of the Mental Health Court</p>	<p>Finalize delegation</p> <p>Participate in CJCC (Criminal Justice Coordinating Committee) and its subcommittees</p> <p>Staff court calendar</p> <p>Collaborate with Hennepin County to secure grant funding for court</p>
	Utilize an administrative process, on a demonstration basis, to address certain livability crimes in the 1 <sup>st</sup> Precinct	Increased usage of administrative process for certain offenses	<p>Train Minneapolis Police Department on the administrative process</p> <p>Evaluate effectiveness of demonstration project</p>
Continue active collaboration with neighborhoods on community justice	Maintain a Community Attorney program	<p>Community attorneys assigned to all five precincts</p> <p>Increase by 5% each year the number of community contacts made by the community attorneys</p> <p>Increase by 2% each year the number of community impact statements prepared and filed</p>	<p>Staffing completed by 3<sup>rd</sup> Quarter, 2005</p> <p>Attend meetings; publicize program</p> <p>Provide training to community groups and individuals on community impact statements</p>
	Collaborate with neighborhood restorative justice programs	Increase by 2% each year the number of cases referred to the Central Cities Neighborhood Program (CCNP) and the Midtown Restorative Justice Program	<p>Review and refer appropriate cases to neighborhood restorative justice programs</p> <p>Review and adjust, as appropriate, case referral guidelines</p> <p>In collaboration with the community, design, and implement a restorative justice program for underage drinkers at the University of Minnesota</p>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
<b>CIVIL LEGAL SERVICES BUSINESS LINE</b>			
Assist the City in minimizing its financial exposure to claims and lawsuits	Commence litigation to advance the City's adopted goals and policy objectives or recover public monies	Litigation begun as directed by the City Council	Elected officials advised on need for litigation and alternatives to litigation
	Defend claims and lawsuits that result from the City's risk generating activities to recover public monies	Number of adverse matters opened each year	Meet court deadlines
		Increase by 5% each year the number of cases closed annually	Train appropriate City personnel
		Number of adverse matters closed each year	Review open litigation files monthly
	Complete analysis and deliver to City's elected officials	Review quarterly the status of closed litigation files	Analyze annual liability costs
Provide high quality legal services to the City's elected officials, its departments, independent boards and commissions, and staff	Respond to requests for civil legal services in accordance with priorities in adopted Business Plan	Number of new non-litigation assignments opened during the year	Review monthly new non-litigation assignments
		Increase by 5% each year the number of non-litigation assignments closed during the year	Review quarterly the status of closed non-litigation assignments
		Percentage of City Council meetings staffed	Staff all City Council and committee meetings
		Advice provided and support given	Provide advice on ethical matters & support the Ethical Practices Board
	Assistance provided	Provide assistance to the Regulatory Services Department on the five-year plan to review and revise, as appropriate, the City's regulatory ordinances	

## FINANCIAL ANALYSIS

### EXPENDITURE

The City Attorney's 2006 Adopted Budget is \$12 million, a 6% or \$697,000 increase over the 2005 Adopted Budget. A 0.5 grant funded position and 2 other positions were added to reinstate 2005 cuts.

### REVENUE

The City Attorney's \$555,000 revenue budget reflects a \$30,000 decrease in state grant funding and a \$277,000 reduction in Internal Service Funding. Federal Grant Funding through Local Law Enforcement Block Grants (LLBEG) is also expected to decrease in 2006.

## FUND ALLOCATION

The main funding sources for the City Attorney's Office are the General Fund (51%) and the Self-Insurance Fund (45%). The remaining 4% of funding is derived from the Federal Grants Fund and Other Grants Fund. The 2006 General Fund budget for the Attorney's office increases by 6%, the Self-Insurance Fund Budget increases by 7%, and the Special Revenue Fund budget increases by 3%.

## MAYOR'S RECOMMENDED BUDGET

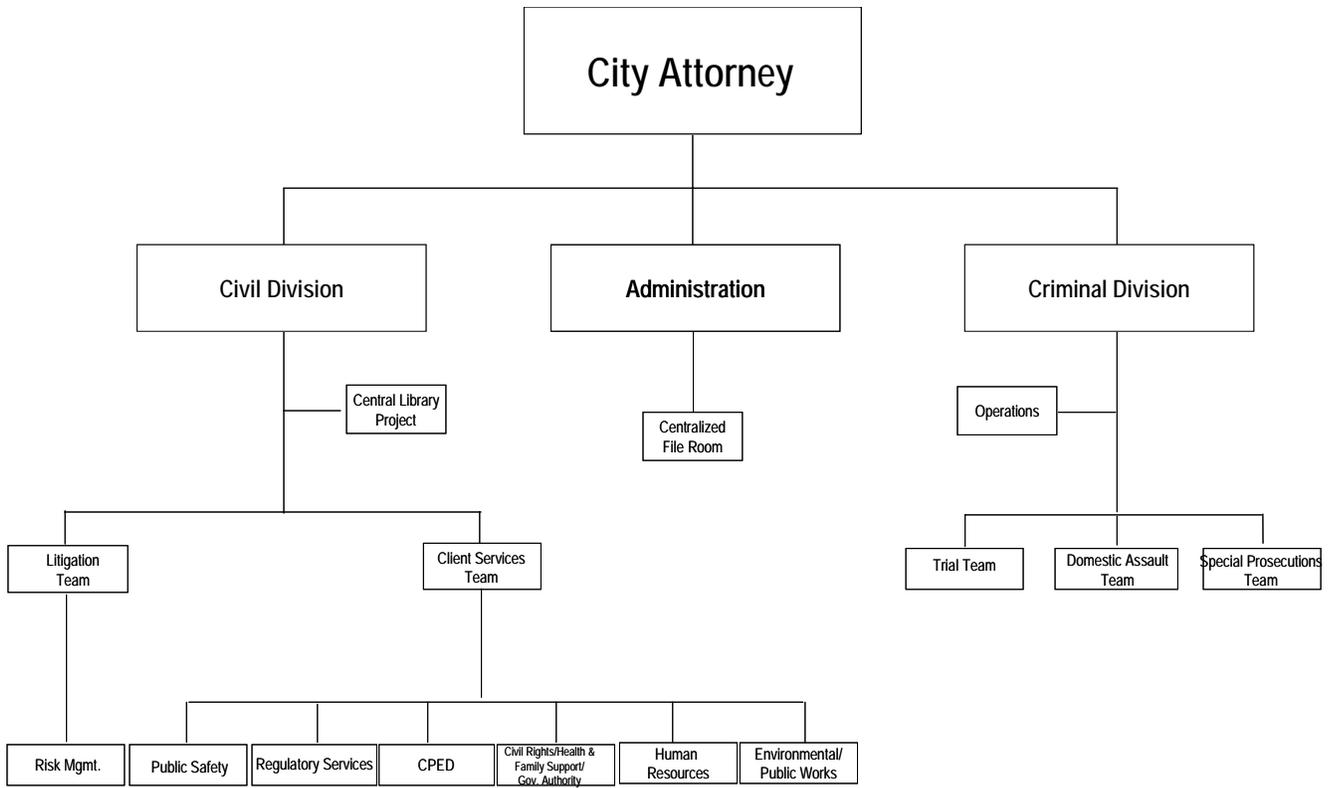
The Mayor recommended a reduction of \$150,000 to the City Attorney's budget, achieved through savings on the Department's lease. The Mayor added \$200,000 to fund three paralegal positions to support community prosecutors. Funding for the Domestic Abuse Project (\$75,000) was included on a one-time basis.

## COUNCIL ADOPTED BUDGET

The Council eliminated the one-time funding of \$75,000 for the Domestic Abuse Project, moving it to Health and Family Support. The Council also increased the fee revenue estimate by \$20,000 in the City Attorney's Office and decreased it by \$20,000 in Regulatory Services. The remainder of the Mayor's recommendations were adopted.

### ATTORNEY Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	%	%
					Change	Change
<b>FTE's by Division</b>						
Criminal	60.96	57.63	58.50	62.00	5.98%	3.50
Civil	49.67	43.50	42.50	44.50	4.71%	2.00
						-
<b>Total FTE's</b>	<b>110.63</b>	<b>101.13</b>	<b>101.00</b>	<b>106.50</b>	<b>5.45%</b>	<b>5.50</b>



5.24.05

**ATTORNEY**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Contractual Services	767,736	875,257	1,128,362	1,107,474	-1.9%	-20,888
Fringe Benefits	582,745	633,723	854,760	938,788	9.8%	84,028
Operating Costs	182,401	194,521	193,832	198,553	2.4%	4,721
Salaries and Wages	2,726,771	2,927,736	3,425,528	3,709,523	8.3%	283,995
<b>Total for General Fund - City</b>	4,259,653	4,631,236	5,602,482	5,954,338	6.3%	351,856
<b>Internal Service Funds</b>						
Contractual Services	490,493	536,429	731,034	794,361	8.7%	63,327
Fringe Benefits	682,236	619,974	856,372	907,946	6.0%	51,574
Operating Costs	158,802	154,478	142,315	145,928	2.5%	3,613
Salaries and Wages	2,937,295	2,938,412	3,256,643	3,467,458	6.5%	210,815
<b>Total for Internal Service Funds</b>	4,268,826	4,249,293	4,986,364	5,315,693	6.6%	329,329
<b>Special Revenue Funds</b>						
Contractual Services	6,000	42,000	0	0		0
Fringe Benefits	61,898	86,843	118,065	79,948	-32.3%	-38,117
Operating Costs	1,404	3,656	0	0		0
Salaries and Wages	264,279	386,508	337,458	391,252	15.9%	53,794
<b>Total for Special Revenue Funds</b>	333,581	519,007	455,523	471,200	3.4%	15,677
<b>Total for ATTORNEY</b>	8,862,060	9,399,536	11,044,369	11,741,231	6.3%	696,862

**ATTORNEY**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	0	0	0	0	0.0%	0
Charges for Service	20,215	8,801	17,000	17,000	0.0%	0
Interest	0	29	0	0	0.0%	0
Other Misc Revenues	0	16,350	91,000	91,000	0.0%	0
<b>Total for General Fund - City</b>	20,215	25,180	108,000	108,000	0.0%	0
<b>Internal Service Funds</b>						
Charges for Service	285,799	68,902	297,278	20,000	-93.3%	-277,278
Other Misc Revenues	12,429	20,263	3,000	3,000	0.0%	0
<b>Total for Internal Service Funds</b>	298,228	89,164	300,278	23,000	-92.3%	-277,278
<b>Special Revenue Funds</b>						
Federal Government	-11,091	78,429	436,769	423,866	-3.0%	-12,903
State Government	0	0	30,000	0	-100.0%	-30,000
<b>Total for Special Revenue Funds</b>	-11,091	78,429	466,769	423,866	-9.2%	-42,903
<b>Total for ATTORNEY</b>	307,352	192,774	875,047	554,866	-36.6%	-320,181

# CITY CLERK

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Our vision is to be a technologically advanced department, known for fast, accurate, professional and courteous service. The Department is a place where employees enjoy coming to work, are dedicated to their profession and reflect that attitude in their customer service. We are known as a valuable resource for all departments and to the public, as a problem solver and team player working on Citywide solutions.

#### VALUES –

*We take pride in our work and have high professional standards. We:*

- Have strong ethical standards, high integrity and honesty;
- Expect change and believe in continuous improvement;
- Support professional development;
- Work for the City as a whole, not just our own department;
- Treat customers with courtesy and respect;
- Are flexible problem solvers for our customers;
- Charge fairly for our products; and
- Invite feedback.

*We treat others as we want to be treated. We:*

- Deal respectfully and directly with others;
- Give honest feedback in all directions;
- Listen carefully; and
- Work cooperatively and recognize good works in each other.

#### MISSION –

Our mission is to provide high quality, cost-effective information for Council Members, City staff and the public, so that effective and responsible decisions can be made to govern the City. We strive to ensure that all procedures of the Council and Clerk's offices conform to Federal, State and City regulations and policies, so that information management, actions and documentation lead to sound and legally-based decisions. We conduct elections that facilitate the maximum participation of all eligible voters in the City of Minneapolis.

#### BUSINESS LINES –

To fulfill its mission, the City Clerk Department has the following four primary business lines:

- 1. Information Management** – Coordinate, maintain and provide access to City information

2. **Council Administration and Support** – Provide administrative support to City Council
3. **Printing and Mailing Services** – Provide copying and postal services
4. **Elections and Voter Registration** – Facilitate citizen participation in the electoral process

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

1. Enterprise Information Management (EIM): The evolution of new systems to support City business processes has changed the way information is created and managed. The information sources that support business processes and document business transactions have changed from simple paper records to more complex electronic data structures. EIM will resolve problems with information integrity and trustworthiness, access, security, storage, retention and destruction – all issues that affect the efficiency and cost of managing information. This will be accomplished through the authority of the EIM Policy Board, integration of EIM requirements in new system development in partnership with BIS and the inclusion of EIM requirements into Department business plans.
2. Copy Center/Mail Room: Since August, 2003, discussions had been occurring with Hennepin County concerning a possible merger of the City's Copy Center and Mail Room with County operations. In December of 2004, the County reported they did not want to perform any City mail functions. The final decision was to keep the City's Copy Center as it currently operates. As a potential cost savings and efficiency measure, the City Clerk wrote and issued a bid for United States Postal Service (USPS) first class outgoing mail service, which was won by ZipSort, Inc., beginning January 1, 2005. Other services such as interoffice mail delivery, downtown mail courier service, bulk mail, business reply mail and postage due will continue to be performed by the City Clerk.
3. Voting Equipment Warehouse: The City currently spends approximately \$46,000 each year on a lease to store voting equipment and supplies for conducting elections in the City of Minneapolis. In the past several years discussions have occurred with Public Works regarding storing the Voting Equipment Warehouse program in new facilities. No new facilities have been built to accommodate the Voting Equipment Warehouse and the issue needs to be reviewed within the next five years. The current lease is in place until 2007 with two, one-year options to extend.
4. New Election Requirements due to the 2002 Federal Help America Vote Act (HAVA) - The City Clerk Department Elections Office has been actively involved in interpreting the impact of this federal law that was passed in response to voting problems during the 2000 presidential elections in many states, but fortunately not Minnesota. In the 2005 legislative session a bill was passed to meet the requirements of the 2002 HAVA as it relates to voting equipment for voters with disabilities. Specifically, the legislation outlined the process for implementing Assistive Voting Technology (AVT) in all polling places by January 1, 2006. As part of that legislation local equipment plans must be written describing how each County will meet the requirements of the federal legislation. At this time, the full financial impact of this provision is not completely known, however, the City of Minneapolis will be responsible for programming costs and maintenance costs of the AVT after December 31, 2007.

**What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?**

No target strategies were requested from this Department.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES**

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver	Tactics
Guide the City's management of electronic and paper records to comply with State and Federal regulations	Manage Enterprise Information Management (EIM) standards and practices for all City departments, consistent with other local, state and national jurisdictions	The responsibilities of the Records Management Division are expected to increase between 2005 and 2009 to accommodate increased demand for service from departments needing to comply with State and Federal regulations for managing electronic and paper records.	Percentage of Department specific records (paper and electronic) that are on the State approved City Retention Schedule	<p>Integrate EIM requirements into all Department activities, services and systems</p> <p>Provide uniform guidance and consistent practices for the management of all City records, including existing paper, electronic records and records created from evolving technologies, such as e-mail, web postings, GIS and electronic commerce</p> <p>Maintain and manage inactive records held in the City Records Center and the collection of historical records held in City Archives</p> <p>Oversee data practices mandates that govern public access and privacy protection</p> <p>Provide retention guidance to departments in scheduling electronic and paper records</p>
Increase citizen access to information	Provide on-line public access to Council information		% of official proceedings created, proofed and published on the Web within 5 working days	<p>Provide individual technology support to staff, including web services, and manage the Department's technology systems</p> <p>Implement practices to meet the objectives of Limited English Proficiency (LEP) Plan</p> <p>Transition the answering of specified calls to 311</p> <p>Partner with 311 developers to identify customers who would best be served by 311 call center</p>

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver	Tactics
	Make official public records available to public off-line	Provide information to City staff and the public on council actions	% response to current and historical inquiries processed within 3 working days	<p>Provide certified copies of Council actions</p> <p>Publish Council Actions in Finance and Commerce</p> <p>Provide information on past and current Council actions and Council activities and ordinances</p> <p>Respond to requests for information from City staff and public</p> <p>Provide verbatim transcription services for administrative law judges</p>
Improve efficiency and effectiveness of business processes	Coordinate Council committee activities	Provide administrative services to City Council to support City legislative process to ensure effective, efficient and legal decision making	% of time Department meets the required distribution deadline	<p>Provide administrative support to Council standing and special committees</p> <p>Maintain schedule of Council meetings</p> <p>Collect information from departments for committee action</p> <p>Prepare and distribute electronic agendas and packets</p> <p>Record and transcribe minutes of committee meetings</p> <p>Write referrals and committee reports</p> <p>Update Department procedures relating to Council processes</p> <p>Train City staff on Council processes</p>
	Provide administrative services to the City Clerk and Council offices, City boards and commissions.		Number of times when services did not meet expectations	<p>Manage budgets for the Council and Clerk</p> <p>Coordinate human resources activities</p> <p>Manage facilities</p> <p>Serve as liaison between the Council and BIS to provide technology services to Council Members and staff</p> <p>Develop policies and procedures</p>

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver	Tactics
				<p>Coordinate activities related to City boards and commissions, including posting vacancies and processing applications</p> <p>Administer Oaths of Office and provide notary services</p>
	Improve printing and mailing services	<p>A feasibility study of printing and copying services has been in progress since 2004</p> <p>Mail service has been outsourced as of January 2005 to increase efficiency</p>	% reduction in mailing costs	<p>Monitor service contract to ensure efficiency is being maintained</p> <p>Complete feasibility study regarding merging functions with Hennepin County</p>
Meeting the needs of residents	Respond to legislative changes and create efficiencies in election administration	Legislative changes occur continuously and the Elections office must respond to federal state and local mandates	<p>Number of times assistive voting equipment is used during the election.</p> <p>Percent resident satisfaction with voting experience.</p>	<p>In 2006, integrate voting equipment designed to allow voters with disabilities, especially those with visual disabilities, to vote privately and unassisted</p> <p>Respond to legislative changes as appropriate</p>
Revenue generation	Provide passport and passport photo services		Maintain or increase revenue	Continue to provide service to citizens as a Passport Acceptance Agency for the federal government and take passport photos
Create an atmosphere that honors the unity, commitment, diversity and professionalism of our workforce and the public we serve	Improve employee satisfaction with their job		Increase positive responses in next employee survey	Develop and employ and action plan that addresses the issues from the employee survey through efforts within Department, the Citywide survey response team and elected officials.
	Insure a competent professional workforce		Number of employees participating in employee training	<p>Develop professional growth plans for all employees</p> <p>Insure employees are aware of policies and procedures to meet loss prevention initiatives</p>

## FINANCIAL ANALYSIS

### EXPENDITURE

The 2006 Office of City Clerk and Elections & Registrations' budget of \$4 million is in line with the five-year financial direction. This budget reflects an increase of 17% over the 2005 Adopted Budget. This increase is a result of Council Members' vote in 2005 to transfer the thirteen Council associates (\$716,000) from the City Council Department to the City Clerk Department.

In 2005, postage service previously done by Central Mailing was also outsourced, causing the City Clerk's expenditure and revenue budget in this area to decline by 28%. It remains, however, in line with the Intergovernmental Services workout plan. The current service level was increased by \$30,000 to fund interoffice mail delivery.

### REVENUE

Revenue for the Office of City Clerk and Elections & Registration is expected to decrease by 26% overall. The decline is attributed to the Department no longer servicing residential and commercial block events (transferring revenue from Street and Alley Vacations to Public Works) and declining sales of documentation copies due to availability of internet access. Passport services revenue, however, is expected to increase.

### FUND ALLOCATION

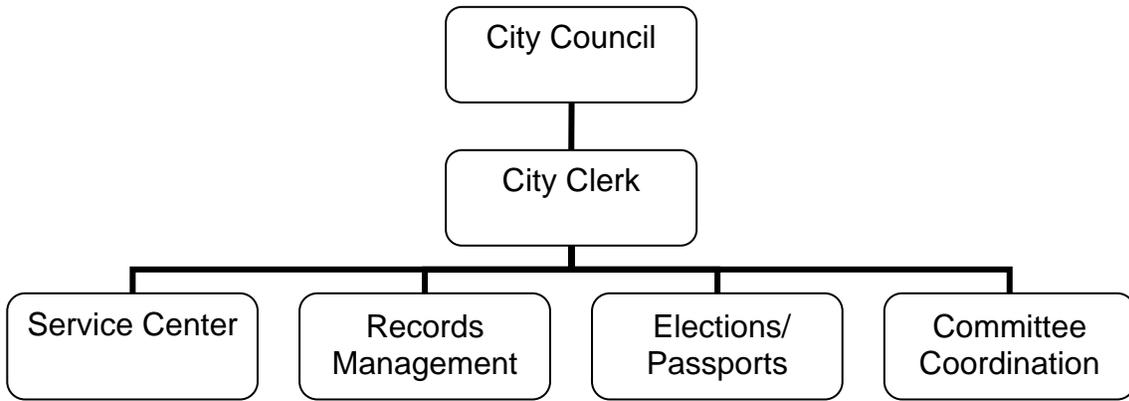
The City Clerk Operations Division's \$3 million expense budget is funded by the General Fund and Internal Service Fund while the Election & Registration Division's expense budget of \$995,000 is completely funded by the General Fund.

### MAYOR'S RECOMMENDED AND COUNCIL ADOPTED BUDGET

The Mayor recommended and the Council adopted no changes to the City Clerk/Elections 2006 budget.

### CITY CLERK Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Operations	18.00	14.00	15.00	28.00	86.67%	13.00
Central Mailing	0.80	0.80	0.80	0.35	-56.25%	(0.45)
Central Copy Center	4.70	4.70	4.70	5.15	9.57%	0.45
Elections & Registration	24.00	26.70	6.00	6.00	0.00%	-
<b>Total FTE's</b>	<b>47.50</b>	<b>46.20</b>	<b>26.50</b>	<b>39.50</b>	<b>49.06%</b>	<b>13.00</b>



**CITY CLERK  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	199,724	154,167	283,308	294,170	3.8%	10,862
Equipment	7,676	0	10,070	10,271	2.0%	201
Fringe Benefits	194,103	192,603	206,230	414,257	100.9%	208,027
Operating Costs	34,353	20,467	22,403	23,059	2.9%	656
Salaries and Wages	825,960	766,945	783,436	1,415,840	80.7%	632,404
<b>Total for General Fund - City</b>	<b>1,261,816</b>	<b>1,134,182</b>	<b>1,305,447</b>	<b>2,157,597</b>	<b>65.3%</b>	<b>852,150</b>
<b>Internal Service Funds</b>						
Contractual Services	519,945	589,530	552,469	232,986	-57.8%	-319,483
Equipment	81,791	168,240	125,330	127,837	2.0%	2,507
Fringe Benefits	44,793	39,553	66,530	78,989	18.7%	12,459
Operating Costs	146,801	169,523	163,261	164,473	0.7%	1,212
Salaries and Wages	153,708	130,513	203,729	195,228	-4.2%	-8,501
<b>Total for Internal Service Funds</b>	<b>947,037</b>	<b>1,097,359</b>	<b>1,111,319</b>	<b>799,513</b>	<b>-28.1%</b>	<b>-311,806</b>
<b>Total for CITY CLERK</b>	<b>2,208,853</b>	<b>2,231,541</b>	<b>2,416,766</b>	<b>2,957,110</b>	<b>22.4%</b>	<b>540,344</b>

**CITY CLERK - ELECTIONS**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	115,218	175,438	562,212	576,288	2.5%	14,076
Equipment	4,805	60	5,239	5,344	2.0%	105
Fringe Benefits	66,468	74,458	72,210	80,341	11.3%	8,131
Operating Costs	29,653	22,362	27,727	28,554	3.0%	827
Salaries and Wages	311,512	683,830	296,320	304,526	2.8%	8,206
<b>Total for General Fund - City</b>	<b>527,656</b>	<b>956,149</b>	<b>963,708</b>	<b>995,053</b>	<b>3.3%</b>	<b>31,345</b>
<b>Total for CITY CLERK - ELECTION</b>	<b>527,656</b>	<b>956,149</b>	<b>963,708</b>	<b>995,053</b>	<b>3.3%</b>	<b>31,345</b>

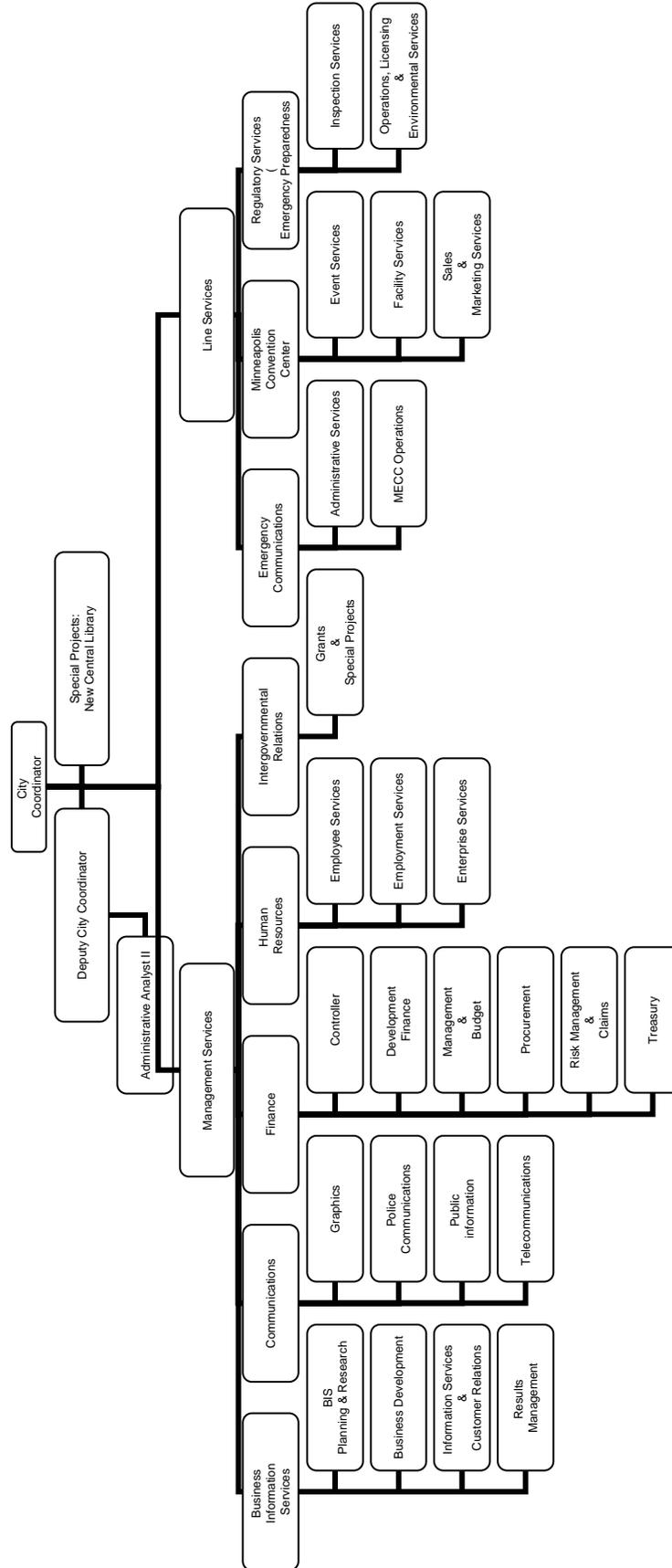
**CITY CLERK  
Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	239	312	1,000	300	-70.0%	-700
Charges for Service	3,300	10,200	8,000	0	-100.0%	-8,000
Licenses and Permits	5,377	6,099	5,000	500	-90.0%	-4,500
Other Misc Revenues	539	722	1,000	750	-25.0%	-250
<b>Total for General Fund - City</b>	9,455	17,334	15,000	1,550	-89.7%	-13,450
<b>Internal Service Funds</b>						
Charges for Service	1,113,831	1,286,184	1,111,319	798,567	-28.1%	-312,752
Gains	-2,514	-2,559	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	1,111,317	1,283,625	1,111,319	798,567	-28.1%	-312,752
<b>Special Revenue Funds</b>						
Contributions	-4	0	0	0	0.0%	0
<b>Total for Special Revenue Funds</b>	-4	0	0	0		0
<b>Total for CITY CLERK</b>	1,120,768	1,300,959	1,126,319	800,117	-29.0%	-326,202

**CITY CLERK - ELECTIONS**  
**Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Charges for Sales	34	993	1,000	500	-50.0%	-500
Charges for Service	67,706	76,893	75,554	90,554	19.9%	15,000
Rents	0	0	8,000	0	-100.0%	-8,000
<b><i>Total for General Fund - City</i></b>	<b>67,739</b>	<b>77,886</b>	<b>84,554</b>	<b>91,054</b>	<b>7.7%</b>	<b>6,500</b>
<b>Total for CITY CLERK - ELECTIONS</b>	<b>67,739</b>	<b>77,886</b>	<b>84,554</b>	<b>91,054</b>	<b>7.7%</b>	<b>6,500</b>

# City Coordinator 2006 Organizational Chart



**CITY COORDINATOR  
Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Fringe Benefits	7,266	0	0	0		0
Operating Costs	1,006,363	1,019,744	0	0		0
<b>Total for Capital Projects</b>	1,013,629	1,019,744	0	0		0
<b>Enterprise Funds</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	1,387,250	2,032,333	352,485	0	-100.0%	-352,485
Equipment	0	0	100,921	0	-100.0%	-100,921
Fringe Benefits	1,081,429	1,091,569	543,009	0	-100.0%	-543,009
Operating Costs	2,245,510	2,499,746	124,377	0	-100.0%	-124,377
Salaries and Wages	3,822,191	3,932,095	1,876,040	0	-100.0%	-1,876,040
<b>Total for Enterprise Funds</b>	8,536,379	9,555,743	2,996,832	0	-100.0%	-2,996,832
<b>General Fund - City</b>						
Capital Outlay	26,666	38,643	151,353	604,380	299.3%	453,027
Contractual Services	4,671,551	5,100,138	11,638,291	14,331,271	23.1%	2,692,980
Equipment	477,438	797,233	436,098	344,325	-21.0%	-91,773
Fringe Benefits	5,161,485	7,098,641	8,979,565	10,192,179	13.5%	1,212,614
Operating Costs	-2,991,350	1,129,297	1,831,996	2,322,520	26.8%	490,524
Salaries and Wages	21,388,009	27,594,364	31,914,266	33,722,299	5.7%	1,808,033
<b>Total for General Fund - City</b>	28,733,800	41,758,317	54,951,569	61,516,974	11.9%	6,565,405
<b>Internal Service Funds</b>						
Contractual Services	12,398,121	13,809,837	13,658,948	14,217,141	4.1%	558,193
Equipment	506,798	977,312	9,011	5,344	-40.7%	-3,667
Equipment Labor	88,339	106,818	0	0		0
Fringe Benefits	1,303,234	1,107,957	1,760,802	1,944,897	10.5%	184,095
Operating Costs	2,075,573	3,254,737	519,271	1,037,953	99.9%	518,682
Salaries and Wages	5,157,336	4,773,909	6,635,152	6,858,568	3.4%	223,416
<b>Total for Internal Service Funds</b>	21,529,400	24,030,570	22,583,184	24,063,903	6.6%	1,480,719
<b>Investment Management Funds</b>						
Operating Costs	285,745	24,780	0	0		0
<b>Total for Investment Management Funds</b>	285,745	24,780	0	0		0
<b>Special Revenue Funds</b>						
Capital Outlay	-1,946	68,585	52,330	54,900	4.9%	2,570
Contractual Services	18,261,815	17,526,529	18,747,516	24,495,579	30.7%	5,748,063
Equipment	708,912	1,029,243	3,921,998	4,667,000	19.0%	745,002
Equipment Labor	2,844	1,879	3,000	3,000	0.0%	0
Fringe Benefits	2,397,946	2,628,837	3,178,605	3,293,469	3.6%	114,864
Operating Costs	1,202,039	1,333,469	1,182,537	1,248,909	5.6%	66,372
Salaries and Wages	8,604,479	8,774,381	9,810,728	10,063,586	2.6%	252,858
<b>Total for Special Revenue Funds</b>	31,176,089	31,362,921	36,896,714	43,826,443	18.8%	6,929,729
<b>Total for CITY COORDINATOR</b>	91,275,042	107,752,075	117,428,299	129,407,320	10.2%	11,979,021

## CITY COORDINATOR STAFFING SUMMARY

---

### CITY COORDINATOR Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	%	Change
					Change	
<b>FTE's by Division</b>						
Coordinator Administration	4.00	3.00	3.00	3.00	0.00%	-
Communications	15.80	15.80	16.80	16.00	-4.76%	(0.80)
Convention Center	213.60	212.60	211.18	211.18	0.00%	-
911/311	90.50	90.50	86.50	117.50	35.84%	31.00
Finance	200.00	205.00	204.00	202.00	-0.98%	(2.00)
Human Resources	57.00	55.00	53.00	55.00	3.77%	2.00
Business Information Services	100.10	78.10	80.85	81.60	0.93%	0.75
Intergovernmental Relations	10.00	10.00	10.00	11.00	10.00%	1.00
Regulatory Services	278.59	259.75	263.75	213.75	-18.96%	(50.00)
<b>Total FTE's</b>	<b>969.59</b>	<b>929.75</b>	<b>929.08</b>	<b>911.03</b>	<b>-1.94%</b>	<b>(18.05)</b>

# CITY COORDINATOR

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Our vision is for a well run municipal corporation that provides maximum value for the dollars invested by those who live, work and play in our City.

#### VALUES –

In seeking to build capacity to deliver high value services (effective and efficient) we value the following:

Excellence - in support of decision making with accurate and timely information and anticipation of the need for relevant information

Collaboration - within the City organization and external organizations (public and private)

Respect - for customers, colleagues, and co-workers (both internal and external to the City) in a diverse organization

Development - of managerial and policy maker capacity for cost-effective action.

#### 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 line services (911/311, regulatory, Convention Center services) of the City.

#### BUSINESS LINES –

**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 Services:** The City Coordinator oversees 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.

**Line Services:** The City Coordinator oversees line service departments, including Emergency Communications, Regulatory Services and Emergency Preparedness, and the Minneapolis Convention Center to ensure cost-effective, high-quality service and public accountability.

## **2006 DEPARTMENT FOCUS –**

***What Key trends and challenges will the department address and what actions will be taken?***

### **External Factors**

#### **1. Population and Income**

Recent estimates reveal that between 2000 and 2003, population has changed slightly in the City. In 2003 the City shows approximately 323 fewer people than in 2000. The metro area added almost 33,000 people per year between 2000 and 2003.

In 2003, median household income and median family income were lower in Minneapolis than either the United States or the four metropolitan counties. However, income per capita was higher in Minneapolis in comparison with the United States, while the metropolitan counties' income per capita was even higher. The different income measures show how wealthy the four counties in the metropolitan area are compared to Minneapolis alone or the country as a whole.

Between 2002 and 2003, all measures of income in constant dollars grew in Minneapolis: median household income increased by about 16 percent, median family income increased by 2 percent and per capita income increased by 11 percent.

Unemployment decreased in both the metropolitan area and the City, while remaining higher in the City.

Through the second quarter of 2004, the three business sectors with the highest rates of growth in Minneapolis were real estate, accommodation and food services, and management companies and enterprises.

For all industries, Minneapolis based employees commanded the highest average weekly salary when compared with the metropolitan area and the state. From 2000 to 2004, salaries kept up with inflation.

#### **2. Federal Budget Deficit**

The federal budget deficit was \$412 billion in 2004, equivalent to 3.6 percent of gross domestic product. This deficit is unsustainable and will cause a significant reduction in federal domestic assistance programs (like the Community Development Block Grant). This decline will result in a significant reduction in current financial resources available to the City.

#### **3. Growth Trends**

Housing - In 2000, vacancy rates were at their lowest level, but began climbing in subsequent years. In the Twin Cities metropolitan area, the 2003 annual vacancy rates in the rental market reached their highest point in 18 years (8%). In 2003 Minneapolis had 170,788 housing units. Almost 44.2 percent were single-family housing and nearly 35 percent were multi-family housing. Vacancy rates in the homeowner market were highest in 1996, at nearly 2 percent.

Multi-Family Housing - In the Twin Cities, the vacancy rate dropped from 7.7 percent to 7.4 percent in 2004 and trends suggest that they will continue to drop in 2005, to below 7 percent. The Twin Cities housing market has undergone a multi-year boom in the development of new houses and condominiums. This is the main reason why rental units have experienced the most significant vacancy levels in recent years. Aggressive concessions were offered to retain and attract tenants.

Office Market - The Minneapolis Central Business District was largely a market on hold during 2004, ending with a high vacancy of 21.2 percent and 326,000 sq. ft. of negative absorption.

Commercial Corridors -The City of Minneapolis dedicates a considerable amount of resources to its Commercial Corridors. Commercial Corridors are streets that are available for development, including more intensive commercial and high traffic activities. The corridors support all types of commercial uses, with some light industrial and high density residential uses as well. In 2006 we will be focusing on redevelopment of West Broadway, Hiawatha LRT, Downtown Riverfront, and South East Minneapolis Industrial (SEMI) University Research Project. Specific details about these projects can be found in the Community Planning and Economic Development (CPED) Business Plan.

## **Internal Factors**

### **1. The Workforce**

The City of Minneapolis has an aging workforce. While annual retirement rates are expected to hover between 1 percent and 2 percent for the next 6 years, retirements are likely to accelerate again after 2011. Factors affecting the rate of retirements include the state of the economy, the cost of health care, and salary policy like the 2 percent wage cap. In addition to the increased difficulty of planning around uncertain retirement rates, an older workforce generally results in more sick time and medical leave related expenses. An older workforce also requires more active succession planning and leadership development for younger cohorts.

### **2. Rising Health Care Costs**

Recent health care changes, designed collaboratively with the City's unions, have saved money. However, we have not yet found ways to address significant health care premium increases and claims in the longer term. Even with higher employee co-payments and a switch to plans with deductibles, health care costs are likely to continue increasing by almost 20 percent per year.

### **3. Fiscal Constraints**

Growing pension obligations, decreased financial assistance from the State, and the shift of property tax burden from commercial industrial to residential constrict the General Fund, our primary source of revenues for public safety services and transportation infrastructure maintenance. While bonding supplies significant capital for many transportation-related needs, public safety needs remain under-funded. Additionally, bond-related debt per resident has almost doubled during the last 3 years, tying up a greater proportion of future resources in interest and principle repayment.

#### **4. Non-General Fund Performance**

By the end of 2004, internal service and enterprise funds appeared to perform better than expected. Top line projections were not revised for 2005 or 2006 but should be for 2007. Business plans should highlight planned reductions for fund expenses in 2006 and beyond.

#### **5. Performance Management**

Five-year financial direction and related business planning are helping all departments improve their fiscal discipline. Most notably, 2004 was the first fiscal year in memory during which no departments overspent their budgets. Moreover, 2004 was the second year during which the City had re-allocable dollars at the close of the fiscal year. This merits reevaluating our baseline budgets and restating our five-year financial projections. This also provides impetus to invest more heavily in better business planning – specifically we need to more systematically capture and use performance information in decision-making.

#### **6. Service Delivery Innovations**

The impact of fiscal constraints means that the City's 382,000 residents and the additional 200,000 who study, work and play in Minneapolis every day may experience decreased service levels. We continue looking for creative ways of doing business that save money without diminishing service quality. Implementation of a One Call center for Citizen Service is one attempt to more speedily provide information and set service delivery expectations. Additionally, we expect that efforts like One Call will provide information that helps us better target streamlining and reengineering efforts.

#### **7. Strategic Central Management Services**

Tighter General Fund monies compel closer examination of how central management services are delivered. Scarce resources need to be invested in the highest value-added services, and we need to identify means of minimizing our investment in the transaction aspects of support service delivery through outsourcing, automation, and streamlining.

#### **8. Quality Policy Analysis and Advice**

Tough financial times compel provision of top quality advice to policy makers. Top quality advice, by definition, must help policy makers navigate political and administrative challenges. City policy makers currently have an experienced cadre of department heads and other senior staff on which to rely for policy advice. Retirements and upcoming election results will influence the current cadre. Additionally, higher quality central management service delivery should entail more timely, relevant historical analysis and sharper insights about implementation results of proposed policy choices.

#### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

According to the five-year financial direction, the City Coordinator's Office is not scheduled for a budget reduction in 2006.

## 2006 DEPARTMENTAL KEY INITIATIVES AND OUTCOME MEASURES

Key Initiative	Business Line	Outcome Measure	Timeframe
Help orient new Council Members	Policy Development	Post-orientation "effectiveness" survey/questionnaire	Through December 2005
Improve effectiveness of budget narratives, and the summary, in particular	Management Services	Increase in the number of budget users who understand related policy directions	2006 – 2010
Improve Council receptivity to advice provided by City Coordinator's Office by improving the quality and consistency of presenting information	Policy Development	Increased participation  Compliance with enterprise practices  Number of timely collaborations	2006 – 2010
Improve ability of City Departmental Leadership to make effective interdepartmental decisions	Management Services	Decisions preceded by valuable discussion, supported by good analysis  Increase in enterprise projects that deliver expected goals/ROI	2006 – 2010
Increase ability to offer solid financial management analysis to City departments	Management Services	Reduction in last minute spending sprees  Reduction in surprise variances  Increase in number of departments and component business units meeting planned targets  Decrease in time needed to restate financial direction, based on thoughtful analysis  Decrease in overall % of time finance staff spends on processing transactions	2005 – 2007
Comply with Electronic Information Management policy	Management Services  (Enterprise Project)	Projected compliance date met	2005 – 2006
Complete Department LEP Plan to comply with federal policy	Management Services  (Enterprise Project)	Complete departmental LEP plan to provide interpretation and translation services as stated in the Citywide LEP Plan.  NOTE: City Coordinator Departmental plan will include IGR/GSP and Communications departments	2005 - 2006
Comply with Minneapolis One Call Project	Line Services  (Enterprise Project)	Increase knowledge base of 311 system.  Create efficiencies within departments	2005 – 2006

Key Initiative	Business Line	Outcome Measure	Timeframe
Comply with Loss Prevention Policy	Management Services  (Enterprise Project)	Increase security of City assets  Decrease in claims against City	2005 – 2006
Determine and effectively communicate City-wide education policies	Management Services	Increase in employee feedback that the City of Minneapolis is a great place to work and offers opportunity	2005 – 2006
Improve management of capital funds	Management Services	Decrease time to close out inactive capital projects and reallocate surpluses  Increase in number of projects hitting planned completion times/budgets without compromising quality	2005 – 2007
Streamline the employee on-boarding process so that new employees have all the IT tools and HR information they need within a week of starting	Management Services	Increase in % of new employees who have what they need within a week of starting	
Improve Citywide project management capacity	Policy Development  Management Services	Increase in projects that deliver expected ROI  Fewer surprise change orders	2005 - 2007
Improve the value of Human Resources to customer business units	Management Services	Increase in morale  Employee feedback that City is a great place to work	2005 – 2007
Define and implement a path toward effective performance management for the City of Minneapolis	Management Services	Fewer surprises  Increased comfort of leadership in working with performance data  Speedier decision-making	2005 – 2008
Improve the quality of the Convention Center's work environment for all employees	Line Services	Decrease in # of grievance, complaints, and appeals  Lower turnover  Higher morale	2005 – 2008
Improve the value received for expenditures on common goods and services (strategic sourcing)	Management Services	Increased savings on commodities and services  No diminution of quality  Higher % of overall staff time on more strategic activity	2006 – 2007
Reduce time reporting and payroll management resources without compromising quality	Management Services	Reduction in cost of time reporting and payroll processing	2006 – 2007

<b>Key Initiative</b>	<b>Business Line</b>	<b>Outcome Measure</b>	<b>Timeframe</b>
Ensure that rates and fees cover costs to provide all services	Line Services	Increase fees and rates to cover costs of providing services	2006 – 2008
Mitigate the loss of federal and state funding by increasing private grant revenues without having to earmark scarce operating funds that otherwise would not be affected	Line Services	Increase annual grant revenues  Increase in total grant revenues	2006 - 2008

## **FINANCIAL ANALYSIS –**

### **EXPENDITURE**

The 2006 Budget for the City Coordinator Administration Department is \$546,000 a 21% decrease from the 2005 budget.

### **REVENUE**

This Department does not generate revenue.

### **FUND ALLOCATION**

One hundred percent of the City Coordinator's budget is funded by the General Fund.

### **MAYOR'S RECOMMENDED BUDGET**

The Mayor recommended moving the Results Management responsibilities, currently carried out in the BIS Department, to the Coordinator Administration's office to be absorbed within the Coordinator's existing staff. The Mayor's Recommended Budget included no other changes for Coordinator Administration.

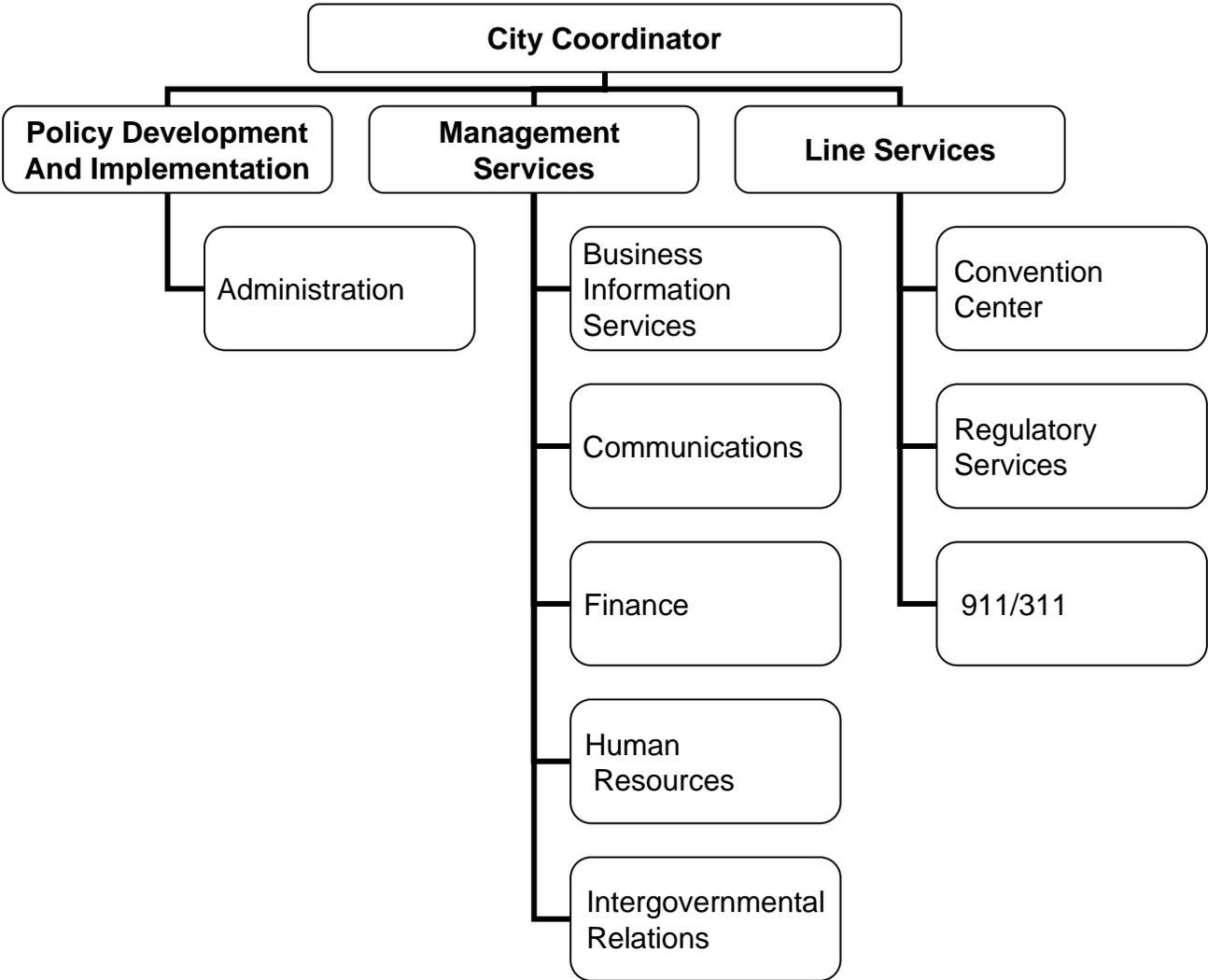
### **COUNCIL ADOPTED BUDGET**

The Council adopted the Mayor's recommendation.

## **CITY COORDINATOR ADMINISTRATION Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Total FTE's</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00%</b>	<b>-</b>

# City Coordinator Administration 2006 Organization Chart



**CITY COORDINATOR  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	33,221	67,203	280,735	128,937	-54.1%	-151,798
Equipment	100	24	1,467	1,496	2.0%	29
Fringe Benefits	58,390	46,285	68,583	71,072	3.6%	2,489
Operating Costs	31,660	33,818	38,167	39,363	3.1%	1,196
Salaries and Wages	263,798	214,087	304,443	304,928	0.2%	485
<b>Total for General Fund - City</b>	<b>387,169</b>	<b>361,418</b>	<b>693,395</b>	<b>545,796</b>	<b>-21.3%</b>	<b>-147,599</b>
<b>Total for CITY COORDINATOR</b>	<b>387,169</b>	<b>361,418</b>	<b>693,395</b>	<b>545,796</b>	<b>-21.3%</b>	<b>-147,599</b>

**2006 EXECUTIVE SUMMARY**

**2006 – 2010 BUSINESS PLAN**

**VISION –**

9-1-1: The Minneapolis 9-1-1 Division is a motivated team of valued, competent and highly trained employees who treat the public and each other with respect and professionalism. The 9-1-1 culture includes a work ethic that values excellence and strives for continuous improvement and personal development. The center enjoys both public respect and admiration, and also exudes appropriate professional self-pride as a public safety communications leader and innovator. The 9-1-1 workplace is a comfortable environment with amenities that attract and retain highly motivated and skilled communications experts. Although the work is challenging, personnel are not overburdened or overstressed in the workplace, since the staffing numbers are optimal and the communications tools and procedures are reliable and effective.

3-1-1: With One Call, Minneapolis citizens get around-the-clock, customer-friendly access to City services and information. The City provides a timely response, efficient service delivery and continuous improvement of services based on an improved ability to measure and track performance.

**VALUES –**

Caring: • Honesty / Respect • Teamwork / Partnership • Empowerment / Involvement • Loyalty / Dedication • Golden / Platinum Rule • Trust • Patience • Compassion • Sense of Humor

Capability: • Competence • Professionalism • Innovation / Creativity • Mentoring / Nurturing

Caring x Capability = Performance Excellence

**MISSION –**

The Minneapolis Emergency Communications (911) Center's mission is to operate in a professional manner, a complete public safety answering point and dispatching service for police, fire and emergency medical service to support the needs of residents, visitors and businesses in the City of Minneapolis.

The Minneapolis 311 Center will serve as the single point of contact to the City of Minneapolis for all non-emergency requests for information and services.

The Minneapolis 311 Center will:

- simplify citizen access to City services and information

- enable City employees to deliver services more effectively
- track requests for service delivery from inception to completion
- enhance management reporting capabilities
- provide access to City services by voice, e-mail and the web
- create an integrated information architecture and knowledge base

Overall, Minneapolis 311 will help reduce redundancy throughout the organization, lower the cost of doing business by significantly decreasing or eliminating manual processes and provide the superior service expected by the public.

## **BUSINESS LINES –**

1. Emergency Public Safety Communications Services (911)
2. Non-emergency City government information provision and service request initiation (311)

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

311 trends and challenges include:

Implementing an effective 311 Call Center on January 3, 2006 was a challenge for 2005, but will continue to be a primary focus of the Department in 2006. Although the build-out and initial staffing, training, and technological initiatives will be complete, work on all of these will continue in 2006. Early 2006 will be a stage in 311's history that may include an unprecedented volume of phone calls from the public to "test" 311. Similarly, there should be an elevated level of interest from internal departments to optimally leverage 311 to their own advantage.

The public will want (expect) to gain all-hours access to City information and services through the 311 Center and do so in a timely manner. The 311 Center will be challenged to provide answers via the use of a knowledge base and to initiate service requests for as many questions and requests as possible. City departments wishing to maximize their investment in 311 and the Customer Relationship Management (CRM) software will continue to need to consult with the 311 Center support team staff to more fully develop the knowledge base to answer questions about their respective departments with completeness and accuracy. The 311 Center agents' ability to answer (and avoid the transfer of excessive calls to the department) will be directly proportionate to the quality of the knowledge base that is jointly developed for that department. Similarly, the service requests for each department will be most effective if continuous improvement in 2006 follows the initial development and entry into the CRM software that will occur in 2005.

Work priorities for improving the knowledge base and the CRM software entry will be informed by data that is collected in 2006. If the data shows that knowledge base queries fail to answer citizen questions on crucial and/or numerous questions, work will be needed to shore up those portions of the knowledge base. In a similar fashion, if attempts to enter service requests in the CRM work order system result in incomplete information and result in re-work, high-volume and/or high-pain services will be re-configured in priority order.

Improvements in self-service options for citizens and City employees will follow shortly after the primary service activity of call-handling is deemed to be in excellent shape. Self-service options will include interactive voice response (IVR) and web access for citizen (and employee) initiation of service requests and for gaining access to answers to their questions through the public version of the knowledge base.

Once introduced, 311 may produce enough success to create its own trend -- independent Minneapolis agencies, suburbs, and perhaps the County may want to opt in. If that occurs, expanding the capacity beyond that supplied by self-service initiatives may be in order.

911 trends and challenges follow:

Technological change is accelerating; resident contact and responder/dispatch staff are also increasingly reliant on technology. The challenge will be to fund changes through increases in General Fund and Capital Funds. The need to train people to implement the changes that are and will continue to be occurring is also a salient challenge given current staffing. 911 will need to stay interoperable and/or standard with City and other agency's tools. This issue is felt mostly in the Computer Aided Dispatch (CAD) and radio environments. There will be a continued effort to keep up with 911 industry changes and to help the industry stay abreast of user methods. CAD, E-911 phones and the audio recording system will all be replaced in 2005/2006.

Funding is becoming increasingly tight. Traditional sources of funding may be constricted. Federal grants, relatively available in the 1990's and this decade thus far (e.g. the \$4.2M for CAD and the \$1M for E-phone system), could be severely restricted if fiscal restraint is mandated. The challenge will be to fund technology improvements and the people (training and entry requirements) who will cope with technology and training. Maintaining a 7 day X 24 hour staff is also expensive, especially due to the fact that 911 has a prescribed minimum staffing level at any given time. 911 will need to budget for an expected three-year lifecycle for desktop hardware and software and a five-year lifecycle for server hardware. Support costs for CAD and telephone maintenance will need to be budgeted by 911 and/or BIS. Typical maintenance contract costs run 18-20 percent of software license costs annually.

Internal business process changes are common (and seem to be increasing with new management and new technology in 911 customer departments). The advent of the new regional 800 MHz radio system brought with it quite a number of Fire Department on-scene and dispatch changes in radio procedures. Similarly, changes in geographic responsibilities in the Police Department caused changes in the CAD software and the procedures used by Dispatchers. Changes in the field processes continue to challenge 911's ability to keep the technology consistent and accurate for those procedures and to keep personnel trained and practiced in those changes. 911 challenges will be to train staff to keep up without breaking the overtime bank. 911 needs to maintain a successful working relationship with the Police and Fire Departments so that their operational changes are planned in concert with the technological and training changes needed in 911.

Homeland Security challenges (including physical security and backup issues) include ensuring 911 is secure physically and from cyber-attack. Cyber security is currently a distant concern for the CAD, phone and radio systems because they are all "closed" systems that do not connect to the Internet. However, this will change with the advent of Voice over Internet Protocol (VoIP). The next generation of both CAD and phone systems will almost certainly use Internet Protocol.

Additional challenges regarding hacking, viruses and other forms of cyber-attack will heighten. 911 needs to ensure that back-up procedures and the physical plant are ready.

Changing demographics are a reality, both for staffing 911 and for the customers 911 serves. The population is becoming increasingly tilted toward the over-65 population and is also becoming more diverse in increasing numbers of non-English speaking citizens. The elderly are sometimes reluctant to call 911 for medical concerns because they are not sure they have an "emergency". Non-English speaking residents are sometimes reluctant to call the "authorities" represented by 911 or have trouble communicating their concerns to emergency personnel. There will be an increased challenge to provide service to non-English speakers for telephone services through continued use of Language Line, Inc. translators.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

**911:** The five-year financial direction called for a restoration of 2.5 positions, bringing the total to 89, just 2 positions short of the optimal (2004) level for 911. However, because the 311 Center will begin to take non-emergency calls that heretofore went to MECC (Minneapolis Emergency Communications Department), 911 Operator positions will be transferred to the 311 Center at the rate proportionate to the number of calls moving to 311. Ideally, that rate is one position for every 20,000 annual calls reduced in 911. An early estimate, which prompted the 5.5 position fund transfer from 911 to 311, is that there could be a 20 percent reduction in calls to the 911 Center.

**311:** The Council has approved a "grow from within" strategy for the 311 Center. Thus, we are planning a budget neutral or better (a savings) impact by funding the 311 budget with transfers from other departments who will "profit" by having the 311 Center provide services for it. The 311 center will be staffed 5 days a week for 16 hours (probably 7 AM to 11 PM). This option would require 34 total positions and a budget of \$2.57 million. The 5.5 positions (worth of dollars) transfer from the 911 division to the 311 division is an example of this internal funding arrangement shared by all departments.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Improve Effectiveness and Efficiencies of Business Processes	Maintain or exceed national standards	Call Answer Time: Achieve the '06 goal of 5.5 seconds for 911 calls  Resident satisfaction ratings: seek 95% satisfaction rate  Reduce the number of	Conduct analysis to determine correct number of positions needed to meet standards on all shifts  Develop scheduling plan to ensure standards met along with ability to cover for time off and training time  Design and implement practices to meet the objectives of the Limited English Proficiency Plan  Expand quality assurance program

Strategies	Objectives	Measures: Outcome and Driver	Tactics
		Customer Complaints  Reduce the number of Early Departures	Examine ways to reduce early departures through effective recruiting, training, and mentoring
	Enhance dispatch capabilities	Decrease pending time by 20%	Determine a baseline for the time lapse between CAD entry and dispatching to a field unit ("pending time") for high priority calls
	Streamline business operations to focus on core mission	Decrease number of hours spent doing non-emergency services (if necessary, post-3-1-1)	<p>Explore discontinuing non-emergency services (non-9-1-1 calls) that are performed for City Departments, including:</p> <ul style="list-style-type: none"> <li>- Calls from police personnel to request information, unless unable to access databases and HC warrant info themselves</li> <li>- responsibility for missing person file entries and cancellation</li> <li>-Logging of off-duty MPD officers on off-duty jobs</li> </ul> <p>Complete a cost/benefit analysis of moving to core services only, versus maintaining all service activities</p>
	Create comprehensive coding for call types / communication with City departments to operate 3-1-1 Center with optimal service for citizens & Departments	Percentage of 3-1-1 calls handled vs. referred back to departments	<p>Complete Activity Listing of both knowledge base and service requests for each participating department</p> <p>Regular communication with departments about their knowledge base and list of service requests</p>
	Ensure system reliability	Percentage of reliable uptime	<p>Complete Computer Aided Dispatch (CAD) upgrade</p> <p>Maintain current CAD product during 18 month implementation period</p> <p>Develop future support plan to maintain new CAD, with internal and vendor support contracts</p> <p>Put sufficient documentation in place for support personnel</p> <p>Upgrade phone hardware and software; develop maintenance, training, and support plans as listed above for the CAD system</p> <p>Maintain new Logging Recorder similarly with documentation and support plans</p>
	Ensure that	Percentage of records in	Develop EIM knowledge, skills

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Department records are identified and have a retention schedule per Enterprise Information Management requirements	compliance with retention schedule	and abilities within the Department  Implement EIM practices and procedures for CAD, phone, radio, and recorded data/voice
Ensure a highly qualified, trained and diverse workforce	Attract and retain a highly qualified diverse workforce	Percentage of workforce diversity  Number of employees with proficiency in non-English languages  Number of employees with developmental plans	Actively recruit diverse workforce (9-1-1 and 3-1-1)  Identify staffing levels needed for the 3-1-1 Center based on empirical first-year data; Adjust as necessary and/or grow through technology utilization such as self-service tools  Identify funding and position resources from affected departments for the 3-1-1 Center  Develop plan to attract and retain Spanish-speaking employees  Develop succession plan for key positions
	Ensure a highly qualified staff	Percentage of employees who are evaluated as fully competent	Provide training in new systems  Provide departmental training opportunities to ensure employee competencies in: -Handling foreign language calls -Wireless 9-1-1 -VoIP 9-1-1 and PBX systems -3-1-1 Program -Computer Skills -New CAD system -New e-9-1-1 phone system -Customer Service Skills -Automatic Crash Notification -Use of TDD/TDY devices  Review and evaluate training programs for new and experienced employees  Provide training in and have employees participate in loss prevention policies, procedures and activities.
	Maintain a positive departmental culture	Percentage increase in positive responses on the employee survey	Implement departmental actions based on results of the Departmental Survey Response Team's work
	Provide specialist training to staff for the non-emergency services we provide	Percentage of staff trained in Missing Child & other NCIC Data Entry  Percentage of staff	Missing Child & other NCIC Data Entry (Employees need special training session)  Support the Bait Vehicle Program

Strategies	Objectives	Measures: Outcome and Driver	Tactics
		trained in Bait Vehicle Program	by Training in the system to locate stolen automobiles
Optimize the call-handling processes in the 311 Center	Consistently accommodate citizens' needs for City government information and service initiation	Percentage of calls answered in 20 seconds or less 90% of the time.  Survey feedback shows 95% citizens' satisfaction.  Knowledge base queries answer citizens' question 90% of the time.  CRM entries for service initiation successfully kicks off a work order 90% of the time in Q1 & Q2; 95% of the time in Q3 & Q4	Utilize "automatic call distribution".  Skills-based routing and "warm transfer" (3-way call) to experts in departments when KB and CRM service request does not help the citizen.  Huddle with expert departments monthly to improve KB entries that aren't corrected immediately  Huddle with department liaison personnel in destination departments monthly for service request templates that are not corrected immediately
Expand and optimize self-service offering for citizen satisfaction and increased capacity	Poise for growth without a full reliance on staffing increases	Increase self-service utilization 10% each quarter	Advertise self-service options (including "direct selling" by 3-1-1 agents)  Provide clean/smooth links to City website
Provide call center full-service for existing City call centers (utility billing, solid waste and recycling, Teleserve)	Expand from intake only to provide both Tier 1 and Tier 2 service for callers...this allows departments to focus on resolution of service requests and to answer questions only at the expert or specialist level.	80% Tier 2 service request entry and resolution.	Interface to legacy systems and/or replace them (if appropriate)  Train agents on legacy system use

## FINANCIAL ANALYSIS

### EXPENDITURE

The 2006 budget for 911/311 is \$15 million, a 110% increase over the 2005 Adopted Budget. The General Fund supports 911/311 with \$9.8 million, a 46% increase over 2005. The large budget increase is also explained by the development of the City's new One Call/311 system and \$4.3 million in new federal funds for a homeland security grant received in 2004. These grant funds are spent in 2005 and 2006 on a new Computer Aided Dispatch system.

Personnel expense makes up 54% of the Department's budget and Contractual Services makes up 38% of the budget. With a reduction in overtime, the budget is consistent with the five-year financial plan after growth and reduction, requiring no target strategy. In 2006, 2.5 positions are added to correct an error in the 2005 Adopted Budget.

Non-personnel expenses represent approximately 8% of the Department's budget, of which the majority is paid to the City's Internal Service funds for BIS charges, phones, self insurance, parking and benefit administration fees. The remainder is for training, equipment, a contract with Qwest for \$80,000, memberships and supplies.

## REVENUE

Revenue for 2006 is \$3.2 million. The significant increase is largely due to charges back to the departments for their portions of 311/911 expenses. The Department has a \$50,000 contract with Hennepin County to provide EMS call dispatch and CAD services. The Department receives \$500,000 in 911 franchise fees from the state. The spending of this revenue has limitations specified by state statute. The revenue from the franchise fee is due to double starting with the State of Minnesota's new fiscal year (July 2005).

## FUND ALLOCATION

Approximately 67% of the 911/311's budget for 2006 comes out of the General Fund, with the remainder coming from grants.

## MAYOR'S RECOMMENDED BUDGET

The 2006 budget for 911 was within the five-year financial direction; reductions were not needed to stay within projections.

The Department's budget includes the addition of the One Call/311 initiative (\$2.6 million, funded by revenues from department payments and \$100,000 in one-time transition costs). Thirty four positions, including 4 positions transferred from Regulatory Services, are added to the Department for this purpose.

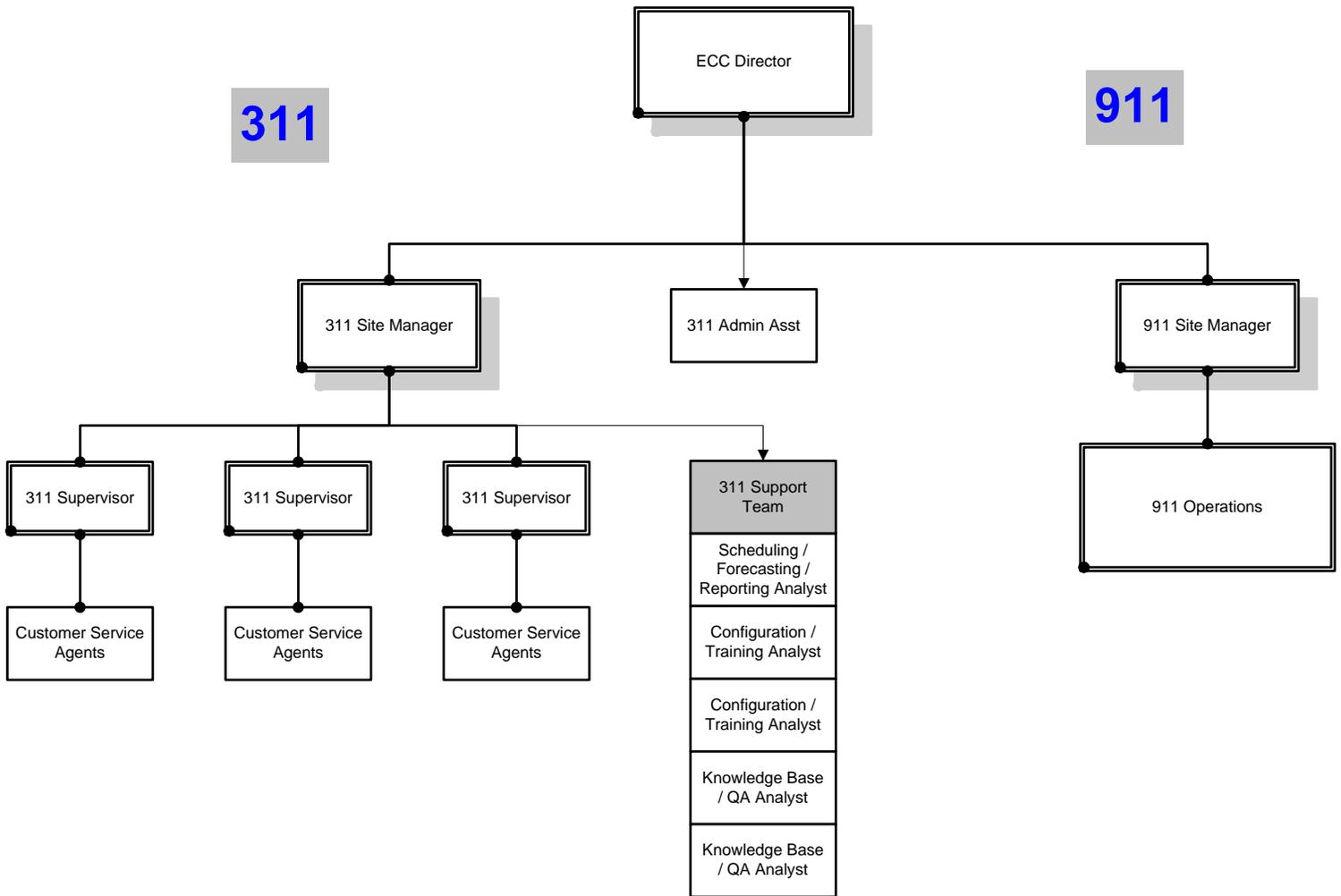
## COUNCIL ADOPTED BUDGET

The Council returns the 4 positions transferred from Regulatory Services and decreases the 911 position count by 5.5 positions to reflect financial changes included in the Mayor's Recommended Budget that funded 911's contribution to funding 311. The Council adopts the remainder of the Mayor's Recommended Budget.

### 911 / 311 Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Total FTE's</b>	90.50	90.50	86.50	117.50	35.84%	31.00

# Minneapolis 911 / 311



311

911

**911/311  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	0	176,218	409,452	1,301,919	218.0%	892,467
Equipment	0	6,124	9,126	9,309	2.0%	183
Fringe Benefits	0	1,216,175	1,318,780	1,866,892	41.6%	548,112
Operating Costs	0	304,745	302,410	572,605	89.3%	270,195
Salaries and Wages	0	4,470,904	4,644,098	6,004,345	29.3%	1,360,247
<b>Total for General Fund - City</b>	<b>0</b>	<b>6,174,166</b>	<b>6,683,866</b>	<b>9,755,070</b>	<b>45.9%</b>	<b>3,071,204</b>
<b>Special Revenue Funds</b>						
Contractual Services	0	156,127	0	4,284,000		4,284,000
Equipment	0	482	255,173	500,000	95.9%	244,827
Operating Costs	0	8,047	0	0		0
<b>Total for Special Revenue Funds</b>	<b>0</b>	<b>164,655</b>	<b>255,173</b>	<b>4,784,000</b>	<b>1,774.8%</b>	<b>4,528,827</b>
<b>Total for 911/311</b>	<b>0</b>	<b>6,338,822</b>	<b>6,939,039</b>	<b>14,539,070</b>	<b>109.5%</b>	<b>7,600,031</b>

**911/311  
Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Charges for Service	0	51,126	50,000	2,650,000	5,200.0%	2,600,000
Other Misc Revenues	0	80	0	0	0.0%	0
<b><i>Total for General Fund - City</i></b>	<b>0</b>	<b>51,206</b>	<b>50,000</b>	<b>2,650,000</b>	<b>5,200.0%</b>	<b>2,600,000</b>
<b>Special Revenue Funds</b>						
Interest	0	29,285	0	0	0.0%	0
Other Misc Revenues	0	50	0	0	0.0%	0
State Government	0	251,070	255,173	500,000	95.9%	244,827
<b><i>Total for Special Revenue Funds</i></b>	<b>0</b>	<b>280,405</b>	<b>255,173</b>	<b>500,000</b>	<b>95.9%</b>	<b>244,827</b>
<b>Total for 911/311</b>	<b>0</b>	<b>331,611</b>	<b>305,173</b>	<b>3,150,000</b>	<b>932.2%</b>	<b>2,844,827</b>

# BUSINESS INFORMATION SERVICES

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Business Information Services (BIS) will transform City government into a more integrated, citizen-centric, efficient, accountable, and accessible entity.

#### VALUES –

**Professional:** We deal with customers and colleagues directly, with honesty, integrity, courtesy and respect.

**Partnership:** We build partnerships through strong professional relationships with customers, vendors and colleagues.

**Proactive and Responsive:** We take initiative in providing excellent service delivery while remaining flexible and responsive to customer needs.

**Passionate:** We take pride in and show enthusiasm and commitment for our work.

**Customer-Centered:** BIS service delivery is focused on clearly understanding customer needs and improving business outcomes. Our customers may be City departments, citizens, or other stakeholders.

**Integrated and Enterprise-Focused:** BIS is committed to leveraging technology investments across departments for the greater good of the enterprise.

#### MISSION –

BIS drives effective management of City government by:

- Leading change and business process improvement;
- Implementing business needs driven technology solutions;
- Providing cost-effective, efficient and reliable information services;
- Improving City results and operations through the implementation of a results-based culture and management system;
- Ensuring that the “business” of BIS runs smoothly and effectively.

## **BUSINESS LINES –**

BIS supports three lines of business:

- **Business Development Services:** Business Development Services implements services and solutions driven by business needs. This includes re-engineering business processes, managing programs, establishing and leveraging enterprise architecture and technology, and expanding e-government services.
- **Business Support Services:** Business Support Services partners with City departments to sustain and enhance business operations, applications, and information technology infrastructure.
- **Results Management:** Results Management leads Citywide outcome-driven accountability. BIS partners with City departments to establish, implement, and monitor performance measures. This approach focuses on outcomes and places continuous improvement and accountability to residents at the center of all City activities.

## **2006 DEPARTMENT FOCUS –**

***What key trends and challenges will the department address and what actions will be taken?***

- **Funding:** The five-year financial outlook establishes a funding level barely sufficient to sustain core infrastructure services and BIS is faced with an increasing demand for communications and information services. BIS will work with Finance to refine the model for allocating technology costs and to develop an acceptable formula that allows departments to plan for IT (information technology) growth in their budget priorities.
- **Broadband Internet:** Broadband Internet technology is rapidly emerging in cities as an option to meet institutional, business, residential and visitor demand for low cost, high-speed Internet services. BIS will implement a fixed and mobile broadband Internet services capability to meet the City's internal institutional needs and provide a universal broadband communications backbone that benefits the residents and businesses as well.
- **Results Management:** Government entities focus on results management to place continuous improvement and resident accountability at the center of activities. Results Minneapolis will structure management discussions around key performance measures and indicators to implement accountability standards based on the departmental business plans.
- **Business Intelligence:** Business intelligence focuses on getting the right information to the right individuals so they can make better business decisions. Targeted knowledge management technology investments will help the City organize and access information, such as data, documents, and images.
- **Portfolio Management:** Portfolio management focuses on understanding each business area, articulating business requirements, leveraging portfolio investments, and managing IT

products and services to achieve the most benefit. Portfolio management enables the Technology Steering Committee to establish IT funding priorities and guides strategic enterprise technology investments.

- **Business Process Engineering:** Business process engineering enables departments to reduce costs and streamline services with the implementation of customer focused enterprise business systems. Business process engineering will produce an integrated enterprise-wide computer based process model that can be used to eliminate duplication of effort, simplify access to services, and better inform management in making policy decisions.
- **Security and Privacy Management:** Global developments and the formation of Homeland Security have emphasized the need for better physical and electronic security and privacy. BIS will collaborate with departments to develop an overall strategy and plan to address security and privacy.
- **Outsourcing:** A trend is for internal IT organizations to re-evaluate their true mission and outsource areas that are non-strategic and which external organizations can provide more cost-effective capability. BIS will continue to pursue information technology outsourcing and business process outsourcing alternatives that can improve service and reduce operating cost.
- **E-Government:** Residents, businesses, and other government agencies are demanding more access to City information and services through the Internet. BIS will collaborate with stakeholders to develop an enterprise-wide e-government plan for the City.
- **Voice over Internet Protocol (VoIP):** VoIP utilizes the Internet as a transmission medium for voice, data, and video communications. BIS is positioning the City for enhanced uses of VoIP through several telecommunications, broadband, and facility connectivity projects.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

The success of BIS is dependent upon getting appropriate funding. BIS will collaborate with City departments and the Technology Steering Committee to fund the cost for business-driven technology solutions and will develop joint action plans to address future financial constraints. The current approach bases the BIS budget on the previous year plus current service level adjustments and then spreads that cost through a rate model. This approach is out of synch with the dynamics of the annual growth in contractually obligated costs and the growth that results from increasing departmental needs. BIS will work with Finance to find a solution, refine the rate model for allocating technology costs, and develop an acceptable formula that allows departments to plan for IT growth within their respective budget priorities.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Lead change and improve business outcomes	<ul style="list-style-type: none"> <li>• BIS forges partnerships with City departments to understand and streamline business processes</li> </ul>	<ul style="list-style-type: none"> <li>• City departments satisfaction with BIS on “streamline” projects and overall satisfaction</li> <li>• Number of successful implementations of key Department initiatives through innovative process design and leveraging of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Web enable City services</li> <li>• Analyze and re-engineer finance business processes including a system consolidation assessment</li> <li>• Analyze Assessor, CPED, and Regulatory Services property information systems, including a system consolidation assessment and upgrade strategy</li> <li>• Analyze and re-engineer timekeeping business processes including a system consolidation assessment</li> <li>• Assist City departments in analyzing and re-engineering business processes identified through the One Call/311 program</li> <li>• Launch a Citywide Broadband Internet services program</li> <li>• Create business process engineering capability</li> </ul>
Implement business needs-driven information technology solutions	<ul style="list-style-type: none"> <li>• Technology projects are collaboratively implemented on-time and on-budget based on business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of project milestones completed on schedule</li> <li>• Percent of projects completed at or below budget</li> <li>• City departments satisfaction with project teams</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Enterprise Document Management</li> <li>• Implement enterprise information management.</li> <li>• Create business intelligence capability</li> <li>• Institutionalize Target SafeZone program into BIS</li> <li>• Expand quality assurance capability to include software assurance, software administration, and quality engineering</li> <li>• Expand and enhance project management best practices to include project portfolio management</li> </ul>
	<ul style="list-style-type: none"> <li>• BIS solutions deliver expected benefits to the City</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of expected benefits achieved</li> <li>• Cumulative project benefits to the City (Return on Investment (ROI), Value on Investment (VOI))</li> </ul>	<ul style="list-style-type: none"> <li>• Complete strategic technology planning to align BIS projects with City strategic goals</li> <li>• Integrate and leverage business systems for the benefit of the enterprise</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	<ul style="list-style-type: none"> <li>• Citizens and businesses are satisfied with City services where BIS took a leadership role in changing business processes</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction on BIS related initiatives</li> <li>• Cumulative project benefits to Citizens and businesses (ROI, VOI)</li> </ul>	<ul style="list-style-type: none"> <li>• Implement business application life cycle management</li> <li>• Improve vendor management process</li> <li>• Work closely with the Minneapolis 311 Call Center to develop good reporting practices and analyze data</li> <li>• Represent the interests of Minneapolis residents and negotiate with the City's independent boards and organizations to determine integration approaches with the new Minneapolis 311 Call Center systems.</li> <li>• Continue association with the One Stop Business Advisory Committee, the Minneapolis Consortium of Community Developers, the City's homeowners, and other independent developers</li> <li>• Minneapolis Chamber of Commerce Initiative</li> </ul>
Provide cost effective, efficient, and reliable information and consultation services	<ul style="list-style-type: none"> <li>• Customers are satisfied with BIS services and information systems</li> </ul>	<ul style="list-style-type: none"> <li>• Percent very satisfied and satisfied with BIS services and support as determined through the BIS customer survey</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and conduct a BIS customer satisfaction survey</li> <li>• Audit managed services Service Level Agreements (SLA's)</li> <li>• Communicate and publish SLA reports on City Talk</li> <li>• Implement, maintain, and support City department SLA's</li> <li>• Complete 360 degree reviews to improve employee performance</li> </ul>
	<ul style="list-style-type: none"> <li>• BIS provides cost effective solutions to the enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• City departments are able to provide services more efficiently</li> <li>• Cost of City operations benchmarking to industry average</li> </ul>	<ul style="list-style-type: none"> <li>• Determine and monitor cost of City operations</li> </ul>
	<ul style="list-style-type: none"> <li>• The technical environment is up-to-date and supportable</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of systems and hardware infrastructure that is no longer supported by vendors or no longer supported by the business application</li> <li>• Percent of software that is current, fully supported, and compliant with enterprise standards</li> </ul>	<ul style="list-style-type: none"> <li>• Implement software inventory and license management tool</li> <li>• Implement software assessment and qualification process and policies</li> <li>• Develop and communicate software review process to BIS and City departments</li> <li>• Develop and communicate standards for enterprise software applications</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
			<ul style="list-style-type: none"> <li>● Implement application lifecycle management</li> <li>● Reduce technological obsolescence of hardware systems infrastructure through the managed services program</li> </ul>
	<ul style="list-style-type: none"> <li>● Minimize unnecessarily redundant applications and data</li> </ul>	<ul style="list-style-type: none"> <li>● Overall number of software packages in the enterprise</li> <li>● Number of software packages consolidated into enterprise solutions</li> </ul>	<ul style="list-style-type: none"> <li>● Inventory, assess, and reduce the number of special use software products</li> <li>● Implement consolidated timekeeping systems, property systems, and financial systems</li> </ul>
	<ul style="list-style-type: none"> <li>● Information systems meet customer's needs for availability, reliability, scalability, and security</li> </ul>	<ul style="list-style-type: none"> <li>● Percent of capacity used for network, storage, and CPU (Central Processing Unit)</li> <li>● Percent of viruses rejected</li> <li>● Percent of hacking attempts successfully defeated</li> <li>● Percent of spam messages blocked out of total volume of messages</li> <li>● Department satisfaction related to downtime as determined through BIS customer survey</li> </ul>	<ul style="list-style-type: none"> <li>● Establish network connection standards</li> <li>● Plan and provide for infrastructure capacity upgrades</li> </ul>
	<ul style="list-style-type: none"> <li>● Provide leadership in determining and promoting the use of appropriate software through the QA (Quality Assurance) testing process</li> </ul>	<ul style="list-style-type: none"> <li>● Percent projects/implementations in which QA works with departments on testing strategies</li> <li>● Customer satisfaction with the QA consultation in the testing process as determined by BIS survey</li> <li>● Percent bugs and/defects found during the QA testing process vs. those found after implementation</li> </ul>	<ul style="list-style-type: none"> <li>● Develop software testing methodology and strategy, including test plan templates and test case examples</li> <li>● Develop customer access and process for testing</li> <li>● Develop bug tracking database and processes</li> <li>● Develop and implement communication plan for customer awareness of the QA testing process</li> </ul>
	<ul style="list-style-type: none"> <li>● Departments receive the enhancements, fixes, and upgrades to their critical business applications</li> </ul>	<ul style="list-style-type: none"> <li>● Customer satisfaction with application support services</li> <li>● Percent of applications fully supported by the vendor</li> </ul>	<ul style="list-style-type: none"> <li>● Negotiate and set appropriate support levels for all applications in the City's environment</li> <li>● Work with vendors to implement fixes and upgrades at the appropriate time</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
		<ul style="list-style-type: none"> <li>• Timeliness of fixes and requested enhancements</li> </ul>	
<p>Improve City results and operations through the implementation of a results-based culture and management system</p>	<ul style="list-style-type: none"> <li>• All City departments utilize performance information to prioritize resources, manage their work, inform decision-making, and be accountable to Minneapolis residents</li> </ul>	<ul style="list-style-type: none"> <li>• Department head and select staff rating of impact of results management process on policy development, budget decisions, other resource decisions, and internal management of operations, which lead to improved results</li> <li>• Percent of targeted audience at results management sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Lead regular results discussions with senior City management</li> <li>• Hold bi-monthly sessions to build an educated results management network</li> </ul>
	<ul style="list-style-type: none"> <li>• Departmental performance measures are relevant, informative and useful</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative assessment by Results Management staff of performance measure effectiveness and usefulness using a rating scale</li> </ul>	<ul style="list-style-type: none"> <li>• Actively work with departments to develop and refine performance measures</li> </ul>
	<ul style="list-style-type: none"> <li>• City departments have good systems in place to get, gather and report on performance information</li> </ul>	<ul style="list-style-type: none"> <li>• Number of departments that have an internal performance reporting system</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an enterprise-reporting tool (COGNOS)</li> <li>• Develop a web-based public reporting tool</li> </ul>
	<ul style="list-style-type: none"> <li>• City leaders and managers regularly review and report performance progress</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hits to Results Management web page to measure citizen interest in performance accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct department (16) consultations quarterly</li> <li>• Develop website to report City results information</li> </ul>
<p>Ensure the “business” of BIS runs smoothly.</p>	<ul style="list-style-type: none"> <li>• Implement a contract system that is nimble, cost effective, and legally viable</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of customers (BIS and other City departments) satisfied with BIS turnaround time of contracts</li> <li>• Percent of customers (BIS and other City departments) satisfied with the courtesy and candidate qualifications from BIS</li> <li>• Cost effectiveness of contract staff measured by the percent below top of range on State contract</li> <li>• Percent of contracts approved by Finance and City Attorney</li> </ul>	<ul style="list-style-type: none"> <li>• Impromptu requests for contracts less than \$50,000 initiated by next business day</li> <li>• Impromptu requests for contracts over \$50,000 initiated within 7 business days</li> <li>• Modify the master contract to accommodate large suppliers</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	<ul style="list-style-type: none"> <li>• Ensure BIS has financial discipline, including planning, identifying, monitoring and controlling costs to provide value to the enterprise, businesses, and citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Budget variance (operating and capital) at year end</li> <li>• Cost = fee-for-services, or cost neutral fee for service</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct monthly financial reviews</li> <li>• Conduct annual review of cost allocation model</li> <li>• Research, evaluate, and propose alternative funding model</li> <li>• Work collaboratively with the Finance Department to establish and meet an April 1 deadline for cost allocation rate model</li> </ul>
	<ul style="list-style-type: none"> <li>• Consolidate various BIS locations to one contiguous location within the downtown campus to save money, improve communications, and create synergies across work teams</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of BIS employees in the largest single location</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain ongoing dialog with Property Services regarding location availability</li> <li>• Schedule regular periodic reviews of staff locations and needs</li> </ul>
	<ul style="list-style-type: none"> <li>• Attract, retain, and develop the very best employees</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of employees with development plans</li> <li>• Percent of employees whose annual goals are achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct periodic Employee Skills inventory</li> <li>• Align employee skills with BIS business requirements</li> <li>• Develop a Management By Objectives system</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure BIS meets the accountability, recognition, and communication goals of the Employee Survey Response Team</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of employees with completed annual reviews</li> <li>• Percent of employees satisfied with accountability, recognition, and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Employee Management Action Team to take action from employee survey results</li> <li>• Survey employees to monitor progress towards meeting accountability, recognition and communication goals</li> </ul>
	<ul style="list-style-type: none"> <li>• BIS solutions deliver expected benefits to the City</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of expected benefits achieved</li> <li>• Cumulative project benefits to the City (ROI, VOI)</li> </ul>	<ul style="list-style-type: none"> <li>• Complete strategic technology planning to align BIS projects with City strategic goals</li> <li>• Integrate and leverage business systems for the benefit of the enterprise</li> <li>• Implement business application life cycle management</li> <li>• Improve vendor management process</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	<ul style="list-style-type: none"> <li>● Citizens and businesses are satisfied with City services where BIS took a leadership role in changing business processes</li> </ul>	<ul style="list-style-type: none"> <li>● Customer satisfaction on BIS related initiatives</li> <li>● Cumulative project benefits to Citizens and businesses (ROI, VOI)</li> </ul>	<ul style="list-style-type: none"> <li>● Work closely with the Minneapolis 311 Call Center to develop good reporting practices and analyze data</li> <li>● Represent the interests of Minneapolis residents and negotiate with the City's independent boards and organizations to determine integration approaches with the new Minneapolis 311 Call Center systems.</li> <li>● Continue association with the One Stop Business Advisory Committee, the Minneapolis Consortium of Community Developers, the City's homeowners, and other independent developers</li> <li>● Minneapolis Chamber of Commerce Initiative</li> </ul>
Improving results-based management by providing information, tools, and methodologies	<ul style="list-style-type: none"> <li>● All City departments utilize outcome indicators to prioritize resources &amp; manage their work</li> <li>● City managers understand and accept the importance of outcome-based accountability</li> <li>● Ensure useful data and reporting methods exist</li> <li>● Regularly review &amp; report performance progress</li> </ul>	<ul style="list-style-type: none"> <li>● Increase the # of outcome measures being used to manage the City</li> <li>● Increase the # of employees trained in the reporting tool</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and refine Citywide performance measures</li> <li>● Conduct departmental (16) consultations quarterly</li> <li>● Hold bi-monthly sessions to build an educated performance measurement network</li> <li>● Implement enterprise reporting tool (COGNOS)</li> <li>● Lead regular results discussions with senior City management</li> <li>● Participate in national performance management conferences</li> </ul>
Providing efficient and reliable information systems services	<ul style="list-style-type: none"> <li>● Ensure customer satisfaction</li> <li>● Ensure cost effective IS services and solutions</li> <li>● Maintain up-to-date and supportable environment</li> <li>● Minimize redundant applications and tools through simplification and standardization</li> </ul>	<ul style="list-style-type: none"> <li>● BIS Department survey: Increase the % satisfied &amp; very satisfied with BIS services and support</li> <li>● Comparison of BIS actual expenses to budget</li> <li>● Increase % service level agreements met</li> <li>● Increase availability %</li> </ul>	<ul style="list-style-type: none"> <li>● Manage outsource provider</li> <li>● Develop an exceptional customer service-focused organization</li> <li>● Continue development of BIS service level agreements with departments</li> <li>● Develop BIS customer survey and obtain baseline data</li> <li>● Implement enterprise infrastructure capacity upgrades</li> <li>● Consolidate &amp; standardize software products centralized under software administration through XP rollout program</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	<ul style="list-style-type: none"> <li>• Ensure availability, reliability, and security</li> <li>• Ensure scalability for the changing City needs</li> </ul>		<ul style="list-style-type: none"> <li>• Partner with business departments to identify future information technology needs</li> <li>• Maintain and enhance business applications as required by the business</li> <li>• Replace central traffic signal computer</li> <li>• Web enabled BIS services</li> </ul>

## FINANCIAL ANALYSIS

### EXPENDITURE

The 2006 Business Information Services budget is \$21 million, a 3% or \$600,000 increase over the 2005 Adopted Budget. Most of the increase is attributable to personnel costs including 4 positions transferred in mid-year 2005 from Regulatory Services and 1 position transferred in from the capital operating budget. A 0.75 position was also added to correct a previous error.

### REVENUE

There is a 2% increase in the BIS revenue budget from 2005 to 2006. The majority of this revenue is attained through the BIS rate model. The rate model created a reclassification of the revenue from *Transfers* (non-operations) to *Charges for Service* (operations).

### FUND ALLOCATION

BIS is fully funded through the Intergovernmental Services Internal Service Fund.

### MAYOR'S RECOMMENDED BUDGET

The Mayor recommended moving forward 1/3 of the Department's anticipated cuts in 2007 to 2006 (\$200,000) by eliminating 2 positions. The Recommended Budget also transferred results management responsibilities to the Coordinator Administration Department which eliminated 1 additional position. Two City operators were moved from BIS to 911/311 for One Call.

### COUNCIL ADOPTED BUDGET

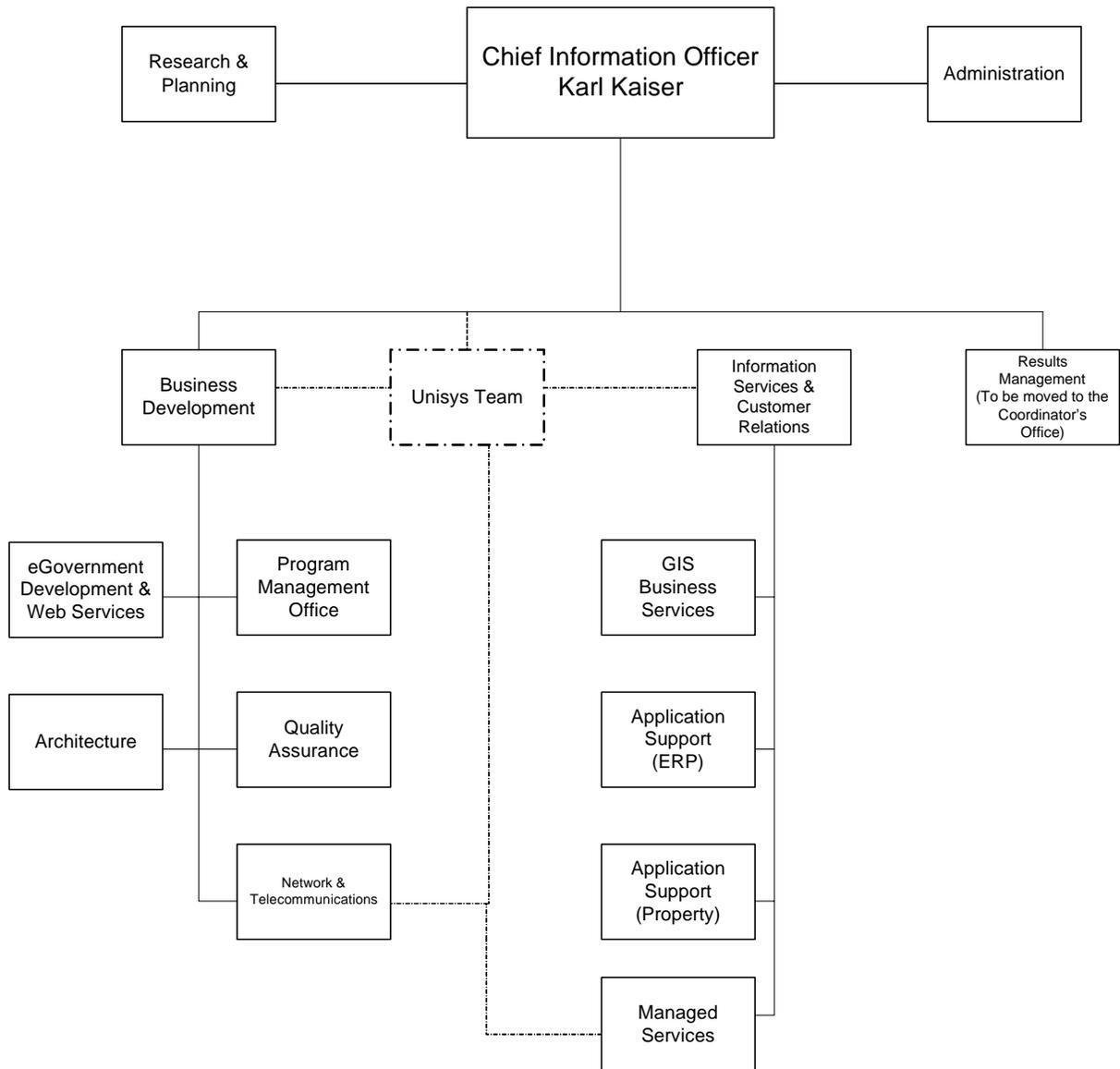
The Council adopted the Mayor's recommendations.

## BUSINESS INFORMATION SERVICES

### Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Total FTE's</b>	<b>100.10</b>	<b>78.10</b>	<b>80.85</b>	<b>81.60</b>	<b>0.93%</b>	<b>0.75</b>

# Business Information Services Organization Chart



**BUSINESS INFORMATION SERVICES**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Internal Service Funds</b>						
Contractual Services	11,544,179	12,824,122	12,465,226	12,836,121	3.0%	370,895
Equipment	506,798	976,856	0	0		0
Equipment Labor	88,339	106,818	0	0		0
Fringe Benefits	1,068,199	928,002	1,505,809	1,682,041	11.7%	176,232
Operating Costs	890,581	2,039,199	454,521	467,997	3.0%	13,476
Salaries and Wages	4,406,063	3,994,856	5,718,803	5,754,698	0.6%	35,895
<b>Total for Internal Service Funds</b>	<b>18,504,159</b>	<b>20,869,852</b>	<b>20,144,359</b>	<b>20,740,857</b>	<b>3.0%</b>	<b>596,498</b>
<b>Special Revenue Funds</b>						
Contractual Services	99,275	113,806	0	0		0
Equipment	0	0	0	0		0
Fringe Benefits	8	1,427	0	0		0
Salaries and Wages	0	7,518	0	0		0
<b>Total for Special Revenue Funds</b>	<b>99,282</b>	<b>122,752</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Total for BUSINESS INFORMATIO</b>	<b>18,603,441</b>	<b>20,992,603</b>	<b>20,144,359</b>	<b>20,740,857</b>	<b>3.0%</b>	<b>596,498</b>

**BUSINESS INFORMATION SERVICES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	0	0	0	0	0.0%	0
<b>Total for General Fund - City</b>	0	0	0	0		0
<b>Internal Service Funds</b>						
Charges for Sales	34,889	31,697	10,000	10,000	0.0%	0
Charges for Service	2,690,338	3,341,356	18,614,503	18,921,752	1.7%	307,249
Gains	8,640	0	0	0	0.0%	0
Interest	0	290	0	0	0.0%	0
Other Misc Revenues	252,882	562,999	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	2,986,749	3,936,341	18,624,503	18,931,752	1.6%	307,249
<b>Special Revenue Funds</b>						
Federal Government	99,282	122,752	0	0	0.0%	0
<b>Total for Special Revenue Funds</b>	99,282	122,752	0	0		0
<b>Total for BUSINESS INFORMATION SERVICE</b>	3,086,031	4,059,093	18,624,503	18,931,752	1.6%	307,249

# COMMUNICATIONS

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

The City of Minneapolis is admired regionally for its high quality of life and governance. It has a well-informed and engaged public that is knowledgeable of City services, processes, and issues and proud of the value and quality the City provides.

#### VALUES –

- Honesty
- Accuracy (Consistency)
- Responsiveness
- Teamwork (Collaborative)
- Ingenuity

#### MISSION –

The Mission of this department is to assist City departments in clearly and accurately communicating information about the City of Minneapolis to key audiences. This includes providing information on and engaging the public about core services, the government process, ordinances and regulations, and utilizing opportunities to enhance the image of the City.

#### BUSINESS LINES –

- 1) Assist elected officials and City departments with all communications functions - internal and external
- 2) Manage the cable franchise
- 3) Oversee and assist with Community Engagement at the individual department level

#### 2006 DEPARTMENT FOCUS –

##### ***What Key trends and challenges will the department address and what actions will be taken?***

Communications has identified significant trends and challenges facing the department now and through the five-year planning cycle. They are as follows:

- 1) The City needs to think – and act – regionally and as a regional leader, which requires that our message reach beyond Minneapolis borders.
- 2) The consolidation of the Communications Department, staff and resources requires that we continue to solidify our image and staff as a cohesive unit (internally and among City departments).
- 3) Technology is advancing rapidly and we need to advance with it. It is essential that we move steadily towards computer-based communications, reaping savings and efficiencies in the process.
- 4) Crime rates (locally, regionally and nationally) are rising, which will make public safety communications efforts more critical and the messages harder to deliver.
- 5) Communicating with an ever more diverse population requires making special efforts to reach residents who speak English as a second language.
- 6) Local media is increasingly focused on coverage of suburban issues, which will make it more difficult for the City's proactive and positive messages to be delivered using standard media outlets.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

No target strategies were requested from this Department.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
1. Proactively enhance the City's image.	1.1 Create system to identify and strategically analyze issues, challenges & opportunities facing the City of Minneapolis.	▪ # of proactive issues identified and managed to a positive outcome for the City.	1.1.1 Establish staff function to project manage major, positive City initiatives. 1.1.2 Devise work plan and protocols for identifying issues and project management. 1.1.3 Seek partnerships with GMCVA on key marketing/event planning.
	▪ 1.2 Create individual (annual) departmental communications plans & make ongoing communications recommendations for City departments.	▪ # of department communications supported.	1.2.1 Conduct needs assessments/audits with departments. 1.2.2 Develop process to identify and analyze issues, challenges & opportunities facing City departments on communications programs & opportunities. 1.2.3 Conduct annual reviews with departments. 1.2.4 Create communications materials (that could include: media materials, news releases, advisories, media events, etc.).
2. Enhance and standardize community engagement (CE) practices.	2.1 Support the introduction and institutionalization of the Community Engagement process.	# of departments using Community Engagement process	2.1.1 Complete research and process design. 2.1.2 Establish Community Engagement Function in Communications Department.

Strategies	Objectives	Measures: Outcome and Driver	Tactics
			<p>2.1.3 Hire Community Engagement coordinator.</p> <p>2.1.4 Work with departments to assess current needs and service levels.</p> <p>2.1.5 Conduct annual reviews with departments.</p>
3 Improve efficiency and effectiveness of business practices.	3.1 Enhance City departments' abilities to utilize the Web for communications needs.	# of departments Web sites reviewed &/or enhanced.	<p><b>3.1.1 Communications Dept:</b></p> <p>3.1.2 Update e-communications policy.</p> <p>3.1.3 Create Web content oversight policy and protocols for departments.</p> <p>3.1.4 Develop policy options for Web and newsletter content for elected officials' communications.</p> <p>3.1.5 Training on Web-based communications for existing staff.</p> <p><b>3.1.6 Other City Depts.:</b></p> <p>3.1.7 Audit City Web site pages for level of collaboration with Communications.</p> <p>3.1.8 Advise departments on how to become more Web-based in partnership with BIS.</p>
	3.2 Create positive work environment that maximizes commitment to professionalism and public we serve.	% increase in employees responding somewhat/very satisfied on employee survey	<p>3.2.1 Develop employee survey response plan for Department.</p> <p>Create Department employee manual.</p>
	3.3 Create systems and protocols to ensure Department provides quality communications services.	% of departments that rate services average or above	<p>3.3.1 Conduct satisfaction surveys with departments on video, publications, graphics, web, media relations and overall communications services.</p> <p>3.3.2 Establish service levels and standards for Department.</p>
	3.4 Ensure City receives reliable and affordable cable franchise/services.	# complaints handled	<p>3.4.1 Negotiate new franchise agreement.</p> <p>3.4.2 Handle service complaints and resolve issues with provider.</p>
	3.5 Ensure that pay phones (in public right-of-way) are adding to City's neighborhood livability.	# complaints	<p>3.5.1 Evaluate whether pay phones (in public right of way) are contributing to neighborhood livability.</p> <p>3.5.2 Handle complaints and resolve issues.</p> <p>3.5.3 Pursue relocating pay phone oversight to Regulatory Services or eliminate phones from right of ways.</p>
	3.6 Examine Alternative models of service, to reduce operating expenses.	% reduction in operating expenses	<p>3.6.1 Examine benefits of merging government and public access cable facilities.</p>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
			<p>3.6.2 Study session to present recommendations.</p> <p>3.6.3 Submit applications for applicable grants.</p>
4 Enhance City departments' abilities to effectively communicate with internal & external customers.	<ul style="list-style-type: none"> <li>▪ 4.1 Provide strategic communications counsel &amp; coaching.</li> </ul>	# of City employees trained on communications issues	<p>4.1.1 Evaluate and make recommendations on emerging communications issues.</p> <p>4.1.2 Establish annual communications training &amp; conduct trainings for new &amp; existing employees through partnership with the Human Resources Department.</p> <p>4.1.3 Establish annual media training program for new &amp; existing employees.</p> <p>4.1.4 Make recommendations, evaluate and edit all publications.</p> <p>4.1.5 Make recommendations and evaluate video, graphic, media &amp; Web requests from departments.</p>
	4.2 Ensure that LEP customers can access City services and information.	# of hits to LEP Web portal sites	<p>4.2.1 Create protocol for evaluating materials and comm. needs for translations (publishing, posting on the Web site or producing video).</p> <p>4.2.2 Develop Web portals for top level LEP languages.</p> <p>4.2.3 Devise LEP work plan.</p>
	4.3 Improve consistency in response to media inquiries.	<p>% increase in media contacts handled by Communications</p> <p>% departments with media contact training</p>	<p>4.3.1 Manage media contacts through Communications Dept.</p> <p>4.3.2 Arrange interviews.</p> <p>4.3.3 Manage data-practices requests.</p> <p>4.3.4 Develop "fairness" media policy.</p>
	4.4 Improve customer access to information	% of information requests responded to in a timely manner	4.4.1 Support 311 initiatives as appropriate
	4.5 Implement Enterprise Information Management (EIM) practices & policies.	% compliance with EIM policy.	<p>4.5.1 Develop EIM knowledge, skills &amp; abilities within the Department.</p> <p>4.5.2 Ensure that Department records are identified and have or meet retention protocols.</p> <p>4.5.3 Identify data practices expert/representative.</p>
	4.6 Implement Loss Prevention Enterprise Project practices & policies	% compliance with Loss Prevention policy	<p>4.6.1 Develop Loss Prevention knowledge within the Department.</p> <p>4.6.2 Designate Loss Prevention representative</p>

## FINANCIAL ANALYSIS

### EXPENDITURE

The 2006 expense budget for the Communications Department, which includes Public Affairs, Graphics and Cable Regulation, and Video Services is \$2.3 million. This is in line with the five-year financial direction.

Internally, Communications consolidated its divisions by moving the 3 Graphics Division positions and \$713,338 in non-personnel costs and 3 Video Services Division positions into the Public Affairs Division in 2006.

### REVENUE

The Communications Department's \$2.5 million revenue budget increases by 8% or \$195,000 from 2005, largely due to the City's Cable Franchise fees not declining as expected.

### FUND ALLOCATION

The Communications Department is funded entirely by the General Fund in 2006.

### MAYOR'S RECOMMENDED BUDGET

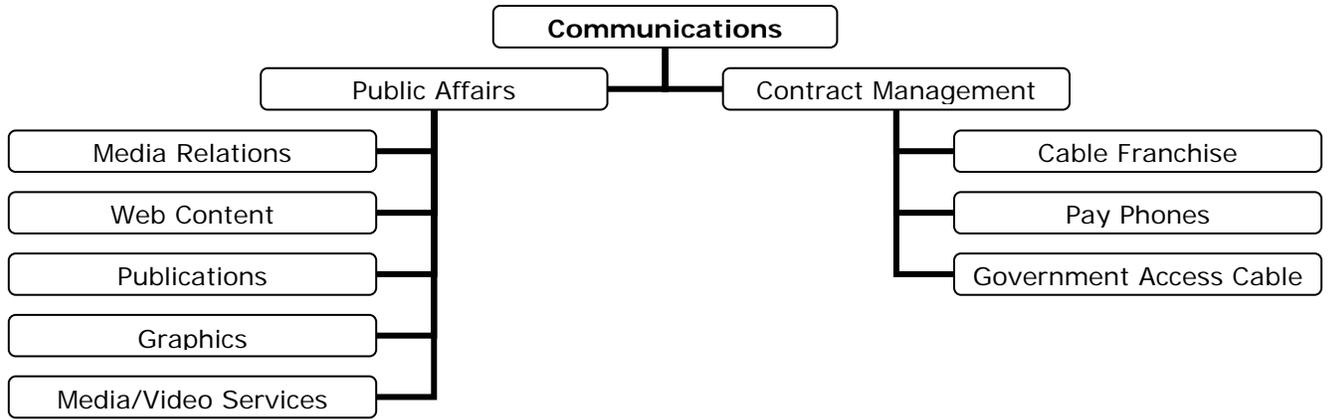
The Mayor's Recommended Budget transferred one position and \$75,000 to the Community Planning and Economic Development Department.

### COUNCIL ADOPTED BUDGET

The Council returned to the Department the Communications position that was transferred to CPED by the Mayor. It also transferred \$70,000 from the General Fund and a 0.8 staff person for sign language interpreter services to the Civil Rights Department.

## COMMUNICATIONS Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	%	%
					Change	Change
<b>FTE's by Division</b>						
Public Affairs	6.80	8.80	10.80	16.00	48.15%	5.20
Graphics & Cable	4.00	2.00	3.00	-	-100.00%	(3.00)
Video Services	5.00	5.00	3.00	-	-100.00%	(3.00)
<b>Total FTE's</b>	<b>15.80</b>	<b>15.80</b>	<b>16.80</b>	<b>16.00</b>	<b>-4.76%</b>	<b>(0.80)</b>



**COMMUNICATIONS**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	534,117	865,480	1,108,293	1,090,733	-1.6%	-17,560
Equipment	98,110	66,180	45,246	46,151	2.0%	905
Fringe Benefits	191,562	184,883	256,001	263,120	2.8%	7,119
Operating Costs	360,334	46,312	71,310	77,078	8.1%	5,768
Salaries and Wages	827,006	741,862	887,142	871,919	-1.7%	-15,223
<b>Total for General Fund - City</b>	2,011,129	1,904,716	2,367,992	2,349,001	-0.8%	-18,991
<b>Special Revenue Funds</b>						
Contractual Services	0	16,282	15,000	0	-100.0%	-15,000
<b>Total for Special Revenue Funds</b>	0	16,282	15,000	0	-100.0%	-15,000
<b>Total for COMMUNICATIONS</b>	2,011,129	1,920,998	2,382,992	2,349,001	-1.4%	-33,991

**COMMUNICATIONS**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	40	11,605	4,600	14,600	217.4%	10,000
Charges for Service	6,020	3,814	0	0	0.0%	0
Contributions	0	314,821	297,500	297,500	0.0%	0
Franchise Fees	2,125,106	2,671,831	2,000,000	2,200,000	10.0%	200,000
Other Misc Revenues	34,765	54,978	6,100	6,100	0.0%	0
Rents	20,042	17,216	8,400	8,400	0.0%	0
<b>Total for General Fund - City</b>	2,185,974	3,074,266	2,316,600	2,526,600	9.1%	210,000
<b>Special Revenue Funds</b>						
Contributions	0	16,282	15,000	0	-100.0%	-15,000
<b>Total for Special Revenue Funds</b>	0	16,282	15,000	0	-100.0%	-15,000
<b>Total for COMMUNICATIONS</b>	2,185,974	3,090,548	2,331,600	2,526,600	8.4%	195,000

# CONVENTION CENTER

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

By providing professional and personalized service, we have built a history of positive long-term relationships.

We hold firmly to that legacy as we work to exceed the needs and expectations of an evolving industry.

Our Commitment - We commit to caring for our customers, our partners, and each other while being accountable for our shared goals and celebrating our successes. As individuals, we seize opportunities to serve our customers and each other; working together we make anything possible.

#### VALUES –

##### Quality Product

- Providing high quality products at a fair price
- Partnering with organizations which share our commitment to quality
- Reviewing our offerings and quality of delivery regularly to ensure first-choice recognition

##### Safety

- Protecting the safety of all who enter the Minneapolis Convention Center
- Creating an atmosphere where employees, customers, and guests understand and participate in developing a safe environment for all to enjoy

##### Respect for All/Diversity

- Respecting the unique qualities that make each individual special and important
- Reflecting the diversity of our community, our customers, and guests in the people and culture of our organization
- Listening before speaking
- Working with others, not around them

##### Responsibility with resources

- Protecting the health of our fund through sound business practices and carefully calculated risks
- Looking for efficiencies at each opportunity
- Innovating new business lines that improve our offering and cash flow

##### Accountability

- Holding ourselves accountable first, others second

- Constructively questioning what we do not understand
- Owning our responsibility to participate in making our Convention Center a better place for ourselves, our customers, and our guests

#### Integrity/Trust/Ethics

- Holding ourselves to a standard which equals or exceeds our expectations of others
- Looking at each new situation with an open mind

### **MISSION –**

The Minneapolis Convention Center is the national convention and trade show venue of the State of Minnesota. By hosting events and offering a variety of services, the Minneapolis Convention Center showcases and provides economic benefit to Minneapolis and the surrounding region.

We will provide an exceptional product, in a safe environment, while maintaining the integrity and financial health of the facility.

### **BUSINESS LINES –**

- Event Services
- Facility Services
- Sales and Marketing Services

### **2006 DEPARTMENT FOCUS –**

***What Key trends and challenges will the department address and what actions will be taken?***

1. Supply and Demand/Competitiveness
  - Complete Permit for Occupancy Review
  - Ongoing review of recently added services
  - Cautious development of any further "exclusive services"
  - Develop wider selection of targeted packages
2. Funding
  - Continued efforts to decrease reliance on subsidy
3. Security
4. Technology
  - Review organizational structure related to technology services
5. Customer Service Expectations
  - Develop new survey tools to reflect new services
  - Analysis of "one-stop" convention services contract to settlement for small and corporate customers

- Continued development of flexible staffing options
6. Revenue Development
    - Develop video monitor advertising program in partnership with GMCVA
    - Initial study of medical specialty space in unfinished 5,000 sq. ft. L101 Meeting Room to partner with the Life Sciences Corridor
    - Develop educational packages for employees to help up-sell new service providers
  7. Cost Containment
    - Review potential wind turbine options for electricity generation on Convention Center site
  8. Economic Environment
  9. Labor Workforce
    - Implement final plan from Organization Assessment
    - Create of Internal Development Committee
    - Revamp All-Staff Meeting format
    - Develop high-level internal services position to facilitate training, business planning, and coordination of all administrative services
    - Develop defined flexible labor model
    - Develop Life Skills training
  10. Regulatory Environment
  11. Branding/Identity/Image
    - Develop logo contingent upon GMCVA Branding Project
  12. Event Infrastructure
    - Review of EBMS system - utilization, capabilities, long-term desirability
    - Service package development
    - Create estimate program
    - Improve floor change tracking
    - Increase capacity for relevant business information capture

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

The Convention Center will continue to work within the framework of the financial plan contained in the original 2003-07 Business Plan.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Provide a safe and secure experience for all	Ensure adequate security for Convention Center events	Increase perceived safety rating on client survey	<ul style="list-style-type: none"> <li>▪ Review and update security levels for National Security Advisory Levels</li> <li>▪ Complete all outstanding safety infrastructure items from business plan</li> <li>▪ Develop and include a measure of perceived safety for client survey</li> </ul>
	Provide a Coordinated Emergency Response	% of time drills that meet or exceed standards	<ul style="list-style-type: none"> <li>▪ Conduct planned emergency drill requiring the coordination of the Safety and Security Department and Guest Services Department</li> <li>▪ Complete RFP for Medical Services to replace service formerly provided by MFD</li> </ul>
	Provide an environment where employees are not exposed to hazards to their health or safety	% reduction in injury claims and losses  % reduction in lost days due to injury  # of safety issues identified and corrected by Convention Center Employee/Management Safety Committee	<ul style="list-style-type: none"> <li>▪ Safety committee to continue monthly building inspections, covering the entire facility each 12 month period</li> <li>▪ Review the benefits of a formal safety recognition program</li> </ul>
Provide an exceptional customer experience at a reasonable cost	Provide professional and personalized service	% change in customer survey overall rating	<ul style="list-style-type: none"> <li>▪ Analysis of and potential development of "single point of contact" Event Coordinators from small and corporate events</li> <li>▪ Development of specialized packages for customer groups to encourage return business by small clients</li> <li>▪ Development of facility-wide "Customer Service Committee"</li> </ul>
	Provide a variety of parking options for guests, exhibitors, and clients	% change in overall parking revenue  % improvement in client survey ranking for parking	<ul style="list-style-type: none"> <li>▪ Review utilization of exhibitor parking options</li> </ul>
	Develop efficient customer processes	% change in customer survey overall rating	<ul style="list-style-type: none"> <li>▪ Development of event estimate process</li> <li>▪ Complete Permit for Occupancy Review</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Maintain and upgrade clean, functional, competitive facility	% change in customer survey appearance rating  % of completed planned capital projects	<ul style="list-style-type: none"> <li>Complete all maintenance-related capital projects</li> </ul>
	Ensure services are readily available for customers, employees, and guests with limited English proficiency	% change in customer survey overall rating	<ul style="list-style-type: none"> <li>Installation of "Language Line" phone service at Concierge Desk</li> <li>Development of multilingual welcome and information for video monitors</li> <li>Installation of directional signage to multi-lingual information location</li> <li>Converting room set information for employees from narrative-based to symbol-based</li> </ul>
	Maximize use of Convention Center	% increase in total attendance  % increase in occupancy sq. ft. and auditorium	<ul style="list-style-type: none"> <li>Development of specialized packages for customer groups to encourage return business by small clients</li> </ul>
Provide a positive work environment	Create a an overall positive experience for employees	% increase in Climate Survey rating - "The Minneapolis Convention Center (MCC) is a good place to work."	<ul style="list-style-type: none"> <li>Develop and implement an action plan based on findings of the Organizational Assessment, City-wide survey, and the Minneapolis Convention Center Climate Survey</li> <li>Review current incentive programs for impact and effectiveness</li> <li>Develop Supervisors' capacity to deal with difficult issues</li> </ul>
	Maintain a workplace free from harassment and retaliation	% of complaints substantiated	<ul style="list-style-type: none"> <li>Development of specialized life skills, communication and interactive training</li> </ul>
	Better prepare employees to take advantage of promotional or advancement opportunities		<ul style="list-style-type: none"> <li>Creation of Internal Development Committee</li> <li>Study and potential development of high level position tasked with employee development and interaction</li> </ul>
Minimize use of planned subsidy	Diversify and maximize revenue streams	% of non-space rental revenue	<ul style="list-style-type: none"> <li>Monitor growth of new revenue streams (Wireless, Guest Services and Business Center)</li> <li>In partnership with GMCVA initiate video monitor advertising sales</li> <li>In partnership with GMCVA, begin analysis of feasibility of creating a special use medical space in the previously unfinished L101</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Manage and contain cost factors to limit annual expenditures	% growth of non-event expenses budget	<ul style="list-style-type: none"> <li>In partnership with the GMCVA, explore the feasibility of using wind generated power to offset rising electricity costs</li> </ul>
	Improve level of operational self-sufficiency	% of self-sufficiency revenue/direct operating expenses	

## FINANCIAL ANALYSIS

### EXPENDITURE

The Convention Center's expense budget for 2006 is \$28.8 million, a 7% or \$1.9 million increase over the 2005 Adopted Budget. There is no change in the number of positions.

### REVENUE

Revenue is expected to increase by 7% to \$70 million.

### MAYOR'S RECOMMENDED BUDGET

The Mayor's recommended capital program in the Center is funded at a level amount from 2005 (\$3.7 million). Challenge funding for developing facilities to attract Life Sciences conventions to the center is added in the Mayor's Budget (\$500,000). The Mayor also recommends a transfer of \$1 million to the Parking Fund for operational expenses related to Convention Center ramps.

### COUNCIL ADOPTED BUDGET

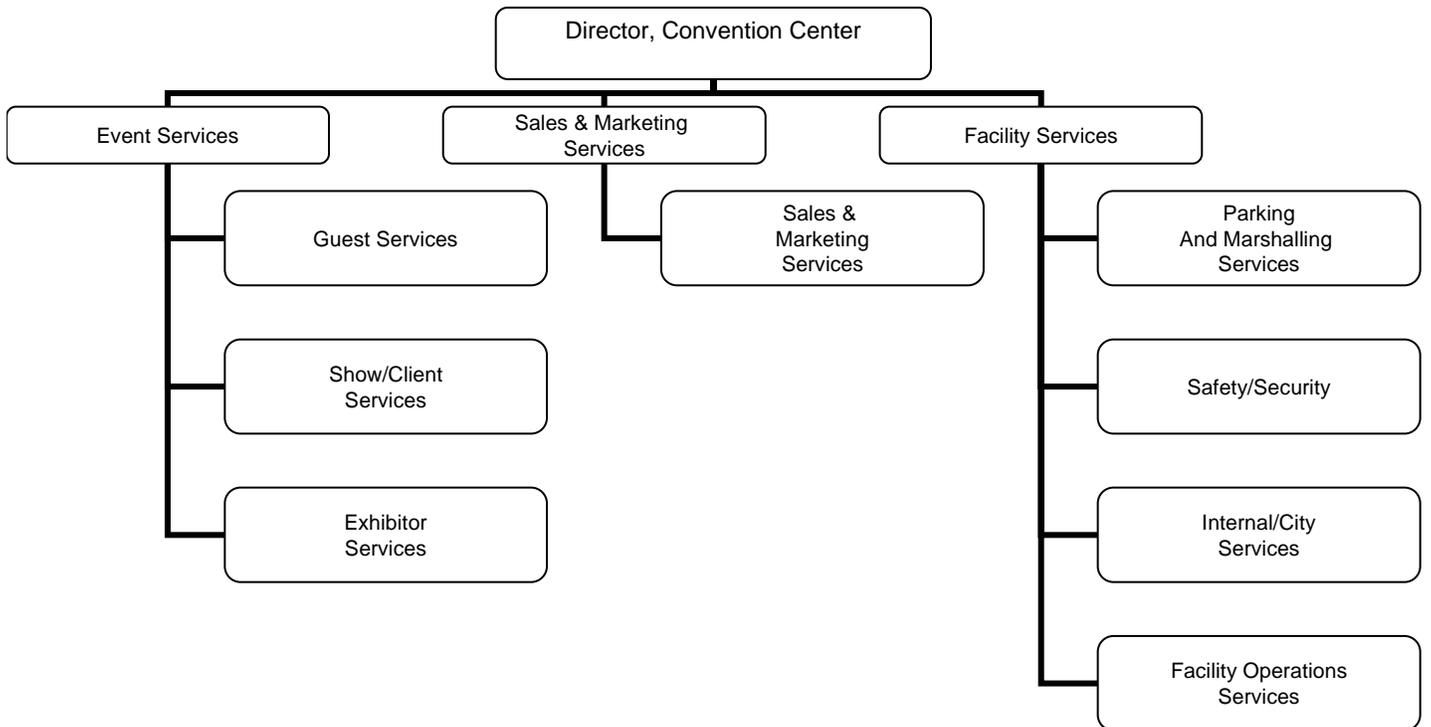
The Council reallocated the \$500,000 challenge funding for developing facilities to attract Life Sciences conventions to replace terrazzo flooring. The Council directed the Convention Center to conduct a feasibility study for the Life Sciences conventions within existing resources.

For further financial analysis, please review the Convention Center financial plan in the Financial Plans section of this book.

### CONVENTION CENTER Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Total FTE's</b>	213.60	212.60	211.18	211.18	0.00%	-

# Minneapolis Convention Center Organization Chart



**CONVENTION CENTER  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Special Revenue Funds</b>						
Contractual Services	7,872,905	9,256,602	9,919,974	10,877,736	9.7%	957,762
Equipment	703,376	1,028,460	3,666,825	4,167,000	13.6%	500,175
Equipment Labor	2,844	1,879	3,000	3,000	0.0%	0
Fringe Benefits	2,165,875	2,485,311	2,968,507	3,136,354	5.7%	167,847
Operating Costs	865,870	998,970	1,171,156	1,190,328	1.6%	19,172
Salaries and Wages	7,633,650	8,168,892	9,162,327	9,427,690	2.9%	265,363
<b>Total for Special Revenue Funds</b>	19,244,520	21,940,114	26,891,789	28,802,108	7.1%	1,910,319
<b>Total for CONVENTION CENTER</b>	19,244,520	21,940,114	26,891,789	28,802,108	7.1%	1,910,319

**CONVENTION CENTER  
Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Special Revenue Funds</b>						
Charges for Service	3,720,144	4,999,515	5,230,000	5,660,000	8.2%	430,000
Interest	10	0	0	0	0.0%	0
Other Misc Revenues	2,321,293	2,694,176	2,505,000	2,570,000	2.6%	65,000
Rents	6,193,637	6,467,613	7,063,000	7,415,000	5.0%	352,000
Sales and Other Taxes	48,908,092	52,169,308	50,900,476	54,811,000	7.7%	3,910,524
<b><i>Total for Special Revenue Funds</i></b>	61,143,175	66,330,612	65,698,476	70,456,000	7.2%	4,757,524
<b>Total for CONVENTION CENTER</b>	61,143,175	66,330,612	65,698,476	70,456,000	7.2%	4,757,524

# FINANCE

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Enterprise leaders – with respected services and solutions.

#### VALUES –

The ideal Finance Department culture is best expressed by employees displaying the values of innovation, professionalism, respectfulness, and flexibility.

#### MISSION –

We provide financial services that assist our customers in making sound and informed decisions and ensure the City's financial integrity.

#### BUSINESS LINES –

**Financial Operations** - Provide accurate, timely financial information. This includes revenue and receivable management, payment processing, and asset management.

**Decision Support** - Support informed financial and business decisions. This includes resource allocation support and resource management support.

#### 2006 DEPARTMENT FOCUS –

#### ***What Key trends and challenges will the department address and what actions will be taken?***

- Significant funding cuts have resulted in an enterprise focus on reducing costs and increasing revenues. The additional financial pressure and the advent of five-year business planning have led to a heightened demand for financial information, analysis, and decision support by policymakers and department managers. Planned actions are to transfer staff from operational activities to decision support activities wherever possible. Simultaneously, we must continue to provide excellent customer services to internal and external customers. In addition, Finance will investigate the means to simplify, automate, or eliminate business processes that are non-value added. Initiatives include streamlining revenue management, facilitating electronic transactions, and supporting the development of the One-Stop and One-Call centers.
- Following establishment of the Community Planning and Economic Development Department (CPED), Finance successfully created an organization to support CPED's

operations and management, transitioned employees, and melded financial and related business processes. Planned actions for 2006 are to examine and clarify expectations and responsibilities in areas where their missions overlap or require further definition, such as administration of residential mortgage programs, NRP support, citizen participation, and support and analysis for development funding decisions.

- The need for enhanced and functional technology infrastructure requires ongoing investments in maintenance and upgrades. A planned action for 2006 is to perform various project activities in order to replace the enterprise financial system by 2008.
- In order to reduce City-wide losses and preserve precious resources (human and property), a Loss Prevention Enterprise Project has been initiated. This is a proactive program that will require all City departments to incorporate customized loss prevention tactics into their daily operations.
- The 2004 Citywide employee survey showed a need to improve the employee environment in the Finance Department. A survey response team has recommended actions that have been incorporated in the 2006-2010 business plan.

Each of these key areas is closely associated with the significant ongoing challenges that the Department faces in the general areas of Workforce, Communication, Information Technology, and Service Delivery. The issues identified in each of these areas are highly interconnected; therefore, addressing these issues will require an integrated approach.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

Within the financial resources allocated from the five-year financial direction, Finance must:

1. Reduce real spending \$250,000 in 2006 and lesser amounts in following years in accordance with the five-year financial plan;
2. Internally fund more than \$2 million of the cost to replace/upgrade the City's financial system; and
3. Redirect resources to increase support for the Decision Support business line.

To achieve these objectives Finance will use the following strategies:

1. Eliminate vacant and underutilized positions in the Operations business line by improving and simplifying business processes;
2. Convert vacant and underutilized positions in the Operations business line to positions in the Decision Support business line;
3. Make use of and manage financial resources from personnel turnover (\$300,000 to \$500,000 annually); and
4. Reduce non-personnel costs, primarily professional services.

## 2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Ensure the City's financial stability and meet funding priorities	Increase or maintain real spending for public safety, transportation, and development	Real growth in spending for public safety, transportation, and development	<ul style="list-style-type: none"> <li>Propose administrative or legislative actions for the City Council to carry out decisions</li> </ul>
	Establish internal and external fees for specified services to fully recover costs	% of costs recovered by fees	<ul style="list-style-type: none"> <li>Amend City financial policies to specify services that should be funded by fees</li> <li>Complete study by June 2005 that measures regulatory and development revenues and related operating expenses</li> <li>Recommend changes to fees to fully recover costs and allocation of revenues for budget purposes</li> </ul>
	Maintain or reduce the City's financial obligations for closed pension plans	% change to the present value of City's pension obligations (closed pension funds)	<ul style="list-style-type: none"> <li>Secure adoption of legislative position on pensions by City Council</li> <li>Actively respond to legislative proposals from all parties</li> <li>Consult with pension actuary for technical advice</li> </ul>
	Support the implementation of City Council-designated enterprise projects	% of related enterprise initiative deadlines for the Finance Department that were met	<ul style="list-style-type: none"> <li>One Call/One Stop - Advise on funding for one-time and on-going costs, coordinate transition planning services with other management and affected business units</li> </ul>
	Ensure that business planning provides valuable information that assists City leaders in making decisions	% of departments reporting use of their business plan in their decision making	<ul style="list-style-type: none"> <li>Fully merge the business planning and the budget development processes</li> <li>Support the use of business plans in evaluating departmental results</li> <li>Provide training and consultation to departments on how to use their business plans to manage their departments on a monthly, quarterly, and yearly basis</li> </ul>
	Coach and support the implementation of Loss Prevention tactics in every department	% of tactics identified in the departmental business plans completed	<ul style="list-style-type: none"> <li>Champion the efforts to incorporate proactive loss prevention efforts within each department's daily operations</li> <li>Document loss prevention tactics proposed for each department</li> <li>Conduct an year-end audit of completed departmental tactics</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
<p>Improve efficiency and effectiveness of business processes</p>	<p>Upgrade or replace enterprise financial system</p>	<ul style="list-style-type: none"> <li>• Project deadlines met within budget</li> </ul>	<ul style="list-style-type: none"> <li>• Revise chart of accounts to be consistent with financial reporting and business needs of departments</li> <li>• Establish requirements</li> <li>• Evaluate options</li> <li>• Consider merger with HRIS and other enterprise systems</li> <li>• Determine procurement approach</li> <li>• Conduct procurement, finance plan, and implementation</li> <li>• Analyze and improve related business processes</li> <li>• Consider alternative service models for: financial systems management, procurement, E-Payroll, financial management reporting, one enterprise-wide time-keeping platform, and billing and receivables management</li> </ul>
	<p>Reduce percent of Finance Department spending for operations business line</p>	<ul style="list-style-type: none"> <li>• % of Finance Department allocated to operations business line</li> </ul>	<ul style="list-style-type: none"> <li>• Improve business processes related to processing revenue and non-payroll payments</li> <li>• Increase use of electronic payment options</li> </ul>
	<p>Improve customer access to information</p>	<ul style="list-style-type: none"> <li>• % of information requests responded to in a timely manner (One Call)</li> <li>• % procedures published on City talk</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implement practices to meet the objectives of Limited English Proficiency Plan</li> <li>• Simplify financial procedures and publish on City Talk</li> <li>• Transition the answering of specified Finance Department questions to One Call</li> </ul>
	<p>Implement EIM practices and policies</p>	<p>Compliance with EIM policy</p>	<ul style="list-style-type: none"> <li>• Develop EIM knowledge, skills, and abilities within the Department</li> <li>• Ensure that Department records are identified and have a retention schedule</li> </ul>
<p>Maintain a positive work environment for employees</p>	<p>Strengthen and improve the methods of accountability and feedback</p>	<ul style="list-style-type: none"> <li>• % increase in positive responses in employee survey</li> <li>• % of employees with completed performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate training and performance expectations to employees</li> <li>• Create communication opportunities to increase employee input and feedback on City functions and operations, such as employee newsletters or Department-wide emails</li> <li>• Implement regularly scheduled staff meetings in each division</li> </ul>

			<ul style="list-style-type: none"> <li>• Distribute Finance Department organizational charts</li> <li>• Reinstigate the “Years of Service” City recognition photos (provide retroactive photos by request)</li> <li>• Establish a team to evaluate progress on the employee survey recommendations</li> </ul>
	Develop a competent and versatile work force	% of managers and supervisors trained in staffing policies and procedures	<ul style="list-style-type: none"> <li>• Train managers and supervisors in staffing policies and procedures</li> <li>• Directors are responsible to jointly develop and communicate training/performance expectations for all Finance Department employees through annual performance reviews on an ongoing basis</li> </ul>

## FINANCIAL ANALYSIS

### EXPENDITURE

The 2006 budget for the Finance Department is \$20.4 million. This is a 3.6% increase over the 2005 Adopted Budget and keeps the Department in line with the five-year financial direction.

The Self Insurance fund has increased by \$465,000 due to an increase in the liability of Tort Claims.

One position was subtracted from the Mayor’s Recommended Budget to correct an error in the Controller’s division.

### REVENUE

General Fund revenue has decreased due to centrally budgeted overhead within the General Fund. Federal funds have increased by a small amount due to a HUD Lead grant and CDBG funds have decreased due to CDBG funds not being fully utilized in previous years.

### MAYOR’S RECOMMENDED BUDGET

The Mayor’s Recommended Budget included reductions of 1 position in the Controller’s division and non-personnel expenses to meet the \$250,000 reduction as planned in the five-year financial direction in the General Fund.

### COUNCIL ADOPTED BUDGET

The Council adopted the Mayor’s recommendation.

**FINANCE**  
**Staffing Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>%</b>	<b>Change</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Change</b>	<b>Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>		
<b>FTE's by Division</b>						
Executive	2.00	10.00	10.00	10.00	0.00%	0.00
Treasury	61.00	59.00	58.00	58.00	0.00%	0.00
Procurement	10.00	8.50	8.50	10.00	17.65%	1.50
Risk Management	10.00	9.50	9.50	9.00	-5.26%	-0.50
Controller	92.00	97.00	97.00	100.00	3.09%	3.00
Development Finance	-	21.00	21.00	15.00	-28.57%	-6.00
<b>Total FTE's</b>	<b>200.00</b>	<b>205.00</b>	<b>204.00</b>	<b>202.00</b>	<b>-0.98%</b>	<b>-2.00</b>

**Chief Financial Officer**



- Managerial Accounting
- Financial System Support
- Central Payroll
- Financial Reporting

- Budget Coordination & Financial Analysis
- Capital & Debt Management
- Strategic & Business Planning

- Contract Management
- Disaster Planning
- Purchasing

- Workers Compensation
- Claims
- Insurance
- Loss Prevention

- Utility Billing/ Receivables
- Cash Management
- Investments

- Development Planning & Analysis
- Development Loans & Contracts
- NRP/Citizen Participation

**FINANCE DEPARTMENT**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Fringe Benefits	7,266	0	0	0		0
Operating Costs	1,006,363	1,019,744	0	0		0
<b>Total for Capital Projects</b>	1,013,629	1,019,744	0	0		0
<b>Enterprise Funds</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	1,140,390	1,807,726	0	0		0
Equipment	0	0	0	0		0
Fringe Benefits	634,889	624,611	0	0		0
Operating Costs	1,272,663	1,462,536	0	0		0
Salaries and Wages	2,193,526	2,173,923	0	0		0
<b>Total for Enterprise Funds</b>	5,241,467	6,068,795	0	0		0
<b>General Fund - City</b>						
Capital Outlay	0	0	27,246	27,791	2.0%	545
Contractual Services	991,331	1,050,818	4,248,777	4,062,925	-4.4%	-185,852
Equipment	331,723	5,659	217,666	121,524	-44.2%	-96,142
Fringe Benefits	1,308,033	1,756,975	2,954,885	3,177,286	7.5%	222,401
Operating Costs	-3,513,833	152,073	346,282	326,697	-5.7%	-19,585
Salaries and Wages	5,541,327	6,964,874	9,951,604	10,279,742	3.3%	328,138
<b>Total for General Fund - City</b>	4,658,581	9,930,399	17,746,460	17,995,965	1.4%	249,505
<b>Internal Service Funds</b>						
Contractual Services	620,826	650,798	803,626	750,423	-6.6%	-53,203
Equipment	0	457	5,239	5,344	2.0%	105
Fringe Benefits	156,036	105,016	157,922	161,277	2.1%	3,355
Operating Costs	1,178,816	1,205,728	32,231	532,874	1,553.3%	500,643
Salaries and Wages	495,929	456,015	548,295	562,639	2.6%	14,344
<b>Total for Internal Service Funds</b>	2,451,607	2,418,014	1,547,313	2,012,557	30.1%	465,244
<b>Investment Management Funds</b>						
Operating Costs	285,745	24,780	0	0		0
<b>Total for Investment Management</b>	285,745	24,780	0	0		0
<b>Special Revenue Funds</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	0	19,429	11,191	0	-100.0%	-11,191
Fringe Benefits	86,190	62,863	75,009	78,198	4.3%	3,189
Operating Costs	298,468	303,243	0	0		0
Salaries and Wages	338,288	256,197	274,466	280,138	2.1%	5,672
<b>Total for Special Revenue Funds</b>	722,945	641,732	360,666	358,336	-0.6%	-2,330
<b>Total for FINANCE DEPARTMENT</b>	14,373,974	20,103,464	19,654,439	20,366,858	3.6%	712,419

**FINANCE DEPARTMENT**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Interest	5,112	0	0	0	0.0%	0
<b>Total for Capital Projects</b>	5,112	0	0	0		0
<b>Enterprise Funds</b>						
Charges for Sales	592	785	0	0	0.0%	0
Charges for Service	3,191,400	4,375,184	0	0	0.0%	0
Other Misc Revenues	0	63	0	0	0.0%	0
<b>Total for Enterprise Funds</b>	3,191,992	4,376,032	0	0		0
<b>General Fund - City</b>						
Charges for Sales	243	208	0	0	0.0%	0
Charges for Service	66,840	5,459,165	5,500	6,000	9.1%	500
Interest	-1,958	169,844	0	0	0.0%	0
Local Government	15,000	15,000	0	0	0.0%	0
Other Misc Revenues	0	686	42,069	0	-100.0%	-42,069
<b>Total for General Fund - City</b>	80,125	5,644,903	47,569	6,000	-87.4%	-41,569
<b>Internal Service Funds</b>						
Charges for Service	269,746	278,127	342,068	342,068	0.0%	0
Other Misc Revenues	191	0	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	269,937	278,127	342,068	342,068	0.0%	0
<b>Investment Management Funds</b>						
Gains	0	1,058,967	0	0	0.0%	0
Interest	-4,961	91,916	0	0	0.0%	0
<b>Total for Investment Management Funds</b>	-4,961	1,150,884	0	0		0
<b>Special Revenue Funds</b>						
Charges for Service	0	-19,460	0	0	0.0%	0
Contributions	0	-646	41,336	45,988	11.3%	4,652
Federal Government	0	0	34,330	55,040	60.3%	20,710
Local Government	0	0	0	2,308	0.0%	2,308
<b>Total for Special Revenue Funds</b>	0	-20,107	75,666	103,336	36.6%	27,670
<b>Total for FINANCE DEPARTMENT</b>	3,542,205	11,429,839	465,303	451,404	-3.0%	-13,899

# HUMAN RESOURCES

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

We lead with strategic and innovative human resource solutions that create partnerships for developing and maintaining a diverse, results-driven organization focused on continuous learning and improvement.

#### VALUES –

All HR staff were involved in our value statement exercise. We have identified how these values will reflect in our interactions with each other and our customers. Some of these statements remain a work in progress and will be refined throughout the upcoming year.

We ADD VALUE.

- We are culturally competent.
- We look for innovative and cost-effective, ways to contribute to solutions.
- We are accountable for our work and actions.
- We are accountable for the success of our unit and Department.
- We seek meaningful (purposeful) change and participate in problem resolution.
- We communicate effectively to meet the needs of our audience.
- We work to help our customer departments achieve their business purposes.

We are SERVICE FOCUSED.

- We understand workload priorities and follow through in a timely manner.
- We explore possibilities to solve organizational challenges.
- We explain the rationale of decisions made to solve organizational challenges with affected parties.
- We listen to customers and assist in clarifying their needs before taking action.
- We do things right the first time by planning and asking the appropriate questions.
- We anticipate future needs and are proactive in finding short- and long-term solutions.
- We are available to the public, our co-workers and to other City of Minneapolis employees.

We are CARING.

- We acknowledge others' sense of urgency.
- We are honest, respectful, courteous and caring.
- We respect the differences and similarities that each person brings to the work environment.
- We build on others' strengths to achieve quality outcomes.
- We are fair and consistent with our decision making.
- We deliver tough information in a caring, sensitive manner.

## **MISSION –**

The mission of the Human Resources Department is to strategically partner with City departments to hire, develop and retain an excellent workforce.

## **BUSINESS LINES –**

The Minneapolis Human Resources Department has identified five primary business lines:

1. Provide learning opportunities for managers, supervisors and employees to maximize their development and minimize organizational risk.
2. Ensure employees have competitive compensation and positive working conditions while minimizing the City's exposure to liability.
3. Manage and provide HR (Human Resources) information to City, Independent Boards and Agencies for decision-making purposes.
4. Assist departments in designing and developing their organization.
5. Provide the City, Park & Library Boards with the timely opportunity to hire diverse, competent employees.

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

#### *Internal Effectiveness Initiatives –*

HRIS Upgrade: HR, Finance and BIS have partnered to maintain this critical enterprise system. The HRIS upgrade will uplift the current functionality and deliver significant improvements to how the City conducts business.

#### *Enterprise Learning Management (ELM) –*

HR will partner with key departments to build an enterprise-wide learning strategy and management capability from which the City can improve its operational effectiveness. ELM is a module of the HRIS system that can be used by all levels of the organization to track, maintain and develop employee competencies, including licensures and certifications.

#### *Strategic Initiatives –*

Five-Year Diversity Plan: Phase I of the Citywide diversity initiative will be completed. With aggressive goals and objectives, the 2005-2010 Business Strategy for Diversity will lead us into the next decade as an inclusive, multicultural, gender-fair organization.

Supervisor & Manager Development: Assess and improve the City's training program for building the internal capacity of managers and supervisors.

A strategic HR function will be implemented and rolled out with a focus on enterprise-wide initiatives (e.g., Minneapolis One Call Center, diversity initiatives) or complex departmental issues.

City Health & Wellness Initiative: A key challenge that the City faces is the increasing costs of health care coverage. Based on current utilization, it is realistic that claims could climb to \$55

million for 2006, creating an estimated 25-29 percent increase in rates for 2007. Since developing positive changes in employees' health takes time and it is a significant driver of our health care costs, the time to start a comprehensive Health & Wellness program is now. A program will help reduce our utilization rates, stabilize claims costs and most importantly assist our employees in leading a healthier lifestyle. With the proper funding of 1.0 staff positions through the Self Insurance Fund, the City will develop a program focused on research, development, grant writing and program implementation. Ultimately, this addition will help to show our commitment to a healthy workforce as we enter into plan renewal discussions with Blue Cross Blue Shield next year (2006).

**Centralization of Respect in the Workplace Investigations:** Currently the City has a distributed pool of employees from across the organization who are assigned investigations as they arise. The HR Department has an established performance standard of 60 days to complete an investigation. Due to the declining availability of dedicated investigative resources, we have not been able to meet our performance measure for the past 3 years. The delays in the investigative process lead to a prolonged inhospitable work climate for the involved employees. The cost of providing internal investigative services across the organization exceeded \$133,000 in 2004. Our research shows that a centralized function would perform investigations more effectively and efficiently; we would be able to respond quickly to complaints of disrespectful work environments (based on protected class status) with highly qualified investigators and identify trends and solutions to systemic issues. Therefore, HR proposes that two new positions be approved and funded through a department chargeback model.

**Training Assessment & Program Development:** This will be the first comprehensive Training and Development program evaluation. The intent is to look critically at the learning strategies needed to support the City's workforce development. Building on consistent, informal feedback from our customers, Training & Development (T&D) is implementing a comprehensive review of our courses and staffing needs. This enterprise endeavor is an integral component of the City's current initiatives and direction.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

For the 2006 General Fund budget, Human Resources is within the five-year financial direction of \$5,900,054 (which includes an increased appropriation cost to cover BIS expenses).

For the 2006 Internal Services Fund, Human Resources is requesting that two new employee positions be approved and funded through a department chargeback model. In addition to increasing the effectiveness and efficiency of the investigation process, two dedicated investigators will more greatly ensure appropriate standardization and control of the tremendous potential liability associated with discrimination, harassment and retaliation. The overall expenditure associated with these two positions from a productivity standpoint is a cost neutral proposal (\$130,000 annually).

For the 2006 Self Insurance Fund, Human Resources is requesting one Benefits position dedicated to developing a comprehensive employee Health and Wellness program that will reduce our utilization rates, stabilize claims costs and most importantly assist our employees in leading a healthier lifestyle. These factors take time to turn around and without any program it is realistic that claims could climb to \$55 million for 2006, creating an estimated 25-29 percent increase in rates for 2007. Typically, organizations see an improvement in the first year and

within three years realize a positive return on investment of \$3-\$5 for every \$1 invested. The cost associated with the position is approximately \$80,000.

### **Key Performance Measures**

The Business Planning Team identified the following key performance measures. As part of the business planning process, these measures will continue to be analyzed, refined and aligned with our core services.

#### **1. Increase the racial, gender, and disabled diversity in the city workforce.**

- Percentage of women, people with disabilities and people of color on eligible lists will be increased by at least 2%.

*Budget Impact: HR recruitment efforts would be reduced.*

- Over the next five years, HR will champion an effort to help departments and hiring managers increase the percentage of EEO classified employees in the City's workforce by 1% per year.

*Budget Impact: Limited hiring by departments may challenge the organization's ability to increase representation to these levels.*

#### **2. Partner with departments to create a respectful work environment.**

- 55% of arbitration hearings found in favor of the City, realizing a 5% gain over the next five years.

*Budget Impact: Reduction in HRG teams may negatively impact this goal.*

- Decrease average investigation time by 50% to 60 days.

*Budget Impact: Duration of investigations may increase over five years as a 20% reduction in staff is realized.*

#### **3. Provide qualified candidates for employment.**

- The time required to create an acceptable eligible list averages 35 working days, provided "rule of the list" prevails and job bank as well as layoff list eligible positions are excluded.

*Budget Impact: Time required to fill vacancies may increase due to staff reductions.*

- Achieve an average score of 4.50 on a scale of 5.0 scale on the staffing function customer satisfaction surveys.

*Budget Impact: Anticipated reductions in service may negatively impact customer ratings.*

#### **4. Negotiate and administer fair and affordable collective bargaining agreements.**

- All collective bargaining agreements are 100% within the guidelines established by the Executive Committee.

#### **5. Develop and administer compensation and classification systems that provide for fair and equitable salaries.**

- Complete reclassification requests in an average of 20 calendar days.

*Budget Impact: Reduction in HRG teams may require keeping standard at 60 days.*

- New salary schedules are within 4% of the City's internal pay equity line.

**6. Design and manage employee benefits plans.**

- All City benefit packages are competitive with comparable public entities.
- 65% of City employees express satisfaction with the choice of benefit plans available.

*Budget Impact: Reduction in staff will ultimately result in less outreach and employee wellness education.*

**7. Partner with departments in Business Planning.**

- 100% of city departments have involved HR in Business Planning Process.

*Budget Impact: Elimination of the Workforce Planning Coordinator position and reductions to HRG Teams will result in significantly less participation in strategic planning.*

**8. Provide learning opportunities to employees, supervisors, and managers for professional and organizational effectiveness. Note that as a result of the Training and Development Assessment, this measure will change and more metrics may be added.**

- The average number of contact hours per employee is 3.7 (current contact hours exclude open enrollment training sessions).

*Budget Impact: This will be difficult to achieve with staff reductions.*

**9. Provide timely and accurate human resource data and information. Note that as part of the HRIS upgrade, metrics will be redefined.**

- Achieve a 3.0 on a 4.0 scale in customers satisfied with data/information provided by human resources.

*Budget Impact: HR is currently striving to improve information services. Diminishing resources will pose challenges for 2007-2010.*

**10. Provide human resources consulting services.**

- Achieve managers' satisfaction with support provided by Human Resources of 4.63 on a scale of 5.0. (HRG survey)

*Budget Impact: This score is likely to go down as HR services are reduced.*

## **FINANCIAL ANALYSIS**

### **EXPENDITURE**

The Human Resources 2006 Budget is \$7.3 million, a 12.5% increase over the 2005 Adopted Budget. Most of it is due to the increase in BIS charges over last year. There is also an increase of 59% in the Self Insurance Fund which resulted from an accounting change related to VEBA administration.

### **REVENUE**

The Department plans a 7% decrease to its direct revenue from benefits administration charges.

## FUND ALLOCATION

The majority (81%) of the Department's budget originates from the General Fund. The Department also operates the benefits administration function out of the Self Insurance Fund (15% of the total). It has 3% of its budget in the Intergovernmental Fund which is used for City-wide employee training sessions. The Department also has smaller budgets (1% of the total) in the special revenue funds related to providing services to the Convention Center and to employee recognition activities (funded by proceeds from the "City Store").

## MAYOR'S RECOMMENDED BUDGET

The Mayor's Recommended Budget did not include any additional reductions for Human Resources; the Department's growth was below projections. Two investigators (\$130,000) were added to the Department's Employee Services Division in the Self-Insurance Fund to conduct work previously accomplished by staff of other departments on a volunteer basis.

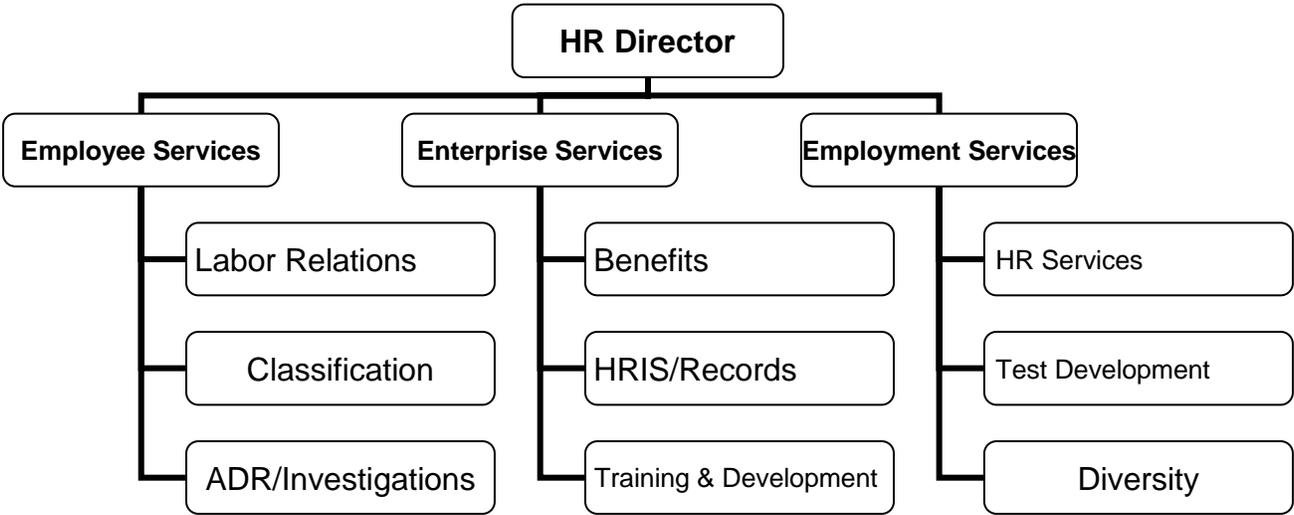
## ADOPTED BUDGET

The Council adopted the Mayor's recommendations.

### HUMAN RESOURCES Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Administration	2.00	2.00	2.00	2.00	0.00%	-
Employment Services	28.00	29.00	27.00	26.00	-3.70%	(1.00)
Enterprise Services	15.00	17.00	17.00	17.00	0.00%	-
Employee Services	12.00	7.00	7.00	10.00	42.86%	3.00
<b>Total FTE's</b>	<b>57.00</b>	<b>55.00</b>	<b>53.00</b>	<b>55.00</b>	<b>3.77%</b>	<b>2.00</b>

# Human Resources Administration 2006 Organization Chart



**HUMAN RESOURCES**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Operating Costs	900,000	911,880	0	0		0
<b>Total for Enterprise Funds</b>	900,000	911,880	0	0		0
<b>General Fund - City</b>						
Contractual Services	736,090	435,334	1,556,712	1,911,515	22.8%	354,803
Equipment	0	203,000	764	779	2.0%	15
Fringe Benefits	629,956	658,538	780,597	797,047	2.1%	16,450
Operating Costs	-598,719	-429,555	263,658	271,605	3.0%	7,947
Salaries and Wages	2,704,287	2,814,809	2,924,941	2,933,639	0.3%	8,698
<b>Total for General Fund - City</b>	3,471,613	3,682,126	5,526,672	5,914,585	7.0%	387,913
<b>Internal Service Funds</b>						
Contractual Services	233,116	334,918	390,096	630,597	61.7%	240,501
Equipment	0	0	3,772	0	-100.0%	-3,772
Fringe Benefits	78,998	74,939	97,071	101,579	4.6%	4,508
Operating Costs	6,176	9,810	32,519	37,082	14.0%	4,563
Salaries and Wages	255,344	323,038	368,054	541,231	47.1%	173,177
<b>Total for Internal Service Funds</b>	573,634	742,705	891,512	1,310,489	47.0%	418,977
<b>Special Revenue Funds</b>						
Fringe Benefits	13,651	14,887	17,150	18,968	10.6%	1,818
Operating Costs	1,023	1,064	11,381	11,630	2.2%	249
Salaries and Wages	38,997	41,710	43,610	44,272	1.5%	662
<b>Total for Special Revenue Funds</b>	53,670	57,661	72,141	74,870	3.8%	2,729
<b>Total for HUMAN RESOURCES</b>	4,998,917	5,394,372	6,490,325	7,299,944	12.5%	809,619

**HUMAN RESOURCES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Service	0	354	0	0	0.0%	0
Other Misc Revenues	3,485	1,220	5,000	5,000	0.0%	0
<b>Total for General Fund - City</b>	3,485	1,574	5,000	5,000	0.0%	0
<b>Internal Service Funds</b>						
Charges for Service	0	98,943	1,031,860	959,820	-7.0%	-72,040
Other Misc Revenues	40,427	0	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	40,427	98,943	1,031,860	959,820	-7.0%	-72,040
<b>Special Revenue Funds</b>						
Other Misc Revenues	461	4	10,000	10,000	0.0%	0
<b>Total for Special Revenue Funds</b>	461	4	10,000	10,000	0.0%	0
<b>Total for HUMAN RESOURCES</b>	44,373	100,521	1,046,860	974,820	-6.9%	-72,040

# INTERGOVERNMENTAL RELATIONS

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Advocate Policy Proposals and Funding Requests on behalf of the City of Minneapolis at the federal, state, metropolitan and local governmental levels. Build relationships and apply for funding with private sector funding sources.

#### VALUES –

Exhibit professionalism and integrity, ensure compliance and accountability, respond to priorities, maintain flexibility, build partnerships and act proactively.

#### MISSION –

To serve as a valuable and essential resource and advocate for the City in its policy development, priority setting, issue management, grant seeking and government relations initiatives.

#### BUSINESS LINES –

- 1) Intergovernmental Policy Agenda Development and Implementation:** The annual legislative and federal agendas are prepared with City departmental input and City Council approval; an agenda summary is also prepared and distributed.
- 2) Grants Information, Compliance and Development:** Grant applications and compliance reports are coordinated and reviewed by the Department.
- 3) Liaison with Federal, State Metropolitan, local governments and organizations:** City staff and elected officials serve on committees and boards of national, state and regional local government organizations.
- 4) Intergovernmental Issue Coordination:** Assist in resolving an issue that involves the City and another governmental entity.

#### 2006 DEPARTMENT FOCUS –

***What Key trends and challenges will the department address and what actions will be taken?***

As with all City departments, the limitation of City resources is a significant challenge to Intergovernmental Relations (IGR)/Grants & Special Projects (GSP).

Establishing and advocating clear focused priorities for our federal and legislative agenda. We address this issue by enlisting input from Mayor, City Council Members and City departments.

To improve coordination and focus of efforts IGR needs an effective legislative tracking system. We will continue to work with BIS to resolve this issue.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

We will continue to integrate and coordinate the IGR and GSP staff functions. GSP staff could play a larger role in the federal agenda.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Adopt a Legislative Agenda prior to start of Session.	Have priority agenda items advanced through legislature to enactment.	<p>% of agenda items that were introduced and have broad range of authors.</p> <p>% agenda items enacted either in total or in part.</p>	<p>Clearly identify what is important for the City of Minneapolis with work teams of the Mayor, City Council, IGR staff &amp; Minneapolis Delegation.</p> <p>Educate City departments about IGR functions and legislative packages and assist department heads in determining essential legislative priorities.</p> <p>Include Minneapolis Delegation in setting priorities through one-on-one meetings and joint working sessions to define Minneapolis' priorities for legislative session.</p> <p>Develop an action plan for each priority issue, assign staff and define roles; ask for Mayor, City Council and City staff.</p> <p>Design and produce printed materials i.e., fact sheets for priorities</p> <p>Hearing preparation – create effective, professional presentations on City's priorities.</p> <p>Become innovative in delivering City's message/priorities.</p> <p>Define audiences (legislators, staff, residents)</p> <p>Develop plans to meet with legislators, governor, and staff to present priorities package (legislative agenda).</p>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Adopt Federal Agenda Prior to start of Congress	Have Congressional delegation advance agenda items.	% of items adopted into legislation	<p>Consult with City's Washington DC lobbyist about the agenda and federal issues.</p> <p>Discuss agenda items with Congressional staff throughout the session.</p> <p>Arrange for City reception with Congressional delegation during National League of Cities Legislative Conference.</p> <p>Brief City Council members prior to attendance at legislative conference and meetings with Congressional delegation.</p> <p>Maintain communication with and respond to requests of Congressional staff.</p> <p>Where appropriate, arrange for site visits of requested projects.</p>
Building Alliances.	Strengthen the partnership of Minneapolis with other jurisdictions and organizations.	% of priorities that City was able to collaborate with others to advance.	<p>Enlist participation of Mayor and City Council and staff in city organizations – National League of Cities, League of Minnesota Cities, Association of Metropolitan Municipalities, I-35W Solutions Alliance, and North Metro Mayors.</p> <p>Establish regularly scheduled meetings with cities bordering Minneapolis.</p> <p>Meet on a regular basis with City's Met Council representatives.</p> <p>Continue joint meetings and legislative agenda with St. Paul.</p> <p>Initiate regular meetings with Hennepin County.</p> <p>Be active in "working groups" established by Metropolitan Council and or state agencies to resolve issues related to city goals.</p>
Coordination of Intergovernmental issues.	Have City be able to respond to and propose solutions to issues having multi-jurisdictional approvals or reviews.	% of City proposals incorporated into official actions	Continue to hold regular staff meetings to build cohesion between IGR and GSP.

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Obtain financial and non-financial resources to achieve City priorities.	Maximize available resources.	% of grant funds applied for versus those received  % of City revenue generated by grant funds  % amount of grants	Update office website routinely.  Schedule meetings with departments to discuss funding options.  Hold Grant User meetings.  Answer questions about funding opportunities.
	Develop and manage the consolidated plan.	% of public hearings held on time  % of plans submitted on time  % of required plan clarifications submitted on time	Interact with entities receiving federal funds.  Complete the CAPR (Consolidated Annual Performance Report)  Enter information into IDIS (Integrated Disbursement and Information System)  Manage HOPWA (Housing Opportunities for People with AIDS) program.  Attend Homeless Task Force meetings  Process payments
	Comply with HUD regulations	% of finding of significance in program audits	Monitor sub recipients  Participate in monitoring visits  Prepare responses to monitoring visits  Provide audit information at Grant User Meetings  Monitor/manage HUD (Housing and Urban Development) environment review process
	Participate in City department grant-related activities	% of City revenue generated by grant funds	Participate in internal ranking processes  Coordinate meetings for application processes  Review/score grant applications  Attend department grant-related meetings
Model grant management design	City departments will manage their grant funds to comply with regulations.	% of findings of significance in program audits  Amount of grant funds unspent at the end of the contract period	Respond to public inquiries about grant fund management.  Participation in professional and affinity groups  Provide information and technical assistance about the municipal grant management process

Strategies	Objectives	Measures: Outcome and Driver	Tactics
			<p>Ensure proper tracking of program funds through use of "Grant Master"</p> <p>Provide technical assistance in response to requests</p> <p>Manage the signature process with the City Coordinator's Office for applications and certifications</p>
Develop partnerships with community-based organizations (CBO).	Increase the fundraising capacity of CBO's in order to accomplish City priorities	<p>% of entities contacted who express satisfaction with the service provided</p> <p># of organizations actively coached/counseled</p>	<p>Market to program eligible recipients through letters and other contacts</p> <p>Hold meetings with community-based agencies to discuss funding options</p> <p>Provide technical assistance such as planning, research funders, review drafts, identify potential partners</p>
Improve efficiency and effectiveness of Business Processes.	Improve customer access to information.	<p>% of information requests responded to in a timely manner. (One Call).</p> <p>.</p>	<p>Design and implement practices to meet the objectives of Limited English Proficiency Plan with the City Coordinator's office.</p> <p>Transition the answering of specified IGR/GSP Department questions to One Call.</p>
	Implement Enterprise Information Management (EIM) practices and policies.	<p>Compliance with EIM policy.</p> <p>% compliance with EIM policy.</p>	<p>Develop EIM knowledge, skills and abilities, within the Department.</p> <p>Implement EIM plan requirements by mid-year 2006.</p>
Promote a positive work environment and professional growth.	Maintain a competent workforce.	% of staff who attended annual professional growth experience	<p>Participate in loss prevention activities</p> <p>Respond to employee survey results</p> <p>Each staff member will participate annually in a training or national meeting</p> <p>Increase grant-related expertise of staff.</p>

## FINANCIAL ANALYSIS –

### EXPENDITURE

Intergovernmental Relations includes the budget for the Grants and Special Projects function of the City as well as the Intergovernmental Relations staff. The 2006 total operating budget for these two functions is \$2.3 million with \$1.1 million coming the General Fund and \$1.2 million from CDBG.

This Department's budget also includes grants to external organizations that receive funding from the consolidated plan.

**REVENUE**

This Department does not generate revenue.

**FUND ALLOCATION**

The Intergovernmental Relations function is funded entirely from the General Fund, while Grants and Special Projects division receives a portion of its funding from Community Development Block Grant funds for efforts supporting the consolidated plan and related grant processes.

**MAYOR'S RECOMMENDED BUDGET**

The Mayor's Recommended budget for Intergovernmental Relations included no changes.

**COUNCIL ADOPTED BUDGET**

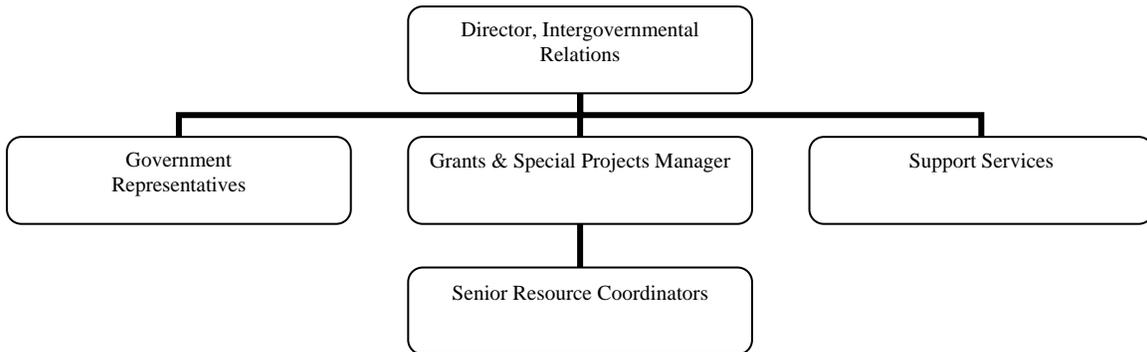
The Council transferred the homelessness position from CPED to the Intergovernmental Relations Department-Grants and Special Projects Division and funded the initiative from Community Development Block Grant funding on a one-time basis. An administrative allocation of \$100,000 was added to the Consolidated Plan for this homelessness initiative.

**INTERGOVERNMENTAL RELATIONS**

**Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%	-
Grants and Special Projects	6.00	6.00	6.00	7.00	16.67%	1.00
<b>Total FTE's</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00%</b>	<b>1.00</b>

INTERGOVERNMENTAL RELATIONS AND GRANTS SPECIAL  
PROJECTS  
ORGANIZATIONAL CHART



**INTERGOVERNMENTAL RELATIONS**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	139,045	164,817	236,936	245,118	3.5%	8,182
Equipment	944	2,644	12,371	12,619	2.0%	248
Fringe Benefits	89,010	108,670	127,429	142,229	11.6%	14,800
Operating Costs	132,645	231,004	183,389	187,559	2.3%	4,170
Salaries and Wages	457,771	448,404	481,011	518,811	7.9%	37,800
<b>Total for General Fund - City</b>	<b>819,416</b>	<b>955,539</b>	<b>1,041,136</b>	<b>1,106,336</b>	<b>6.3%</b>	<b>65,200</b>
<b>Special Revenue Funds</b>						
Contractual Services	1,658,060	901,017	1,746,629	882,291	-49.5%	-864,338
Fringe Benefits	40,859	43,772	48,899	43,695	-10.6%	-5,204
Operating Costs	745	3,889	0	0		0
Salaries and Wages	201,356	200,730	195,472	264,014	35.1%	68,542
<b>Total for Special Revenue Funds</b>	<b>1,901,020</b>	<b>1,149,409</b>	<b>1,991,000</b>	<b>1,190,000</b>	<b>-40.2%</b>	<b>-801,000</b>
<b>Total for INTERGOVERNMENTAL</b>	<b>2,720,436</b>	<b>2,104,948</b>	<b>3,032,136</b>	<b>2,296,336</b>	<b>-24.3%</b>	<b>-735,800</b>

# REGULATORY SERVICES

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Regulatory Services' highly qualified, diverse workforce is recognized as a national leader in providing innovative, professional, quality services that ensure the vitality of our community now and into the future.

#### VALUES –

**Safety:** addressing an issue that can cause fatal harm to an individual.

**Health:** addressing an issue that could cause sickness or other non-fatal harm to an individual.

**Livability:** addressing an issue that affects quality of life.

**Accountability:** each employee will be accountable to systems, policies, people, and the public interest; and accept the obligation and responsibility to be accountable for their actions; and the actions will be measured and reported.

#### MISSION –

Working to ensure the safety, health, and livability of our community through regulation, enforcement, information, and education of applicable laws and regulations.

#### BUSINESS LINES –

Regulatory Services has two business lines. One business line deals with structure planning/implementation. The other business line deals with services, behaviors and activities. Both business lines provide the following service activities:

#### SERVICE ACTIVITIES –

**Minneapolis One Stop** – Minneapolis One Stop is an ongoing initiative to create easier ways for the public to work with the City to get development or building applications and reviews, permitting, licensing, zoning and inspections services in one location - in person and on the Web. With the addition of Development Coordinators, we will be able to provide coordination to our customers for all the permits, reviews and approvals that need to be completed on a given project.

**Construction Inspections Services** – Provides quality plan review and construction inspection services to citizens, businesses, developers, contractors and design professionals to ensure the built environment conforms to applicable codes and regulations relating to safety, health and livability.

**Housing Inspections Services** – Management developed a new model of providing cyclical housing inspections that was initiated in 2005. This new system will reduce the cycle from 17 years to 5 years. Housing Inspections provides quality education and consistent enforcement of the Minneapolis Housing Maintenance and other applicable codes to maintain, improve, and protect the housing stock and the livability of the City.

**Business Licensing Services** – Provides enforcement of the City’s codes related to business licensing regulation, liquor licensing, taxi regulation, parking enforcement, and traffic control.

**Environmental Management & Safety** – Provides safe food, air and water quality and a clean outdoor environment. This division will be responsible for monitoring all City departments’ compliance with the Sustainability Plan which includes 23 performance indicators to assure that City policies promote long-term environmental and economic health. The Healthy Homes and Lead Hazard Control Program provides risk assessments and educational materials on lead hazards to families and property owners. Animal Care & Control ensures compliance with animal regulations and provides shelter for loose or aggressive animals.

**Operations Support** - Operations Support consolidates and provides those services that are used across the Department to assist the other divisions in providing quality core services. These services include budgeting, financial tracking, records management, purchasing, administrative hearing scheduling, record keeping and documentation. Having these services provided centrally allows the individual divisions to concentrate on their core functions, thereby facilitating achievement of the Department’s performance standards.

## **2006 DEPARTMENT FOCUS –**

***What Key trends and challenges will the department address and what actions will be taken?***

### **Business Cycle, Economic Trends and Market Trends**

While the economic market place as a whole has seen only modest gains, the building market segment in Minneapolis has continued to show strong growth due to the demand for loft and condo living areas downtown and circling the downtown. This trend is reinforced by the significant increase in fuel prices, making people more conscious of the distance between home and work, giving more consideration to mass transit options. The aging baby boomer population has created an additional emphasis on living near alternative transportation options such as light rail and major bus lines, along with a desire to have restaurant and entertainment options within walking distance. This market situation means that overall revenue for Regulatory Services is anticipated to be almost \$2 million over the five-year financial plan numbers in 2005 and an estimated \$1.7 million in 2006, without taking into account the possibility of a new stadium. However, this additional revenue is an increased work demand commitment both in the near-term and long-term. We are proposing in this budget some alternatives for dealing with this increased demand that will allow us to meet these types of demand peaks. Our proposals involve a blend of training existing staff, using technology enhancements and contracting for additional inspection services. We are looking at alternatives to the existing staffing model to deal with an ever increasing workload over the last ten years.

### **Enterprise Cooperation and Coordination**

As part of thinking enterprise-wide and concentrating on core functions, we have transferred four Zoning enforcement staff positions to CPED, which has responsibility for Zoning and

Planning, and we have transferred four positions working in the KIVA/Accela land based application area to BIS because the Minneapolis One Stop expansion has made this application an enterprise application. This reduces our overall positions by eight. This is consistent with the Regulatory Services goal of being a leader in enterprise initiatives, such as Minneapolis One Stop.

### **Fee Reporting Mandate**

The State law mandating the reporting of development related fees on an annual basis has drawn attention to the misdirection of service fee-based funds. This mandate requires us to match services and expenses related to building inspection, planning and infrastructure investment to specific fee revenue. Doing this has been time consuming, but has also highlighted some financial model issues that don't fit well with annual budgeting. Taking in building permit fees is actually a commitment to do required inspections that frequently extend beyond one year or bridge two years. Counting all of the revenue in one of the years does not provide dollars to pay for the work and time commitments of the future years. Additionally, traditional annual budgeting looks to provide for stable staffing numbers while the construction industry has multiple peaks and valleys of work demand overtime. Examination of the allocated costs and revenues has also led to the legal examination through court challenges of how permit fees are being used. When there is redirection of fees the legal distinction between a fee and a tax may be broached, thereby jeopardizing the continuation of local administration of the program and the fees.

### **Technology**

In order to meet one of our core values of being accountable, and to provide efficient, effective service to ensure safe buildings and a safe environment, we are in need of technological assistance. For several years now, we have been putting data into our applications, but have not had the capability of retrieving information in an organized way that would assist us in making good management decisions. This requires the expertise of professional report writers. In order for our inspectors to be effective in the field, they need to access and input data quickly. Our current programs have steep learning curves that do not lend themselves to this. Web-based programs with a more universal operational style and user friendly front end screens are needed so our inspectors can concentrate on inspecting and not on the intricacies of software. We also need to make more information available to the public in a self-serve environment. All of these initiatives require investment in hardware, software and the services of technology professionals. As an initial step in this process we are signing a service agreement with BIS to cover increased internal BIS support. We additionally are requesting that revenue dollars beyond the five-year General Fund allocation be made available so we can fund the needed enhancements. As we move to implementation of our business plan, technology will play a large role in providing data to Regulatory Services managers, elected officials, and citizens to help us all make informed decisions.

### **Summer Job Program**

Regulatory Services would like to initiate a pilot program to hire high school and college students to help address livability issues in the City. These students could come as interns or students from the "Step Up" program. They would receive training to inspect neighborhoods for graffiti, trash, and uncut grass and assist with correction of the nuisance condition. This program would provide the opportunity to bring a diverse group of young people to work for the City. It is hoped that the experience working for the City will create an interest for future employment with the City. It will allow the City the opportunity to develop a diverse pool of candidates for future jobs and to better reflect the diverse makeup of our community in our workforce. This initiative will help us by:

- Maintaining a clean City;
- Creating summer jobs for neighborhood youth; and
- Serving as a feeder system for City job openings with a diverse pool of applicants.

### **Local Government Aid**

Local government aid remains an issue because significant changes in current aid are likely to even more directly impact all departments, putting additional pressure on the overall General Fund. Those pressures already make it difficult to obtain necessary services and personnel.

### **Enterprise Projects**

The following enterprise projects will be addressed in the Department's Business Plan and will be funded within existing resources:

- Minneapolis One Stop
- Minneapolis One Call
- Limited English Proficiency Planning
- Community Engagement
- Enterprise Information Management Policy

### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

We have several strategies to meet the five-year financial plan expense and revenue numbers. As part of the activity based costing fee study and in conjunction with the Council's direction to stay current with inflation, we propose the following fee adjustments. Most of our fees are indexed to inflation, however, a few remain:

- Index Rental Licensing Fees - \$300,000
- Index Annual Pollution Control Billings - \$25,500
- Index Erosion Permits and other Environmental Permits - \$9,800

Additionally, the activity based costing model recommended the following fee increases:

- Increase Special Event permit fees to cover costs - estimated \$26,000 (still in progress)
- Preliminary Development Review Fee - estimated \$28,000 (still in progress, Minneapolis One Stop)

Continued liquor and entertainment expansion leads us to project revenue in 2006 in business licenses \$500,000 higher than the five-year financial plan numbers and ongoing residential and condo activity leads to additional revenue in permits in excess of \$1 million over the five-year financial plan estimates.

This increased activity does mean more revenue; however, it also represents a greater work demand. In the Building Inspections area, since new buildings often take 18 to 24 months (or more) to go up, the increased work actually extends that long also. We are proposing several expense options to help deal with this additional work. Additionally, we are asking to pilot a new operating model with respect to building inspections.

### **One Stop Sustainability**

Minneapolis One Stop has made great strides in coordinating and making City development services understandable, however, it only exists as a project and has no financial model to

sustain it. It provides services for multiple departments, but all fees are currently passed back to the department owning the fee. We request that Finance work with the Department over the next year to find a model of equitable fee allocation that would allow Minneapolis One Stop to continue its services in the long-term.

Technology Sustainability

Similarly, we are asking that Finance work with us to establish a financial model that takes into account the software replacement and enhancement needs of the Department and appropriately incorporates that cost into fees set, so that bonding for these expenses is either not necessary or very limited. With interest rates increasing, bonding no longer makes good long-term financial sense.

**2006 DEPARTMENTAL KEY INITIATIVES AND PERFORMANCE MEASURES TO ADDRESS THE TRENDS AND CHALLENGES IDENTIFIED IN BUSINESS PLAN**

<b>Prioritization</b>	<b>Department Key Initiative</b>
High	Establishing staffing models for services
High	Establishing a cost recovery model
High	Maximizing the use of technology
High	Establishing and funding training programs
Medium	Reviewing regulatory requirements of the code of ordinances
Medium	Providing adequate workspace for office and field personnel
Medium	Developing a qualified diverse workforce
Medium	Improving communications
Medium	Strengthening a positive work culture

**Performance Measures**

The Department has identified a set of performance measures that will be reported to the elected officials and the citizens. These include 28 performance measures that are specific to individual Service Areas, and four performance measures that apply to multiple Service Areas. These can be found in detail in the Department business plan.

**CDBG Funds**

Two sections of Regulatory Services have activities that are funded significantly by CDBG dollars. The two sections are Housing and the Problem Properties Unit of that section, as well as the Lead Hazard Control program.

In Housing, CDBG funds are used to pay for the boarding of vacant buildings. The Problem Properties Unit uses these funds for building demolition. The CDBG allocation to Housing was significantly reduced in the 2005 budget and now faces a serious decision point for the remainder of 2005. Because the bids for the boarding of buildings came in much higher than previously, and because the Problem Properties Unit has dealt with problem buildings much more aggressively, it appears that all CDBG dollars, both current and past unused dollars, will be gone by the end of June of 2005. Decisions will have to be made about how much of either of these activities will be funded for the first half of 2006.

This same situation will occur in the 2006 budget year if the allocation of CDBG dollars is not increased from the 2005 level. The current service level proposed is \$163,000. That will be better than what was allocated in the 2005 budget process, but will still significantly underfund these two activities. In 2006 it is estimated that 200 buildings will require board up services for an average of \$350 each, and 30 demolitions at an average of \$16,000 each. Some of these buildings may require asbestos or lead abatement for an estimated total of \$5,000. This breaks down to the following:

- \$70,000 a year for boarding buildings,
- \$480,000 for demolitions, and
- \$5,000 for asbestos/lead abatement for buildings being demolished.

Since these two activities are so critical, the best scenario would be to have these activities funded on a regular basis in the General Fund, instead of having the unpredictable funding of grant dollars.

In order to make the programs as cost-effective as possible, in the business planning process, we are looking at more ways to make these activities self-funding. Demolition and boarding costs are assessed to the property, however, it often takes several years for the property to become marketable and the assessments paid. Additionally, for any of the tax forfeited properties acquired by CPED, these assessments are waived per a 1997 Council Resolution. Options will be developed to re-examine this issue, and perhaps create a joint program with Employment Opportunities to provide some or all of the building boarding services.

CDBG funds are also used in the Lead Hazard section for remediation of lead paint issues in homes where children test too high for lead levels or other reasons dictate abatement. This program currently supports five positions, four of whom are currently paid for with CDBG dollars. A 15 percent cut could possibly be handled by reducing some hours of work, thereby slowing some projects. A 50 percent reduction would mean that two of the positions would have to be laid off or funded in another manner. This reduction would also make us choose between doing state mandated investigation of lead poisoned children or doing the work necessary to match the HUD XII and HUD XI grant requirements. Either of these cuts would delay the City's goal of being lead-free by 2010.

## **FINANCIAL ANALYSIS**

### **EXPENDITURE**

For 2006, the Regulatory Services budget is \$25 million, a 5% increase over the 2005 Adopted Budget. This includes the transfer of the Traffic Control Division to the Police Department as noted in the Mayor's Recommended Budget notes below.

The expense budget for Regulatory Services includes a \$1.3 million for the HUD Lead Grant as well as increases in Fleet costs in the General Fund.

The Department has a decrease of 4 positions that were transferred to CPED and 4 positions that were transferred to BIS.

## REVENUE

In 2006, Regulatory Services anticipates \$25 million in revenue, a 10% decrease from 2005. This does not take into account a reallocation of \$1,226,404 as a result of the Fee Study conducted in 2005. The HUD Lead grant is expected to receive revenue of \$1.3 million in 2006.

From 2005 to 2006, the Construction Inspection area anticipates an increase in its revenue of 5% due to relatively low interest rates and the continuing popularity of the condo market. Higher gasoline prices and an aging population are expected to continue the demand for this type of housing through 2006. The anticipated cost of construction will be 5% higher for many permits in 2006. In 2006, the Licenses and Permits operation anticipates a 5% increase in revenue over the five-year plan. This increase is due to an increase in liquor, wine and beer license applications.

## FUND ALLOCATION

The Department's budget is primarily derived from the General Fund (94%). \$221,000 of the budget is funded through Community Development Block Grants and \$1.3 million of the budget is funded through federal grants.

## MAYOR'S RECOMMENDED BUDGET

One-time funding for the Boarded Building program is included in the Mayor's Recommended Budget (\$450,000).

The Mayor also recommended four fee initiatives (\$246,000):

- An adjustment to the 1<sup>st</sup> unit fee for Rental Licenses (\$185,000). The fee adjustment keeps the City comparable to surrounding jurisdiction and mitigates the impact on owners of small rental properties.
- Indexing the Pollution Control and Erosion Permit fees to inflation (\$35,000).
- Adjusting the Special Event fee to more accurately recover costs (\$26,000).

The Department's training and technology requests are funded on a one-time basis (\$600,000). An intern program and overtime are funded permanently.

The Mayor moved the Traffic Control Division of Regulatory Services to the Police Department (\$2.8 million and 42 positions). These expenditures will be recorded in the General Fund rather than the Parking Fund. Associated meter revenue estimates (\$5.3 million) will also move to the Police Department. The revenues in excess of the meter expense will continue to support the General Fund. The Parking Fund will transfer \$2.8 million to the General Fund, maintaining the financial effects of how this service has been funded consistent with the Parking Fund workout plan.

Finally, the Mayor moved four positions from Regulatory Services to the 911/311 Department for Minneapolis One Call operations.

COUNCIL ADOPTED BUDGET

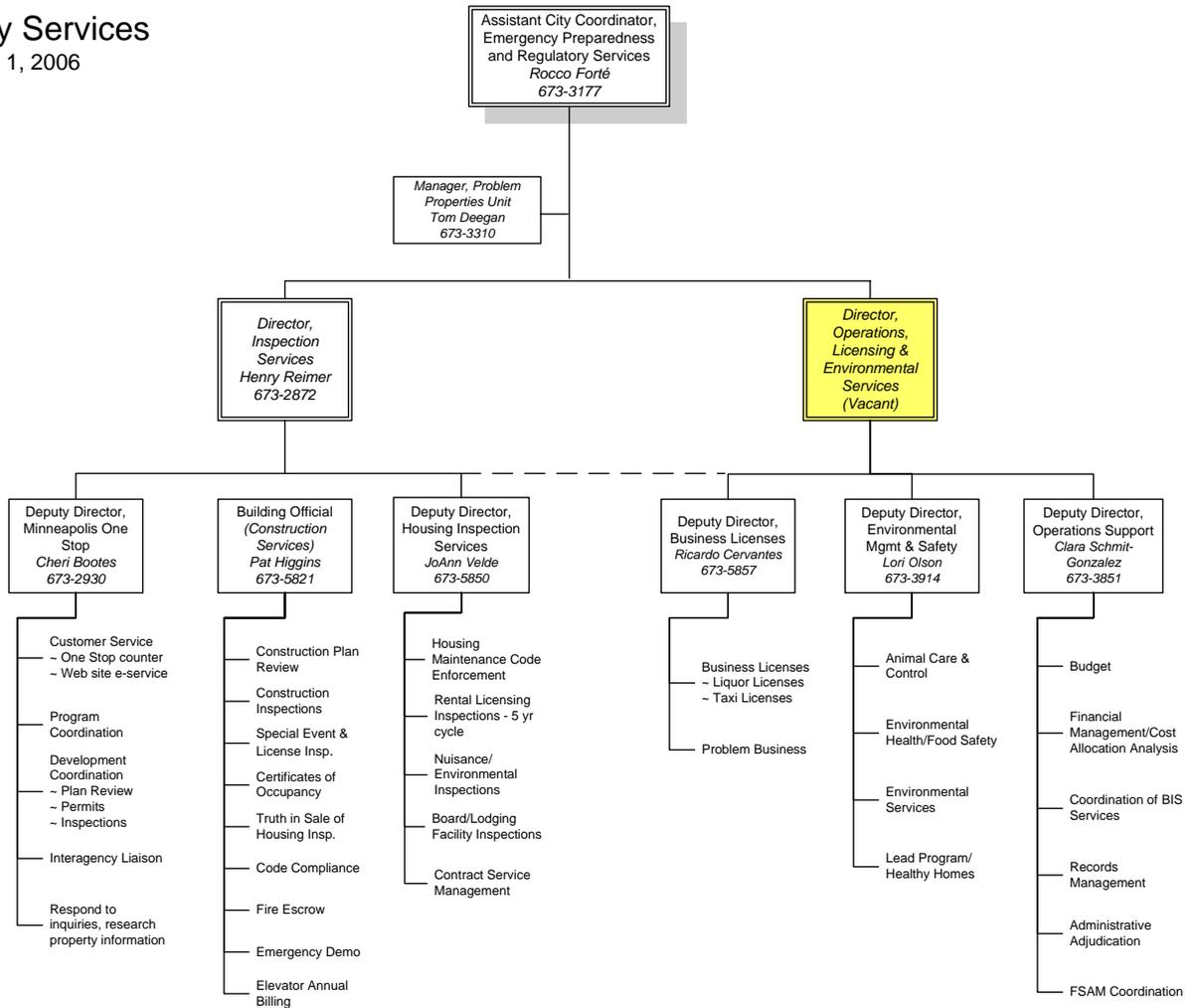
The Council Adopted Budget does not transfer four positions from Regulatory Services to the 911/311 Department for the Minneapolis One Call; the Department will reduce other areas of its budget to fund One Call. The Council did not adopt the Department's proposal to contract with outside parties for inspections during peak periods. The fee revenue estimate is decreased by \$20,000 in Regulatory Services and increased by \$20,000 in the City Attorney's Office. The Council also added onetime funding to Regulatory Services for Graffiti Removal for \$100,000 paid for from the contingency fund pending year-end financial status.

**REGULATORY SERVICES**

**Staffing Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>%</b>	<b>Change</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Change</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>		
<b>FTE's by Division</b>						
Administration	32.00	33.00	38.00	12.00	-68.42%	(26.00)
Licenses and Consumer Services	-	-	-	21.00	-	-
Parking and Traffic Control	42.00	42.00	42.00	-	-100.00%	(42.00)
Environmental Health	32.95	26.00	21.60	17.00	-21.30%	(4.60)
Environmental Mgmt and Safety	-	-	-	3.00	-	-
Animal Control	20.50	21.00	21.00	21.00	0.00%	-
Environmental Services	8.64	8.25	9.25	9.00	-2.70%	(0.25)
Construction Inspections	66.00	62.50	63.00	75.00	19.05%	12.00
Housing Inspections	52.50	41.00	44.90	36.75	-18.15%	(8.15)
Development Services	24.00	26.00	24.00	15.00	-37.50%	(9.00)
<b>Total FTE's</b>	<b>278.59</b>	<b>259.75</b>	<b>263.75</b>	<b>213.75</b>	<b>-18.96%</b>	<b>(50.00)</b>

Regulatory Services  
January 1, 2006



**REGULATORY SERVICES**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Contractual Services	246,860	224,607	352,485	0	-100.0%	-352,485
Equipment	0	0	100,921	0	-100.0%	-100,921
Fringe Benefits	446,540	466,959	543,009	0	-100.0%	-543,009
Operating Costs	72,847	125,330	124,377	0	-100.0%	-124,377
Salaries and Wages	1,628,665	1,758,173	1,876,040	0	-100.0%	-1,876,040
<b>Total for Enterprise Funds</b>	2,394,912	2,575,068	2,996,832	0	-100.0%	-2,996,832
<b>General Fund - City</b>						
Capital Outlay	26,666	38,643	124,107	576,589	364.6%	452,482
Contractual Services	2,237,747	2,340,269	3,797,386	5,590,124	47.2%	1,792,738
Equipment	46,562	513,601	149,458	152,447	2.0%	2,989
Fringe Benefits	2,884,534	3,127,115	3,473,290	3,874,533	11.6%	401,243
Operating Costs	596,564	790,900	626,780	847,613	35.2%	220,833
Salaries and Wages	11,593,820	11,939,425	12,721,027	12,808,915	0.7%	87,888
<b>Total for General Fund - City</b>	17,385,892	18,749,953	20,892,048	23,850,221	14.2%	2,958,173
<b>Special Revenue Funds</b>						
Capital Outlay	-1,946	68,585	52,330	54,900	4.9%	2,570
Contractual Services	1,401,077	408,478	124,722	1,371,552	999.7%	1,246,830
Equipment	5,536	300	0	0		0
Fringe Benefits	91,364	20,575	69,040	16,254	-76.5%	-52,786
Operating Costs	35,933	18,256	0	46,951		46,951
Salaries and Wages	392,188	99,334	134,853	47,472	-64.8%	-87,381
<b>Total for Special Revenue Funds</b>	1,924,153	615,528	380,945	1,537,129	303.5%	1,156,184
<b>Total for REGULATORY SERVICE</b>	21,704,957	21,940,550	24,269,825	25,387,350	4.6%	1,117,525

**REGULATORY SERVICES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Charges for Service	20,000	27,316	0	0	0.0%	0
Other Misc Revenues	10,775	1,679	0	0	0.0%	0
<b>Total for Enterprise Funds</b>	<b>30,775</b>	<b>28,996</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>General Fund - City</b>						
Charges for Sales	514	890	0	100	0.0%	100
Charges for Service	751,027	748,221	649,301	692,300	6.6%	42,999
Contributions	600	355	0	0	0.0%	0
Fines and Forfeits	4,456,294	5,203,778	4,546,000	133,500	-97.1%	-4,412,500
Gains	0	2,563	0	0	0.0%	0
Interest	0	0	0	0	0.0%	0
Licenses and Permits	20,941,352	22,128,050	20,811,144	21,933,257	5.4%	1,122,113
Local Government	33,949	33,949	34,500	47,500	37.7%	13,000
Other Misc Revenues	40,505	38,722	0	9,600	0.0%	9,600
Special Assessments	980,736	824,654	1,020,666	1,020,000	-0.1%	-666
<b>Total for General Fund - City</b>	<b>27,204,978</b>	<b>28,981,182</b>	<b>27,061,611</b>	<b>23,836,257</b>	<b>-11.9%</b>	<b>-3,225,354</b>
<b>Special Revenue Funds</b>						
Charges for Service	105,084	5,248	0	0	0.0%	0
Contributions	154,434	-12,331	0	0	0.0%	0
Federal Government	1,395,821	274,365	972,626	1,319,229	35.6%	346,603
Local Government	0	25,113	0	0	0.0%	0
Other Misc Revenues	12,625	0	0	0	0.0%	0
State Government	52,363	29,651	33,462	0	-100.0%	-33,462
<b>Total for Special Revenue Funds</b>	<b>1,720,327</b>	<b>322,046</b>	<b>1,006,088</b>	<b>1,319,229</b>	<b>31.1%</b>	<b>313,141</b>
<b>Total for REGULATORY SERVICES</b>	<b>28,956,080</b>	<b>29,332,223</b>	<b>28,067,699</b>	<b>25,155,486</b>	<b>-10.4%</b>	<b>-2,912,213</b>

# CITY COUNCIL

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### MISSION –

The City Council establishes general policies, subject to the approval of the Mayor, to insure the health, safety, life, property and general, social, and economic welfare of the City's citizens.

#### BUSINESS LINES –

Develop and implement City policies and programs in conjunction with the Mayor. Serve as a resource and advocate for constituents.

#### 2006 DEPARTMENT FOCUS –

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

No target strategies were requested from this department.

#### 2006 DEPARTMENTAL KEY INITIATIVES AND MEASURES–

##### Key Initiatives:

- Increase percentage of people who live and work in Minneapolis that report satisfaction with City services.
- Increase opportunities among citizens for dialogue about their expectations for Minneapolis City government.
- Increase the consistency of elected official's tax related decisions with a comprehensive municipal tax policy.

##### Measures:

- Percentage of residents who rate Minneapolis as a good or very good place to live.
- Percentage of residents who rate Minneapolis government as good or very good at representing and providing for the needs of all residents.
- Percentage of residents who rate Minneapolis government as good or very good at effectively planning for the future.
- Percentage of residents who rate Minneapolis government as good or very good at providing value for their tax dollars.

## FINANCIAL ANALYSIS –

### EXPENDITURE

The City Council 2006 budget of \$2.9 million is in line with the five-year financial direction. An additional \$125,000 above the five-year financial direction was added to the Council budget to cover transition costs associated with the 2005 election year. The expense budget includes personnel costs for the thirteen elected Council members. This reflects an 11.5 % or \$383,000 decrease from the 2005 Adopted Budget. In 2005, Council members voted to transfer 13 Council associate positions (\$716,000) to the City Clerk's budget.

### REVENUE

The City Council has no revenue budget.

### FUND ALLOCATION

One hundred percent of the City Council's budget is funded from the General Fund.

### MAYOR'S RECOMMENDED BUDGET

The Mayor's Recommended Budget included no adjustments to the Council budget.

### COUNCIL ADOPTED BUDGET

The Council adopted the Mayor's Recommendations.

### CITY COUNCIL Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
Total FTE's	38.00	39.00	39.00	26.00	-33.33%	(13.00)

**CITY COUNCIL  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	108,576	169,182	424,561	652,490	53.7%	227,929
Equipment	3,041	0	0	0		0
Fringe Benefits	463,963	467,415	538,068	571,800	6.3%	33,732
Operating Costs	105,924	108,165	173,433	66,969	-61.4%	-106,464
Salaries and Wages	2,105,543	2,123,239	2,186,852	1,648,939	-24.6%	-537,913
<b>Total for General Fund - City</b>	<b>2,787,046</b>	<b>2,868,001</b>	<b>3,322,914</b>	<b>2,940,198</b>	<b>-11.5%</b>	<b>-382,716</b>
<b>Special Revenue Funds</b>						
Contractual Services	1,929	-724	0	0		0
Fringe Benefits	27	0	0	0		0
Salaries and Wages	350	0	0	0		0
<b>Total for Special Revenue Funds</b>	<b>2,305</b>	<b>-724</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Total for CITY COUNCIL</b>	<b>2,789,351</b>	<b>2,867,277</b>	<b>3,322,914</b>	<b>2,940,198</b>	<b>-11.5%</b>	<b>-382,716</b>

# CIVIL RIGHTS

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

To work in partnership with elected officials and other City enterprise stakeholders to serve the diverse needs of Minneapolis residents as an advocate for social justice and equal access to City services and resources by enforcing the ordinance prohibiting discriminatory practices that have an adverse impact on the health, welfare, economic well-being and safety of the citizens of the City of Minneapolis.

#### VALUES –

The ideal Civil Rights Department provides quality service, consistent ordinance enforcement, builds partnerships and facilitates opportunities for increased engagement of all City stakeholders.

Quality Service + Enforcement + Stakeholder Engagement = Compliance

#### BUSINESS LINES –

**Complaint Investigations Unit** receives and investigates complaints of discrimination in compliance with their enforcement authority under the Minneapolis Civil Rights ordinance, along with investigative work share agreements with the Equal Employment Opportunity Commission (EEOC).

**Civilian Review Authority (CRA)** is an independent administrative agency that receives, reviews, investigates, and mediates citizen complaints of misconduct by Minneapolis police officers.

**Contract Compliance** establishes, monitors, and enforces employment participation in Davis-Bacon, prevailing wage, Affirmative Action plans, the Equal Benefits Ordinance, along with subcontracting and purchasing goals for women and minority owned businesses on all City funded construction in excess of \$100,000 and purchasing contracts in excess of \$50,000.

**Community Education and Outreach** facilitates access to and understanding of City services for all communities and reflects the expressed needs and priorities of the City of Minneapolis, communities of color, American Indians, people with limited English, and other protected groups.

## 2006 DEPARTMENT FOCUS –

### ***What Key trends and challenges will the department address and what actions will be taken?***

The Department of Civil Rights has identified the following significant trends, challenges and possible actions to address issues that will affect the Department during the next five years:

#### **Trend: Increased community expectations and diverse demands by communities of color and immigrants during a trend of funding cuts that require service level reductions.**

- The diversity of City residents (minority and immigrant populations) continues to grow faster in Minneapolis than any other city in Minnesota. In Minneapolis, minorities make up 29 percent of adults aged 18-64 years, with the number of foreign-born residents increasing 2.5 times since 1990. The Department is expected to bridge a communications gap and serve as a voice through which communities of color and the City's immigrant population can communicate concerns that require the attention and action of elected officials have increased.
- **It is imperative that the Department continues to build on its recent momentum in strengthening relationship building with key internal and external partners.** Through these strategic partnerships our Department will share an understanding of the challenges and potential solutions regarding priorities and resource allocations.
- Issues that cut across all immigrant populations and communities of color include:
  - (1) Lack of voice with City-sponsored neighborhood groups (i.e., Neighborhood Revitalization Program);
  - (2) Under-representation and unequal access to employment opportunities with City departments;
  - (3) The allocation of community development empowerment zone funding;
  - (4) Affordable housing; and
  - (5) Access to City contracting and subcontracting opportunities.

#### **Trend: City Advisory Groups and Community groups have a desire to ensure their voices are heard at City Hall.**

- Provide increased support, better program information and training to community groups on effective organizational development on how the City enterprise works to increase their access to the City.
- The Department's initial efforts to provide better program information and training to established City advisory groups have been successful. Expanding the number of groups who have access to City information will require full implementation of the City's Limited English Proficiency Plan (LEP). **By providing the creation and translation of more informational materials into languages spoken by those who do not speak English as a first language will work towards meeting the City's goal of improving customer service to City residents.**
- Our Department has identified a need for additional training by organizational development consultants to help community residents who are not knowledgeable in the political and public policy process. This will help community residents to identify priorities and reach consensus on what the most productive strategies are to achieve them.

**Trend: Increasingly complex investigation protocols and the need for staff training.**

- An independent report commissioned to evaluate the work processes and procedures of the Department's Investigations Unit has identified significant deficiencies in productivity, training, investigative techniques, and writing. In order to improve work product quality and achieve the Department's goals of improving service to customers, significant ongoing training and retraining of staff will be required.
- The Department has significantly increased successful efforts to mediate discrimination complaints early in the investigative process. The expansion of the CRA Board, use of Law School interns, and changes to the CRA ordinance have resulted in an elimination of the CRA backlog of complaints awaiting hearings.
- Additional efforts to deal with productivity issues have been addressed by setting required employee work performance standards and the establishment of partnership agreements entered into with the University of Minnesota, Hamline, William Mitchell, and St. Thomas Law schools. Each of these schools has agreed to allow second and third year law students to do one quarter practicum with the Department and the CRA. The students who focused on legal analysis and writing investigative summaries provided our Department with excellent analytical models that have been adopted by the Department. The Department has closed 102 more complaints this year for a total of 173. Our Department has handled 43 more intake complaints for the same period than a year ago, for a total of 140.

**Trend: Enterprise program goals regarding the participation of woman and minority business owners in projects funded with City and/or federal dollars is an important part of the Department's responsibility to address past disparities. In 2005, women and minorities were awarded less than 1 percent of City contract/subcontracts.**

- Work with other jurisdictions in the Twin Cities Metro area to conduct a disparity study to determine women and minority participation in the Twin Cities market.
- The Department provides two half-time onsite personnel to the Library and Heritage Park project, dedicates a full-time staff person to monitor Davis-Bacon Wage compliance, and does special compliance audits for other departments, like Minneapolis Public Housing Agency. These costs are reimbursed through interagency agreements. **The City of Minneapolis, along with surrounding communities will collaborate to commission a study to determine levels of access, participation in employment, and marketing activities sponsored by local units of government.**

**Trend: There has been an increase in the number and complexity of probable cause cases that have gone to the Commission for resolution.**

- This **trend** has resulted in concerns raised by the lawyers on the Commission, who must lead three-member panels that hear the complaint. **The Department needs to re-examine the way in which public hearings are handled by the Commission on Civil Rights. The ability of volunteers to handle the workload and to complete the work in a timely fashion is stretched. This is of particular concern given two recent court decisions that address the timeliness of enforcement agency administrative processes.** If the Commission's workload continues to grow, the Department will need to explore the use of Administrative Law Judges to handle these cases. The Department has had preliminary discussions with the City Attorney's Office to explore costs of a contract with Administrative Law Judges to provide these services. The Department will do a cost-benefit analysis during

the next program year which will provide the data to determine if this approach is the most cost-effective for the City and the Department.

- The Department has also focused on building partnerships with community organizations, leadership in the American Indian Community, Unions, the Association of General Contractors, the minority and women-owned business community, culturally-specific advisory groups and immigrant communities to provide information and secure feedback on ways in which the Department could improve services and better meet their needs.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

Within the financial resources allocated from the five-year financial direction, the Civil Rights Department must reduce spending by \$133,000 in 2006.

***2006 BUDGET REQUESTS:***

- The Department requests an ongoing annual appropriation of \$50,000 to continue the work of translating City documents and informational materials for non-English speaking residents of the City.
- The Department requests an initial appropriation of \$100,000 and a continuing appropriation of \$35,000/annually to better support and address training needs for appointed advisory groups, the Civil Rights Commission and Investigative staff. There is currently no budget available for advisory groups, including the Civil Rights Commission. Without the requested funding it will be difficult to secure the training and organizational development assistance needed to make the groups function more effectively and enable them to better carry out their responsibilities and achieve the expectations of their appointments.
- The Small and Underutilized Business Program is scheduled to sunset in December of 2005. In order to determine if disparities in the utilization of minority- and women-owned businesses continue to exist, all programs are legally required to have a periodic review (disparity study) to determine if remedial action is still required to remedy past discrimination. It has been 10 years since the last disparity study for the City of Minneapolis was conducted at costs in excess of \$250,000. Today such studies are averaging \$600,000. In an effort to reduce the cost to individual units of government, several jurisdictions have joined together (City of St. Paul, Ramsey County, Hennepin County, Met Council, Airport Commission and the City of Minneapolis) to explore sharing the expense of commissioning a multi-jurisdictional disparity study. An RFP has been issued by the City of St. Paul. The City of Minneapolis can buy off of this proposal. The Department is requesting \$100,000, the anticipated cost to each individual unit of government participating, for the required disparity study.

## 2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –

Strategies	Objectives	Measure Outcomes	Tactics
<p>Enforce the City of Minneapolis Civil Rights Ordinances (139.4-142) in a deliberative and timely manner</p> <p>Enforce Title 9, Chapter 172. The Civilian Police Authority</p>	<p>Conduct investigations of discrimination allegations</p> <p>Investigate allegations of police misconduct occurring within the limits of the City of Minneapolis</p>	<p># of intake inquiries</p> <p># of complaints filed</p> <p>% increase in cases resolved through mediation</p> <p>Reduced time between filing of charges and completion of investigation</p> <p>Completion of investigations of discrimination within the time frame as prescribed by the current guidelines or court precedent</p>	<ul style="list-style-type: none"> <li>• Increase/improve training of investigative staff</li> <li>• Increase mediation efforts</li> <li>• Implement work performance standards</li> <li>• Increase use of law school or public administration interns where/when appropriate</li> </ul>
<p>Enhance relationships with advisory councils and community groups in order to advocate for social justice and systems change</p>	<p>Work in partnership with advocacy groups to eliminate discriminatory policies and practices that adversely impact protected classes</p>	<p>Increase in # of complaint inquiries by protected classes who have historically not pursued Civil Rights complaint pathways</p> <p># of ordinance /law changes reviewed and or revised every three years</p> <p># of Civil Rights sponsored forums or trainings</p> <p># of reports and presentations by Civil Rights Commission and other advisory groups to stakeholders, including City Council</p>	<ul style="list-style-type: none"> <li>• Work with community representatives about the “nuts and bolts” of complaints</li> <li>• Develop “know your rights” materials</li> <li>• Establish a regular cycle for reviewing and revision of ordinances or policies that have potential impact on protected classes</li> <li>• Participate in events and forums to share information and get community feedback</li> <li>• Strengthen the effectiveness of advisory groups through strategic planning and organization development activities</li> </ul>
<p>Insure equal and timely access to City Services, Decision Making Processes and Resource Opportunities for all customers</p>	<p>Facilitate processes to better inform, engage and educate diverse communities in public policy debate and decision making processes</p>	<p>Increase in number of City departments who have fully implemented their LEP plans and trained their staff</p> <p>Increased utilization of language access tools or supports (telephonic interpreting services/requests for face to face interpreters and document translation) by City departments</p> <p>Development of defined work plan with deliverables</p>	<p><u>LEP</u></p> <ul style="list-style-type: none"> <li>• Continue to work with departments to fully implement the service areas of the City’s Limited English Proficiency plan</li> <li>• Coordinate internal efforts with HR, Communications, BIS and other departments about effective communication channels and customer service</li> </ul> <p><u>American Indian Advocacy</u></p> <p>Work with City Council and department staff to develop service strategies specific to the Memorandum of Understanding and the American Indian community</p>

Strategies	Objectives	Measure Outcomes	Tactics
<p>Insure equal and timely access to City services, decision making processes and resource opportunities for all customers</p> <p>Processes and Resource Opportunities</p>	<p>Facilitate processes to better inform, engage and educate diverse communities in public policy debate and decision making processes</p>	<p>Completed redesign of Civil Rights documents, the Department's website and development of an LEP portal for the City</p> <p>% increase in persons who rate City services as being culturally competent and responsive (Resident Survey)</p>	<ul style="list-style-type: none"> <li>Strengthen the effectiveness of advisory groups representing communities of color and immigrants</li> <li>Respond to feedback and service design suggestions of LEP customers</li> </ul>
<p>Proactively support workforce diversity of the City of Minneapolis by establishing goals and monitoring employment</p>	<p>Correct past practice of underutilization of women and minority owned businesses and underemployment of protected classes within the limits of the City of Minneapolis</p> <p>Ensure equal benefits for same sex couples who are covered through their employers' insurance and have contracts with the City of Minneapolis monitoring City's Equal Benefits Ordinance</p> <p>Improve internal departments' knowledge and adherence to SUBP policy and how it impacts procurement</p>	<p>% increase of women and minority employees hired on construction/building projects funded with City of Minneapolis dollars</p> <p># of women and minority owned businesses who are certified to do business with the City</p> <p>% increase of women and minority owned businesses selected through the RFP/bid process to provide goods and services to the City enterprise</p>	<ul style="list-style-type: none"> <li>Define and improve workflow processes in contract compliance and SUBP to better manage all aspects of compliance over a project's life span</li> <li>Monitor project affirmative action participation goals and onsite inspections in a consistent and vigilant manner</li> <li>Conduct compliance reviews to ensure employers are engaged in non-discriminatory employment practices</li> <li>Hold regular meetings with external stakeholders and organizations to improve understanding of compliance requirements Provide coaching and guidance to stakeholders regarding consistent adherence to SUBP</li> </ul>

## FINANCIAL ANALYSIS

### EXPENDITURE

The Civil Rights Department's 2006 Budget of \$2.9 million is in line with the five-year financial direction. It reflects a 4.7% increase over the 2005 Adopted Budget.

### REVENUE

The Department's revenue from EEOC (Equal Opportunities Employment Commission) Work Share agreement is projected to remain the same as 2005 at \$50,000.

### FUND ALLOCATION

The Civil Rights Department is funded by the General Fund (86%) and CDBG funds (14%).

## MAYOR'S RECOMMENDED BUDGET

The Mayor accepted the Department's proposal to meet the financial direction reduction (\$133,000). The Mayor also recommended the Department reduce staff by 1 management position.

The recommended budget included one-time funding for three initiatives requested by the Department: language initiatives (\$50,000); training (\$100,000); and the Small and Underutilized Business Program (SUBP) study (\$100,000).

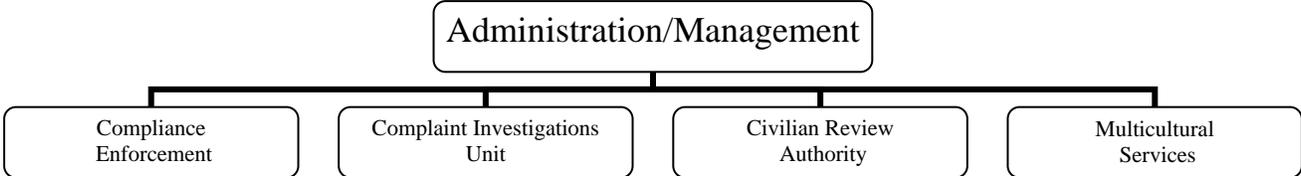
## COUNCIL ADOPTED BUDGET

The Council eliminates 2 contract compliance positions rather than 1 manager position and adds a 0.8 position (\$70,000) in the General Fund for sign language interpreter services transferred from the Communications Department.

### CIVIL RIGHTS Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	%	Change
<b>FTE's by Division</b>					Change	Change
Administration	7.00	7.00	7.00	5.00	-28.57%	(2.00)
Complaint Investigation	8.00	6.00	6.00	5.00	-16.67%	(1.00)
Contract Compliance	8.50	7.00	5.00	6.00	20.00%	1.00
Civilian Review Authority	4.00	4.00	4.00	4.00	0.00%	-
Outreach	-	-	5.00	5.80	16.00%	0.80
<b>Total FTE's</b>	<b>27.50</b>	<b>24.00</b>	<b>27.00</b>	<b>25.80</b>	<b>-4.44%</b>	<b>(1.20)</b>

# Civil Rights Department



**CIVIL RIGHTS  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Capital Outlay	0	5,420	3,042	3,103	2.0%	61
Contractual Services	346,671	315,008	536,468	767,870	43.1%	231,402
Equipment	1,083	520	3,042	3,103	2.0%	61
Fringe Benefits	247,066	247,869	310,703	346,724	11.6%	36,021
Operating Costs	45,114	43,985	65,868	67,815	3.0%	1,947
Salaries and Wages	1,121,211	1,178,070	1,418,917	1,305,231	-8.0%	-113,686
<b>Total for General Fund - City</b>	<b>1,761,145</b>	<b>1,790,872</b>	<b>2,338,040</b>	<b>2,493,846</b>	<b>6.7%</b>	<b>155,806</b>
<b>Special Revenue Funds</b>						
Capital Outlay	0	761	0	0		0
Contractual Services	52,691	38,479	98,521	117,369	19.1%	18,848
Equipment	533	2,322	0	0		0
Fringe Benefits	52,784	49,014	86,911	71,683	-17.5%	-15,228
Operating Costs	22,812	8,968	7,950	8,109	2.0%	159
Salaries and Wages	227,392	167,970	251,618	223,139	-11.3%	-28,479
<b>Total for Special Revenue Funds</b>	<b>356,212</b>	<b>267,515</b>	<b>445,000</b>	<b>420,300</b>	<b>-5.6%</b>	<b>-24,700</b>
<b>Total for CIVIL RIGHTS</b>	<b>2,117,357</b>	<b>2,058,387</b>	<b>2,783,040</b>	<b>2,914,146</b>	<b>4.7%</b>	<b>131,106</b>

**CIVIL RIGHTS  
Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Service	271,848	342,448	0	0	0.0%	0
Other Misc Revenues	3,548	0	0	0	0.0%	0
<b><i>Total for General Fund - City</i></b>	275,396	342,448	0	0		0
<b>Special Revenue Funds</b>						
Contributions	7,295	705	0	0	0.0%	0
Federal Government	62,100	71,000	50,000	50,000	0.0%	0
<b><i>Total for Special Revenue Funds</i></b>	69,395	71,705	50,000	50,000	0.0%	0
<b>Total for CIVIL RIGHTS</b>	344,791	414,153	50,000	50,000	0.0%	0

# COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT (CPED)

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

To be one of the nation's great cities through excellence in coordinated planning and development.

#### VALUES –

CPED endeavors to conduct its work based on the following core values:

- To be effective public servants
- To be strategic partners with enterprise, regional and private entities
- To be responsible stewards of public resources
- To be respectful public administrators who are responsive to the diverse needs of our community

#### MISSION –

To promote and advance the City's planning and community development goals through strategic partnerships and responsible management of resources, and to support the public interest through implementation of the City's plans and priorities.

#### BUSINESS LINES –

The Department of Community Planning & Economic Development (CPED) has five primary business lines:

**1) Community Planning:** CPED prepares and facilitates the implementation of the City's comprehensive plan and other adopted plans, and informs the City's development and infrastructure strategies.

**2) Economic Policy & Development:** CPED facilitates business retention, expansion, creation, and attraction in all neighborhoods, including downtown, by providing financing, programmatic and real estate development and expansion tools, as well as administering the Minneapolis Empowerment Zone program.

**3) Workforce Development:** CPED manages a network that identifies and prepares Minneapolis residents for living wage job opportunities and builds partnerships to improve career opportunities in the City.

**4) Housing Policy & Development:** CPED provides financing and administers programs for housing development, preservation and rehabilitation to advance a continuum of housing choices; provides financing for home improvement and home mortgages through vendor contracts in cooperation with the Finance Department; and encourages and supports market activity in the production and preservation of housing for all income levels.

**5) Planning Development Services:** CPED administers, interprets and enforces the zoning code, land subdivision regulations and heritage preservation regulations, and reviews applications for approvals as required by City ordinance and state law.

Other program and management support activities include real estate and associated technical services, research, arts and cultural activities, and the community based services of the Empowerment Zone office.

The Department utilizes these business lines to address two broad strategic objectives:

- 1) to build a healthy economy
- 2) to support economic self-sufficiency for individuals and families.

In order to support these objectives, the Department

- 1) maintains active relationships with local, regional, and state partners;
- 2) understands that customers are at the center of its work and process improvements; and
- 3) strives to develop a highly productive, diverse, and professional workforce.

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

#### **1) Challenge of Managing CPED's Partnership Role with the City Enterprise, and Other Local and Regional Partners.**

Planning and development projects require collaboration and coordination not only with various City departments and stakeholders, but with multiple public and private partners. CPED is continuing to build and expand its relationships with other City and external partners, including Hennepin County, the University of Minnesota, the Metropolitan Council, and selected state agencies, notably the Department of Transportation (MnDOT), Department of Employment and Economic Development (DEED) and the Minnesota Housing Finance Agency (MHFA). The Department has already assumed a lead role in major regional initiatives such as the Northside Partnership, Bus Rapid Transit on I-35W, and the Downtown Security Collaborative. In 2006, the Department will continue working with our partners on major projects such as regional sports facilities, riverfront development and regional transportation projects, including LRT (Light Rail Transit) parcel development, Northstar Commuter Rail, Central and Southwest Transit Corridors, and the City's 2030 Transportation Plan.

## 2) Challenge of Attuning CPED More Closely to the Private Marketplace

CPED works with the market in at least five distinct ways:

- a) supporting marketplace development and investment by removing barriers, providing necessary infrastructure, etc.;
- b) informing the market through long- and mid-range planning;
- c) effectively and efficiently regulating the market through land use and zoning controls;
- d) helping to organize and coordinate public investment, especially within major corridors and growth centers; and
- e) intervening when the market fails to adequately address public policy needs such as affordable housing, environmental remediation, commercial development in selected geographical areas, and job training for selected populations.

The continued challenge for CPED and for the City as an enterprise is to balance these multiple roles in such a manner as to encourage private investment as well as ensure that all people and areas of the City have opportunities to prosper. It is particularly important that CPED and the City clearly and fairly fulfill our statutory role in land use planning and development regulation while at the same time pursuing active partnerships with the private and non-profit sector to address those places and people which the private market is not engaging.

## 3) Potential Funding Cuts and the Need to Establish Stable Revenue Base for Planning Functions

These funding cuts include planned cuts in federal Empowerment Zone funding and potential cuts in federal Community Development Block Grants funding. There is also a need to address the continuing gap between the costs and revenue for the regulatory services sections of planning.

### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

#### **Responses to Five-Year Financial Direction (including CDBG)**

The City's five-year financial direction for 2006 required that CPED identify General Fund reductions to equal growth in CPED's General Fund budget from 2005 to 2006, which was projected to be \$100,000. CPED proposes to meet this target by continuing the process it started in 2005 of replacing General Fund expenditures with development resources. The details of this are described in the Financial Plans section of this book.

## **2006 DEPARTMENTAL INITIATIVES AND MEASURES –**

2006 priorities include building stronger communities by:

### 1. Improving transportation and transit connections and infrastructure

Performance Measures: Progress made on protecting and promoting the City's and region's transportation and transit interests as part of the planning and design phase of several transportation and transit processes and projects. CPED participated in the Metropolitan

Council's adoption of the new 2030 Transportation Plan, which designated five Tier 1 transit corridors, all of which serve Minneapolis in some fashion. Likewise, CPED is contributing to the City's transportation planning by helping to inform CLIC's review of the City's capital investment program as well as Public Work's ten-year transportation and mobility planning activities.

## 2. Closing the unemployment gap

Performance Measure: City unemployment rate compared to metro unemployment rate.

## 3. Increasing choices along the housing continuum

Performance Measures: Number of new housing units; number and percentage of new and total housing units that are affordable and/or meet special needs (elderly, homeless, supportive services, emerging markets) as benchmarked against goals identified in the City's annual HUD Consolidated Plan and the Metro Council's Report on Affordable and Life-cycle Housing.

## 4. Enhancing neighborhood livability by reducing crime, promoting good urban design, and increasing amenities

Performance Measures: Crime rates and changes in rates, value of approved site plan improvements, and inventory of notable urban design features from land use approvals.

2006 Priority Areas (areas for targeted staff and program resources although CPED will continue to work throughout the City):

- 1) West Broadway Corridor
- 2) Hiawatha LRT Corridor
- 3) Downtown/Riverfront
- 4) SEMI/University Research Park

## **FINANCIAL ANALYSIS –**

### EXPENDITURE

The Community Planning and Economic Development Department reflects the financial and position history of its predecessor organizations: Minneapolis Community Development Agency, Planning, Minneapolis Employment and Training Program, and the Empowerment Zone. The total budget of \$181 million is an 11% increase over the 2005 Adopted Budget, predominantly from an increased budget for planned debt service and project related capital costs.

### REVENUE

The Department's budgeted revenue decreases in 2006 by 15% as a consequence of reduced levels of Federal Grant funding, smaller levels of project-related revenue, reduced interest earning on various capital fund balances and reductions in tax-increment related to changes in some commercial property evaluations.

The recent interdepartmental study on development regulatory fees resulted in a reallocation of \$700,000 in existing fee revenue from Regulatory Services to CPED.

## MAYOR'S RECOMMENDED BUDGET

The Mayor's Recommended Budget included \$80,000 in revenue from development fee initiatives to address the planned reduction in the five-year financial plan.

The Mayor transferred 1 position transferred from the Communications Department (\$75,000) and added 2 neighborhood planners (\$150,000) and 1 joint homelessness position with Hennepin County (\$100,000). The Department also plans to reallocate 2 positions within its budget for additional planning resources.

One-time funding for non-targeted neighborhood community participation programs was added (\$100,000). An accounting adjustment for the existing funding of this program was made – \$100,000 is shown in the Department budget rather than interfund transfers.

The 2006 recommendation also included Hilton Legacy Fund allocations as follows:

\$350,000 - Planning  
\$500,000 - Commercial Corridor Small Business Loan Fund  
\$600,000 - MILES  
\$750,000 - Affordable Ownership Combined  
\$1,500,000 - Closing the Gap

## COUNCIL ADOPTED BUDGET

The Council transferred the homelessness position to the Intergovernmental Relations Department-Grants and Special Projects Division and funded the initiative from Community Development Block Grant funding on a one-time basis. An administrative allocation of \$100,000 was added to the Consolidated Plan for this homelessness initiative. The Affordable Housing Trust Fund allocation to CPED was reduced by \$70,000 in the Multifamily Affordable Housing allocation. The remaining \$30,000 in reductions was spread proportionally across all administrative grants.

The Council also returned 1 position to the Communications Department and added 1 position to CPED (\$100,000) for communications marketing funded from General Fund resources.

Finally, the Council decreased funds available for the "Affordable Ownership Combined" program by \$1 million and appropriated it into a new revolving fund called the "Capital Acquisition Revolving Fund." CPED was directed to return to the Council by July 1, 2006, with proposed program guidelines for the allocation of these funds.

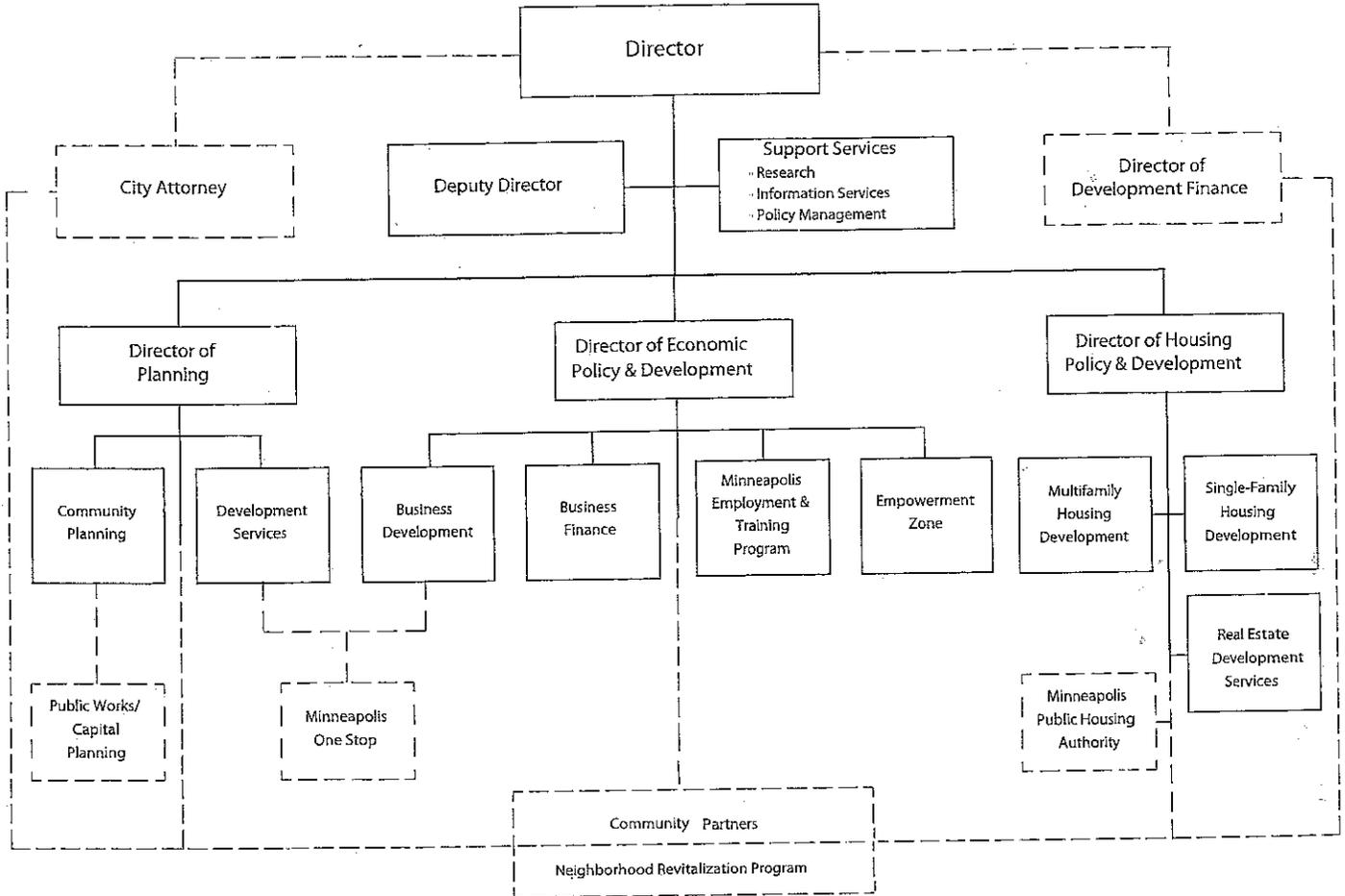
The Council adopted the remainder of the Mayor's recommendations.

**COMMUNITY PLANNING & ECONOMIC DEVELOPMENT  
Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Executive	58.23	20.0	20.0	13.0	-35.00%	(7.00)
Economic Policy and Development	32.50	25.0	28.0	48.0	71.43%	20.00
Housing Policy and Development	57.50	34.0	30.0	39.0	30.00%	9.00
Planning	42.00	41.0	40.0	42.0	5.00%	2.00
Strategic Partnerships	16.25	24.0	21.0	-	-	-
<b>Total FTE's</b>	<b>206.48</b>	<b>144.00</b>	<b>139.00</b>	<b>142.00</b>	<b>2.16%</b>	<b>3.00</b>

# Community Planning & Economic Development

Organization Chart December 2005



\* Dotted lines indicate key on-going relationships with other departments and agencies.

**COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Agency - Inactive</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	0	0	0	0		0
Equipment	0	0	0	0		0
Fringe Benefits	0	0	0	0		0
Operating Costs	0	0	0	0		0
Salaries and Wages	0	0	0	0		0
<b>Total for Agency - Inactive</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Capital Projects</b>						
Capital Outlay	19,277,966	13,070,660	1,418,100	8,996,891	534.4%	7,578,791
Contractual Services	9,559,944	8,415,520	2,726,890	3,902,308	43.1%	1,175,418
Debt Service	0	0	1,168,837	467,881	-60.0%	-700,956
Equipment	0	251	300	300	0.0%	0
Fringe Benefits	343,990	279,254	443,749	435,585	-1.8%	-8,164
Operating Costs	101,213	104,451	89,056	154,420	73.4%	65,364
Salaries and Wages	1,729,491	1,376,710	1,542,402	1,585,101	2.8%	42,699
Transfers	79,547,663	70,377,823	58,780,387	66,832,339	13.7%	8,051,952
<b>Total for Capital Projects</b>	<b>110,560,267</b>	<b>93,624,668</b>	<b>66,169,721</b>	<b>82,374,825</b>	<b>24.5%</b>	<b>16,205,104</b>
<b>Debt Service</b>						
Contractual Services	700	439,572	0	0		0
Debt Service	36,355,722	51,895,307	36,845,000	38,301,432	4.0%	1,456,432
Transfers	1,602,363	0	0	0		0
<b>Total for Debt Service</b>	<b>37,958,785</b>	<b>52,334,879</b>	<b>36,845,000</b>	<b>38,301,432</b>	<b>4.0%</b>	<b>1,456,432</b>
<b>Enterprise Funds</b>						
Capital Outlay	79,716	74,470	20,000	25,000	25.0%	5,000
Contractual Services	4,266,792	2,651,022	2,253,851	428,182	-81.0%	-1,825,669
Debt Service	1,204,382	478,305	0	130,000		130,000
Fringe Benefits	43,520	43,045	73,376	53,175	-27.5%	-20,201
Operating Costs	636,651	35,948	3,015,290	2,009,700	-33.3%	-1,005,590
Salaries and Wages	188,416	201,299	241,992	181,144	-25.1%	-60,848
Transfers	45,828	373,828	0	0		0
<b>Total for Enterprise Funds</b>	<b>6,465,305</b>	<b>3,857,918</b>	<b>5,604,509</b>	<b>2,827,201</b>	<b>-49.6%</b>	<b>-2,777,308</b>
<b>General Fund - City</b>						
Capital Outlay	0	0	1,046	0	-100.0%	-1,046
Contractual Services	212,389	299,875	877,357	915,706	4.4%	38,349
Equipment	18,352	21,040	3,837	0	-100.0%	-3,837
Fringe Benefits	258,738	336,282	414,150	510,709	23.3%	96,559
Operating Costs	129,411	112,462	132,518	115,916	-12.5%	-16,602
Salaries and Wages	1,266,435	1,409,104	1,646,321	2,037,142	23.7%	390,821
<b>Total for General Fund - City</b>	<b>1,885,326</b>	<b>2,178,762</b>	<b>3,075,229</b>	<b>3,579,473</b>	<b>16.4%</b>	<b>504,244</b>

**COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Special Revenue Funds</b>						
Capital Outlay	20,387,236	22,457,574	20,443,539	24,025,708	17.5%	3,582,169
Contractual Services	16,466,963	14,972,931	22,937,547	21,895,818	-4.5%	-1,041,729
Debt Service	-3,667	0	0	0		0
Equipment	26,329	31,338	11,724	7,210	-38.5%	-4,514
Fringe Benefits	1,834,893	1,336,520	1,578,464	1,412,405	-10.5%	-166,059
Operating Costs	1,996,806	1,427,310	1,491,471	1,109,308	-25.6%	-382,163
Salaries and Wages	8,336,414	6,333,462	4,856,772	5,282,831	8.8%	426,059
Transfers	5,305,047	8,813,258	0	0		0
<b>Total for Special Revenue Funds</b>	54,350,020	55,372,393	51,319,517	53,733,280	4.7%	2,413,763
<b>Total for COMMUNITY PLANNING</b>	211,219,703	207,368,620	163,013,976	180,816,211	10.9%	17,802,235

**COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Charges for Sales	4,539,823	1,808,593	2,185,000	312,000	-85.7%	-1,873,000
Charges for Service	1,457,127	520,242	1,099,000	0	-100.0%	-1,099,000
Interest	-1,488,277	57,635	1,056,560	0	-100.0%	-1,056,560
Operating Transfers In	13,911,524	4,535,000	0	0	0.0%	0
Other Misc Revenues	3,412,989	4,224,098	894,000	0	-100.0%	-894,000
Proceeds of Long Term Liabilities	1,725,000	6,500,000	224,000	200,000	-10.7%	-24,000
Property Taxes	67,450,397	63,744,732	68,125,101	67,657,124	-0.7%	-467,977
Rents	2,587,153	2,988,646	4,035,892	3,984,353	-1.3%	-51,539
State Government	613,101	624,184	0	0	0.0%	0
<b>Total for Capital Projects</b>	<b>94,208,837</b>	<b>85,003,130</b>	<b>77,619,553</b>	<b>72,153,477</b>	<b>-7.0%</b>	<b>-5,466,076</b>
<b>Debt Service</b>						
Interest	1,554	5,679	225,740	0	-100.0%	-225,740
Operating Transfers In	35,512,380	41,134,808	36,870,740	37,181,432	0.8%	310,692
Proceeds of Long Term Liabilities	0	11,470,000	0	0	0.0%	0
<b>Total for Debt Service</b>	<b>35,513,934</b>	<b>52,610,486</b>	<b>37,096,480</b>	<b>37,181,432</b>	<b>0.2%</b>	<b>84,952</b>
<b>Enterprise Funds</b>						
Charges for Sales	4,978	2,230,542	0	0	0.0%	0
Charges for Service	3,045,560	2,154,059	0	300,000	0.0%	300,000
Interest	1,368,918	1,052,801	67,015	0	-100.0%	-67,015
Operating Transfers In	1,620,279	0	0	0	0.0%	0
Other Misc Revenues	124,011	5,755	6,300,000	0	-100.0%	-6,300,000
Property Taxes	0	0	548,365	0	-100.0%	-548,365
Rents	661,184	3,348,858	1,823,000	0	-100.0%	-1,823,000
<b>Total for Enterprise Funds</b>	<b>6,824,930</b>	<b>8,792,014</b>	<b>8,738,380</b>	<b>300,000</b>	<b>-96.6%</b>	<b>-8,438,380</b>
<b>General Fund - City</b>						
Charges for Sales	26,240	0	0	0	0.0%	0
Charges for Service	318,592	611,686	567,300	567,200	-0.0%	-100
Federal Government	0	0	0	0	0.0%	0
Licenses and Permits	0	0	0	776,278	0.0%	776,278
Other Misc Revenues	1,548	0	0	0	0.0%	0
<b>Total for General Fund - City</b>	<b>346,380</b>	<b>611,686</b>	<b>567,300</b>	<b>1,343,478</b>	<b>136.8%</b>	<b>776,178</b>
<b>Special Revenue Funds</b>						
Charges for Sales	3,052,508	2,555,136	3,925,000	500,000	-87.3%	-3,425,000
Charges for Service	7,714,131	7,250,938	3,270,500	4,118,000	25.9%	847,500
Contributions	73,916	106,691	50,000	0	-100.0%	-50,000
Federal Government	9,422,847	6,439,794	13,746,000	9,000,000	-34.5%	-4,746,000
Interest	6,379,636	2,659,947	-81,377	23,700	-129.1%	105,077
Local Government	1,314,018	73,437	750,000	0	-100.0%	-750,000

**COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Special Revenue Funds</b>						
Operating Transfers In	17,028,701	14,022,967	382,252	0	-100.0%	-382,252
Other Misc Revenues	4,825,506	4,011,687	6,048,000	4,474,711	-26.0%	-1,573,289
Property Taxes	3,806,094	66,918	0	0	0.0%	0
Rents	135,651	137,633	152,020	62,020	-59.2%	-90,000
Sales and Other Taxes	235	235	0	0	0.0%	0
State Government	8,391,173	13,450,123	3,352,803	3,500,000	4.4%	147,197
<b>Total for Special Revenue Funds</b>	62,144,416	50,775,506	31,595,198	21,678,431	-31.4%	-9,916,767
<b>Total for COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT</b>	199,038,497	197,792,823	155,616,911	132,656,818	-14.8%	22,960,093

# FIRE

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

We aspire to distinctively serve our community and the region we support through the alignment of high-performance teamwork to provide a professional emergency response for any and all emergency services.

#### VALUES –

Be safe. Be kind. Be prepared.

#### MISSION –

Committed to providing professional emergency services that ensure the public safety of our community and the region we support.

#### BUSINESS LINES –

**Response** – Safely minimize the loss of life and property due to emergency events.

- Emergency Medical Services (EMS) – providing emergency medical services
- Fire Response – providing effective response to fires
- Haz-Mat and Specialized Rescue

**Prevention** – Anticipate, prepare for and prevent future emergency events.

- Emergency Preparedness – preparing the City for major emergency events
- Fire Inspections and Enforcement – providing enforcement of the Fire Code
- Fire Education – providing fire/EMS education programs and safety information

### 2006 DEPARTMENT FOCUS –

***What Key trends and challenges will the department address and what actions will be taken?***

- **Standard of Coverage– NFPA Standard 1710**

People are our most valuable asset. All emergency operations will take into account the risk to firefighters and the public before a strategy and its accompanying tactics are employed. Fire

ground operations fall into one of two strategies – offensive or defensive. These two strategies are based on a standard Human Risk Management Plan that is employed at all structure fires.

We may risk our lives a lot to protect savable lives.

We may risk our lives a little to protect savable property.

We will not risk our lives at all to save what is already lost.

The Minneapolis Fire Department (MFD) has established the following minimum daily staffing in order to meet our standard of cover:

	Optimal Efficiency	Minimum Staffing	Total
14 Engine Companies	4	3	42-56
5 Quints	4	4	20
5 Ladder Companies	4	4	20
2 Heavy Rescues	6	6	12
1 Command Vehicle	1	1	1
1 Salvage/Air Supply	1	1	1
1 Ladder 2 (Not in service)	4	0	0-4
<b>Total Fire Suppression Staff</b>			<b>96-114</b>

Using the above table, the optimal efficiency staffing level would be 114 fire personnel below the rank of Battalion Chief working each day. This staffing number was affirmed by Citygate Associates (an outside consultant) in 2003 based on an extensive study of the City. The minimum number of fire personnel below the rank of Battalion Chief should be 100. In no case will daily staffing be allowed to fall below 96 personnel below the rank of Battalion Chief. Off duty personnel will be hired back to meet this minimum staffing level.

1. The Minneapolis Fire Department will maintain a response time standard to Fire and EMS calls of 5 minutes or less for the first unit to arrive on scene 90% of the time.

2. The Minneapolis Fire Department will maintain a response time standard to technical rescues, hazardous materials incidents and weapons of mass destruction events of 6 minutes or less for the first unit to arrive 90% of the time.

3. The Minneapolis Fire Department will maintain a response time for fires, technical rescues, hazardous materials incidents and weapons of mass destruction events of 9 minutes or less for the first three companies and a Battalion Chief to arrive on scene 90% of the time when dispatched as part of an initial response assignment.

4. The Minneapolis Fire Department will maintain a response time for fires, technical rescues, hazardous materials incidents and weapons of mass destruction events of 10 minutes or less for the full first alarm assignment including a Battalion Chief to arrive on scene 90% of the time when dispatched as part of a full first alarm response.

- **Maintaining a Diverse Workforce – Hiring Process**

The March 30, 2005 Workforce Utilization Report shows that the overall percentage of female employees is 17%, while the overall percentage of minority employees is 30%. The Minneapolis Fire Department has been recognized by the *Washington Post* as one of the most diverse Fire

Departments in the United States. The Department has institutionalized its strategies to hire, promote and maintain a highly qualified, diverse workforce.

A major challenge for 2006 is developing a new eligible list for Fire Cadet. Without a residency requirement, Human Resources staff estimates that 4,000 people will apply for the examination. This testing process will be very expensive and is not currently funded in the 2006 budget.

- **Employee Engagement – Employee Survey**

The MFD will continue to address the concerns found in the 2004 Employee Survey. The Fire Chief has conducted a number of follow-up sessions to get more detail regarding the areas of opportunity that were raised in the survey. The Cultural Awareness Committee has begun the work of creating solutions to address these concerns. The Labor/Management Committee will also be working on the issues brought forth in the Employee Survey.

- **Public Education**

The recent visit by the peer assessment team of the Commission of Fire Accreditation International highlighted the need for the MFD to develop a public education program. The MFD will conduct a community risk analysis and focus an education campaign on the public safety risks that have the greatest impact on the residents of Minneapolis. This education campaign will require integration of the Limited English Proficiency Plan and partnering with the school system.

- **Continuing Budget Restraints**

The MFD has developed a Budget Cut Planning Grid and a Daily Staffing Guide that have assisted the Department in identifying the effects of the City's five-year financial direction.

As a result of budget constraints, the Department is unable to meet the 1710 Standard of 4 firefighters on a rig. Currently the Department is slightly below the 1710 Standard of first rig on the scene within 5 minutes 90% of the time and 15 firefighters on the fire ground within 8 minutes 90% of the time. A new Computer Aided Dispatch System along with another ladder company would allow the Department to meet the response time standards. The current five-financial direction will not allow the MFD to meet the NFPA 1710 staffing standards.

The Fire Department is working with Human Resources and the City Attorney to identify efficiencies in the hiring process. A new Fire Cadet eligible list will need to be developed in 2006. It is projected that 4,000 people will apply for the position of Fire Cadet. The funding source for this project has not been identified.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

<b>Strategies</b>	<b>Objectives</b>	<b>Measures: Outcome and Driver</b>	<b>Tactics</b>
Provide effective emergency response	Establish a standard of coverage	% of time the standard of cover is met	Set minimum staffing, apparatus and response time standards
Reduce the negative impact of emergency events	Maintain a high level of emergency preparedness	% compliance with the emergency plan during drills	Revise the Emergency Operations Plan
		% of request funded	Submit a request to fund a new Emergency Operations Center
	Reduce the number and severity of emergency events	% of existing buildings inspected	Provide fire code inspections in commercial and industrial buildings
		% of existing buildings inspected	Provide fire code inspections in residential buildings of 4 units or more
Improve effectiveness and efficiency of business processes	Implement new models of providing service	# of automatic aid agreements in place	Pursue and implement automatic aid agreements
	Develop internal partnerships to execute business lines more effectively	% of project complete	Upgrade Computer Aided Dispatch System in 911/311
Keep employees safe	Ensure the health and wellness of employees	% of employees given a physical exam	Provide required physical exams
	Reduce employee injuries	% reduction in injuries	Review injuries and develop strategies in the employee safety committee
Engage the community	Deliver safety education to the public	% of project completed	Develop a Fire Education Division within the Fire Prevention Bureau
	Provide preventative health services to the public	# of new sites that have a Public Access Defibrillator (PAD) device installed	Increase the number of PAD's in the City
	Keep young trees alive	# of young trees watered	Water newly planted trees during the summer months
Recruit and train a diverse workforce	Develop a new Cadet hiring process	\$ saved by making the list development process more efficient	Develop and deploy an effective Fire Cadet Selection process
	Provide effective training programs for new and existing employees	% of firefighters on a career development plan	Develop and publish a career development plan for all sworn job classifications

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Establish quality control programs to evaluate performance	% of runs that met quality control standards	Evaluate emergency events for quality control measures
Recover costs of providing service	Enhance EMS revenue	% increase in revenue	Increase revenue from insurance companies for auto extrications
	Enhance training facility revenue	% increase in revenue	Increase revenue from outside agencies using the training facility
	Enhance fire prevention revenue	% increase in revenue	Develop a fire alarm registration program
	Enhance grant revenue	% increase in revenue	Obtain a fire act grant
Create an atmosphere that honors the unity, commitment, diversity and professionalism of our workforce and the public we serve	Identify and address cultural and language barriers	% of plan complete	Develop and deploy a limited English Proficiency Plan
	Improve employee satisfaction with their job	Increase positive responses in next employee survey	Develop and deploy an action plan to address the issues from the employee survey

## FINANCIAL ANALYSIS

### EXPENDITURE

In 2006, the Fire Department's expense budget of \$50 million represents a 12% increase over the 2005 Adopted Budget.

Approximately 77% of the Department's budget consists of personnel expenses. There is a 4.7% increase in personnel costs with salaries increasing 2.8% and fringe benefits increasing 11.3%.

Non-personnel expenses represent approximately 23% of the Department's budget. The majority of this cost is related to mobile equipment rent, station rent, self-insurance and radio communication services.

### REVENUE

The Fire Department takes in \$11 million in revenue. The largest portion of this revenue, \$7 million, is obtained through federal government grants which fund equipment, training and technology related to homeland security. The Department also receives state government funds in its General Fund, specifically \$2 million that is allocated to offset PERA pension costs.

### FUND ALLOCATION

The Fire Department's budget is funded predominantly through the General Fund (93%).

**MAYOR'S RECOMMENDED BUDGET**

The Mayor's Recommended Budget includes no reductions to the Fire Department. A Department request for one-time funding for recruitment expenses is included in the Recommended Budget (\$80,000). Funding for the City's Community Emergency Response Team (CERT) is added on a one-time basis (\$150,000), with future years' programs funded externally to the City. No further reductions for the Department are included in the updated five-year financial direction as recommended by the Mayor.

**COUNCIL ADOPTED BUDGET**

The Council adopted the Mayor's Recommended Budget.

**FIRE DEPARTMENT  
Staffing Information**

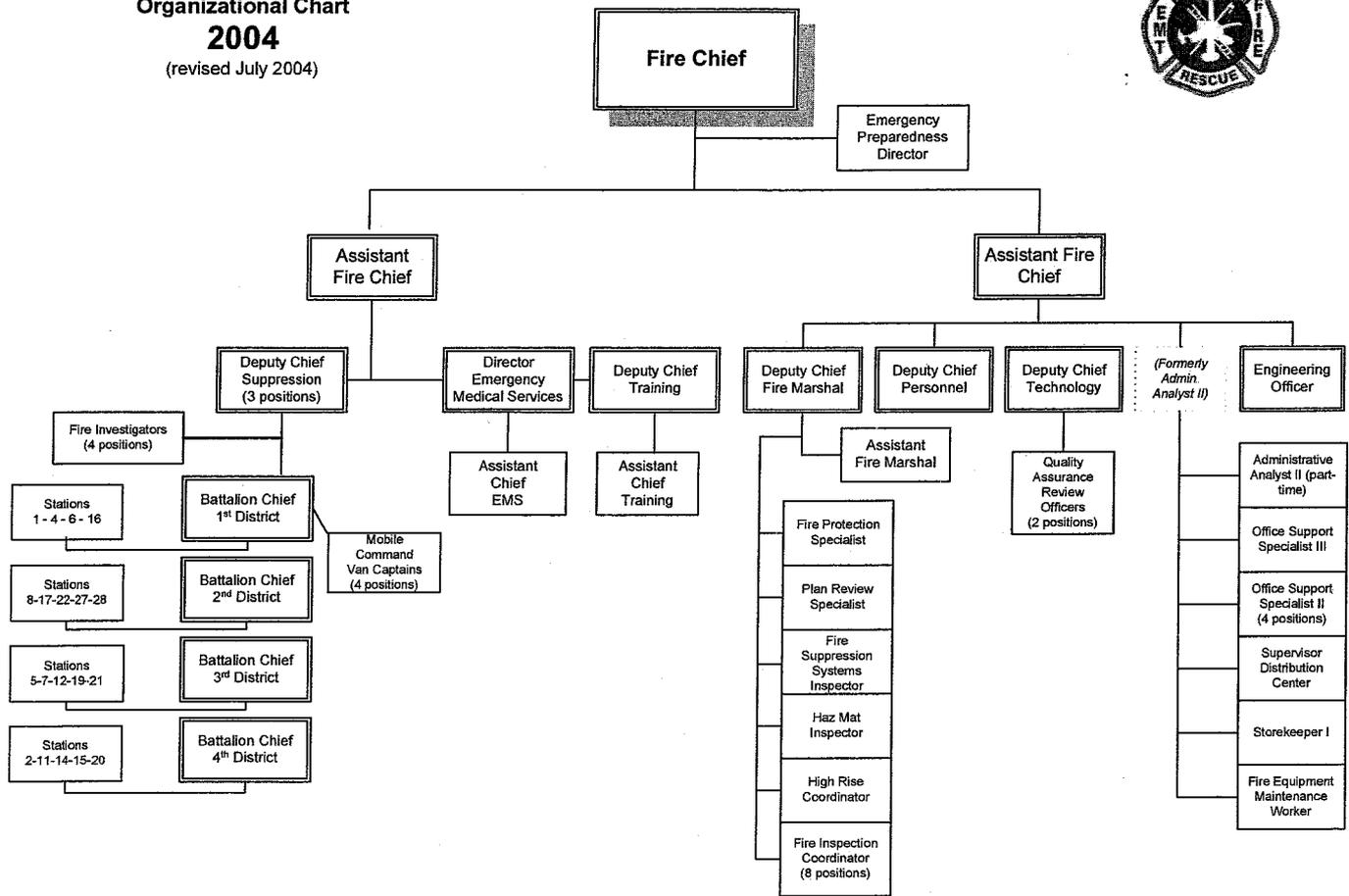
	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Administration	17.50	18.50	19.00	20.50	7.89%	1.50
Fire Suppression & Emergency Services	431.00	412.00	403.00	405.00	0.50%	2.00
Fire Prevention	19.00	18.00	22.50	19.00	-15.56%	(3.50)
<b>Total FTE's</b>	<b>469.50</b>	<b>449.50</b>	<b>444.50</b>	<b>444.50</b>	<b>0.00%</b>	<b>-</b>

# Minneapolis Fire Department

## Organizational Chart

2004

(revised July 2004)



**FIRE DEPARTMENT  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	5,212,355	3,968,978	5,282,409	5,581,653	5.7%	299,244
Equipment	127,183	191,209	328,244	334,808	2.0%	6,564
Fringe Benefits	7,076,149	7,387,485	8,395,892	9,348,230	11.3%	952,338
Operating Costs	1,635,020	2,044,369	2,438,640	2,345,852	-3.8%	-92,788
Salaries and Wages	25,882,980	25,903,245	28,755,192	29,551,920	2.8%	796,728
<b>Total for General Fund - City</b>	<b>39,933,687</b>	<b>39,495,287</b>	<b>45,200,377</b>	<b>47,162,463</b>	<b>4.3%</b>	<b>1,962,086</b>
<b>Special Revenue Funds</b>						
Contractual Services	145,105	88,116	0	662,200		662,200
Equipment	198,845	33,286	0	2,577,881		2,577,881
Fringe Benefits	0	9,201	0	0		0
Operating Costs	107,063	1,013,088	0	31,576		31,576
Salaries and Wages	178,030	77,576	25,000	18,300	-26.8%	-6,700
<b>Total for Special Revenue Funds</b>	<b>629,043</b>	<b>1,221,267</b>	<b>25,000</b>	<b>3,289,957</b>	<b>13,059.8%</b>	<b>3,264,957</b>
<b>Total for FIRE DEPARTMENT</b>	<b>40,562,730</b>	<b>40,716,554</b>	<b>45,225,377</b>	<b>50,452,420</b>	<b>11.6%</b>	<b>5,227,043</b>

## FIRE DEPARTMENT Revenue Information

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	8,978	2,417	200	200	0.0%	0
Charges for Service	276,279	483,556	281,000	381,500	35.8%	100,500
Interest	0	374	0	0	0.0%	0
Licenses and Permits	122,561	995,485	984,000	1,204,374	22.4%	220,374
Local Government	27,434	0	0	0	0.0%	0
Other Misc Revenues	92,313	97,177	100,500	0	-100.0%	-100,500
State Government	1,200,000	1,200,000	1,200,000	2,000,000	66.7%	800,000
<b>Total for General Fund - City</b>	<b>1,727,565</b>	<b>2,779,009</b>	<b>2,565,700</b>	<b>3,586,074</b>	<b>39.8%</b>	<b>1,020,374</b>
<b>Special Revenue Funds</b>						
Contributions	0	0	0	23,215	0.0%	23,215
Federal Government	450,484	1,267,103	0	7,449,666	0.0%	7,449,666
Local Government	0	116,995	0	0	0.0%	0
Operating Transfers In	4,900	20,500	0	0	0.0%	0
State Government	408,927	60,938	0	82,776	0.0%	82,776
<b>Total for Special Revenue Funds</b>	<b>864,311</b>	<b>1,465,536</b>	<b>0</b>	<b>7,555,657</b>		<b>7,555,657</b>
<b>Total for FIRE DEPARTMENT</b>	<b>2,591,877</b>	<b>4,244,545</b>	<b>2,565,700</b>	<b>11,141,731</b>	<b>334.3%</b>	<b>8,576,031</b>

# HEALTH & FAMILY SUPPORT

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Healthy residents, communities and environments.

#### VALUES –

Our activities are investments in the health, social and economic well-being of the residents of Minneapolis.

Our work is accomplished through collaborations and partnerships. We acknowledge the complexity and challenge of this approach and are committed to creating and nurturing these efforts.

We work actively to build community capacity.

We recognize, and work to integrate, the increasing diversity of the City in our work.

#### MISSION –

To provide leadership in meeting the unique needs of our urban population and eliminating disparities by engaging partners in promoting individual, community and environmental health.

#### BUSINESS LINES –

1. Promote health: healthy communities, healthy behaviors and access to health services
2. Address factors affecting health: social conditions and physical environment
3. Protect the Public's health: disease prevention and control and emergency preparedness

These three business lines are achieved using the following strategies/service activities: policy, planning/program development, research/evaluation, community engagement, contracts with community partners, direct service delivery, advocacy and administrative functions.

## **2006 DEPARTMENT FOCUS –**

### ***What Key trends and challenges will the department address and what actions will be taken?***

The most significant trend affecting the Department of Health and Family Support is reduced funding at the national, state and local levels for programs and services that were designed to benefit the populations that exhibit the greatest health and socioeconomic disparities. Specifically, eligibility for public health care programs has been cut at the state level, and the federal government is considering broad cuts in Medicaid eligibility and/or covered services in the coming years. Although prevention programs such as health education and early screening programs help reduce long-term health care costs, funding options for such services have diminished considerably. There is clear evidence that investments in early childhood and youth development produce long-term benefits by increasing academic success, employability and health as well as reducing costly interventions later. Support for these efforts has also been reduced. Finally, decisions at the federal and state level on family planning and reproductive health services are currently being driven more by ideology than by scientific evidence of effectiveness. As a result, implementing services that best address the needs of low-income urban teens and young adults is ever more challenging. There is no reason to believe that any of these challenges will soon diminish.

Department grant-seeking efforts are selective: proposals target racial/ethnic health disparities and emerging health concerns that disproportionately affect urban residents. In the past two years, the Department has secured two major five-year grants. The \$1.33 million “Seen on the Streets” project is a partnership with two local clinics serving high-risk young men to reduce sexually transmitted diseases and unwanted pregnancies. The \$3.2 million “Steps to a Healthier Minneapolis” involves community partners to target the behaviors and environmental conditions that contribute to obesity, diabetes and asthma. The Department was recently awarded \$3.7 million for the next four years to continue its Twin Cities Healthy Start program to reduce infant mortality among African Americans and American Indians. In addition, a number of smaller, shorter-term grants address issues such as lead, maternal/infant health and health care access.

Federal and state budget deficits across the country and lower returns on foundation investments have created an extraordinarily competitive grant environment as more applicants contend for fewer dollars. Consequently, the Department needs to maintain its cohort of staff with the program development and research credentials to excel among the competition. Staff also needs sufficient time to build the community partnerships and design the innovative programs that form the foundation of successful proposals and, subsequently, time to ensure successful project implementation and evaluation. As more staff time is contractually obligated to specific projects, the availability to respond to priorities identified by City officials and to form and maintain foundational community relationships and partnerships is proportionally reduced. Furthermore, a significant amount of effort needs to be directed toward planning to sustain successful activities once grant funding runs out.

The growing awareness of the unique needs of urban residents is accompanied by a recognition that social and environmental factors contribute to the substantial disparities in health that afflict racial and ethnic minority groups and low-income residents. The challenge herein is bridging traditional health approaches with the work of other units of government and community agencies that address key determinants of health, such as: access to quality child care,

housing, education, employment, recreational opportunities, reduced exposure to toxic substances and reduction in physical violence and community stressors. Initiating and sustaining multidisciplinary approaches to problem-solving and fostering a healthier community require focused investments of time that cannot be exclusively grant supported.

In this environment, funding decisions must be guided by community priorities and also strive to balance three elements: 1) maintenance of a safety net of services for the most vulnerable; 2) assuring an adequate public health infrastructure to be able to respond to emergencies and emerging community health issues; and 3) adequately investing in prevention efforts to maintain or improve the overall health of the population and reduce avoidable health care costs.

The Department has three major strategies for countering these challenges:

- 1) Coordinate with other government partners and continually reassess the need for improved efficiency and effectiveness of its own programs, operations and the services it funds through community-based agencies;
- 2) Seek competitive funding from national and state government agencies and private foundations; and
- 3) Work with community and government partners to advocate for policy and program changes that will positively impact the health of persons impacted by health disparities.

***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

Department actions are proposed within the context of the overall funding mix of the Department and are influenced by cuts made in previous years in response to the five-year financial direction. Cuts with less significant implications were made in previous years. This means the consequences of this year's recommendations may be more visible and will significantly reduce or eliminate basic services and infrastructure that the City has traditionally funded.

The proposed Department actions aim to balance support for services that directly address health disparities with support for the Department's basic infrastructure needs. This involves the operation of the Department, maintenance of community relationships and the development of innovative strategies to address health disparities.

The General Fund constitutes 29% of the Department's 2005 budget and CDBG constitutes an additional 15%. Fifty six percent of the Department's efforts to address health needs in the City of Minneapolis come from other sources. In an ideal scenario, most General Fund and CDBG cuts could be offset by other funding sources to avoid disruption in programs. This is not possible for the following reasons:

- The Local Public Health funds that the Department receives from the State are less than the cost of programs and staff currently allocated to them. To add ongoing costs to this line of funding without significantly cutting additional programs would create future structural deficits. Local Public Health funds currently support: the School Based Clinics, WIC services provided by the County to City residents, nurse home visiting and, local public health infrastructure. Because competitive grants have and will continue to cover some staff and program costs, there is a limited carryover surplus in this fund that should be used primarily for one-time expenses because of the unpredictable nature of competitive grants.
- The Department has not received, and is not likely to identify, grant opportunities that primarily support Department infrastructure and some of the ongoing community

infrastructure that is now partially funded through the General Fund. Competitive grants have been secured to address high priority issues where there are measurable health disparities such as infant mortality, sexually transmitted infections and teen pregnancy, obesity, diabetes and asthma, lead poisoning and health care access. These grants allow the Department to work with the community and focus intensively on these areas of health disparities.

The strategies proposed move a limited number of General Fund supported costs to State Local Public Health funds and accomplish the remainder of the five-year financial direction cuts through reductions in staff and program support. The cuts to community contracts impact programming in the priority areas of youth development, early childhood, and the health care safety net.

The Department plans to work with the Finance Department to explore development of an indirect rate that could be used with Federal grants to help support department administrative costs related to grant funded activities. This would be especially useful for the research grants. The Department would also like to explore ways to control enterprise-wide administrative costs such as BIS and 311 as the General Fund support for the Department continues to decrease.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver Items in <i>italics</i> are in Sustainability plan	Tactics <i>Key: Tactics present in 2005 that are affected by funding changes are indicated in one or more of the following ways:</i> <b>* Current grant ending, future funding uncertain</b> <del>Strike through</del> Program eliminated due to funding cut <i>Italics</i> Funding and programming reduced
Promote the health of all Minneapolis residents with a focus on eliminating disparities	Promote healthy communities	Efforts directed at creating and supporting community norms and environments so that healthy decisions will be easier; effective strategies require community engagement	<i>Measure: Decrease teen birth rate (annually)</i>  <i>Measure: Decrease infant mortality rate (annually)</i>	Smoke-free ordinance to eliminate exposure to secondhand smoke in restaurants, bars, pool halls and bowling alleys  Community violence prevention through a youth development approach (reduced)  <b>HUD led projects - to test pregnant women and children for lead poisoning and enroll properties in lead remediation programs *</b>  <del>Skyway Senior Center - promote/deliver health and wellness programs to seniors (eliminate)</del>  Way to Grow - to ensure that young children are healthy and ready for school (reduced)  Youth development - strengthen community capacity to deliver quality services to youth (reduced)  Teen Parent Connection - coordinated approaches to serving teen parents (City/County/Schools/Community Based Orgs)

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver Items in <i>italics</i> are in Sustainability plan	Tactics <i>Key: Tactics present in 2005 that are affected by funding changes are indicated in one or more of the following ways:</i> <b>* Current grant ending, future funding uncertain</b> <del>Strike through</del> Program eliminated due to funding cut <i>Italics</i> Funding and programming reduced
				<p>HIV planning and community capacity building - to prioritize and allocate funding for low-income residents with HIV</p> <p>Little Earth Partnership - City/County services alignment with Little Earth strategic plan</p> <p>Twin Cities Healthy Start to reduce disparities in infant mortality in the American Indian and African American communities</p> <p>Advocacy to influence public and private policy to reduce health disparities to improve the health of low-income and diverse populations</p> <p>Urban Health Agenda/TransRiver Planning Group - Alignment of Urban Health policy agendas across jurisdictions, including operational efficiencies in delivery of services and development of a common urban health legislative agenda</p>
	Promote healthy behaviors	Efforts directed toward influencing and supporting primarily individual health related knowledge, decisions and actions	<p><i>Measure: Increase % of population at healthy weight (annually)</i></p> <p>Driver: Increase % of population meeting physical activity guidelines (annually)</p>	<p>Steps to a Healthier Minneapolis to reduce diabetes, excess weight, obesity, and asthma by increasing physical activity, improving nutrition and decreasing tobacco abuse</p> <p>Seen on da Streets to reduce teen pregnancy and sexually transmitted infections</p> <p>Health education-promotion of best practices to address key public health priority areas and address health disparities</p> <p>Promote healthy parenting - metro-wide collaborative to provide resources to parents through Shoulder to Shoulder</p>
	Assure access to health services	Health services play a role in health status; barriers to access to care are financial, geographic, cultural and logistical; often those populations experiencing health disparities have barriers to accessing health services	<p><i>Measure: Decrease # of asthma incidents treated in Emergency Room (annually)</i></p> <p>Measure: Maintain or increase % of residents with health coverage (periodically)</p>	<p>School-based Clinics - partnership with schools and other providers to maintain and improve health care safety net for adolescents</p> <p><b>New Families Center - partnership with schools and the Children's Defense Fund to provide immunizations and health care coverage for families entering the Mpls Public School system (reduced) *</b></p> <p>Working with community dental directors group to increase access to dental services for low-income residents</p>

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver Items in <i>italics</i> are in Sustainability plan	Tactics <i>Key: Tactics present in 2005 that are affected by funding changes are indicated in one or more of the following ways:</i> <b>* Current grant ending, future funding uncertain</b> <del>Strike through</del> Program eliminated due to funding cut <i>Italics</i> <i>Funding and programming reduced</i>
				<p>Neighborhood Health Care Network - to improve access to medical and dental services for low-income and uninsured persons (reduced)</p> <p>Maternal Child Health Special Projects - improve health education and access to services at risk women and children</p> <p>Minnesota Visiting Nurses Agency (MVNA) Home visiting to provide public health nursing interventions to low-income and at-risk families and home health care for seniors (reduced) <b>Alliance Home Visiting for pregnant and parenting undocumented Latinas under the age of 19 *</b></p> <p><i>Early Childhood Screening and Referral - to identify children early and connect them to health and developmental services (reduced)</i></p> <p>Women, Infants &amp; Children (WIC) - City support to County to provide nutritional counseling and supports for low-income women and children</p>
Address factors affecting health so health disparities are eliminated.	Address social conditions impacting health.	Social conditions such as housing, education, employment, income, transportation, community connectedness and social capital have been shown to impact health. They have an especially strong influence on health disparities.	Measure: Increase % who receive health and developmental screening by age 3 (annually).	<p><b>Maternity care coordination excellence model to develop services in community-based settings to screen for and address social risk factors that lead to poor pregnancy outcomes *</b></p> <p>North Side Health Impact Assessment - measures the health and social impacts of housing redevelopment on the Northside</p> <p>Housing Advocacy - constituent services addressing housing, a social condition and contractual legal services</p> <p><del>Senior Ombudsman-advocacy on behalf of and direct services to Minneapolis seniors. Tax service to low income residents. Staff to Seniors and Disabilities committees. (eliminate)</del></p> <p><b>Weed and Seed - partnership with community and law enforcement to address crime through blend of service activities and law enforcement strategies *</b></p> <p>Curfew Truancy Center - promote community safety and school achievement (partnership Hennepin County/City and Minneapolis Public Schools)</p>

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver Items in <i>italics</i> are in Sustainability plan	Tactics <i>Key: Tactics present in 2005 that are affected by funding changes are indicated in one or more of the following ways:</i> <b>* Current grant ending, future funding uncertain</b> <del>Strike through</del> Program eliminated due to funding cut <i>Italics</i> Funding and programming reduced
				<p>American Indian Memorandum of Understanding implementation - develop strategies to create institutional relationship between City government and American Indian community</p> <p>Support early childhood and preschool screening by Hennepin County and Minneapolis Public Schools (reduced).</p> <p>Community engagement - strategic partnerships to address health disparities</p>
	Address physical environment related to health	Factors such as safe housing, air and water quality, noise, and toxins in the soil all have an impact on health. Physical environment factors negatively impacting health are often found in higher concentrations in communities experiencing health disparities.	<i>Measure: Increase % of children 9-36 months of age tested for lead poisoning (annually)</i>	<p>Develop policy and program approaches to reduce childhood lead poisoning in conjunction with members of City-County Lead Task Force.</p> <p>Beach Water Quality Task Force - coordinated/multi-sector approach to address beach water quality issues in Minneapolis</p> <p>Public Health Lab testing - provides technical expertise to enterprise and low cost, high quality environmental testing</p> <p>Greater Minneapolis Day Care Association (GMDCA) Loan Renovation Program - improving and maintaining healthy and safe child care environments (reduced)</p>
Protect the public's health from being harmed by infections, natural or man-made emergencies	Assure disease prevention and control	Efforts that ensure continuous surveillance for infectious diseases, community and agency education on disease prevention, vaccination programs, case investigation and coordination of response for disease outbreaks	Measure: Increase % fully immunized by age 2 (in development; will be annually)	<p>Hennepin County Infectious Disease contract to provide disease surveillance and response in the event of a routine infectious disease outbreak</p> <p>Immulink contract - City support for regional immunization registry system</p> <p>Public Health lab testing - provides leadership to regional public health infrastructure and quality testing to customers</p> <p><del>MVNA Day care consultation training of day care center staff on health and safety issues.</del> (eliminate)</p>

Strategies	Objectives	Objective Definition	Measures: Outcome and Driver Items in <i>italics</i> are in Sustainability plan	Tactics <i>Key: Tactics present in 2005 that are affected by funding changes are indicated in one or more of the following ways:</i> <b>* Current grant ending, future funding uncertain</b> <del>Strike through</del> Program eliminated due to funding cut <i>Italics</i> Funding and programming reduced
	Assure emergency preparedness	Efforts directed toward local, regional and state preparation for public health emergencies and disasters; this includes prevention, mitigation, response and recovery from an emergency		Federal Emergency Preparedness Grant for public health emergency planning and response  Cross-jurisdictional planning to coordinate a public health response to any emergency or disaster  Planning for vulnerable populations to ensure that those at greatest risk in an emergency (Limited English Proficiency, seniors, persons with disabilities, etc.) receive necessary communication and continuation of services
Assure an adequate City public health infrastructure	Engage community and manage grants and contracts	Efforts to convene community groups; oversee content of contracts and the work of contracted organizations; develop grant proposals; and ensure execution of grants received		Assure effective and efficient use of resources for high-risk populations through contract management - promote best practices in scopes of service and support capacity building of organizations to deliver services  Build organizational and community capacity through grant writing and development of new, innovative and effective program strategies  Staff Department Advisory Committees - facilitate each committee's ability to advise the Mayor and Council on: <ul style="list-style-type: none"> <li>• public health issues - Public Health Advisory Committee</li> <li>• <del>senior citizen issues - Senior Citizens Advisory Committee. (eliminate)</del></li> <li>• <del>disability issues - Persons with Disabilities Committee. (eliminate)</del></li> </ul>
Maintain a positive work environment for employees	Improve formal feedback to employees	Annual evaluations including developmental plans	Improve percent of employees receiving annual performance reviews	Implement management plan developed with staff-led team input to address issues raised in employee survey
Integrate Department operations with enterprise-wide initiatives	Simplify customer access to information.	Address ease of interaction with City, including language comprehension		Transition the answering of specific Department calls to 311  Translation of key documents in high traffic areas
	Continue loss prevention initiatives	Promote safety in the workplace through education and supply and use of equipment		Provide ongoing training and evaluate new technologies for potential to decrease injuries
	Implement EIM practices and policies	Promote appropriate record retention		Implement the record retention schedule

## FINANCIAL ANALYSIS

### EXPENDITURE

For 2006, MDHFS' total budget is \$13 million, a less than 1% decrease from the 2005 Adopted Budget. Based on the State requirements, the City needs to maintain a minimum of \$2.3 million as local match to qualify for the available Local Public Health grants.

The Department has a decrease of 1 director position and 1.5 other positions as well as a reclassification of 1 position to a 0.8 position.

### REVENUE

There is an overall 3% revenue increase. In 2006, federal grant fund availability is at approximately the same level as in 2005 (\$3.5 million). The Senior Skyway received \$375,000 grant for 3 years. The increase in Charges for Service and the 58% projected decline in state grants are a result of changes in accounting treatment.

### FUND ALLOCATION

MDHFS' expense budget for the year 2006 is derived from the General Fund (29%), CDBG (15%), Federal funds (27%), and State and other local funds (29%).

### MAYOR'S RECOMMENDED BUDGET

No reductions for the Health and Family Support Department are included in the Mayor's Recommended Budget. No further reductions for the Department are included in the updated five-year financial direction as recommended by the Mayor.

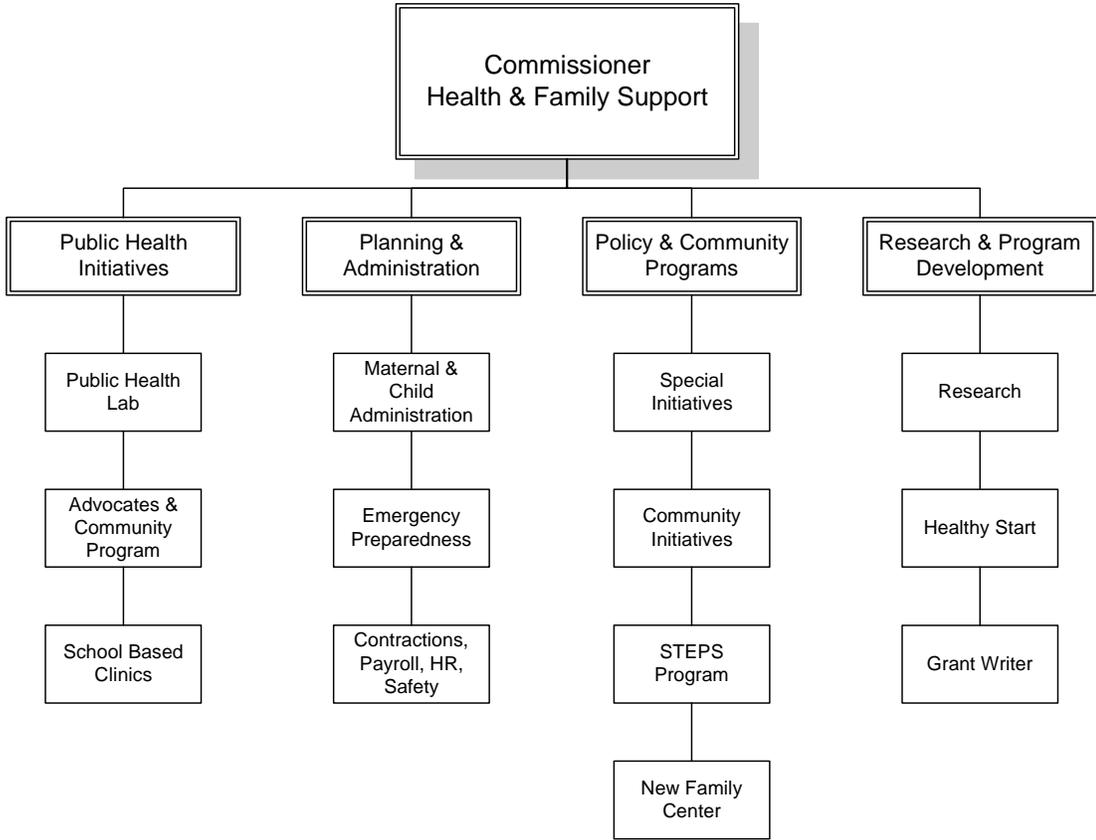
### COUNCIL ADOPTED BUDGET

The Council added \$75,000 for the Domestic Abuse Project to the Health and Family Support Department on a one time basis and directs the Department to continue funding the DAP contract at least at that level into the future. The Department is further directed to include a strategy for permanent funding in its business plan for 2006.

### HEALTH AND FAMILY SUPPORT Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Total FTE's</b>	75.40	73.90	69.00	66.30	-3.91%	(2.70)

# Health & Family Support



**HEALTH AND FAMILY SUPPORT  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Capital Outlay	0	0	2,777	2,833	2.0%	56
Contractual Services	2,079,942	2,130,716	2,434,211	2,378,285	-2.3%	-55,926
Equipment	2,553	29,540	0	0		0
Fringe Benefits	227,225	219,259	241,830	289,588	19.7%	47,758
Operating Costs	184,605	202,129	115,320	109,762	-4.8%	-5,558
Salaries and Wages	920,455	864,083	858,590	920,777	7.2%	62,187
<b>Total for General Fund - City</b>	<b>3,414,780</b>	<b>3,445,727</b>	<b>3,652,728</b>	<b>3,701,245</b>	<b>1.3%</b>	<b>48,517</b>
<b>Special Revenue Funds</b>						
Contractual Services	7,273,739	6,217,217	5,406,172	5,330,733	-1.4%	-75,439
Equipment	963	45,000	0	0		0
Fringe Benefits	613,383	680,369	838,011	894,713	6.8%	56,702
Operating Costs	128,573	219,088	41,183	82,166	99.5%	40,983
Salaries and Wages	2,472,709	2,603,668	2,999,174	2,861,246	-4.6%	-137,928
Transfers	22,567	4,351	0	0		0
<b>Total for Special Revenue Funds</b>	<b>10,511,934</b>	<b>9,769,693</b>	<b>9,284,540</b>	<b>9,168,858</b>	<b>-1.2%</b>	<b>-115,682</b>
<b>Total for HEALTH AND FAMILY SI</b>	<b>13,926,714</b>	<b>13,215,419</b>	<b>12,937,268</b>	<b>12,870,103</b>	<b>-0.5%</b>	<b>-67,165</b>

**HEALTH AND FAMILY SUPPORT  
Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Service	589,744	583,584	609,000	650,000	6.7%	41,000
<b>Total for General Fund - City</b>	589,744	583,584	609,000	650,000	6.7%	41,000
<b>Special Revenue Funds</b>						
Charges for Service	75,720	97,048	90,000	1,264,124	1,304.6%	1,174,124
Contributions	208,445	238,147	145,000	848,052	484.9%	703,052
Federal Government	5,368,870	4,010,387	3,301,349	3,456,062	4.7%	154,713
Local Government	309,041	432,692	345,000	204,000	-40.9%	-141,000
Operating Transfers In	60,000	59,270	0	0	0.0%	0
Other Misc Revenues	3,631	28,865	100,000	154,461	54.5%	54,461
Sales and Other Taxes	64,423	11,375	45,000	45,900	2.0%	900
State Government	1,991,113	2,730,558	3,008,592	1,265,259	-57.9%	-1,743,333
<b>Total for Special Revenue Funds</b>	8,081,243	7,608,342	7,034,941	7,237,858	2.9%	202,917
<b>Total for HEALTH AND FAMILY SUPPORT</b>	8,670,987	8,191,926	7,643,941	7,887,858	3.2%	243,917

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Minneapolis is a healthy, vibrant and growing City where all residents and visitors feel at ease and enjoy access to quality services, amenities and opportunities.

#### VALUES –

We strive to be open, inclusive, respectful and fair in all interactions within and outside City Hall. We believe in the power of collaboration and the potential for positive change when elected officials, government employees and community participants hold each other accountable and work together for the common good.

#### MISSION –

To provide the Mayor with skillful, informed guidance and support in the development, promotion and implementation of policies and programs that reflect the needs and values of Minneapolis residents, and to ensure that the City of Minneapolis provides all constituents with responsive, dependable and high-quality service.

#### BUSINESS LINES –

##### Policy & Program Development

- Identify and prioritize needs and issues identified by City residents and visitors
- Participate in annual business planning and goal setting processes
- Develop fiscal policies and an annual budget that reflect City goals
- Support development of policies and programs that reflect City goals

##### Policy & Program Promotion

- Use the “bully pulpit” to promote policies, programs and City as a whole
- Support proactive internal and external communication strategies
- Assist residents in understanding and accessing City programs and services
- Engage public- and private-sector partners in assisting the City

##### Policy & Program Implementation

- Nominate and support the appointment of key public officials
- Directly oversee performance of the Police and Civil Rights Departments
- Monitor and support the implementation of City policies and programs
- Participate in individual and departmental performance evaluations

## 2006 DEPARTMENT FOCUS –

### ***What Key trends and challenges will the department address and what actions will be taken?***

Minneapolis One Call/311 and implementation of the consolidated call center at the beginning of 2006 is the enterprise initiative most likely to affect the Mayor's office directly. However, since the Mayor's office will continue to be perceived as "the call of last resort" for constituents who believe their concerns are not being adequately addressed through other channels - including One Call - it is difficult to predict how much of a change we will see in either call volume or content. Therefore, we are not making changes in our constituent-services staffing level or position definition until we can evaluate the actual impact of One Call during the first half of 2006.

### ***What departmental action will take place in 2006 to allow you to meet the five-year financial direction (target strategy)?***

Our current staffing and budget are currently consistent with the five-year financial direction.

## FINANCIAL ANALYSIS –

### EXPENDITURE

The Mayor's 2006 budget of \$1.1 million reflects an 8.8% increase over the 2005 Adopted Budget. The reasons for the increase are the projected growth in spending of \$92,000 including a one-time \$25,000 increase to cover potential transition costs.

### REVENUE

The Mayor's office does not generate revenue.

### FUND ALLOCATION

One hundred percent of the Mayor's budget is funded from the General Fund.

### MAYOR'S RECOMMENDED AND COUNCIL ADOPTED BUDGET

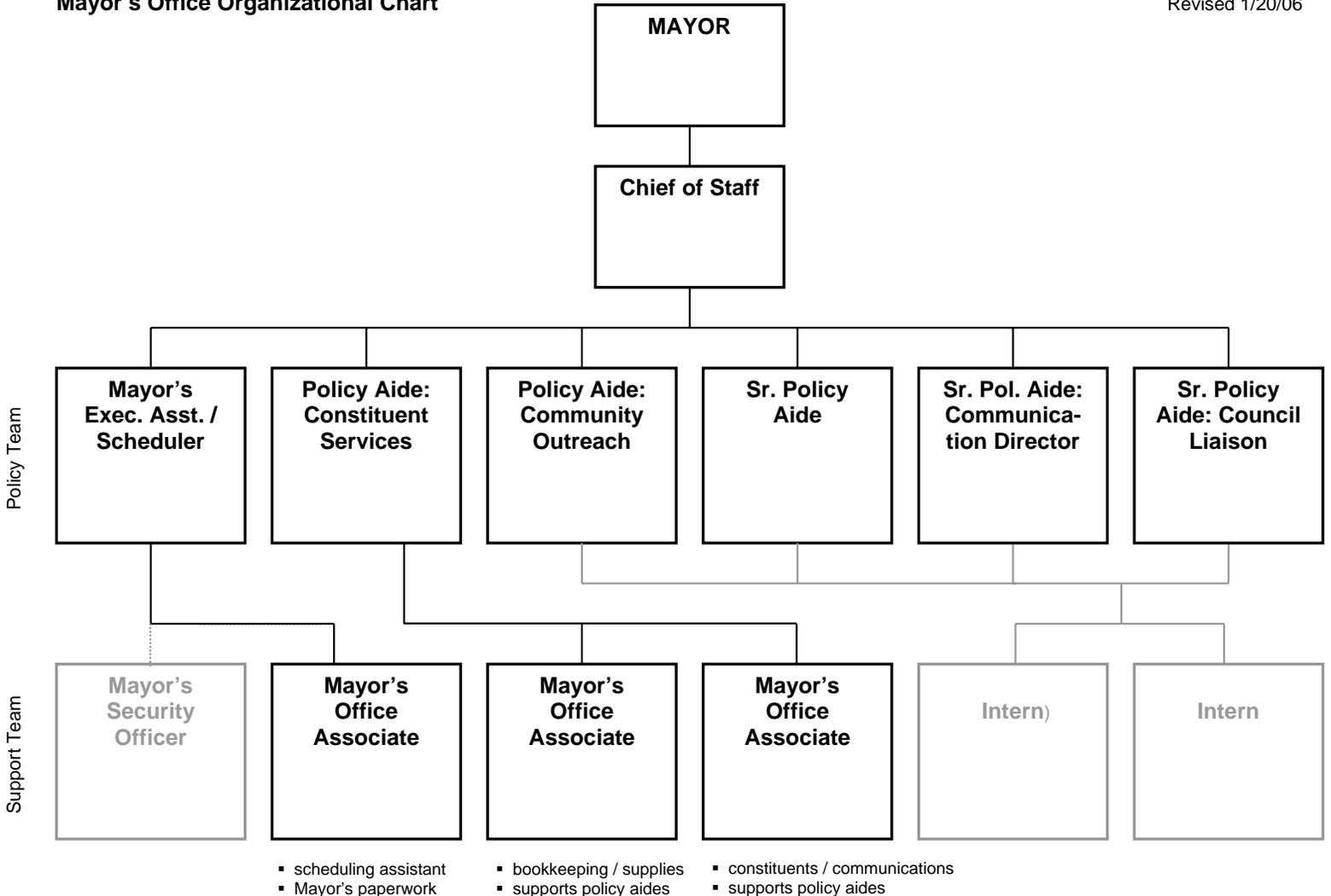
The Mayor and Council made no changes to the Department's 2006 budget.

### MAYOR Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
Total FTE's	11.00	11.00	11.00	11.00	0.00%	-

**Mayor's Office Organizational Chart**

Revised 1/20/06



- scheduling assistant
- Mayor's paperwork

- bookkeeping / supplies
- supports policy aides

- constituents / communications
- supports policy aides

**MAYOR  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Contractual Services	48,539	56,753	145,557	163,837	12.6%	18,280
Equipment	5,999	13,487	5,649	5,762	2.0%	113
Fringe Benefits	138,770	147,989	175,964	226,996	29.0%	51,032
Operating Costs	48,832	48,909	74,095	76,196	2.8%	2,101
Salaries and Wages	614,204	636,466	652,634	673,523	3.2%	20,889
<b><i>Total for General Fund - City</i></b>	<b>856,343</b>	<b>903,603</b>	<b>1,053,899</b>	<b>1,146,314</b>	<b>8.8%</b>	<b>92,415</b>
<b>Total for MAYOR</b>	<b>856,343</b>	<b>903,603</b>	<b>1,053,899</b>	<b>1,146,314</b>	<b>8.8%</b>	<b>92,415</b>

# POLICE

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

The City of Minneapolis is the safest place to live, work and visit.

#### VALUES –

Employees are our greatest asset. A workforce that reflects our community. Protection of human rights. Excellence in serving the public. Honesty and Integrity. Community participation.

#### MISSION –

Implement effective prevention strategies and reduce crime in collaboration with the community and our criminal justice partners.

#### BUSINESS LINES –

##### **Response to Requests for Service and Investigation of Serious Crime**

Our primary business is to ensure that citizens are satisfied with their safety and the safety of their property. The Department's core functions or primary business lines are the response to calls and the investigation of serious crimes. Support functions assist with those efforts, crime prevention, communication, and support of the enterprise and its employees. The Department's ongoing objective is to try and best meet our citizens' needs with the resources provided.

##### **Public Safety Services Business Line**

The Public Safety Services business line emphasizes the Minneapolis Police Department's (MPD) primary duty as the protection of life and property. The MPD provides 911 response and works with the community to develop and implement crime prevention/reduction strategies. The Department investigates crimes against person and property and prepares cases for prosecution.

##### **Internal Management Services Business Line**

The Internal Service business line consists of service activities designed to interface within the MPD organization providing operational direction, information and monitoring points that support law enforcement, investigations and crime reduction initiatives. The business line coordinates with the Finance and Human Resource Departments in providing services to MPD.

## 2006 DEPARTMENT FOCUS –

### ***What Key trends and challenges will the Department address and what actions will be taken?***

**Increase employee satisfaction while managing resources.** Our employees determine the success or failure of Department efforts. Their recruitment, training, development, care, and satisfaction are essential concerns of the Department. Our efforts include the following:

1. Employee Engagement – Employee Survey Team: The Employee Survey Team is identifying efforts, policies, and procedures that will assist in communications, supervision and ownership of Department and community efforts. Recommendations from the Team are forthcoming.
2. Maintaining Training Budgets: The Department is maintaining funding and expanding training through professional, business, and educational partnerships. We will continue to provide quality on-duty annual training to all officers and expand specialized training as identified.
3. Reinstating Fitness Testing: Starting in 2006, the Department will again begin fitness testing officers as part of a revamped officer wellness program that was stopped due to budget cuts in 2003.
4. Continued Commitment to Proper/Safe Equipment: The Department will continue to test new equipment, monitor the use of current equipment, and seek internal and external funding for additional equipment to keep the Police Department up to date with the latest professional developments.
5. Department Recognition: The Department will continue supporting efforts such as employee awards, the Honor Guard, and Department unit recognition that contribute to pride in the profession and the Department.

### **Increase citizen satisfaction and public trust.**

1. Maintaining the Professional Standards Division. Professional Standards is comprised of Quality Assurance, Internal Affairs, Training, and Backgrounds Units. The Division is committed to internal and external audits, proactive and timely investigation and process of complaints, working with Civil Rights and Civilian Review, and developing sound working practices that reduce complaints, liabilities, and risk to the City, the Department, and our employees.
2. Staying Committed to the Police Community Relations Council (PCRC). PCRC was created out of the Mediation Agreement signed December 4, 2003. The committee meets regularly to discuss current issues and work toward commitments in the agreement. The committee had several successful interventions last year on high profile incidents.
3. Expanding the Role of Police Working with the Community. With reductions in SAFE, the Department made a commitment to expand the role of precinct lieutenants and their shifts in working with the community. To measure that commitment, the Department reports quarterly to the City Council. The goal is to decentralize the efforts of traditional SAFE officers lost in reductions. The Department will continue efforts to expand services to Limited English Proficiency customers.
4. Increasing Partnerships with the Community: Efforts with neighborhoods, businesses, and community leaders enhance public satisfaction and Department effectiveness and efficiencies. The Downtown SAFE Zone partnership has the potential of multiplying “our

resources” tenfold. Neighborhood efforts have led to efforts like Operation Clean Sweep. Traditional efforts such as the Explorers, Police Activities League, and Police Reserves will be continued.

5. Diversifying the Workforce: The Department will continue to hire from a process of developing candidates through the Community Service Officer (CSO) program which seeks qualified candidates from a broader community. The last two academy classes were all from the CSO program. With attrition and CSO hires, the Department has managed a slight increase in diversity levels.
6. Publicize Results: The Department has continued to hold Department managers accountable for performance measures through their Computer Optimized Deployment Efforts Focused on Results (CODEFOR) Program. The weekly meetings focus on crime statistics, crime patterns, investigation efficiencies, and personnel management. The meetings are public and televised.
7. Transition of Squad cameras to digital technology. Squad cameras have been a great success at documenting the actions of officers and assisting us with evidence in critical and high profile incidents as well as complaints. The current tape technology works, but access is cumbersome. Digital technology will make access and retention much easier. The Department plans on facilitating the transition with the issuance of new squads.
8. Maintain Response Times for Calls for Service: There are three levels of calls for service. The Department has maintained response times within national acceptable levels at all three levels. Department-wide response times have not decreased at any level the last three years.
9. Homeland Security Coordinating: The Department has committed full-time resources to continue working with City and other agency partners on our response and roles in homeland security issues.

**Managing resources.** The Department must continue to be innovative to maximize efficiencies and effectiveness within our existing authorized budget. The Department will continue to emphasize maintaining core functions and work differently to support those functions. To this effort, the Department is committed to the following efforts:

1. Maintain Core Services: The Department will maintain their level of precinct 911 response staffing.
2. Increase Revenue: The Department will continue to market software developments and specialized functions such as training expertise. We will also continue to actively seek grants and outside funding. The Department currently has nearly forty specially funded positions and additional agreements for overtime and event funding.
3. Increase Partnerships: The Downtown SAFE Zone is a partnership with Metro Transit Authority, the Hennepin County Sheriff’s Office and downtown business to provide more visibility and safety downtown during retail hours. The effort appears to be working, and we would like to replicate the effort in other retail-heavy neighborhoods within the City.
4. Increase Efficiencies Through Technology: The Department has found the use of cameras Downtown helps reduce the incidents of street crime. We will endeavor to use the similar efforts in chronic crime areas in residential and other business areas. Another camera effort is the Red-Light Camera Project that will help monitor and reduce violations in high accident locations. Another technology tool will be the development and use of an e-report system that will allow victims to file reports by computer.
5. Continue to Seek Efficiencies in Investigations: Centralizing Robbery, connecting data bases with the County and City Attorney Offices, developing e-reports, and

increasing the generalist responsibilities of responding police officers are all efforts to maximize our efficiencies in investigations without reducing the core functions of response and investigation of serious crimes.

**Managing Increases in Violent Crime.** The Department has had six years of decreases in Part I crimes: Homicide, Robbery, Felony Assault, Auto Theft, Sexual Assault, and Thefts. In 2004 and 2005 we are seeing an increase in violent crimes such as homicide, robbery and felony assault in some precincts. Our efforts for 2006 include the following:

1. Maintaining Precinct Shift Staffing: Despite budget reductions, staffing of 911 responders on precinct shifts has not been reduced for the last three years. We are committed to maintaining staffing for the core functions of police response and investigating serious crimes.
2. Increasing Flexibility: With reductions, the Department found a need to develop an increased capacity for flexibility to deal with events, demonstrations, and chronic crime. The STOP Unit was started to provide many of these services. We believe that an increasing coordination and presence in chronic crime areas will have a positive impact on violent crime.
3. Continuing CODEFOR: Our Computer Optimized Deployment Efforts Focused on Results (CODEFOR) efforts stress accountability for commanders to track crime patterns and report strategies. The effort has been successful for seven years, and we continue to make refinements.
4. Increasing use of Technology: The street cameras downtown have provided a model to try and replicate in other business areas.
5. Increasing Partnerships: Community, agency and law enforcement partnerships increase our effectiveness and efficiency. The SAFE Zone effort Downtown is one such model. It allowed us to increase law enforcement presence without providing much additional staffing. The Operation CLEAN developed by the Third Precinct with neighborhoods to identify and track chronic offenders is another program being replicated City-wide. There are several such models.

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Ensure people feel safe in Minneapolis	Effectively manage resources, deployment, and efforts to reduce crime	Minneapolis' current crime rate is maintained or reduced Number of Part 1 and Part 2 crimes (UCR crime categories)	<ul style="list-style-type: none"> <li>• Enhance traffic safety with red light cameras</li> <li>• Expand the role of patrol officers (generalist approach)</li> <li>• Build flexibility strategies for redeployment of resources, such as the Stop Unit to staff peak needs for events and crime</li> </ul>
	People receive a timely response to their requests for service	Maintain or reduce response time for Part 1 crimes	<ul style="list-style-type: none"> <li>• Continuously review prioritization and response to calls for police service</li> <li>• Assist in the development and implementation of 311</li> <li>• Develop and maintain E-report system to allow citizens to enter their own lower level crime reports</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Collaborate with and expand public/private partnerships with the community, criminal justice, public agencies and corporate partners to promote cohesiveness and enhance effectiveness and efficiencies	Percentage of positive responses to trust questions in resident survey	<ul style="list-style-type: none"> <li>• Partner with Civil Rights to address issues with Civilian Review Authority</li> <li>• Collaborate on efforts to promote a safer environment; e.g. SAFE Zone downtown, "Ambassador Program", Work with Probation Officers</li> <li>• Partner with other agencies to help victims feel safe</li> </ul>
	Outreach in areas of community crime prevention, education and feedback/input	Percentage increase in number of people participating in PAL, SAFE, Citizens Academy and other outreach activities	<ul style="list-style-type: none"> <li>• Expand volunteer programs to enhance service; Explorers, Citizen Academy, Reservists</li> <li>• Target efforts with new arrivals via outreach activities and partnership building</li> <li>• Provide means to communicate with people with Limited English Proficiency e.g. access to cell phones in the field</li> <li>• Provide information in multiple languages</li> <li>• Promote crime prevention methods and build resident self-sufficiency</li> <li>• Continue involvement in Police Community Relations Council</li> </ul>
Ensure effective prosecutions	Maintain MPD's ability to process and ensure evidence integrity	Percentage of evidence presented that is deemed admissible	<ul style="list-style-type: none"> <li>• Achieve and maintain ASCLD/LAB accreditation</li> <li>• Upgrade and add Crime lab capabilities and equipment; e.g.; DNA analysis</li> <li>• Acquire adequate space for equipment and procedures, e.g. Relocate firearms and tool marks examiners space</li> <li>• Co-locate property and evidence</li> <li>• Secure grants for equipment upgrades</li> </ul>
	Increase misdemeanor prosecutions	Percentage increase in misdemeanor prosecutions	<ul style="list-style-type: none"> <li>• Improve evidence collection through training and Departmental policy changes</li> <li>• Continue to strengthen relationship with City Attorneys</li> </ul>
MPD culture promotes satisfaction, professionalism and professional growth	Institutionalize community policing to build cooperation and community trust in Minneapolis Police Officers	Number of employees engaged in community policing activities e.g. community meetings, NNO, etc.	<ul style="list-style-type: none"> <li>• Promote a customer service culture</li> <li>• Enhance the image of MPD through external communications and internal culture change</li> <li>• Expand number of employees who participate in and attend community events</li> <li>• Ensure alignment of employees' duties with outreach philosophies</li> <li>• Transition to the "generalist" philosophy</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	MPD employees are highly trained, competent professionals with equal opportunity for career growth	<p>Number of employees evaluated as performing well</p> <p>Number of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor</p>	<ul style="list-style-type: none"> <li>• Evaluate and revise MPD's screening process for new employees</li> <li>• Define hiring, training and retention needs for the next generation of police officers</li> <li>• Test officers periodically on policies, procedures, physical fitness and fitness for duty</li> <li>• Increase the workforce diversify</li> <li>• Address both sworn vs. civilian needs</li> <li>• Use the performance evaluation to address potential problems with performance and identify professional growth opportunities</li> </ul> <p>Attain and maintain employee certifications as appropriate, e.g. forensic science certifications</p>
	Maintain a positive Departmental culture	Percentage increase in positive responses in employee survey	<ul style="list-style-type: none"> <li>• Recognize employees for their contribution to the organization</li> <li>• Provide opportunities for employees to participate in specialized functions e.g. Honor Guard, Pistol Team, ERU</li> </ul> <p>Respond to Departmental Employee Survey Response Team Recommendations of:</p> <ul style="list-style-type: none"> <li>• Develop and communicate vision, direction, priorities and expectations</li> <li>• Support of personnel publicly by the Chief and Elected Officials</li> <li>• Increase internal visibility of Chief</li> <li>• Honor the chain of command</li> <li>• Communicate recommended changes/policies to the Department before they are implemented</li> <li>• Involve end users or those impacted in designing changes</li> <li>• Design and implement a leadership development program</li> <li>• Hire and promote based on merit</li> </ul>
	Continuous processes in place to improve organizational effectiveness and efficiency	Number and effect of changes	<ul style="list-style-type: none"> <li>• Reexamine and retool Codefor</li> <li>• Streamline investigations</li> <li>• Review and revision of internal Department policies and procedures</li> <li>• Assess areas of operation for procedural, structural or managerial changes</li> <li>• Implement Enterprise Information Management plan in 2006 &amp; 07</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Maximize technological and revenue opportunities to maintain or advance service levels	Employees are properly equipped and supported to do their work	Number and effect of changes	<ul style="list-style-type: none"> <li>• Maintain technology and education levels on par with industry advancements</li> <li>• Enhance training in focused areas</li> <li>• Increase efficiency through high and low technology enhancements, e.g. digital cameras, cell phones, downtown cameras, etc.</li> <li>• Implement Loss Prevention Tactics</li> </ul>
	The MPD is continually evaluating and improving our services	Revenue generated	<ul style="list-style-type: none"> <li>• Review MPD's procedures for special events and business supported off-duty deployment</li> <li>• Explore the development of special service districts for police services</li> <li>• Market MPD technology</li> <li>• Market MPD training</li> <li>• Explore charging for extra security measures for events</li> </ul>

## FINANCIAL ANALYSIS

### EXPENDITURE

The Police budget is \$116 million, a 13% increase over the 2005 Adopted Budget. Personnel expenses make up 77% of the total budget. There is a 14% increase in personnel expenses from 2005.

Non-personnel expenses make up 23% of the total budget. Expenses for self-insurance, parking, building rent, fleet rent/repair, phones, and radio communications are paid to the City's internal service funds and make up the majority of non-personnel expense. The remainder of the expenses covers uniform allowance, translator fees, training, supplies, and jail fees. There is a reduction in the amount budgeted for gasoline and internal service fleet management in 2006.

### REVENUE

The Police Department's General Fund revenue for 2006 is \$15 million, a 73% increase over the prior year. Of this amount, \$5 million, is a result of moving Traffic Control from Regulatory Services to the Police Department. The other largest revenue sources for the Department are state and federal government aid. The Department's General Fund revenue budget receives \$4.5 million in state aid to offset PERA pension costs. The Police Department has also received \$3.6 million in federal grants from the Department of Justice. These current grants are for equipment, overtime, and technology enhancements. Hiring grants were received from 1990 through 2000. There are no hiring grants budgeted in 2006.

The revenue estimate for fines and forfeitures for 2006 is approximately \$10.6 million. The Police Special Revenue Fund accounts for forfeitures, gambling tax, the automated pawn system, and reimbursable services such as the Detox van and Public Housing patrol services.

## FUND ALLOCATION

The majority (93%) of the Police Department's budget comes out of the General Fund.

## MAYOR'S RECOMMENDED BUDGET

The Mayor added 60 police officers funded from increased Local Government Aid allocations and from savings resulting from previous year's debt buy-downs. The total increase to the Department for these officers is \$4.3 million. No reductions are required of the Department in 2006. No further reductions for the Department are included in the updated five-year financial direction as recommended by the Mayor.

Further, the Mayor's Recommended Budget included several initiatives related to traffic control and enforcement:

- The Mayor adds 11 additional officers specifically dedicated to traffic (\$1 million, offset by \$500,000 in revenues. The reassignment of the 20 traffic officers to non-traffic related duties will require authorization from Council. Revenue estimates are based upon past experience in traffic enforcement efforts).
- The Mayor moves the Traffic Control Division of Regulatory Services to the Department (\$2.8 million and 42 positions). These expenditures will be recorded in the General Fund rather than the Parking Fund – this is a revenue neutral change. Associated meter revenue estimates (\$5.3 million) will also move to the Police Department. The revenues in excess of the meter expense will continue to support the General Fund. The Parking Fund will transfer \$2.8 million to the General Fund, maintaining the financial effects of how this service has been funded consistent with the Parking Fund work-out plan. The Mayor also adds 3 traffic control agents (\$185,000 with offsetting revenue) to this function.
- One-time funding is recommended by the Mayor for the City-wide electronic citations system (\$450,000) and the purchase of 10 security cameras (\$350,000). Ongoing operating costs will be funded by the Police Department.

The Mayor adds funding for a \$60,000 contract with the Tubman Family Alliance to fund a mental health clinician to support police officers working on domestic violence issues.

## COUNCIL ADOPTED BUDGET

The Council adopted the Mayor's Recommended Budget. For the one-time funding for surveillance technology, priority is to be given to projects with local matching funds as approved by Council. The Council added \$300,000 in one-time revenue related to the Police Department's "Stop on Red" camera initiative. These revenues will directly support one-time expenses related to the City's traffic efforts. Ongoing revenue for related to the "Stop on Red camera initiative is not included in 2006 or beyond, pending more information on the sustainability of this revenue. Additionally, one-time revenue in excess of expenses from the red-light camera operations, up to \$180,000, funds the Citywide Electronic Citations system. One time revenue in excess of expenses from the red-light camera operations, up to \$120,000 is appropriated to Public Works for speed control in 2006.

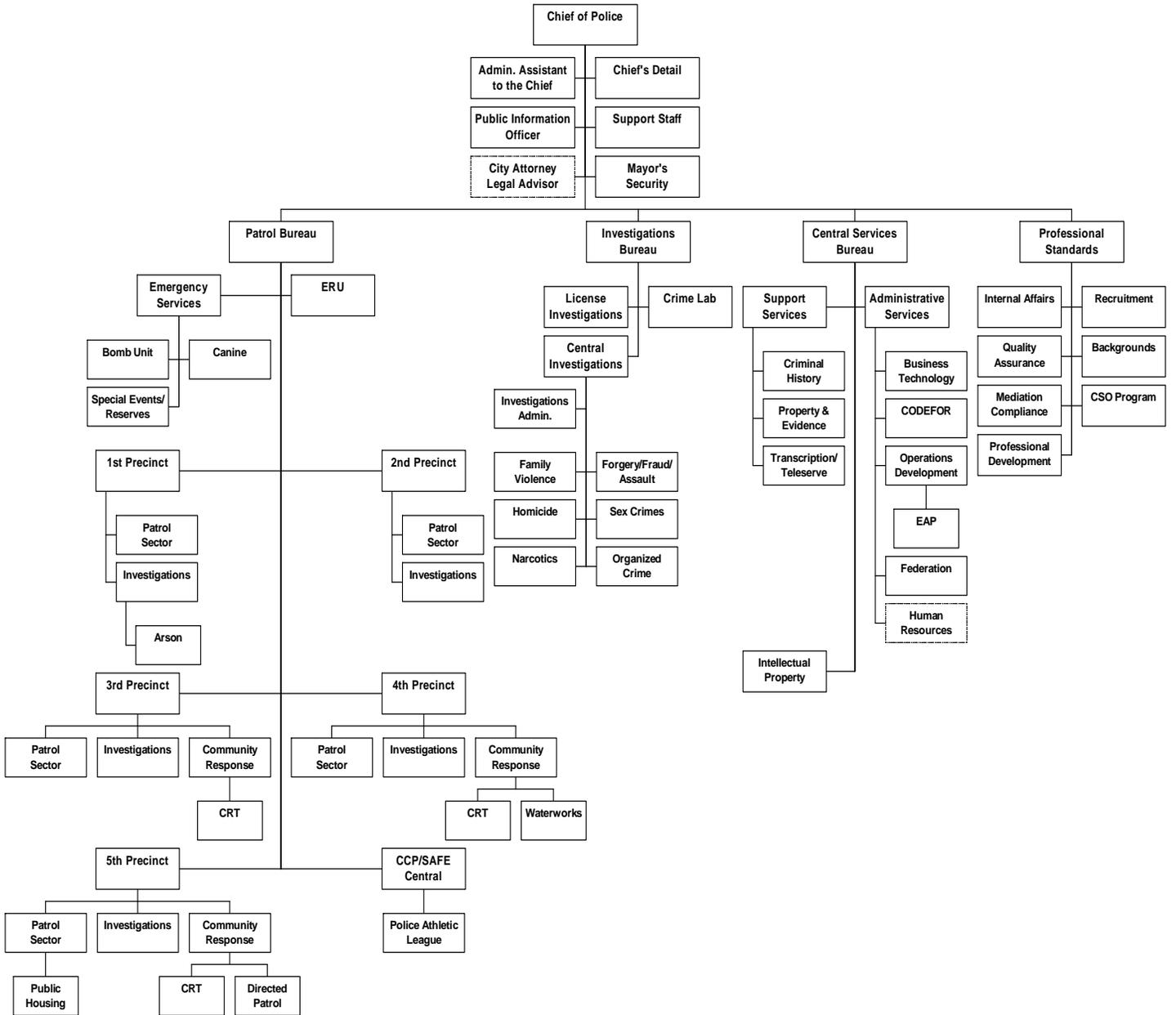
Public Works and Police were directed to continue their efforts to develop and execute a service level agreement that specifies the necessary Traffic Control Agent activities and performance measures to effectively monitor and ensure excellent on-going services with a report back to Ways & Means Committee by July 1, 2006, with any necessary budget adjustments.

The Police business plan was approved. The Council directed that the 2007 – 2011 business plan include a community policing strategy, performance measurements, and standards of coverage. The Chief is to report back to Council by March, 2006.

**POLICE DEPARTMENT  
Staffing Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>%</b>	<b>%</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Change</b>	<b>Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>		
<b>FTE's by Division</b>						
Administration	12.00	14.00	9.00	11.00	22.22%	2.00
Traffic Control and Enforcement	-	-	-	56.00	-	-
Office of Professional Standards	-	-	30.00	52.00	73.33%	22.00
Patrol Services Bureau	-	-	672.00	700.00	4.17%	28.00
Investigations Bureau	-	-	149.00	150.00	0.67%	1.00
Central Services Bureau	130.00	132.05	82.00	89.00	8.54%	7.00
North Field Services Bureau	423.50	397.00	-	-	-	-
South Field Services Bureau	436.00	375.50	-	-	-	-
Police Licensing & Support Services	59.00	47.50	-	-	-	-
<b>Total FTE's</b>	<b>1,060.50</b>	<b>966.05</b>	<b>942.00</b>	<b>1,058.00</b>	<b>12.31%</b>	<b>116.00</b>

MINNEAPOLIS POLICE DEPARTMENT



**POLICE DEPARTMENT  
Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Contractual Services	0	358	0	0		0
Fringe Benefits	0	213,447	221,106	278,627	26.0%	57,521
Salaries and Wages	0	924,324	928,710	991,235	6.7%	62,525
<b>Total for Enterprise Funds</b>	0	1,138,129	1,149,816	1,269,862	10.4%	120,046
<b>General Fund - City</b>						
Contractual Services	10,113,277	9,009,346	12,005,541	13,382,980	11.5%	1,377,439
Equipment	72,926	65,193	184,236	1,075,928	484.0%	891,692
Equipment Labor	3,922	0	0	0		0
Fringe Benefits	15,397,477	14,684,454	14,902,875	19,103,144	28.2%	4,200,269
Operating Costs	5,832,973	6,264,664	8,026,683	7,463,523	-7.0%	-563,160
Salaries and Wages	62,211,386	57,580,060	59,629,902	66,500,182	11.5%	6,870,280
<b>Total for General Fund - City</b>	93,631,962	87,603,717	94,749,237	107,525,757	13.5%	12,776,520
<b>Special Revenue Funds</b>						
Contractual Services	1,521,699	1,999,097	747,631	770,141	3.0%	22,510
Equipment	1,944,309	298,163	3,383,781	3,472,876	2.6%	89,095
Fringe Benefits	309,997	409,383	346,931	340,177	-1.9%	-6,754
Operating Costs	356,648	651,601	540,336	640,174	18.5%	99,838
Salaries and Wages	1,684,306	2,857,971	1,563,848	1,482,305	-5.2%	-81,543
<b>Total for Special Revenue Funds</b>	5,816,959	6,216,214	6,582,527	6,705,673	1.9%	123,146
<b>Total for POLICE DEPARTMENT</b>	99,448,921	94,958,061	102,481,580	115,501,292	12.7%	13,019,712

**POLICE DEPARTMENT**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>General Fund - City</b>						
Charges for Sales	-33,869	-10,302	0	0	0.0%	0
Charges for Service	2,806,260	245,764	163,300	163,300	0.0%	0
Fines and Forfeits	3,416,841	3,706,302	3,966,377	10,251,377	158.5%	6,285,000
Interest	16	197	0	0	0.0%	0
Licenses and Permits	906	350	1,000	1,000	0.0%	0
Operating Transfers In	48,697	0	0	0	0.0%	0
Other Misc Revenues	7,351	5,793	1,600	1,600	0.0%	0
State Government	4,939,826	5,016,126	4,450,000	4,450,000	0.0%	0
<b>Total for General Fund - City</b>	<b>11,186,027</b>	<b>8,964,230</b>	<b>8,582,277</b>	<b>14,867,277</b>	<b>73.2%</b>	<b>6,285,000</b>
<b>Special Revenue Funds</b>						
Charges for Sales	8,862	810	0	0	0.0%	0
Charges for Service	68,882	846,350	996,422	906,819	-9.0%	-89,603
Contributions	113,014	86,580	61,140	110,744	81.1%	49,604
Federal Government	3,390,835	3,608,507	3,500,000	3,585,123	2.4%	85,123
Fines and Forfeits	428,589	524,921	600,000	347,067	-42.2%	-252,933
Interest	21,420	10,241	0	0	0.0%	0
Licenses and Permits	342,766	400,612	403,000	466,049	15.6%	63,049
Local Government	0	16,668	0	0	0.0%	0
Operating Transfers In	0	524,495	0	0	0.0%	0
Other Misc Revenues	45,109	2,141	53,479	274,589	413.5%	221,110
Sales and Other Taxes	270,329	254,022	280,000	318,380	13.7%	38,380
State Government	864,399	83,672	513,154	621,385	21.1%	108,231
<b>Total for Special Revenue Funds</b>	<b>5,554,204</b>	<b>6,359,020</b>	<b>6,407,195</b>	<b>6,630,156</b>	<b>3.5%</b>	<b>222,961</b>
<b>Total for POLICE DEPARTMENT</b>	<b>16,740,231</b>	<b>15,323,249</b>	<b>14,989,472</b>	<b>21,497,433</b>	<b>43.4%</b>	<b>6,507,961</b>

# PUBLIC WORKS

---

## 2006 EXECUTIVE SUMMARY

### 2006 – 2010 BUSINESS PLAN

#### VISION –

Excellent urban infrastructure and services for Minneapolis.

#### VALUES –

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

#### MISSION –

To build, operate and maintain the Public infrastructure and provide services with a high performing Public Works department where collaborative leadership and public/ private engagement is a business standard.

### BUSINESS LINES

#### Transportation

The Transportation Business Line within the Department of Public Works exists to offer people a variety of safe, convenient options for moving throughout the City and within the region.

Transportation options enhance the aesthetics of the environment, improving livability, while contributing to economic vitality through the safe, efficient movement of people and goods.

#### Public Works Internal Services

The Public Works Internal Services business line is comprised of services that are provided primarily to internal City departments and are funded mostly within formal Internal Service funds. Fees for these services are intended to recover the costs incurred for providing each service.

#### Sewer and Water

The Sewer and Water business line is comprised of services that promote the health and safety of people and property by providing potable water and managing non-potable water.

## **Solid Waste and Recycling**

The Solid Waste & Recycling business line provides the logistical and operations activities to keep Minneapolis clean through the collection and disposal of solid waste, recyclables, problem materials and yard waste, and coordination of Clean City activities.

## **2006 DEPARTMENT FOCUS**

***What Key trends and challenges will the department address and what actions will be taken?***

### **TRENDS & CHALLENGES**

Among the major challenges facing Public Works is the limited resources available to maintain a strong infrastructure. Efforts to improve efficiencies can be effective; however, sustained investment is needed to maintain the infrastructure over the long term. Focusing efforts on building a strong transportation system that improves mobility is also a key challenge. It is fundamental that support functions such as financial planning and analysis, space management, human resources and technology are strong. Strong project management and asset management tools are also necessary for short and long term planning.

In addition to those above, the following areas continue to challenge the Department in its efforts to build and maintain the City infrastructure:

- Lack of information systems to support business management
- Process and system constraints that hinder obtaining City services to support Public Works business needs
- Limited resources and limited dedicated revenues
- Investment needed to maintain infrastructure and basic service
- Building a strong transportation system that improves movement throughout the City
- Attracting and retaining qualified diverse employees
- Increasing focus on emergency preparedness and security concerns
- Balancing efficiencies and services – looking for alternative service delivery options
- Compliance with new and changing environmental and other governmental regulations within budget constraints

### **ACTIONS THAT WILL BE TAKEN:**

#### **TRANSPORTATION:**

- Improve efficiency and customer service in all parking and impound lot activities
- Determine the best way to produce and procure Asphalt materials
- Improve public outreach for major construction projects
- Transportation Action Plan
- Reallocate resources to provide balanced services (arterial / collector system vs. local / residential system)
- Winter Operations will continue to explore enhanced communication strategies through LEP initiatives and automated community notification strategies such as the telephone voice messaging alerts

- Winter Operations will also continue investing in advanced technology such as the “smart spreaders” and related systems, and implement other Best Management Practices such as anti-icing and alternative de-icing products to increase efficiency and lower salt use

**PUBLIC WORKS INTERNAL SERVICES:**

- With declining resources find ways to improve the efficiencies of our workforce through training, technology and procedures
- Maximize the value of our space and equipment assets by improving utilization
- Enhance our natural environment

**SEWER / STORMWATER:**

- Develop and implement the Local Surface Water Management Program to improve water quality while safely managing water quantity and exploring options based on the alternative stormwater management strategies
- Delineate watershed management roles and responsibilities between City departments
- Implement the operation of the Stormwater Utility Fee and further refine the stormwater credit program
- Critically evaluate the Stormwater Utility Fee to ensure that it’s applied accurately and equitably to Minneapolis customers while maintaining the 5-year finance plan
- Develop and implement a Stormwater education and outreach program
- Further improve the monitoring of water quantity and quality
- Continue work on identifying efficiencies between the water and sewer workforces
- As Heritage Park and other stormwater facilities are completed and placed in service, identify additional needs for maintenance of special facilities and funding
- Complete the Sanitary/Storm Tunnel condition index and generate a corresponding list of priorities

**WATER:**

- Continue Minneapolis/St. Paul Water Systems Interconnect Strategies toward implementation
- Improve efficiency of operations and maintenance for pumping and treatment
- Adjustment of 5 year water proforma
- Continue to identify efficiencies between water and sewer
- Continue Ultrafiltration Membrane project
- Continue to address security needs

**SOLID WASTE & RECYCLING:**

- Enhance Clean City efforts. Examples include the Graffiti Hotline, Graffiti coordination efforts, commercial dumpster enforcement and abandoned shopping cart enforcement. Additional appropriations and positions, funded within the SW & R Enterprise Fund, will be needed to adequately perform these functions.
- Critically evaluate the cost effectiveness of enhanced enforcement efforts for recycling credits
- Ensure competitive process for all Solid Waste & Recycling contracts

- Begin search for new SW&R facilities to replace South Transfer Station and Pacific campus. Pacific has yard waste transfer, problem material processing, equipment maintenance, and dispatch. Must move for "Above the Falls Master Plan." This is included in the Mayor's 2005 Recommended Budget.
- Seek legislative change that will allow implementation of dumpster service for town homes, in order to cost-effectively provide service required in City ordinance.
- Continue progress toward "Keep America Beautiful" affiliation.
- Solid Waste & Recycling Fund will remain healthy without a rate increase in 2006

***What departmental action will take place in 2006 to allow you to meet the 5 year financial direction or (target strategy)?***

<b>FUND</b>	<b>Cost</b>	<b>Positions</b>	<b>Job Titles/Other related costs</b>
Budget Reductions:			
0100/6160	\$355,015	1.8	(Street Maintenance) 1.8 Const. Maint. Laborer positions and associated materials/equipment.
0100/6220	\$100,000	0.0	(Snow & Ice Control) Cost savings will be realized by gains in efficiencies using new technologies and procedures.
0100/6240	\$63,000	1.0	(Malls & Plazas) 1.0 Const. Maint. Laborer positions and associated materials/equipment.
0100/6851	<u>\$54,060</u>	<u>0.0</u>	(Street Lighting) Reduce electricity cost.
	<b>\$572,075</b>	<b>2.8</b>	
New Revenue:			
0100/6874	\$150,000		New revenue from no-parking signs and increased sidewalk closure fees.

## 2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
Integrate Department operations with enterprise-wide initiatives	Development of a Public Works LEP Plan incorporating City-Wide program requirements	% increase in the number of employee trained on the LEP program requirements  Target: completion rate by Dec 2005 = 80%	Increase Public Employee awareness of program  Develop Training program  Maintain Public Works departmental initiatives and develop next phase  Initiate training for all employees with customer contact at high, medium and low levels.  Development of customer contact tool kits for field/seasonal workers.
	Public Works business units fully coordinated with One Stop	% of all appropriate Public Works personnel connected to KIVA when KIVA workflows are implemented	All applicable Public Works units tracking site plan review activities on KIVA
	Public Works fully participating in Minneapolis One Call project. (MOC)	% of service requests collected and responded to timely	Gather, organize, and index all known information / knowledge frequently needed by external customers for 311 Center agent use.  All identified PW customer facing service requests are configured in the CRM tool for use by call agents.  MOC knowledge analysts meet with all appropriate subject matter experts to collect the information.  All identified appropriate customer facing information is organized and indexed for quick retrieval by 311 Call Agents.  All customer facing service requests for will be analyzed & configured for use in 311 center for Jan. 2006.  MOC / PW team members will meet to gain approval for production service requests.
	Ensure compliance with City-wide policy, procedure and record retention schedules	% of department records that meet the retention schedule requirements.  Target: 60% compliance by end of 2005	Maintain department records in accordance with City retention schedule  Develop policy document procedures to align with City requirements
	Protect our workforce and the City's assets against loss. Ensure continuation of	# of lost days due to injury	Departmental and divisional safety committees Work unit level toolbox meetings Safety training

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
	structure and accountabilities for safety and loss prevention activities		Accident and injury tracking and analysis
	Create a strategic plan to address issues raised in the City-Wide and departmental Employee Survey results	Action Driven: active response and reaction to survey indicators as defined by the Survey Response Team	<p>Form Public Works Survey Response Team to create action plan</p> <p>Identify the core objectives of the response team and expected results</p> <p>Develop a communication plan and communicate results</p> <p>Solicit Feedback</p>
Improve efficiency and effectiveness of overall business practices	Improved information systems for business management	% improvement of # of reports available to measure individual project performance	<p>Use the results of the 2005 Public Works – Finance financial reporting needs identification project</p> <p>Identify specific elements or information needed (e.g. financial performance, asset life, asset condition) to make better resource allocation decisions</p> <p>Complete list of financial information needs</p> <p>Prioritize list of individual projects to produce needed reports</p> <p>Develop best reporting solution to meet multiple needs using FISCOL data structure (chart of accounts) as single source information</p> <p>Analyze processes used currently to determine allocation decisions, identify key information, its source, and how it is collected and tracked</p> <p>List and categorize necessary information suitable to define scope and functionality of asset management system</p>
	Implement the Public Works Action Plan resulting from the ASCE Peer Review	Meet actions, tactics and timelines as specified in the Peer Review Action Plan	<ul style="list-style-type: none"> <li>- Relationship building with PW Leadership team, City Council Members and Hennepin County</li> <li>- “Cradle to Grave” project level accounting and budgeting / real-time cost accounting management system</li> <li>- Improved tracking of projects from start to finish / project management</li> <li>- Flexibility to meet customer needs / customer responsiveness</li> </ul> <p>Improve communication as specified in the Action Plan; study sessions, e-commerce, Communications Dept, meetings</p>

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
			<p>and updates</p> <p>2006 – 2010 budget funding review, gap analysis, Capital Improvement Plan</p> <p>CDM Consulting project Enterprise Engineering</p> <p>Community engagement 311 program</p> <p>Water and Sewer efficiencies</p>
	Clarify, streamline and improve organizational service systems	% improvement in delivery of work related projects	<p>Assess Organizational Roles &amp; Responsibilities in the Transportation Business Line by Dec. 2005:</p> <p>Outline the infrastructure elements in the Transportation systems in Public Works and the major tasks for each system</p> <p>Identify opportunities for efficiencies, improve processes</p> <p>Identify primary and shared responsibility for completing the task and the contributing roles</p> <p>The work product will be used by PW staff</p>
	Improve parking related activities and process related to Parking Fund Workout Plan	% increase in revenue collected	<p>Centralize parking and security systems</p> <p>Increase technology use</p> <p>Increase systematic oversight and analysis</p> <p>Implement best practices</p> <p>Increase marketing efforts</p> <p>Implement major repair and maintenance program</p>
	Improve impound lot activities	% increase in revenue collected	<p>Implement space, technology and operational improvements</p> <p>Implement processes to collect unpaid tow and storage fees</p> <p>Online auction pilot</p>
	Procure asphalt products	% reduction in cost per ton for purchase of asphalt from private companies	<p>Submit RFP for a Joint Venture Asphalt plant, explore feasibility of an asphalt storage/distribution facilities, and contact other units of government for potential asphalt partnership.</p>
	Improve community engagement for construction projects	<p>% reduction in construction project impact to the public</p> <p>% increase in participants at community meetings</p>	<p>Identify traffic needs and desires. Develop communications: Community meetings, letters, web page</p>
	Ensure compliance with Home Land	# of security breaches	Continued assessment of vulnerabilities utilizing homeland

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
	Security initiatives		<p>security water ISAC information</p> <p>Attend security conferences</p> <p>Investigate security equipment development</p> <p>Protection plan to include recovery policies and procedures</p>
	Fair and equitable Stormwater Management Fee	# of unresolved disputes	<p>Evaluate the Stormwater Utility fee structure and credit system</p> <p>Insure it is applied accurately and equitably to Minneapolis customers</p>
	Ensure accurate financial projections	<p>% reduction of gap between projected and actual revenue</p> <p>% reduction of gap between projected and actual expenses</p> <p>%increase in amount of reserve funds Target: 3 months O &amp; M</p> <p>% decrease in amount of bond indebtedness (\$16m)</p>	<p>Adjustment of 5-year water proforma</p> <p>Align revenue projections with actual revenue</p> <p>Align expense projections with actual expenses</p> <p>Breakdown of revenue into finite sources</p> <p>Use 3-year average consumption for revenue projection calculations</p> <p>Scrutinize expense report to refine expense projections</p> <p>Proforma for operations and maintenance plus Bond indebtedness</p> <p>Proforma for operations and maintenance and bond indebtedness plus capital improvement projects cost</p>
	Effective and efficient maintenance and construction of water, storm water and sewer distribution or collection systems	% reduction in determining efficiency parameters	<p>Identify and review similar maintenance activities</p> <p>Develop change management plan</p> <p>Hiring and training of identified staff</p> <p>Policies and procedures identification and development</p>
	Improve maintenance for pumping and treatment	<p>% reduction of breakdown maintenance vs. preventive maintenance</p> <p>% reduction of energy costs to run plants</p> <p>Reduction of Chemical feed</p>	<p>Asset Management</p> <p>Efficiency gains in operations and maintenance</p> <p>Utilization SCADA System and associated Operations Management System Software (OMS)</p> <p>Equipment entry into computer maintenance management system (CMMS)</p>

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
			Utilize membrane data from CMMS and OMS system for identifying infrastructure needs and operational efficiencies
	Promote professional development and respect	Mentor program evaluation results  % Increase number of documented Performance reviews, including professional development plans in HRIS.	Employee Mentor program Management Forum Other training to be determined
	Increase the percentage of women and people of color in Public Works	% change in women and people of color in PW	Analyze workforce data and trends, exit interview results Expand professional networking and targeted recruiting Develop a more formalized student internship program Create Diversity and Outreach calendar
Maintain customer centric business approach with internal and external customers, and employees	Through training, technology and procedures, increase flexibility of workforce to operate and drive a more diverse variety of equipment.	%of Drivers completing the driver training and "train the trainer" training by early 2006. % of Operators completing operator training by late 2006  % of Drivers and Operators certified in at least three separate pieces of equipment by the end of 2006.	Identify certified trainers from the commercial sector. Develop an RFP and get needed approvals. Contract with suitable vendor to provide training and documentation.
	Build/maintain a balanced, linked and sustainable multimodal transportation system	Downtown Transportation Mode: % split by walking, bicycling, bus, light rail, car pool, single occupancy vehicle  Transportation Mode: # of miles of new bicycle lanes/paths	-Conduct Transportation Action plan -Develop and secure funding -Coordinate and collaborate with partner agencies to implement recommended actions -Maintain quality of life -Safe access to land uses -Provide mobility options for all residents, workers, visitors -Develop 10-year and 1-2 year immediate actions
	Improve Street Lighting	% reduction in energy costs for street lights  % improvement in customer satisfaction	Implement the Street Light visibility standard and policy to be completed in 2005 Audit of street lighting system Upgraded service contract provisions and monitoring Measured visibility improvements New service contract and monitoring efforts
Protect and enhance livability, safety and environmental conditions of the City	Reduce vehicle emissions. Reduce dependence on petroleum. Benefit local farm economy.	Number of E85 vehicles acquired in 2006. Target: 25 units.  Number of gallons of E85 dispensed in 2006. Target: 15,000 gallons per year.	Implement an E85 fuelling facility. Acquire E85 vehicles. Partner with other agencies to increase utilization.  Continue the purchase of alternative fuel vehicles including hybrids where suitable for needs of

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
		Number of Hybrids vehicles acquired in 2006. Target: Pending customer's needs and manufacture availability.	operations
	Design and construct City buildings that are sustainable "high performance" structures	Exceed State Energy Code by 30%.	Implement energy conservation measures in all new and renovation projects utilizing technologies and improve operation procedures.
	Improve water quality and manage water quantity through the Stormwater Management Program	% reduction in stormwater damages Meet/exceed water quality goals measurements	Continue to monitor water quality as the basis for the Stormwater Management Program, and Complete sub-pipe sheds modeling
	Provide high quality drinking water meeting or exceeding regulations	% increase in customer satisfaction through Citizen Survey	<p>Continue ultra filtration membrane project</p> <p>Performance bid, testing, and bid award</p> <p>RFP for system design</p> <p>Continue pilot testing of successful equipment bidder</p> <p>Value – Engineering bid ability constructability review</p> <p>Specifications for super structure and incorporation of equipment</p> <p>Award construction contract</p> <p>Utilize implementation support services and professional review panel</p> <p>Continue utilization of state revolving fund for lower interest rate on bonds</p> <p>Efficient and effective project delivery</p> <p>Efficient and effective plant operations and maintenance</p> <p>Obtaining state revolving funds at 1 ½% buy down of bonds interest</p>
	Support/enhance Clean City initiative	<p># of days to respond to:</p> <p>Shopping cart removal (Target 1 business day)</p> <p>Graffiti removal</p> <p>% improvement in customer satisfaction related to cleanliness and livability</p>	<p>Integrated shopping cart program into SW &amp; R Problem Materials collection and Clean City programs</p> <p>Ensure compliance with shopping cart ordinance and procedure</p> <p>Support and coordination of Graffiti removal</p> <p>Graffiti Hotline calls answered and routed promptly</p>

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
			<p>Have Graffiti Hotline added to the duties of Clean City Coordinator, pending addition of Data Entry position</p> <p>Graffiti removal supplies being provided to Fire Stations, neighborhoods and organizations. As staffing permits, SW &amp; R graffiti removal teams are removing graffiti.</p> <p>Integrated Commercial dumpster cleanliness program into Dirty Collection Point and Clean City programs</p> <p>Private entities (Excel, Bus Bench companies) receiving quicker notification, and are receiving follow-up calls.</p>
	<p>Maximize the value, utilization and protection of land, property and equipment of the City.</p>	<p>% of task identified equipment with key security system installed by early 2006</p> <p>% of task identified equipment with "immobilizer" feature installed by late 2006</p> <p>% reduction in holding costs and % increase in the tax base for City owned properties</p>	<p>Implement a key-lock system for task vehicles and equipment that will allow for improved tracking of equipment utilization while improving security.</p> <p>Improve ability to track and analyze the utilization of the Public Works truck and equipment fleet.</p> <p>Have all properties (including excess right of way parcels) identified, cataloged and residing in a shared database by January 2006. Evaluate municipal and development use. Create real estate transaction plan.</p> <p>Dispose of all City-owned properties that do not have any present or future public use. This will reduce holding costs and increase tax base.</p> <p>Have an issues and options report completed by January 2006.</p> <p>Make mid and long-term decisions on City land holdings issues such as Linden Yards, Impound Lot, Police Property and Evidence.</p> <p>Develop strategic space plan for all municipal operation properties outside the downtown campus.</p>
	<p>Ensure sufficient water capacity with Minneapolis/St. Paul water system interconnection and continue strategies towards implementation</p>	<p>% of tons of water available to citizens daily within City and federal guidelines.</p>	<p>Joint task force of Minneapolis and St. Paul elected officials, MN Dept. of Health, Governors water cabinet, Metropolitan Council to pursue state bond funds for interconnection.</p> <ul style="list-style-type: none"> <li>• Construct pump station</li> </ul>

Strategies	Objectives (and Definitions)	Measures: Outcome and Driver	Tactics
			<ul style="list-style-type: none"> <li>• Construct pipeline</li> <li>• Execute joint power agreement</li> </ul> <p>Attain funding from Minnesota State Legislature to offset the cost of the interconnection</p> <p>Provide usable facility year around that could function as interconnect with valve adjustment</p> <p>Provide vehicle for emergency water supply to either City as needed</p> <p>Utilize existing reservoir in Roseville that can be modified to accommodate use by Minneapolis and St. Paul</p> <p>Attaining state bond funds</p> <p>Agreement on matching funds split between Minneapolis and St. Paul</p> <p>Rehabilitation of reservoir and construction of pump station and pipe line</p> <p>Joint Powers Agreement utilization of interconnection and associated cost allocation</p>
Maintain/enhance the City's infrastructure (including facilities, equipment, streets, traffic, water systems etc.)	Ensure safe and maintained tunnels	Long term maintenance and reconstruction Program	<p>Tunnel Condition Index</p> <p>Create list of priorities</p> <p>Evaluation of Study</p>

## FINANCIAL ANALYSIS

The Public Works Department's 2006 budget is \$268.5 million, a less than 1% increase over the 2005 Adopted Budget. Public Works is funded by the General Fund, one grant fund, the Permanent Improvement Projects (Capital) Fund, four internal service funds, and five enterprise funds. The overall number of positions in Public Works increases by a 0.2 position from 2005 for a total of 1206.59 full-time equivalent positions. More detailed explanations of position changes are reflected in the Divisions' narratives and staffing charts.

The strategies to meet the 2006 five-year financial plan's General Fund target amount of \$36.3 million are outlined in the following sections. The listed new revenue and budget reduction actions, in combination with current service level adjustments during the budget development process, accomplish the growth and target reduction net amount in the five-year financial plan.

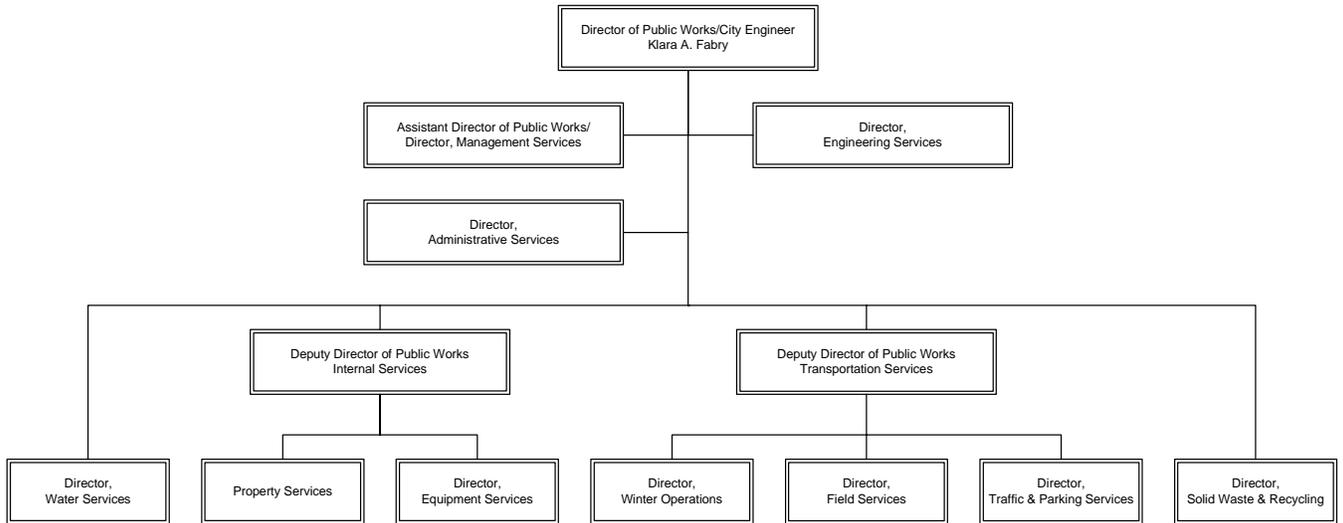
### PUBLIC WORKS DEPARTMENT Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Administration	20.00	18.00	20.00	19.00	-5.00%	(1.00)
Engineering Materials	26.50	29.50	20.50	20.50	0.00%	-
Engineering Services	112.50	117.00	122.50	123.50	0.82%	1.00
Equipment Services	257.10	257.10	257.10	257.10	0.00%	-
Field Services	200.90	165.50	154.20	151.40	-1.82%	(2.80)
Property Services	96.35	96.90	102.90	103.90	0.97%	1.00
Stormwater & Sewer Maintenance	63.60	64.10	64.10	64.10	0.00%	-
Solid Waste	124.80	123.00	126.00	128.00	1.59%	2.00
Transportation	115.04	100.34	99.34	99.34	0.00%	-
Water	239.75	239.75	239.75	239.75	0.00%	-
<b>Total FTE's</b>	<b>1,256.54</b>	<b>1,211.19</b>	<b>1,206.39</b>	<b>1,206.59</b>	<b>0.02%</b>	<b>0.20</b>

The following narratives of the Public Works divisions describe the Mayor's Recommendations, with Council changes noted.

**Departmental Organization Chart**

# Public Works Department



**PUBLIC WORKS**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Capital Outlay	64	455	0	0		0
Contractual Services	1,069,299	1,215,885	2,302,503	1,889,811	-17.9%	-412,692
Equipment	1,089	1,060	81,800	83,437	2.0%	1,637
Fringe Benefits	728,212	760,182	1,003,914	1,121,504	11.7%	117,590
Operating Costs	131,576	150,599	249,877	251,712	0.7%	1,835
Salaries and Wages	3,069,511	3,104,815	3,547,313	3,685,004	3.9%	137,691
<b>Total for Capital Projects</b>	4,999,752	5,232,996	7,185,407	7,031,468	-2.1%	-153,939
<b>Enterprise Funds</b>						
Capital Outlay	0	0	6,810	6,946	2.0%	136
Contractual Services	74,362,351	83,729,464	85,163,956	83,531,112	-1.9%	-1,632,844
Equipment	1,022,321	1,140,737	2,186,981	2,230,724	2.0%	43,743
Equipment Labor	114,069	118,254	0	0		0
Fringe Benefits	9,354,638	9,332,447	10,572,637	11,728,875	10.9%	1,156,238
Operating Costs	34,371,663	34,523,812	39,452,372	40,272,350	2.1%	819,978
Salaries and Wages	25,979,440	26,434,199	29,189,433	29,462,962	0.9%	273,529
<b>Total for Enterprise Funds</b>	145,204,483	155,278,914	166,572,189	167,232,969	0.4%	660,780
<b>General Fund - City</b>						
Capital Outlay	0	0	2,573	2,625	2.0%	52
Contractual Services	13,615,277	15,130,365	16,051,346	17,575,276	9.5%	1,523,930
Equipment	176,918	226,084	262,267	261,401	-0.3%	-866
Fringe Benefits	4,056,983	4,221,941	4,127,738	4,368,031	5.8%	240,293
Operating Costs	4,221,464	4,470,849	4,725,355	4,294,042	-9.1%	-431,313
Salaries and Wages	11,477,097	11,636,665	10,984,350	10,788,502	-1.8%	-195,848
<b>Total for General Fund - City</b>	33,547,738	35,685,904	36,153,629	37,289,877	3.1%	1,136,248
<b>Internal Service Funds</b>						
Capital Outlay	163,532	65,145	7,335	7,482	2.0%	147
Contractual Services	9,299,892	13,646,578	15,238,854	15,737,567	3.3%	498,713
Equipment	39,613	19,224	681,941	695,582	2.0%	13,641
Equipment Labor	2,508	1,071	0	0		0
Fringe Benefits	5,965,544	5,852,807	7,023,858	7,744,867	10.3%	721,009
Operating Costs	7,747,978	7,417,160	12,932,399	12,744,073	-1.5%	-188,326
Salaries and Wages	17,214,728	17,197,141	21,050,838	20,004,722	-5.0%	-1,046,116
<b>Total for Internal Service Funds</b>	40,433,795	44,199,125	56,935,225	56,934,293	-0.0%	-932
<b>Special Revenue Funds</b>						
Contractual Services	130,485	249,950	107,000	97,000	-9.3%	-10,000
Transfers	0	21,598	0	0		0
<b>Total for Special Revenue Funds</b>	130,485	271,548	107,000	97,000	-9.3%	-10,000
<b>Total for PUBLIC WORKS</b>	224,316,252	240,668,487	266,953,450	268,585,607	0.6%	1,632,157

**ADMINISTRATIVE SERVICES**

The 2006 Public Works Administrative Services budget is \$2.8 million, a 20% increase over the 2005 Adopted Budget. The number of positions for 2006 was reduced by one to fund the Minneapolis One Call initiative.

Revenue of \$1.4 million in Administrative Services results from overhead charged to other public works functions.

The Council adopted the Mayor’s Recommend Budget plus a \$300,000 increase to Public Works on a one-time basis for a study to be conducted as part of the Ten-Year Transportation Action Plan to assess the use of streetcars on those corridors designated as Definite PTN on Figure 3 of “Access Minneapolis: Technical Report 1: Minneapolis Primary Transit Network, dated November 7, 2005.”

**PUBLIC WORKS ADMINISTRATION  
Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Management Services	13.00	12.00	14.00	13.00	-7.14%	(1.00)
Safety/Risk Management	4.00	3.00	3.00	3.00	0.00%	-
Special Assessments	3.00	3.00	3.00	3.00	0.00%	-
<b>Total FTE's</b>	<b>20.00</b>	<b>18.00</b>	<b>20.00</b>	<b>19.00</b>	<b>-5.00%</b>	<b>(1.00)</b>

**PW - ADMINISTRATIVE SERVICES**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Contractual Services	0	0	0	0		0
<b>Total for Enterprise Funds</b>	0	0	0	0		0
<b>General Fund - City</b>						
Contractual Services	147,881	617,865	498,385	991,918	99.0%	493,533
Equipment	10,512	3,326	16,564	16,894	2.0%	330
Fringe Benefits	402,266	299,777	382,471	419,827	9.8%	37,356
Operating Costs	111,236	129,796	122,485	126,164	3.0%	3,679
Salaries and Wages	1,281,060	1,044,089	1,345,205	1,278,177	-5.0%	-67,028
<b>Total for General Fund - City</b>	1,952,955	2,094,854	2,365,110	2,832,980	19.8%	467,870
<b>Total for PW - ADMINISTRATIVE €</b>	1,952,955	2,094,854	2,365,110	2,832,980	19.8%	467,870

**PW - ADMINISTRATIVE SERVICES**  
**Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>General Fund - City</b>						
Charges for Sales	23	0	0	0	0.0%	0
Charges for Service	1,671,250	1,759,476	1,401,000	1,401,000	0.0%	0
Other Misc Revenues	0	2,000	0	0	0.0%	0
<b><i>Total for General Fund - City</i></b>	<b>1,671,273</b>	<b>1,761,476</b>	<b>1,401,000</b>	<b>1,401,000</b>	<b>0.0%</b>	<b>0</b>
<b>Total for PW - ADMINISTRATIVE SERVICES</b>	<b>1,671,273</b>	<b>1,761,476</b>	<b>1,401,000</b>	<b>1,401,000</b>	<b>0.0%</b>	<b>0</b>

## ENGINEERING MATERIALS & TESTING

The Engineering Materials and Testing Division budget of \$5 million is funded by two internal service funds. The Engineering Materials and Testing Fund accounts for approximately 84% of the Division's budget and is used to account for the City's purchase of bituminous mixes and ready-mix concrete for placement by various agencies within the Department of Public Works for their construction and maintenance requirements. Also accounted for within this fund is the Engineering Laboratory, which provides inspection and testing services for these materials along with environmental and soil testing services. The City Council took action in December 2003, to suspend the production of bituminous mixes indefinitely at the City's Asphalt Plant.

The Public Works Stores Fund makes up the remaining 16% of the Division's budget and accounts for the centralized procurement, receiving, warehousing, and distribution of stocked inventory merchandise along with the purchase of special non-inventory materials and services. The Fund has two separate operating units, which are Central Stores serving all agencies within Public Works, and Traffic Stores primarily serving agencies within the Transportation Division. Since 1980, the Central Stores has responsibility for providing office supplies and non-specialty items to all City Agencies. Together, Public Works and the Finance Department completed a study in 1998, whereby, the recommended redesign included a revamped overhead structure and directives for utilization of the Stores Fund for non-inventory purchases.

The Council adopted the Mayor's Recommended Budget.

### PUBLIC WORKS ENGINEERING MATERIAL AND TESTING Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	%	%
					Change	Change
<b>FTE's by Division</b>						
Central Stores	7.00	7.00	7.00	7.00	0.00%	-
Asphalt Plant	7.00	10.50	1.00	1.00	0.00%	-
Engineering Laboratory	12.50	12.00	12.50	12.50	0.00%	-
<b>Total FTE's</b>	<b>26.50</b>	<b>29.50</b>	<b>20.50</b>	<b>20.50</b>	<b>0.00%</b>	<b>-</b>

**PW - ENG MATERIALS & TESTING**  
**Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Internal Service Funds</b>						
Contractual Services	812,122	432,853	968,525	676,149	-30.2%	-292,376
Equipment	39,613	0	2,096	2,138	2.0%	42
Fringe Benefits	369,979	309,354	364,344	409,231	12.3%	44,887
Operating Costs	3,136,151	2,674,051	2,920,564	2,882,733	-1.3%	-37,831
Salaries and Wages	1,184,621	960,810	1,085,395	1,086,520	0.1%	1,125
<b>Total for Internal Service Funds</b>	<b>5,542,486</b>	<b>4,377,069</b>	<b>5,340,924</b>	<b>5,056,771</b>	<b>-5.3%</b>	<b>-284,153</b>
<b>Total for PW - ENG MATERIALS £</b>	<b>5,542,486</b>	<b>4,377,069</b>	<b>5,340,924</b>	<b>5,056,771</b>	<b>-5.3%</b>	<b>-284,153</b>

**PW - ENG MATERIALS & TESTING**  
**Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Internal Service Funds</b>						
Charges for Sales	6,147,118	4,000,027	3,862,500	4,062,500	5.2%	200,000
Charges for Service	1,330,546	1,393,884	1,300,000	1,150,000	-11.5%	-150,000
Gains	0	58,931	0	0	0.0%	0
Interest	20	0	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	7,477,684	5,452,842	5,162,500	5,212,500	1.0%	50,000
<b>Total for PW - ENG MATERIALS &amp; TESTING</b>	7,477,684	5,452,842	5,162,500	5,212,500	1.0%	50,000

## ENGINEERING SERVICES

Engineering Services' 2006 budget is \$13.9 million, a 1% or \$137,000 increase from the prior year. Engineering Services is funded by the General Fund, Permanent Improvement Projects (Capital) Fund, Sanitary Sewer Enterprise Fund, Stormwater Enterprise Fund, and Water Enterprise Fund. Personnel costs make up 68% of Engineering Services 2006 budget. The increase in salaries/benefits from 2005 is 6%; due largely to the addition of Non-Tax Fringe Benefits not budgeted in prior years.

There was a transfer from the Transportation Division to Engineering Services' Street Design Division of a Transportation Planner, increasing overall positions by one. These costs were offset by a reduction in the Contractual Services line item. Engineering Services' \$2,500 share of the 311 Minneapolis One Call initiative funding was offset by a decrease in contractual services.

In 2005, the Storm Sewer Design Fund was separated into two funds: The Sanitary Sewer Design Fund and the Storm Sewer Design Fund. It was determined that approximately 14% of Engineering Services' sewer costs were directly related to sanitary sewer work. A new Division, the Sanitary Sewer Design Fund, was created within Engineering Services and the Sewer budget split accordingly. There were 3 positions transferred internally to this new Division.

There is an overall 9% or \$566,000 decrease in revenue to Engineering Services in 2006. Revenue in this area results from charges to Capital Projects, Enterprise Funds, and the General Fund.

The Council adopted the Mayor's Recommended Budget.

## PUBLIC WORKS ENGINEERING SERVICES Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Street Design	58.60	59.60	58.20	59.20	1.72%	1.00
Water	11.00	11.00	13.00	13.00	0.00%	-
Storm Sewer Design	20.90	20.90	23.30	20.30	-12.88%	(3.00)
Sanitary Sewer Design	-	-	0.00	3.00	-	3.00
Storm Water Management	10.00	13.00	16.00	16.00	0.00%	-
Right of Way Management	12.00	12.50	12.00	12.00	0.00%	-
<b>Total FTE's</b>	<b>112.50</b>	<b>117.00</b>	<b>122.50</b>	<b>123.50</b>	<b>0.82%</b>	<b>1.00</b>

**PW - ENGINEERING SERVICES**  
**Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Capital Outlay	64	455	0	0		0
Contractual Services	924,057	1,087,213	2,115,100	1,727,569	-18.3%	-387,531
Equipment	1,089	1,060	81,800	83,437	2.0%	1,637
Fringe Benefits	672,875	698,673	930,895	1,040,770	11.8%	109,875
Operating Costs	114,096	128,523	228,773	231,338	1.1%	2,565
Salaries and Wages	2,808,963	2,839,409	3,263,422	3,383,942	3.7%	120,520
<b>Total for Capital Projects</b>	4,521,144	4,755,332	6,619,990	6,467,056	-2.3%	-152,934
<b>Enterprise Funds</b>						
Contractual Services	1,097,471	1,438,518	1,865,963	1,917,845	2.8%	51,882
Equipment	20,448	0	120,821	123,238	2.0%	2,417
Fringe Benefits	550,327	664,129	819,888	1,045,039	27.5%	225,151
Operating Costs	96,290	122,820	138,890	137,929	-0.7%	-961
Salaries and Wages	2,041,003	2,294,991	2,990,175	3,041,473	1.7%	51,298
<b>Total for Enterprise Funds</b>	3,805,539	4,520,457	5,935,737	6,265,524	5.6%	329,787
<b>General Fund - City</b>						
Capital Outlay	0	0	477	487	2.1%	10
Contractual Services	127,694	94,289	268,422	242,542	-9.6%	-25,880
Equipment	0	0	5,240	5,345	2.0%	105
Fringe Benefits	157,305	187,413	218,920	232,564	6.2%	13,644
Operating Costs	13,621	23,307	25,900	26,152	1.0%	252
Salaries and Wages	589,630	614,729	672,793	644,669	-4.2%	-28,124
<b>Total for General Fund - City</b>	888,249	919,738	1,191,752	1,151,759	-3.4%	-39,993
<b>Total for PW - ENGINEERING SER</b>	9,214,933	10,195,528	13,747,479	13,884,339	1.0%	136,860

**PW - ENGINEERING SERVICES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Charges for Sales	3,875	2,459	0	0	0.0%	0
Charges for Service	29,792	39,065	2,854,094	2,911,000	2.0%	56,906
Other Misc Revenues	5	2,000	0	0	0.0%	0
State Government	498,285	3,206,182	676,920	500,000	-26.1%	-176,920
<b>Total for Capital Projects</b>	<b>531,956</b>	<b>3,249,706</b>	<b>3,531,014</b>	<b>3,411,000</b>	<b>-3.4%</b>	<b>-120,014</b>
<b>Enterprise Funds</b>						
Charges for Service	1,958,250	1,680,454	1,838,668	1,538,668	-16.3%	-300,000
Interest	17	-4	0	0	0.0%	0
Other Misc Revenues	8	0	0	0	0.0%	0
State Government	0	0	151,002	0	-100.0%	-151,002
<b>Total for Enterprise Funds</b>	<b>1,958,274</b>	<b>1,680,451</b>	<b>1,989,670</b>	<b>1,538,668</b>	<b>-22.7%</b>	<b>-451,002</b>
<b>General Fund - City</b>						
Charges for Sales	3,000	0	0	0	0.0%	0
Charges for Service	473,497	434,263	475,000	475,000	0.0%	0
Interest	72	4	0	0	0.0%	0
Licenses and Permits	15,410	14,900	10,000	15,000	50.0%	5,000
Other Misc Revenues	28	14	0	0	0.0%	0
<b>Total for General Fund - City</b>	<b>492,007</b>	<b>449,181</b>	<b>485,000</b>	<b>490,000</b>	<b>1.0%</b>	<b>5,000</b>
<b>Total for PW - ENGINEERING SERVICES</b>	<b>2,982,237</b>	<b>5,379,338</b>	<b>6,005,684</b>	<b>5,439,668</b>	<b>-9.4%</b>	<b>-566,016</b>

## EQUIPMENT SERVICES

Equipment Services' expense budget for 2006 is \$35 million, a decrease of 0.6% from the 2005 Adopted Budget. This decrease is due to improved management of overtime spending. This area operates out of the Equipment Internal Service Fund.

The Council adopted the Mayor's Recommended Budget.

### **PUBLIC WORKS EQUIPMENT SERVICES**

#### **Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Maintenance	75.10	77.10	80.04	87.10	9.16%	7.06
Operations	170.00	170.00	177.06	170.00	-4.15%	(7.06)
Municipal Garage	12.00	10.00	-	-	-	-
<b>Total FTE's</b>	<b>257.10</b>	<b>257.10</b>	<b>257.10</b>	<b>257.10</b>	<b>0.00%</b>	<b>-</b>

**PW - EQUIPMENT**  
**Expense Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>% Change</b>	<b>Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>		
<b>Internal Service Funds</b>						
Capital Outlay	163,532	65,145	0	0		0
Contractual Services	4,729,281	8,237,330	10,106,899	10,203,101	1.0%	96,202
Equipment	0	723	172,910	176,368	2.0%	3,458
Fringe Benefits	4,052,529	3,886,745	4,782,912	5,286,956	10.5%	504,044
Operating Costs	3,458,027	3,366,561	6,051,759	5,879,874	-2.8%	-171,885
Salaries and Wages	11,323,911	11,333,368	13,943,372	13,307,067	-4.6%	-636,305
<b>Total for Internal Service Funds</b>	<b>23,727,280</b>	<b>26,889,873</b>	<b>35,057,852</b>	<b>34,853,366</b>	<b>-0.6%</b>	<b>-204,486</b>
<b>Total for PW - EQUIPMENT</b>	<b>23,727,280</b>	<b>26,889,873</b>	<b>35,057,852</b>	<b>34,853,366</b>	<b>-0.6%</b>	<b>-204,486</b>

**PW - EQUIPMENT**  
**Revenue Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>% Change</b>	<b>Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>		
			<b>Budget</b>	<b>Budget</b>		
<b>Internal Service Funds</b>						
Charges for Sales	2,194,813	3,046,829	6,434,262	6,934,262	7.8%	500,000
Charges for Service	601,846	4,685,975	7,389,661	7,500,000	1.5%	110,339
Gains	297,499	45,898	200,000	200,000	0.0%	0
Interest	1,596	0	500	500	0.0%	0
Other Misc Revenues	584,003	187,646	310,000	310,000	0.0%	0
Rents	28,771,508	21,265,071	27,267,348	28,067,348	2.9%	800,000
<b>Total for Internal Service Funds</b>	32,451,266	29,231,420	41,601,771	43,012,110	3.4%	1,410,339
<b>Total for PW - EQUIPMENT</b>	32,451,266	29,231,420	41,601,771	43,012,110	3.4%	1,410,339

## FIELD SERVICES

The Field Services Division 2006 expense budget of \$29 million reflects a 1% increase over the 2005 Adopted Budget. Field Services is funded by the General Fund, CDBG Fund, Permanent Improvement Projects (Capital) Fund, and the Stormwater Enterprise Fund. The General Fund Budget (Bridge, Street Repair, Snow & Ice, Malls & Plazas) increased by 3.8%. The CDBG Fund allocation for graffiti removal is approximately \$97,000 for 2006. The Capital Fund (Sidewalk) budget decreases slightly (-0.2%) and the Stormwater Enterprise Fund decreased by 6.2% due to decreases in equipment rental charge estimates. Field Services' \$95,075 share of the 311 Minneapolis One Call initiative was funded mainly by a reduction in sweeping and also a reduction in street maintenance.

There is an overall 8% or \$578,000 increase in revenue in Field Services Division in 2006.

The Field Services Division outlined target strategies in the General Fund to comply with the five-year financial direction, amounting to \$518,000 and resulting in a reduction of 2.8 positions in 2006 for Minneapolis One Call/311. These reductions include the following: 1.8 Construction Maintenance Laborers in the Street Maintenance Division (Seasonal) and 1 Construction Maintenance Laborer position in the Malls and Plazas Division. Additionally, savings were derived from reductions in equipment, equipment repair, parts and fuel needs.

The Mayor recommended reducing the Division by \$518,000, consistent with the five-year financial direction, and adding of \$350,000 for enhanced efforts on seal coating. The Council adopted the Mayor's recommendations.

### PUBLIC WORKS FIELD SERVICES Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Sidewalk Inspection	6.00	6.00	6.00	6.00	0.00%	-
Bridge Maintenance	20.80	18.40	15.40	15.40	0.00%	-
Nicollet Mall	8.30	6.10	6.10	6.10	0.00%	-
Street Maintenance	77.66	51.90	49.70	47.90	-3.47%	(1.80)
Street Administration	11.80	10.80	10.80	10.80	0.00%	-
Street Cleaning	26.34	26.30	26.30	26.30	0.00%	-
Snow & Ice Control	28.70	28.70	27.50	27.50	0.00%	-
Malls and Plazas Maintenance	21.30	17.30	12.40	11.40	-5.78%	(1.00)
<b>Total FTE's</b>	<b>200.90</b>	<b>165.50</b>	<b>154.20</b>	<b>151.40</b>	<b>-1.82%</b>	<b>(2.80)</b>

**PW - FIELD SERVICES  
Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Contractual Services	145,242	128,672	187,403	162,242	-13.4%	-25,161
Fringe Benefits	55,337	61,509	73,019	80,734	10.6%	7,715
Operating Costs	17,481	22,076	21,104	20,374	-3.5%	-730
Salaries and Wages	260,548	265,406	283,891	301,062	6.0%	17,171
<b>Total for Capital Projects</b>	478,607	477,663	565,417	564,412	-0.2%	-1,005
<b>Enterprise Funds</b>						
Contractual Services	3,705,734	3,971,494	4,393,435	3,911,810	-11.0%	-481,625
Fringe Benefits	409,468	403,112	555,510	592,619	6.7%	37,109
Operating Costs	38,837	279,025	273,784	281,164	2.7%	7,380
Salaries and Wages	1,104,040	1,030,383	1,333,664	1,362,229	2.1%	28,565
<b>Total for Enterprise Funds</b>	5,258,078	5,684,013	6,556,393	6,147,822	-6.2%	-408,571
<b>General Fund - City</b>						
Contractual Services	7,864,373	8,822,105	9,079,148	10,113,241	11.4%	1,034,093
Equipment	166,407	222,758	168,021	165,272	-1.6%	-2,749
Fringe Benefits	2,604,193	2,703,182	2,508,437	2,740,190	9.2%	231,753
Operating Costs	2,996,255	3,165,947	3,606,346	3,163,057	-12.3%	-443,289
Salaries and Wages	7,326,706	7,353,407	6,250,532	6,241,399	-0.1%	-9,133
<b>Total for General Fund - City</b>	20,957,934	22,267,399	21,612,484	22,423,159	3.8%	810,675
<b>Internal Service Funds</b>						
Fringe Benefits	0	0	0	0		0
<b>Total for Internal Service Funds</b>	0	0	0	0		0
<b>Special Revenue Funds</b>						
Contractual Services	5,991	123,205	107,000	97,000	-9.3%	-10,000
<b>Total for Special Revenue Funds</b>	5,991	123,205	107,000	97,000	-9.3%	-10,000
<b>Total for PW - FIELD SERVICES</b>	26,700,610	28,552,280	28,841,294	29,232,393	1.4%	391,099

**PW - FIELD SERVICES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Capital Projects</b>						
Charges for Service	73,739	63,919	55,000	60,000	9.1%	5,000
Licenses and Permits	367,333	231,154	250,000	230,000	-8.0%	-20,000
Special Assessments	4,069	10,078	0	9,000	0.0%	9,000
<b>Total for Capital Projects</b>	445,141	305,152	305,000	299,000	-2.0%	-6,000
<b>Enterprise Funds</b>						
Charges for Sales	3,224	15,642	1,000	1,000	0.0%	0
Charges for Service	484	9,606	1,000	1,000	0.0%	0
Local Government	204,086	166,985	166,985	228,298	36.7%	61,313
Other Misc Revenues	15,053	270	10,000	2,000	-80.0%	-8,000
Special Assessments	112,330	119,243	115,000	115,000	0.0%	0
State Government	479,008	651,048	651,048	535,877	-17.7%	-115,171
<b>Total for Enterprise Funds</b>	814,185	962,793	945,033	883,175	-6.5%	-61,858
<b>General Fund - City</b>						
Charges for Sales	38,666	36,220	20,000	15,000	-25.0%	-5,000
Charges for Service	4,397,417	4,008,664	2,250,000	2,550,000	13.3%	300,000
Contributions	0	50	0	0	0.0%	0
Interest	954	6,027	0	0	0.0%	0
Licenses and Permits	0	0	0	0	0.0%	0
Local Government	143,622	160,913	160,914	233,894	45.4%	72,980
Operating Transfers In	30,344	0	0	0	0.0%	0
Other Misc Revenues	71,143	30,568	29,800	28,750	-3.5%	-1,050
Rents	2,400	2,400	2,400	2,400	0.0%	0
Special Assessments	1,533,108	1,576,309	1,542,768	1,682,585	9.1%	139,817
State Government	2,618,245	2,408,301	2,258,793	2,397,438	6.1%	138,645
<b>Total for General Fund - City</b>	8,835,898	8,229,453	6,264,675	6,910,067	10.3%	645,392
<b>Total for PW - FIELD SERVICES</b>	10,095,224	9,497,397	7,514,708	8,092,242	7.7%	577,534

## PROPERTY SERVICES

Property Services' expense budget for 2006 is \$14 million, a 4% increase in expenditures over the 2005 budget. This Division operates out of the Property Services Internal Service Fund.

The Council adopted the Mayor's Recommended Budget including \$125,000 in one-time start-up funds and one position for centralized energy management. The Council also directed Public Works to convene a cross-departmental work team to define the scope, work and ongoing funding of the position. This definition of the work (including consulting help) may use resources from the salary savings of not hiring the position until later in the year. The position and related expenses will be funded in 2007 and beyond with savings realized through the position's efforts.

The Council increased the transfer to the Property Services fund by \$30,000 to fund community center operations.

### PUBLIC WORKS PROPERTY SERVICES Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Radio	11.00	11.00	11.00	11.00	0.00%	0.00
Facilities Management Maintenance	82.85	82.90	91.90	92.90	1.09%	1.00
<b>Total FTE's</b>	<b>96.35</b>	<b>96.90</b>	<b>102.90</b>	<b>103.90</b>	<b>0.97%</b>	<b>1.00</b>

**PW - PROPERTY SERVICES  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Internal Service Funds</b>						
Capital Outlay	0	0	7,335	7,482	2.0%	147
Contractual Services	3,682,729	4,915,911	4,035,286	4,778,665	18.4%	743,379
Equipment	0	18,500	490,432	500,242	2.0%	9,810
Equipment Labor	2,508	1,071	0	0		0
Fringe Benefits	1,513,169	1,613,765	1,843,312	2,012,638	9.2%	169,326
Operating Costs	1,105,975	1,336,486	1,640,157	1,614,978	-1.5%	-25,179
Salaries and Wages	4,608,275	4,774,340	5,916,705	5,504,425	-7.0%	-412,280
<b>Total for Internal Service Funds</b>	<b>10,912,657</b>	<b>12,660,074</b>	<b>13,933,227</b>	<b>14,418,430</b>	<b>3.5%</b>	<b>485,203</b>
<b>Special Revenue Funds</b>						
Contractual Services	124,495	126,745	0	0		0
<b>Total for Special Revenue Funds</b>	<b>124,495</b>	<b>126,745</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Total for PW - PROPERTY SERVICE</b>	<b>11,037,151</b>	<b>12,786,818</b>	<b>13,933,227</b>	<b>14,418,430</b>	<b>3.5%</b>	<b>485,203</b>

**PW - PROPERTY SERVICES**  
**Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Internal Service Funds</b>						
Charges for Sales	510,842	617,371	385,480	400,000	3.8%	14,520
Charges for Service	4,777,037	5,941,294	6,380,500	7,247,500	13.6%	867,000
Gains	0	-2,742	0	0	0.0%	0
Interest	-24	18	0	0	0.0%	0
Other Misc Revenues	440	11,799	2,000	3,000	50.0%	1,000
Rents	6,214,108	6,268,682	6,647,500	7,256,500	9.2%	609,000
<b><i>Total for Internal Service Funds</i></b>	11,502,403	12,836,422	13,415,480	14,907,000	11.1%	1,491,520
<b>Total for PW - PROPERTY SERVICES</b>	11,502,403	12,836,422	13,415,480	14,907,000	11.1%	1,491,520

## STORMWATER AND SANITARY SEWER MAINTENANCE

The 2006 expense budget for both funds within the maintenance agency is \$43.9 million. This is a 1% increase over the 2005 Adopted Budget. Sanitary Sewer expenses make up 83% of total budget and the Stormwater Fund makes up 17%. The Sewer Fund was split into Sanitary Sewer and Storm Water in the beginning of 2005.

The Stormwater and Sanitary Sewer's \$80,000 share of the 311 Minneapolis One Call initiative was funded by a reduction in sewer maintenance.

The projected combined revenue for 2006 is \$68 million, a 3.5% increase, which covers additional expenses in the design cost center along with expenses in Field Services for Street Cleaning.

Please see the Stormwater and Sanitary Sewer Fund Financial Plan in the Finance Plan section of this book for more information.

The Council adopted the Mayor's Recommended Budget.

### **PUBLIC WORKS STORMWATER AND SEWER MAINTENANCE** Staffing Information

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Total FTE's</b>	<b>63.60</b>	<b>64.10</b>	<b>64.10</b>	<b>64.10</b>	<b>0.00%</b>	<b>-</b>

**PW - STORMWATER AND SEWER MAINTENANCE  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Enterprise Funds</b>						
Contractual Services	6,375,523	10,400,408	10,551,769	10,429,199	-1.2%	-122,570
Equipment	28,674	0	161,381	164,608	2.0%	3,227
Equipment Labor	1,530	1,470	0	0		0
Fringe Benefits	1,309,983	1,168,079	1,422,172	1,539,321	8.2%	117,149
Operating Costs	27,647,258	25,663,933	28,093,721	28,677,898	2.1%	584,177
Salaries and Wages	2,973,443	2,782,588	3,083,680	3,095,656	0.4%	11,976
<b>Total for Enterprise Funds</b>	<b>38,336,410</b>	<b>40,016,478</b>	<b>43,312,723</b>	<b>43,906,682</b>	<b>1.4%</b>	<b>593,959</b>
<b>Total for PW - STORMWATER ANI</b>	<b>38,336,410</b>	<b>40,016,478</b>	<b>43,312,723</b>	<b>43,906,682</b>	<b>1.4%</b>	<b>593,959</b>

**PW - STORMWATER AND SEWER MAINTENANCE**  
**Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Enterprise Funds</b>						
Charges for Service	60,374,304	61,117,243	65,847,200	68,072,560	3.4%	2,225,360
Interest	420	1,763	0	0	0.0%	0
Local Government	86,003	105,786	0	91,997	0.0%	91,997
Other Misc Revenues	9,906	9,562	50,000	50,841	1.7%	841
State Government	77,327	121,590	117,631	108,283	-7.9%	-9,348
<b>Total for Enterprise Funds</b>	<b>60,547,961</b>	<b>61,355,944</b>	<b>66,014,831</b>	<b>68,323,681</b>	<b>3.5%</b>	<b>2,308,850</b>
<b>Total for PW - STORMWATER AND SEWER MAINTENANCE</b>	<b>60,547,961</b>	<b>61,355,944</b>	<b>66,014,831</b>	<b>68,323,681</b>	<b>3.5%</b>	<b>2,308,850</b>

## SOLID WASTE & RECYCLING SERVICES

The total 2006 expense budget is \$27.8 million, a 4.7% increase over the 2005 Adopted Budget. The Division is budgeted 100% within the Solid Waste Enterprise Fund. The total revenues are expected to be \$28.5 million, with rates remaining at the 2005 level. The 3.3% increase is a result of the new recycling contract. Please see the Solid Waste Financial Plan in the Finance Plan section of this book for more information.

Solid Waste and Recycling Services \$308,983 share of the Minneapolis One Call initiative is funded by a reduction of one position in Customer Service and a reduction in disposal costs.

The Mayor recommended and the Council concurred to add 3 positions and \$180,000 in additional appropriation, funded within the existing rates, for Clean City efforts.

### PUBLIC WORKS SOLID WASTE AND RECYCLING Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Collection	44.00	39.00	39.00	38.00	-2.56%	(1.00)
Recycling	14.00	18.00	21.00	18.00	-14.29%	(3.00)
Yard Waste	9.50	9.00	9.00	9.00	0.00%	-
Large Item & Problem Materials	8.00	8.00	9.00	10.00	11.11%	1.00
Transfer Stations	1.00	1.00	1.00	1.00	0.00%	-
Administration	17.30	16.00	16.00	17.00	6.25%	1.00
Customer Service	9.00	9.00	9.00	7.00	-22.22%	(2.00)
Clean City	12.00	12.00	11.00	18.00	63.64%	7.00
Equipment	9.00	10.00	10.00	10.00	0.00%	-
<b>Total FTE's</b>	<b>124.80</b>	<b>123.00</b>	<b>126.00</b>	<b>128.00</b>	<b>1.59%</b>	<b>2.00</b>

**PW - SOLID WASTE  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Enterprise Funds</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	14,901,581	16,133,380	16,395,310	17,330,498	5.7%	935,188
Equipment	718,339	930,940	1,136,482	1,159,212	2.0%	22,730
Fringe Benefits	2,146,027	2,250,761	2,445,276	2,756,848	12.7%	311,572
Operating Costs	938,633	787,490	777,081	775,288	-0.2%	-1,793
Salaries and Wages	5,235,170	5,380,614	5,793,481	5,763,914	-0.5%	-29,567
<b>Total for Enterprise Funds</b>	23,939,749	25,483,185	26,547,630	27,785,760	4.7%	1,238,130
<b>Total for PW - SOLID WASTE</b>	23,939,749	25,483,185	26,547,630	27,785,760	4.7%	1,238,130

**PW - SOLID WASTE  
Revenue Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Charges for Sales	940,994	1,605,400	900,000	1,619,400	79.9%	719,400
Charges for Service	26,240,594	25,891,771	26,098,800	26,297,800	0.8%	199,000
Gains	0	-4,159	0	0	0.0%	0
Interest	1	1	0	0	0.0%	0
Local Government	844,405	828,162	544,000	544,000	0.0%	0
Other Misc Revenues	1,892	3,526	0	0	0.0%	0
Rents	140	200	0	0	0.0%	0
<b><i>Total for Enterprise Funds</i></b>	28,028,027	28,324,900	27,542,800	28,461,200	3.3%	918,400
<b>Total for PW - SOLID WASTE</b>	28,028,027	28,324,900	27,542,800	28,461,200	3.3%	918,400

## TRANSPORTATION & PARKING SERVICES

Transportation and Parking Services 2006 budget is \$53.4 million, a 2% decrease over the 2005 Adopted Budget. This decrease is due to target strategies and overall savings in the Parking Fund. This Division is funded by the Municipal Parking Fund (75% of total budget), the General Fund (20%), and the Public Works Stores Fund (5%). Centralization, automation, and meter management are some of specific initiatives defined in the workout plan to generate cost savings and enhance revenues. Projected revenue is \$65.9 million, an 8% increase.

The Transportation Division met its General Fund Target Strategy through expenditure reductions and new revenues. As a target strategy in the General Fund, the Transportation Division reduced contractual services relating to street lighting and electricity cost through negotiations with Xcel Energy over prior billings and new rates. These reductions amount to \$104,060 in the General Fund, however, \$50,000 of this savings will be used to fund the Minneapolis One Call initiatives thus leaving \$54,060 to contribute towards the target strategy. The target strategy includes \$150,000 in increased revenue related to posting of no-parking signs and increased sidewalk closure fees.

The Transportation and Parking Services funding of the Minneapolis One Call initiative includes the \$50,000 referred to above, the elimination of 1.0 position in the Traffic Operation Division, which along with related operating expenditures, amounts to a \$100,000 and an additional \$126,000 from the Parking Fund that is off-set by a reduction in contractual services.

Three permanent intermittent positions amounting to 2.0 full-time equivalent positions were created as Engineering Tech Assistants in Traffic's Street Lighting and Planning and Design Divisions. The increase in personnel costs is off-set by a reduction in contractual services by \$85,702.

One of the transportation planner positions, authorized by 2004 adopted budget, was transferred to Engineering Services from Traffic's Planning and Design Division. The savings of \$95,472 resulting from this transfer is reflected with an increase in contractual services.

The Council concurred with Mayor's Recommended Budget including \$150,000 in increased revenue related to posting of no-parking signs and increased sidewalk closure fees and a reduction of \$55,000 in this area to meet the financial direction.

The Mayor recommended and the Council concurred to a transfer of \$1 million from the Convention Center Fund for operational expenses related to Convention Center ramps.

The Mayor recommended adding one-time funding for the purchase of equipment related to speed control initiatives (\$120,000). The Council changed the funding source for these initiatives appropriating one-time revenues in excess of expenses from the red-light camera operations for the speed control.

The Council directed Public Works and the Police Department to continue their efforts to develop and execute a Service Level Agreement that defines the necessary Traffic Control Agent activities and performance measures to effectively monitor and ensure excellent on-going services; and report back to the Ways and Means Committee by July 1, 2006 with any needed budget adjustments.

**PUBLIC WORKS TRANSPORTATION**  
**Staffing Information**

	<b>2003 Adopted Budget</b>	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Street Lighting	6.60	5.10	5.10	5.94	16.47%	0.84
Planning and Design	6.50	8.50	8.50	8.66	1.88%	0.16
Inventory	2.00	2.00	2.00	2.00	0.00%	-
Field Operations	48.54	33.84	32.84	31.84	-3.05%	(1.00)
On-Street Parking	12.30	12.65	12.75	12.75	0.00%	-
Off-Street Parking	14.10	13.40	13.20	13.20	0.00%	-
Towing and Impound	25.00	24.85	24.95	24.95	0.00%	-
<b>Total FTE's</b>	<b>115.04</b>	<b>100.34</b>	<b>99.34</b>	<b>99.34</b>	<b>0.00%</b>	<b>-</b>

**PW - TRANSPORTATION  
Expense Information**

	2003 Actual	2004 Actual	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>Enterprise Funds</b>						
Capital Outlay	0	0	0	0		0
Contractual Services	37,532,190	39,762,545	36,292,896	34,906,669	-3.8%	-1,386,227
Equipment	96,894	95,619	576,062	587,587	2.0%	11,525
Fringe Benefits	728,603	694,961	828,737	921,970	11.3%	93,233
Operating Costs	351,799	525,232	512,032	552,052	7.8%	40,020
Salaries and Wages	2,647,034	2,606,682	2,736,686	2,899,534	6.0%	162,848
<b>Total for Enterprise Funds</b>	41,356,521	43,685,039	40,946,413	39,867,812	-2.6%	-1,078,601
<b>General Fund - City</b>						
Capital Outlay	0	0	2,096	2,138	2.0%	42
Contractual Services	5,475,329	5,596,107	6,205,391	6,227,575	0.4%	22,184
Equipment	0	0	72,442	73,890	2.0%	1,448
Fringe Benefits	893,218	1,031,569	1,017,910	975,450	-4.2%	-42,460
Operating Costs	1,100,351	1,151,799	970,624	978,669	0.8%	8,045
Salaries and Wages	2,279,701	2,624,439	2,715,820	2,624,257	-3.4%	-91,563
<b>Total for General Fund - City</b>	9,748,599	10,403,913	10,984,283	10,881,979	-0.9%	-102,304
<b>Internal Service Funds</b>						
Contractual Services	75,761	60,484	128,144	79,652	-37.8%	-48,492
Equipment	0	0	16,503	16,834	2.0%	331
Fringe Benefits	29,867	42,942	33,290	36,042	8.3%	2,752
Operating Costs	47,824	40,062	2,319,919	2,366,488	2.0%	46,569
Salaries and Wages	97,920	128,623	105,366	106,710	1.3%	1,344
<b>Total for Internal Service Funds</b>	251,372	272,110	2,603,222	2,605,726	0.1%	2,504
<b>Total for PW - TRANSPORTATION</b>	51,356,492	54,361,062	54,533,918	53,355,517	-2.2%	-1,178,401

**PW - TRANSPORTATION**  
**Revenue Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Enterprise Funds</b>						
Charges for Sales	1,184,528	1,568,019	1,001,000	1,301,000	30.0%	300,000
Charges for Service	51,111,180	53,236,424	54,389,616	55,574,873	2.2%	1,185,257
Interest	1,492	1,201	750	750	0.0%	0
Licenses and Permits	192,354	207,042	193,000	218,000	13.0%	25,000
Operating Transfers In	502,148	0	0	0	0.0%	0
Other Misc Revenues	18,971	21,871	1,000	1,201,000	20,000.0%	1,200,000
Rents	123,137	107,204	3,000	112,685	3,656.2%	109,685
Special Assessments	0	0	0	1,630,425	0.0%	1,630,425
State Government	295,600	83,049	0	0	0.0%	0
<b>Total for Enterprise Funds</b>	<b>53,429,410</b>	<b>55,224,812</b>	<b>55,588,366</b>	<b>60,038,733</b>	<b>8.0%</b>	<b>4,450,367</b>
<b>General Fund - City</b>						
Charges for Sales	10,196	21,921	12,000	12,000	0.0%	0
Charges for Service	156,883	226,457	200,000	200,000	0.0%	0
Franchise Fees	85,997	142,043	110,000	110,000	0.0%	0
Interest	3,633	6,403	2,500	2,500	0.0%	0
Licenses and Permits	1,093,248	1,003,081	721,243	934,000	29.5%	212,757
Local Government	414,969	502,042	478,570	500,000	4.5%	21,430
Other Misc Revenues	259,347	440,577	200,000	601,492	200.7%	401,492
Special Assessments	63,050	64,850	60,000	60,000	0.0%	0
State Government	1,369,790	1,636,524	1,636,524	1,570,000	-4.1%	-66,524
<b>Total for General Fund - City</b>	<b>3,457,113</b>	<b>4,043,896</b>	<b>3,420,837</b>	<b>3,989,992</b>	<b>16.6%</b>	<b>569,155</b>
<b>Internal Service Funds</b>						
Charges for Sales	2,529,621	2,129,196	1,810,000	1,810,000	0.0%	0
Charges for Service	59,311	78,012	50,000	50,000	0.0%	0
Interest	163	54	0	0	0.0%	0
<b>Total for Internal Service Funds</b>	<b>2,589,094</b>	<b>2,207,263</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>0.0%</b>	<b>0</b>
<b>Total for PW - TRANSPORTATION</b>	<b>59,475,617</b>	<b>61,475,971</b>	<b>60,869,203</b>	<b>65,888,725</b>	<b>8.2%</b>	<b>5,019,522</b>

## WATER TREATMENT & DISTRIBUTION SERVICES

The 2006 expense budget remains at \$43 million. The 2006 revenue is projected to increase by \$1,800,000 to almost \$67 million. This increase is mainly due to projected rate increases. Please see the Water Financial Plan in the Finance Plan section of this book for more information.

Water Treatment and Distribution Services' \$308,983 share of the 311 Minneapolis One Call initiative was funded by a reduction in contractual services.

The Council adopted the Mayor's Recommended Budget.

### PUBLIC WORKS WATER Staffing Information

	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	2006 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Administration	7.00	7.00	7.00	7.00	0.00%	-
Treatment	79.75	79.75	79.75	79.75	0.00%	-
Treatment Maintenance	59.00	60.00	61.00	61.00	0.00%	-
Distribution	94.00	93.00	92.00	92.00	0.00%	-
<b>Total FTE's</b>	<b>239.75</b>	<b>239.75</b>	<b>239.75</b>	<b>239.75</b>	<b>0.00%</b>	<b>-</b>

**PW - WATER  
Expense Information**

	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>Enterprise Funds</b>						
Capital Outlay	0	0	6,810	6,946	2.0%	136
Contractual Services	10,749,852	12,023,120	15,664,583	15,035,091	-4.0%	-629,492
Equipment	157,966	114,178	192,235	196,079	2.0%	3,844
Equipment Labor	112,539	116,784	0	0		0
Fringe Benefits	4,210,230	4,151,405	4,501,054	4,873,078	8.3%	372,024
Operating Costs	5,298,847	7,145,312	9,656,864	9,848,020	2.0%	191,156
Salaries and Wages	11,978,752	12,338,943	13,251,747	13,300,156	0.4%	48,409
<b>Total for Enterprise Funds</b>	<b>32,508,187</b>	<b>35,889,742</b>	<b>43,273,293</b>	<b>43,259,370</b>	<b>-0.0%</b>	<b>-13,923</b>
<b>Special Revenue Funds</b>						
Transfers	0	21,598	0	0		0
<b>Total for Special Revenue Funds</b>	<b>0</b>	<b>21,598</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Total for PW - WATER</b>	<b>32,508,187</b>	<b>35,911,340</b>	<b>43,273,293</b>	<b>43,259,370</b>	<b>-0.0%</b>	<b>-13,923</b>

**PW - WATER**  
**Revenue Information**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>% Change</b>	<b>Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>		
			<b>Budget</b>	<b>Budget</b>		
<b>Enterprise Funds</b>						
Charges for Sales	678,996	1,617,164	1,780,000	1,780,000	0.0%	0
Charges for Service	57,163,670	55,285,116	63,221,953	65,021,953	2.8%	1,800,000
Interest	1,542	2,950	0	0	0.0%	0
Licenses and Permits	1,069	782	1,000	1,000	0.0%	0
Operating Transfers In	0	21,598	0	0	0.0%	0
Other Misc Revenues	39,329	298	19,100	19,100	0.0%	0
Rents	0	0	1,000	1,000	0.0%	0
Special Assessments	1,139,718	-1,142,637	0	0	0.0%	0
<b>Total for Enterprise Funds</b>	59,024,324	55,785,271	65,023,053	66,823,053	2.8%	1,800,000
<b>Total for PW - WATER</b>	59,024,324	55,785,271	65,023,053	66,823,053	2.8%	1,800,000