



December 2014

## LETTER OF TRANSMITTAL

Dear Residents of the City of Minneapolis:

Transmitted, herewith, please find the Fiscal Year 2014 Budget for the City of Minneapolis for the period beginning January 1, 2014 and ending December 31, 2014. The annual budget is a policy document which sets the financial course for the City of Minneapolis and defines the service priorities provided to the communities. Adopting and monitoring the budget is a key role of the City Council. The budget process affords the City Council the opportunity to balance the needs of the City against available resources. The 2014 Adopted Budget is \$1.238 billion, excluding transfers, and is funded, in part, with a property tax levy that reflects a decrease of 1% in the City's tax levy from 2013.

The various sections of this budget document provide detailed information about the City and its finances. The Introduction section of the document includes the City's Budget in Brief and an explanation of how to use the remainder of the document. The City's Strategic Planning efforts and governing Financial Policies follow in their respective sections. The Financial Overview section of this document provides details on the City's continued fiscal discipline and financial planning efforts. City's future success as depicted by the Five-Year financial direction and five-year capital infrastructure and equipment programs can be found in the subsequent Financial Plans and Capital Program sections.

### *Priorities and Issues*

The city's departments continue to prioritize their work based upon six major goals as established by the City Council in 2010. These goals are: A Safe Place to Call Home; Jobs and Economic Vitality; Eco-Focused; Livable Communities/Health Lives; Many People-One Minneapolis; and A City that Works. In their requests for continued and additional funding, the departments are required to align each budget allocation request to a specific City goal. The 2014 Adopted Budget continues to build upon these goals by focusing on efforts to provide significant investments in public safety, capital improvements, meeting long-term financial commitments and reducing the City's debt. Notable among these efforts are maintaining staffing levels in the police and fire departments by providing transition-funding for police cadets, Community Service Officers and fire cadets; increased investment in the City's capital infrastructure program; the implementation of a longer-term capital equipment plan to support City services; fully funding internal services; supplementing resources to support the economic growth and construction; and aligning costs with appropriate funding streams.

Although the 2014's adopted budget is structurally balanced, balancing the budget over five years continues to be a challenge with significant financial pressures such as declining support from the federal government, rising service demands and a continued desire for reducing growth in property taxes. This budget reflects a continued willingness to make difficult decisions in both the short and long-term to address the City's financial challenges. Foreseeable attrition/retirement in the police force and the fire fighters is an issue that this budget sufficiently tackles by providing sufficient funding to maintain staffing levels in those departments.

### *Short Term Financial Challenges*

The City's short term financial challenges for 2014 are manageable due the presence of longer-term financial planning. A 5.4% increase in city department's spending can be accommodated by utilizing an increase in Local Government Aid (LGA) from the State of Minnesota of \$12.0 million and utilization of surplus funds in General Fund. Surplus funds are available to provide for property tax relief due to prior year's fiscal restraint and growth in the local economy resulting in increased non-property tax revenues. Furthermore, the 2014 budget, for the first time in five years, does not project growth in the cost of closed pension obligations from the prior year due to the merging of the plans with the State of Minnesota's multi-employer plan.

### *Long-Term Financial and Results Planning*

The City's long-term financial planning policies enable proactive financial management- matching our spending and revenue over the long term and providing stability for Minneapolis residents and businesses. These financial policies, and the strong work on linking resources to results through our Results Minneapolis program, provide much better information upon which to base our decisions. Future opportunities and challenges include the impacts of rebounding property values and continued growth in the cost of providing basic City services due to inflationary pressures and growth in the community.

We are pleased to present the Fiscal Year 2014 Adopted to the residents of the City of Minneapolis at this time.

Sincerely,



RT Rybak  
Mayor



Barbara Johnson  
Council President



Betsy Hodges  
Chair, Ways &  
Means/Budget

Dear Minneapolis residents,

Every four years the City engages in strategic planning to determine citywide goals and strategic directions. In April 2010, the mayor and the City Council articulated six citywide goals. These goals guide the elected officials during the budget process as they decide how to allocate the City's resources. While newly elected officials may further refine the City's direction, the 2014 Budget was prepared with the following goals as guidance.

#### **A Safe Place to Call Home**

People and businesses thrive in a safe and secure city

#### **Jobs & Economic Vitality**

A world-class city and 21st century economic powerhouse

#### **Livable Communities, Healthy Lives**

Our built and natural environment adds character to our city, enhances our health and enriches our lives

#### **Many People, One Minneapolis**

Inclusiveness is a treasured asset; everyone's potential is tapped

#### **Eco-Focused**

Minneapolis is an internationally recognized leader for a healthy environment and sustainable future

#### **A City That Works**

Minneapolis is a model of fiscal responsibility, technological innovation and values-based, results-driven municipal government

These goals can be found in more detail on the City's website at

[www.minneapolismn.gov/results](http://www.minneapolismn.gov/results).

If you have questions about any of the material presented in the Budget in Brief, please call 311 from any landline or cell phone within Minneapolis city limits.

#### **Minneapolis by the numbers**

- Population: 392,880
- Residential housing units: 177,309
- Residential neighborhoods: 81
- Homeownership rate: 50.4%
- Per capita personal income : \$30,693
- Median household income : \$47,478
- Accredited colleges and universities: 21
- Unemployment rate: 4.8%
- Median age: 31.4 years
- Land area: 58.4 square miles



## 2014 City of Minneapolis Budget in Brief

### **The 2014 Council Adopted Budget:**

- Is \$1.238 billion, a 3.5 percent, or \$41.6 million, increase from the 2013 adopted budget of \$1.196 billion.
- Includes a 1 percent decrease in the property tax levy.
- Reflects a 3.5 percent reduction in levy from the existing tax policy (*the 2014 levy was expected to increase by 2.5 percent*).
- Maintains current service levels from 2013, despite inflationary and mandated cost increases of \$9.883 million.
- Provides transition funding for police cadets, community service officers and fire cadets to maintain staffing levels following expected retirements.
- Enhances the STEP-UP and Urban Scholars programs to diversify our work force.
- Identifies current and future equipment needs to support City services.
- Plans for the City's infrastructure needs by shifting base funding from operations to capital as well as increasing maintenance funding.
- Supports economic growth in the city by supplementing resources for planning, building permits and inspections.

### **Budget Process**

**June - August** - Mayor developed and submitted recommended budget.

- Mayor met with department managers.
- Mayor reviewed budget proposals, policy changes and funding options.
- Recommended budget submitted to council (*August*).

**September - December** - Hearings held on mayor's recommended budget.

- City Council discussed budget.
- City departments and boards presented their budgets to the City Council's Ways & Means/Budget Committee.
- Ways & Means/Budget Committee approved any changes to the mayor's recommended budget.

**November** - Public hearings held.

- Property tax notices were mailed to property owners, stating the amount of property tax to be paid in the following year.
- Dates for public hearings were given.

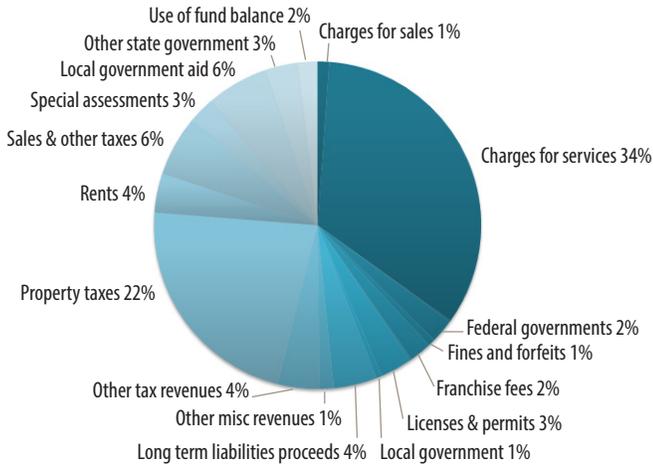
**December** - Budget adopted.

- Public meeting held on date of budget adoption.
- Final budget referred to as the Council Adopted Budget.



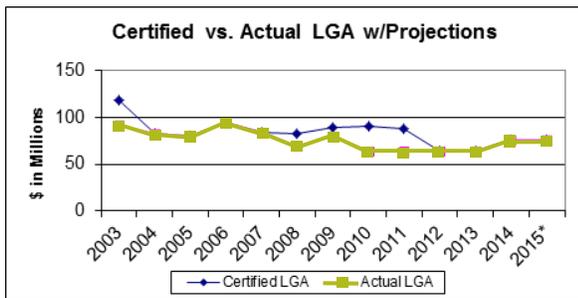
# How The City Is Funded

**Total Revenue Budget - Sources of Funds**  
2014 Council Adopted Budget: \$1.238 billion



## STATE FUNDING

The City receives funding from the State of Minnesota largely in the form of Local Government Aid, or LGA. The State uses a formula to distribute LGA funds to cities throughout Minnesota. In 2014, Minneapolis was appropriated \$76.1 million, an increase of \$12 million from 2013, reversing a trend of declining allocations. The graph below shows certified and actual levels of LGA funding the City of Minneapolis has been receiving since 2003. The 2015 figure is a projection of anticipated LGA funding.



\*2015 is a projected number.

For more information on LGA and the distribution formula, please visit [www.house.leg.state.mn.us/hrd/topics.asp?topic=32](http://www.house.leg.state.mn.us/hrd/topics.asp?topic=32)

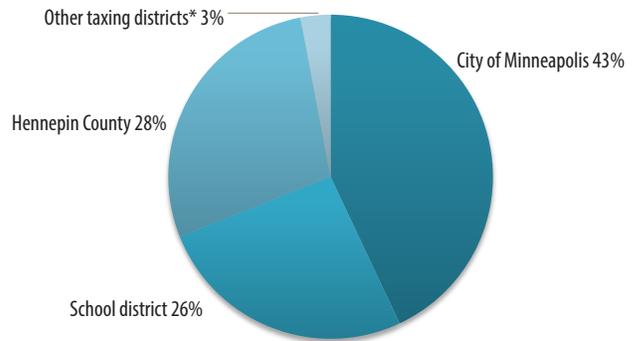
# Charges For Services/Sales

Much of the City's funding comes from services residents pay for such as water, sanitary sewers, storm sewers, trash removal and recycling pickups. The revenue obtained from providing these services accounts for about 35 percent of the total revenue for the City's budget.

## PROPERTY TAX

Property taxes are a major source of revenue for the City, as well as other governmental units. Your property tax dollars are split among several different organizations. The three organizations that receive the greatest proportion of your property taxes are the City of Minneapolis, Hennepin County, and Special School District No. 1. The City typically receives about 43 percent of the revenue from property tax payments made by city residents. Hennepin County receives about 28 percent, and the School District about 26 percent. The other 3 percent of property tax revenue is split between Metropolitan Mosquito Control, Metropolitan Council, Metro Transit, the Minneapolis Institute of Arts, Hennepin County Regional Railroad Authority and the School Board referendum.

**2014 Property Tax Breakdown**



\*This is split between the Metropolitan Council, Metropolitan Transit, Metropolitan Mosquito Control, and the Hennepin County Regional Railroad Authority.

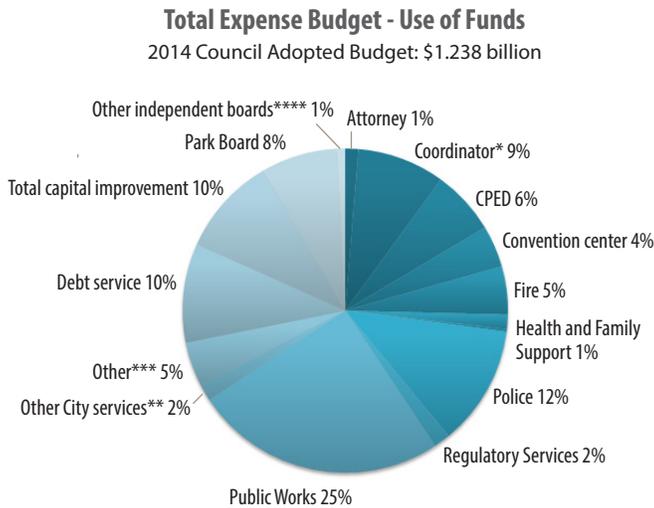
## 2014 ADOPTED BUDGET PROPERTY TAX BREAKDOWN (City portion only)

The City's 2014 adopted budget includes funding from property taxes of \$276.1 million. Property taxes are used to support many of the City's functions. Under the 2014 adopted budget, a Minneapolis home with an estimated value of \$195,500 will pay about \$3,051 in total property taxes for all jurisdictions as listed above, with approximately \$1,312 going to the City. See where that \$1,312 in City property taxes goes on the following table :

**Property Tax Breakdown - 2014 Adopted Budget**



## Expenditures



\* Includes Human Resources, Finance & Property Services, 311, Intergovernmental Relations, Communications, Neighborhood and Community Relations, IT, 911 and Emergency Management

\*\* Includes Assessor, Internal Audit, City Clerk, City Council, Civil Rights and Mayor

\*\*\* Includes non-departmental, health and welfare, worker's compensation, liability, contingency and pensions

\*\*\*\* Includes Neighborhood Revitalization Program, Board of Estimate and Taxation, the City's contribution to Minneapolis Public Housing Authority, and Municipal Building Commission

## The City's Funds

Revenue collected by the City is directed into different funds. These funds help manage City spending by directing the revenue dedicated to specific activities or objectives to a group of related accounts. By maintaining separate funds, the City is able to comply with laws that require certain money to be spent for specific purposes. For example, the City may not raise water bills to pay for police services. About \$890 million, or 72 percent of the City's revenue is dedicated for a specific use and is directed to a corresponding fund. Revenue that isn't earmarked for a specific purpose gets directed to the General Fund, which pays for the general operations of the City, including police and fire services, street repairs, and regulatory functions.

### GENERAL FUND

Since the revenue in the General Fund is not earmarked for any specific purposes, the City has the most discretion in the use of General Fund dollars. This fund comprises about 32 percent of the citywide budget. Its two major sources of funding are local property taxes and Local Government Aid (LGA) from the State. These two sources reflect about 51 percent of the General Fund budget of \$466 million. The following chart shows a more detailed look at the General Fund:

### POLICE AND FIRE

The Police and Fire Departments comprise 17 percent (\$207.2 million) of the City's overall budget. The City's 2014 adopted budget provides funding for 850 sworn police personnel in five different precincts and 406 sworn fire personnel at 19 stations.

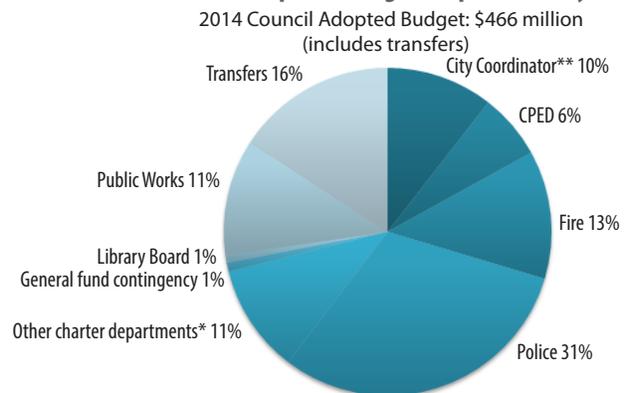
### COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT

Community Planning and Economic Development (CPED) accounts for about 6 percent of the City's budget. CPED's mission is to make Minneapolis more sustainable by helping businesses grow, developing an educated workforce and living-wage jobs, promoting homeownership, building housing, and interpreting and enforcing zoning, building and licensing codes to ensure the safety, health, and livability of our community.

### PUBLIC WORKS

At approximately 25 percent, the Public Works Department comprises the largest portion of the City's budget. The main responsibilities of Public Works include offering safe transportation to residents by maintaining streets, bike paths and sidewalks; providing safe, high-quality drinking water to residents and visitors; managing the sewer systems and facilitating the collection and disposal of trash and recycling.

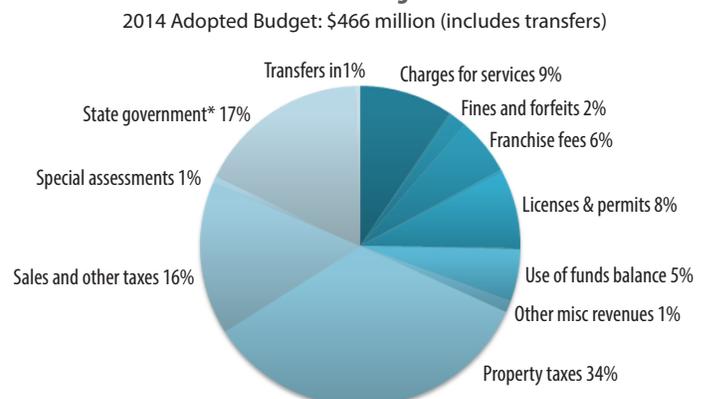
### General Fund Expense Budget - Expenditure by Service



\*Other Charter Departments: Assessor, Attorney, Council/Clerk Elections, Civil Rights, Internal Audit and Mayor

\*\*City Coordinator: 311, 911, Emergency Management, IT, Communications, Finance & Property Services, Intergovernmental Relations, Neighborhood & Community Relations

### General Fund Revenue Budget - Source of Funds



\*State government revenue includes \$76.1 million of LGA

## Capital Plan

Every year, the City adopts a plan for capital improvements for the next five years. Capital improvements include projects such as street construction, bridges, public buildings, traffic systems, park improvements, sewers, and water infrastructure.

Prior to the mayor presenting his or her recommended budget to the City Council, elected officials gather feedback from residents regarding what capital projects the City should undertake. The Capital Long-Range Improvement Committee (CLIC) consists of 33 residents (*seven appointed by the mayor and two appointed by each of the 13 council members to represent their wards*). CLIC members rank proposed capital projects based upon a number of criteria and present their recommendations to the mayor and City Council.

The 2014 budget includes the five-year (*2014 through 2018*) capital plan. The five-year total for the capital budget is \$592.7 million, with 86.7 percent associated with Public Works projects. The three largest capital expenditure categories include: street paving, water infrastructure and storm sewers. Capital projects tend to be costly; therefore, the City often issues bonds (*or debt*) to finance these projects. The City uses the cash received from bond sales to pay for capital projects, and repays investors over time at tax-exempt interest rates. This process is similar to a homeowner utilizing a home improvement loan to complete a major home repair project.

## DEBT SERVICE AND BONDS

The City's total general obligation debt outstanding as of Dec. 31, 2013, is \$732 million. General obligation bonds are backed by the full faith and taxing authority of the City. Approximately 15 percent of this debt is funded with future property tax payments, 34 percent is paid for by fees collected for sewer, water and parking services and the balance is supported by sales taxes, tax increment, special assessments and other user fees. Each year, the City pays between \$110 million and \$130 million in principal and interest on its general obligation bonds.

The City's bonds receive among the highest possible ratings from all three major credit rating agencies. The ratings represent the strength of the City's credit and thus the safety of investing in City bonds. The City's top bond ratings reflect the sound financial management of the City and allow the City to borrow money from investors at low interest rates.

## Utility Rates

For 2014, the council-adopted utility rates for water and sanitary sewer fees include both a variable rate component based on water usage and a fixed rate component based on the size of the water meter servicing the property. The variable rate for sanitary sewers did not increase in 2014. The table below provides a summary of the anticipated change in an average residential customer's utility bill from 2013 to 2014.

	2013	2014 Monthly Average	2014 Annual Average	2014 Monthly \$ Change	2014% Change
<b>Water</b>	\$25.03	\$25.74	\$309	\$0.71	2.8%
<b>Sanitary sewer</b>	\$21.84	\$22.24	\$267	\$0.40	1.8%
<b>Stormwater</b>	\$11.82	\$11.94	\$143	\$0.12	1.0%
<b>Solid waste/recycling**</b>	\$22.00	\$22.60	\$271	\$0.60	2.7%
<b>Total</b>	\$80.69	\$82.52	\$990	\$1.83	2.3%

**Combined Utility Bill**  
Monthly and annual cost  
for average customer

The average household rate for water is based on 7 units of consumption at \$3.32 per unit plus a \$2.50 fixed charge. Sanitary rates are based on 6 units of water consumption at \$3.14 per unit plus a fixed charge of \$3.40. Stormwater rates are based on 1 equivalent Stormwater unit of 1,530 square feet on impervious surface. The solid waste rate is based on a \$17.60 monthly charge with a large recycling cart fee of \$5.00. Customers may substitute a small cart with a \$2.00 fee.



If you have questions about any of the material presented in the Budget in Brief, please call 311 or 612-673-3000.

For online information about Minneapolis program performance and progress, go to <http://www.minneapolismn.gov/results/index.htm>

If you need this material in an alternative format please call 612-673-3205.

Deaf and hard-of-hearing people call TTY at 612-673-2157.

Attention- If you have any questions regarding this material please call 311.

Hmong - Ceeb toom. Yog koj xav tau kev pab txhais cov xov no rau koj dawb, hu 612-673 2800.

Spanish - Atención. Si desea recibir asistencia gratuita para traducir esta información, llame 612-673-2700.

Somali - Ogow. Haddii aad dooneyso in lagaa kaalmeeyo tarjamadda macluumaadkani oo lacag la'aan wac 612-673-3500.

# City of Minneapolis 2014 Budget

## How to Use This Document

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The budget book contains some of the best sources of information on governmental activities as well as key financial information for policy makers and managers. The highlights below will guide the reader through the various sections of the 2014 budget document.

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<b>Introductory Section</b>	This section, found before the first tab, includes lists of the City's elected officials, department and agency heads, the City's budget principles, and a citywide organization chart.
<b>Section A: Table of Contents</b>	The table of contents allows the user to pinpoint the page of a particular part of the City's budget.
<b>Section B: Background Information</b>	<p>This section contains a community profile of the City of Minneapolis, including an overview of the City's history, economy, population, and attractions. A map of Minneapolis Communities and Neighborhoods and descriptions of the City's form of government are included in this section, as well as a chronology of financial decision making for the City.</p> <p>Descriptions of the major City funds are included in this section, including a bird's-eye view of the relationship between fund types, revenue sources, expenditures and departments/boards.</p>
<b>Section C: Strategic Planning</b>	The strategic planning section lists the set of City goals and strategic directions which were adopted by the Mayor and the City Council in 2010. The citywide strategic plan provides clear direction for departments' business planning efforts. Annual budget process, dates for this year's budget process, and a description of integration of key processes follow. The City's financial decision calendar displays the annual flow of these processes. Links between the City goals and department five-year business plan goals are described in this section.
<b>Section D: Financial Policies</b>	This section presents the major financial policies adopted by the City Council and Mayor.
<b>Section E: Financial Overview</b>	<p>This section summarizes the key decisions and financial issues addressed in the budget. It includes key charts and graphs which depict the various portions of the City's budget and key revenue trends. A chart of the Minneapolis property tax levy recommendation appears in this section.</p> <p>This section also contains a summary of major decisions in the budget, and enterprise level challenges.</p>
<b>Section F: Financial Plans</b>	<p>Financial plans for the City's major funds and business lines are found in this section. The five-year financial direction begins this section. A summary of the demands on the property tax levy is included.</p> <p>For fund level plans, the budget, a three-year forecast and two years of actual expenditures are displayed on the financial page. These plans include narratives which summarize what operations are run in the fund, historical financial performance, and current year expenses, revenues, transfers and debt service.</p>

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<b>Section G: Financial Schedules</b>	These schedules summarize interfund transactions, revenues by major category, expenditures by fund and agency, the community development block grant program, community planning and economic development program allocations, and positions by department, charges for technology, fleet, property services, rent, and general fund overhead costs by department, all referenced in the appropriation resolutions.
<b>Section H: Capital Program</b>	<p>This section outlines the capital program by funding source and in total. A narrative summarizes the program and presents operating cost impacts as described by applicants for the funds. Information about the City's debt – the legal debt margin, outstanding debt, amortization of the debt, and the bond redemption levy – is included. A separate table of contents and glossary are included for this section.</p> <p>The program is also summarized by the commission, board or department which submitted the request along with each major program. A five-year total of the capital program and its allocations are included. A presentation by amount requested by the department/agency, the capital long range improvement committee recommendation, the Mayor's recommend budget, and the adopted budget follows.</p>
<b>Section I: Operating Departments</b>	<p>This section provides the most detail on a department-by-department basis, including departments' financial summaries. These summaries include expenditures by program, type (<i>i.e.</i> salaries, benefits, contractual services and operating expenses) and fund; the department's revenue estimates; and positions.</p> <p>Narrative summaries for each department, including primary businesses and program descriptions are included. A brief financial overview of the department is prepared by finance staff. Department organizational charts are included in this section.</p>
<b>Section J: Independent Boards and Agencies</b>	This section provides information in a format similar to the City Council operating departments for independent boards and agencies. The amounts included are generally those most recently approved by the board of the organization.
<b>Section K: Glossary</b>	A glossary is included for key financial and City terms. A more detailed glossary is available on the City of Minneapolis website. For more detail please reference the Glossary section of the City Council's Policies and Procedures page.
<b>Section L: Resolution</b>	The Council-Adopted Budget Resolution that outlines Council action on the Mayor's Recommended Budget is included for reference.

**City of Minneapolis  
2014 Budget**

**Elected and Public Officials**

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***Mayor***

R.T. Rybak

***City Council***

Barbara Johnson, President	4th Ward
Robert Lilligren, Vice President	6th Ward
Kevin Reich	1st Ward
Cam Gordon	2nd Ward
Diane Hofstede	3rd Ward
Don Samuels	5th Ward
Lisa Goodman	7th Ward
Elizabeth Glidden	8th Ward
Gary Schiff	9th Ward
Margaret Tuthill	10th Ward
John Quincy	11th Ward
Sandra Colvin Roy	12th Ward
Betsy Hodges	13th Ward

**Board of Estimate and Taxation**

***Board Members***

R.T. Rybak	Mayor
Barbara Johnson	President, City Council
Betsy Hodges	Chair, City Council Ways & Means/Budget Committee
David Wheeler	President (Elected)
Carol Becker	Vice President (Elected)
Robert Fine	Park Board Representative

**Minneapolis Park and Recreation Board**

***Board Members***

John Erwin	President, Commissioner at Large
Liz Wielinski	Vice President, Commissioner at Large
Bob Fine	Commissioner at Large
Liz Wielinski	Commissioner District 1
Jon Olson	Commissioner District 2
Scott Vreeland	Commissioner District 3
Anita Tabb	Commissioner District 4
Carol Kummer	Commissioner District 5
Brad Bourn	Commissioner District 6

**City of Minneapolis  
2014 Budget**

**Updated List of Elected and Public Officials (November 5, 2013 Elections)**

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***Mayor***

Betsy Hodges

***City Council***

Barbara Johnson, President	4th Ward
Elizabeth Glidden, Vice President	8th Ward
Kevin Reich	1st Ward
Cam Gordon	2nd Ward
Jacob Frey	3rd Ward
Blong Yang	5th Ward
Abdi Warsame	6th Ward
Lisa Goodman	7th Ward
Alondra Cano	9th Ward
Lisa Bender	10th Ward
John Quincy	11th Ward
Andrew Johnson	12th Ward
Linea Palmisano	13th Ward

**Board of Estimate and Taxation**

***Board Members***

Betsy Hodges	Mayor
Barbara Johnson	President, City Council
John Quincy	Chair, City Council Ways & Means/Budget Committee
David Wheeler	President (Elected)
Anita Tabb	Vice President (Elected) and Park Board Representative
Carol Becker	Elected Member

**Minneapolis Park and Recreation Board**

***Board Members***

Liz Wielinski	President, Commissioner District 1
Scott Vreeland	Vice President, Commissioner District 3
John Erwin	Commissioner At Large
M. Annie Young	Commissioner At Large
Meg Forney	Commissioner At Large
Jon Olson	Commissioner District 2
Anita Tabb	Commissioner District 4
Steffanie Musich	Commissioner District 5
Brad Bourn	Commissioner District 6

## **Charter Department Heads / Assistant City Coordinators**

Kevin Carpenter	Chief Finance Officer
Otto Doll	Chief Information Officer
Patrick Todd	City Assessor
Susan Segal	City Attorney
Casey Carl	City Clerk
Paul Aasen	City Coordinator
Velma Korbel	Civil Rights Director
Sara Dietrich	Communications Director
	Community Planning and Economic Development Director
Jeremy Hanson-Willis	Convention Center, Director
Jeff Johnson	Fire Chief
John Fruetel	Health Commissioner
Gretchen Musicant	Human Resources Director
Patience Ferguson	Intergovernmental Relations Director
Gene Ranieri	Internal Auditor
Magdy Mossaad	Neighborhood and Community Relations Director
David Rubedor	Director of Regulatory Services
Nuria Rivera-Vandermyde	Police Chief
Janee Harteau	Public Works Director/City Engineer
Steve Kotke	

## **Independent Boards/Agencies**

Cora McCorvey	Public Housing Authority Executive Director
	Minneapolis Park and Recreation Board
Jayne Miller	Superintendent

**City of Minneapolis  
2014 Budget**

**Budget Principles**

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**1. Secure the City's long-term financial health.**

- ◆ Plan budgets based on ten-year outlook.
- ◆ Balance budgets across all funds.

**2. Live within our means.**

- ◆ Adopt a revenue and debt policy before making spending decisions.
- ◆ Adopt consistent budget policies across all City government units including independent boards.

**3. Challenge assumptions – nothing is off the table.**

- ◆ Development agency resources are City resources.
- ◆ Unexpected revenue sources go through the same budget process as other revenue.
- ◆ While some functions may be identified as core services, they will be scrutinized for efficiencies like anything else.

**4. Provide choices and competition.**

- ◆ Departments will provide business plans that include feasible budget options to policymakers.
- ◆ Elected officials will make strategic resource decisions, not across-the-board cuts.
- ◆ Individual projects in a particular area must not be considered for funding independently of other projects.

**5. Build in collaborative and transparent decision-making.**

- ◆ Mayor will involve Council Members and independent agencies and boards in the development of the budget. Employee suggestions and the citizen survey will also be used.

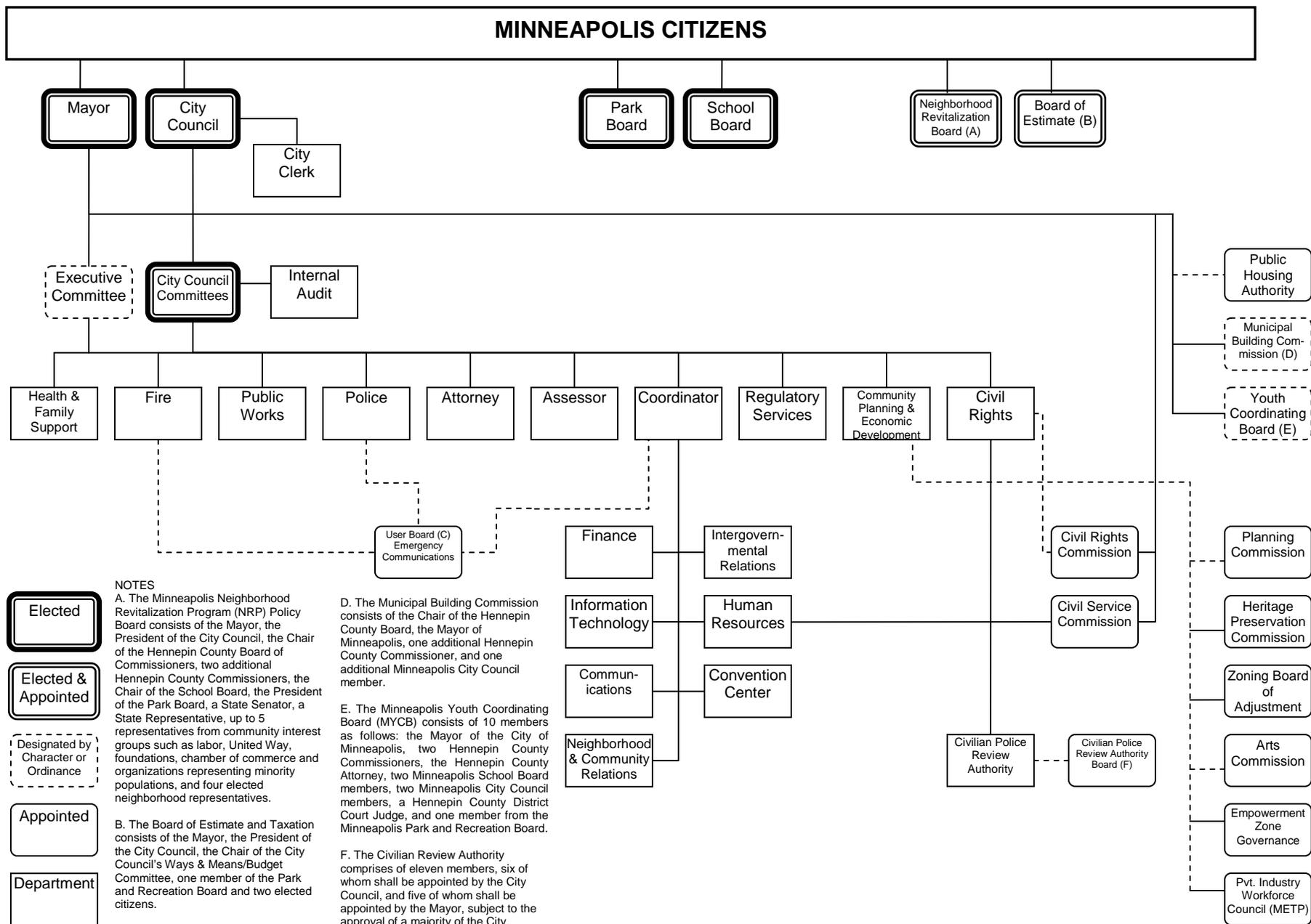
**6. Protect core service delivery by avoiding duplication – both internal and external.**

- ◆ Between different City departments and agencies,
- ◆ With the county, state, independent boards, or other levels of government,
- ◆ With non-profits or the private sector and
- ◆ Consolidation or realignment of critical functions is an option.

**7. Demand accountability.**

- ◆ Departments are expected to produce measurable outcomes (x dollars = y level of service). Failure to produce measurements will not result in escape from budget cuts.
- ◆ Department heads must manage to budget.

# City of Minneapolis



**NOTES**

A. The Minneapolis Neighborhood Revitalization Program (NRP) Policy Board consists of the Mayor, the President of the City Council, the Chair of the Hennepin County Board of Commissioners, two additional Hennepin County Commissioners, the Chair of the School Board, the President of the Park Board, a State Senator, a State Representative, up to 5 representatives from community interest groups such as labor, United Way, foundations, chamber of commerce and organizations representing minority populations, and four elected neighborhood representatives.

B. The Board of Estimate and Taxation consists of the Mayor, the President of the City Council, the Chair of the City Council's Ways & Means/Budget Committee, one member of the Park and Recreation Board and two elected citizens.

C. The Minneapolis Emergency Communications Center (911) is managed by a User Board chaired by the City Coordinator. Members are the Police Chief, the Fire Chief and the Hennepin County Administrator.

D. The Municipal Building Commission consists of the Chair of the Hennepin County Board, the Mayor of Minneapolis, one additional Hennepin County Commissioner, and one additional Minneapolis City Council member.

E. The Minneapolis Youth Coordinating Board (MYCB) consists of 10 members as follows: the Mayor of the City of Minneapolis, two Hennepin County Commissioners, the Hennepin County Attorney, two Minneapolis School Board members, two Minneapolis City Council members, a Hennepin County District Court Judge, and one member from the Minneapolis Park and Recreation Board.

F. The Civilian Review Authority comprises of eleven members, six of whom shall be appointed by the City Council, and five of whom shall be appointed by the Mayor, subject to the approval of a majority of the City Council.

Department of Finance, August, 2011



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Minneapolis  
Minnesota**

For the Fiscal Year Beginning

**January 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Minneapolis for its annual budget for the fiscal year beginning January 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA again in 2014 to determine eligibility for another award.