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*These departments are part of a Pilot Project to implement Performance Measurement and Business Planning. Their information is presented in a different format.

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***These departments are part of a Pilot Project to implement Performance Measurement and Business Planning. Their information is presented in a different format.**

The cover is a view of the Minneapolis skyline from the Near Northside, viewed from the roof of Minneapolis Public Housing Authority's Art Love Manor. The Art Love Manor at 800 Fifth Avenue North, is a high-rise apartment building in the Phase 3 redevelopment area.

Photo taken by Peter O'Toole,
Budget Analyst
City of Minneapolis, Finance Department

Elected Officials as of Budget Adoption (December 13, 2001)

MAYOR, Sharon Sayles Belton

CITY COUNCIL

Jackie Cherryhomes, President	5th Ward
Joe Biernat, Vice President	3rd Ward
Paul Ostrow	1st Ward
Joan Campbell	2nd Ward
Barbara Johnson	4th Ward
Jim Niland	6th Ward
Lisa Goodman	7th Ward
Robert Lilligren	8th Ward
Kathy Thurber	9th Ward
Lisa McDonald	10th Ward
S. Dore' Mead	11th Ward
Sandra Colvin Roy	12th Ward
Barret Lane	13th Ward

Newly Elected Officials - 2002

MAYOR, R.T. Rybak

CITY COUNCIL

Paul Ostrow, Council President	1st Ward
Paul Zerby	2nd Ward
Natalie Johnson Lee	5th Ward
Dean Zimmermann	6th Ward
Robert Lilligren, Council Vice President	8th Ward
Gary Schiff	9th Ward
Dan Niziolek	10th Ward
Scott Benson	11th Ward

BOARD OF ESTIMATE AND TAXATION

(For 2002 Budget)

Gordon L. Nelson	President (Elected)
Wallace K. Swan	Vice President (Elected)
Sharon Sayles Belton	Mayor
Jackie Cherryhomes	President, City Council
Joan Campbell	Chair, City Council Ways & Means/Budget Committee
Robert Fine	Representative of Park and Recreation Board
Laurie Savran	Representative of Library Board

Charter Department Heads / Assistant City Coordinators
(as of budget adoption December 13, 2001)

<i>Scott Renne</i>	City Assessor
<i>Jay Heffern</i>	City Attorney
<i>Kathleen O'Brien</i>	City Coordinator
<i>Mary Small</i>	Communications Director
<i>David Doth</i>	Health Commissioner
<i>Rocco Forte</i>	Fire Chief
<i>Patrick P. Born</i>	Finance Officer
<i>Ann Eilbracht</i>	Human Resources Director
<i>Andrea Hart-Kajer</i>	Intergovernmental Relations Director
<i>Robert Olson</i>	Police Chief
<i>Vanne Owens-Hayes</i>	Civil Rights Director
<i>David Sonnenberg</i>	City Engineer
<i>Merry Keefe</i>	City Clerk
<i>Charles Ballentine</i>	Planning Director
<i>Karl Kaiser</i>	Chief Information Officer
<i>John Bergquist</i>	Operations / Regulatory Services Director

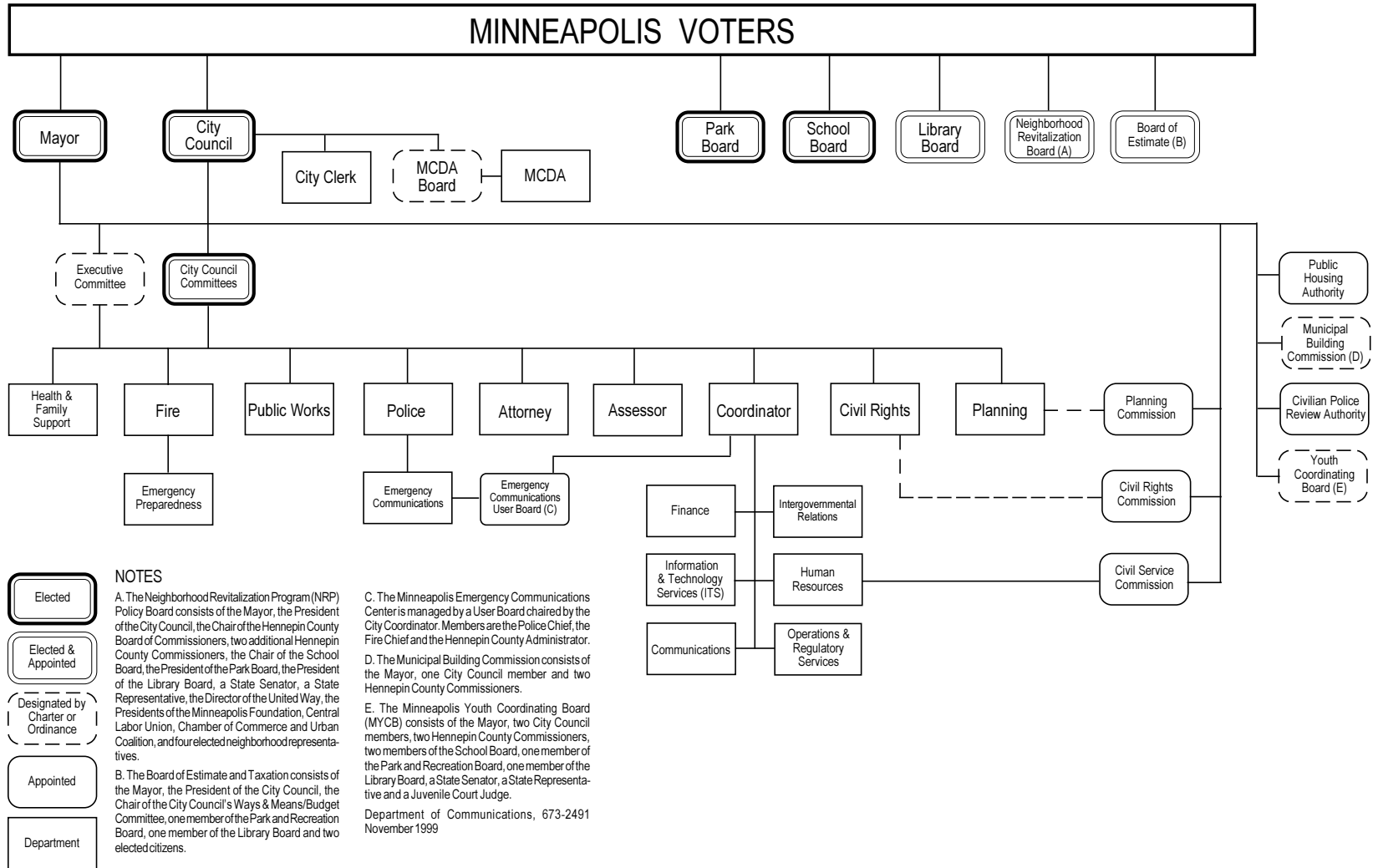
Independent Boards/Agencies
(as of budget adoption December 13, 2001)

<i>Cora McCorvey</i>	Public Housing Authority Executive Director
<i>Steve Cramer</i>	Minneapolis Community Development Agency Executive Director
<i>Mary Merrill Anderson</i>	Minneapolis Park and Recreation Board Superintendent
<i>Mary Lawson</i>	Minneapolis Library Board Director

New Appointments as of January 15, 2002

<i>John Moir</i>	City Coordinator
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City of Minneapolis



A VISION FOR THE CITY'S FUTURE

The City's vision statement is a component part of its core processes. Developed by the Mayor and City Council, the vision expresses the City's aspirations, values and spirit as well as inspires pride and community in its citizens.

Minneapolis is a city that people choose to call home. It offers its residents a progressive tradition of good government, civic participation and a vibrant economy for business and industry. In Minneapolis, residents cherish their children, value education, embrace their diversity, respect their neighbors and protect their environment. Their promise to future generations is an even greater, more beautiful city than the one they inherited."

DRAFTED AND ADOPTED BY MAYOR AND CITY COUNCIL MARCH 2000

Year 2002 City Goals

City of Minneapolis

Build Community

Increase safety and confidence in the City of Minneapolis through effective and efficient law enforcement and prosecution, and criminal justice system reform.

Strengthen the participation of all citizens, including children, in the economic and civic life of the community.

Reduce the negative environmental impacts of the Airport while maintaining its economic benefits to the people who live, work and play in Minneapolis

Strengthen Markets

Increase the City's population and tax base by developing and supporting housing choices citywide through preservation of existing housing and new construction.

Position the City in the world marketplace to grow our diverse, resilient economy.

Create strong vital commercial corridors citywide through mixed-use development, including a variety of businesses and creative housing.

Make downtown a great place to live, work, play and do business.

Keep the City Clean and Healthy

Improve public transportation to get people to jobs, school, fun and other daily activities.

Preserve, enhance and create a sustainable natural and historic environment citywide.

Strengthen our City through infrastructure investments.

Provide Strong Leadership and Management

Provide an efficient, effective, results-oriented City government that has a clearly defined role in relationship to other levels of government.

City of Minneapolis FY 2002 Budget

How to Use This Document

The average budget book weighs four pounds. Printing of the book uses approximately a ream of paper per copy. But the budget book contents include 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 give the reader hints on where to find information in this book.

The different sections of the budget book give different views of the financial information and the policies and processes which lead to that information:

Section 1: Table of Contents

The table of contents allows the user of the document to pinpoint the page of a particular department's narrative and financial presentation.

Section 2: Background Information

This section contains a community profile of the City of Minneapolis, including an overview of the City's history, population, and attractions. Descriptions of the City's form of government, annual budget process, core processes and performance measurement implementation follow.

Section 3: Financial Overview

The financial overview section summarizes the key decisions and financial issues addressed in this budget. This section includes key charts and graphs which depict the different portions of the City's budget. Chart of the Minneapolis Tax Rates and Levies appears in this section, as well as comparison of the Property Tax Rate and Utility Rate Comparison between 2001 and 2002.

Section 4: Financial Policies

This section includes the major financial policies adopted by the City Council and Mayor. Descriptions of the major City funds are included in this section.

Section 5: Financial Plans

Financial plans for the City's major funds and business lines are included in this section of the budget book. This year's 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 2002 budgeted expenses, revenues, transfers and debt service.

Section 6: Financial Schedules

These schedules summarize transfers, revenues by major category, expenditures by fund and agency, the CDBG program, and FTE's by department. These schedules are the formal levels of appropriation and staffing for operating departments.

Schedule One is a high level view of the City's funds, including changes to fund balance.

Schedule Two summarizes each fund's revenue sources.

Schedule Three lists the total agency budget in each fund – this is a quick reference to find the bottom line appropriation in a fund for a department.

Schedule Four outlines the adopted allocations by grant for the Community Development Block Grant, Emergency Shelter Grant, Housing Opportunities for People with Aids, and the HOME program (all U.S. Department of Housing and Urban Development grants.)

Schedule Five is a summary of all FTE's by department and fund.

Section 7: Capital Program

This section outlines the adopted capital program, by funding source and in total.

Section 8: City Council Operating Departments

This section includes department financial summaries, including expenditures by type (i.e., salaries, benefits, contractual services and operating expense) and fund. The financial summaries also drill down to the division level, where applicable, with summaries by expenditure type. A report which summarizes the department's revenue estimate is also included. The department's positions are summarized and notes are provided on significant changes to the budget and other relevant trends.

The departments also prepare narrative summaries for their divisions, including primary businesses, service activities, performance measures, and key challenges. For the 2002 budget, this information is based upon the submissions departments prepared for the Priorities process. These summaries are in various stages of development.

In addition, Inspections, Licenses and Consumer Services, and the Field Services Division of Public Works are taking part in a pilot project this year. The narratives of these departments look considerably different from the rest. These submissions include a new format to highlight key outcome/quality of life measures, as well as performance measures for each of their service activities. This new format is intended to be easy to use and should demonstrate key trend information. If this format proves successful, every department will use it for the 2003 budget.

This is the largest section of the book because it provides the most detail on a department by department basis. For example, the Public Works Section provides financial information on how much the City spends on snow removal, street maintenance, etc.

Section 9: Independent Boards and Agencies

This section provides information in a similar format to the City Council Operating Departments for the independent boards and agencies. The amounts included are generally those most recently approved by the board's elected body.

Section 10: Target Strategies

This section includes the narrative write-ups of departments' target strategies. These strategies were proposed to the Mayor to provide options to close the General Fund gap between revenues and expenses (see the General Fund financial plan and the financial overview for more information.) The Mayor's recommendation is inserted at the end of the page for each strategy.

A separate table of contents is included to allow the reader to specifically find a department's target strategy. A summary of the recommendations is included to allow for a quick review of all the strategies. This summary is included at the front of the Target Strategies section. A list of the additional cuts to each department approved by the City Council are listed at the beginning of this section.

Section 11: Decision Packages

This section contains the departments' requests for supplemental funding for various projects and initiatives. The detailed narratives are included, with the Mayor's recommendation and the Council adopted amounts at the end of the page for each request. A separate table of contents allows the reader to find a specific request. A summary of the decision packages and the recommended and adopted amounts are included for a quick review of all the requests. This summary is included at the front of the Decision Package section.

Section 12: Glossary

A short glossary is included for key financial and City terms. A more detailed glossary is available in the Red Book, published by the City Clerk's office.

Section 13: Resolutions

The City Council Resolutions adopting the budget are include in this section. These resolutions are a good reference for summary information. The footnotes to the budget are part of these resolutions. Many of these footnotes codify annual financial policies and outline authority of the Finance Officer. Other footnotes provide direction to staff. The amendments that the City Council made to the Mayor's recommendation are also summarized in the resolution.

City of Minneapolis FY 2002 Budget Background Information

Community Profile

Minneapolis combines the Dakota word for water ("minne") with the Greek word for city ("polis"), a fitting name for a city with 18 of Minnesota's 12,034 lakes. Minneapolis is renowned for combining the best of urban life with the neighborhoods and quality of life found in smaller towns. Residents enjoy exciting cultural and recreational opportunities in beautiful natural surroundings.

History

In the mid 17th Century, French explorers searching for the Northwest Passage were the first Europeans to visit the region. In the 1820s, at the confluence of the Minnesota and Mississippi rivers, soldiers from Fort Snelling constructed a sawmill and flourmill at the St. Anthony falls. By the 1850s, the village of St. Anthony had been established on the east bank of the Mississippi and the village of Minneapolis on the west bank. The two towns were soon linked by a suspension bridge. Minneapolis' first volunteer fire company was organized in 1862, and the community was incorporated as a city in 1867. In 1872, Minneapolis and St. Anthony were united to form one city.

Location

Minneapolis is the largest city in Minnesota and the center of finance, industry, trade and transportation for the Upper Midwest. At 44.58°—north latitude and 93.15°—west longitude, Minneapolis is 59 square miles (153 square kilometers), including five square miles (13 square kilometers) of inland water. It drapes along the banks of the nation's largest river, the Mississippi.

Climate

With an average annual temperature of 45° F (7° C), Minneapolis is the second coldest city in the United States. During an average winter, the temperatures can reach 20° below zero Fahrenheit (-29° C). Minneapolis has four distinct seasons, with moderate spring and fall weather. Summer is comfortable because lakes and trees serve as natural air conditioners.

Population

Minneapolis is home to an estimated 382,618 people (2000 Census). Males comprise 50.2% of the population, while females comprise 49.8%. Children and youth aged 19 and younger make up 25.7% of the population. Seniors, age 65 and above, are 9.1% of

the population. The median age is 31.2 years. African Americans comprise 18% of the population. People of American Indian and Alaska Native descent are 2.2% of the population. People of Asian ethnicity make up 12.3% of the population. The Hispanic population of Minneapolis is 7.6% of the total population.

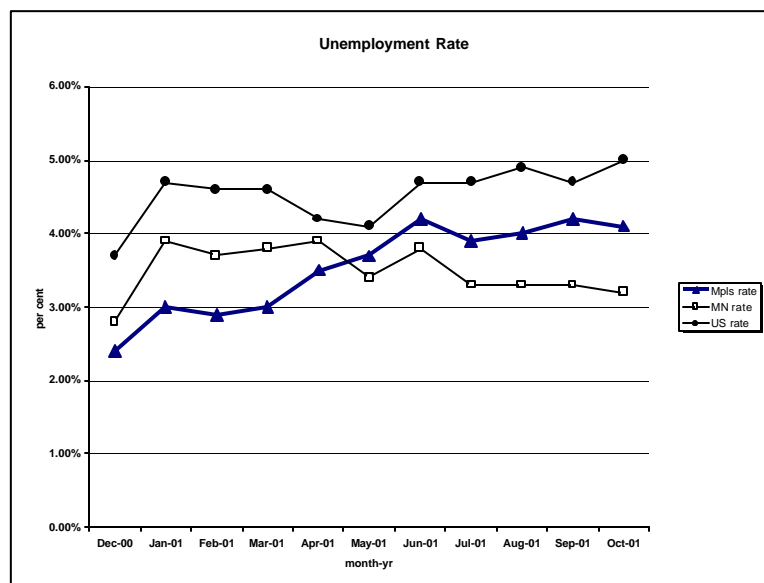
Minneapolis is one of the cities in the country with the largest number of households with one individual - 54.5% of the households fit that description.

Economy

In the early years, Minneapolis' economy was based on a booming lumber industry and the processing of Minnesota grain with the tremendous power-generating capabilities of St. Anthony Falls. Large flour mills along the river evolved into the international corporations of Pillsbury, Washburn Crosby (General Mills) and Cargill, which remain headquartered in the Minneapolis area.

Major industries today include machinery and metal fabricating, plastics, computers and publishing. Minneapolis is also a center for graphic arts, printing, electronics and instruments, as well as a transportation center and distribution point for the Upper Midwest. Education is a powerful player in Minneapolis' economy, as is banking, insurance and other service industries. With seven hospitals and the University of Minnesota, Minneapolis is a nationally known center for medicine, and the area is home to many high-technology medical product companies.

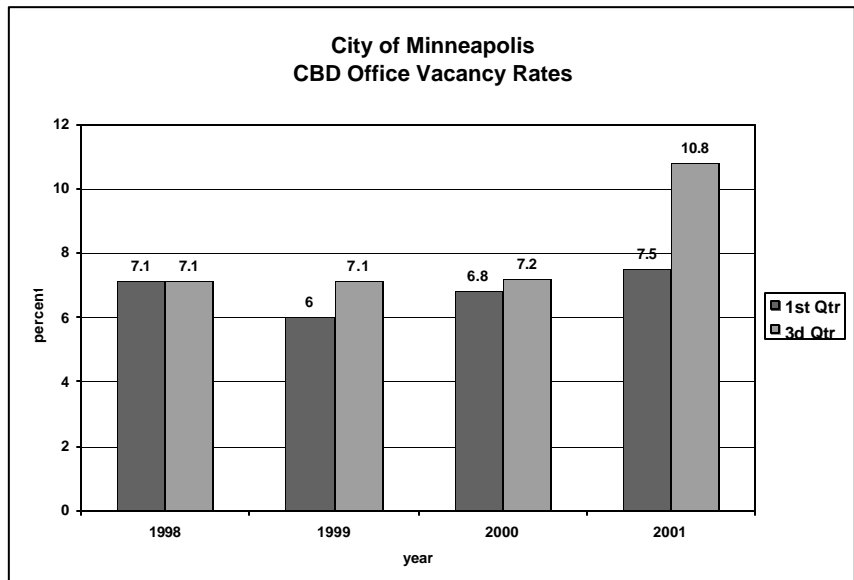
The current economy in Minneapolis mirrors national trends. Between December 2000 and October 2001, the local, state and national unemployment rate has increased and remained persistently high. During that time, Minneapolis' unemployment rate increased by approximately two-thirds from 2.4% to 4%. That trend has continued. Unemployment in the State and in Minneapolis are at their highest levels (on a consistent basis) since the fourth quarter of 1996.



Because of the importance of real-estate taxes as a source of local government revenue, real-estate statistics are an important economic gauge for municipalities. Several commercial real estate companies compile and report important real estate statistics. The Towle Company regularly reports on local real-estate conditions twice annually. The Towle Company's statistics indicate that after a period of declining office vacancy in the Minneapolis Central Business District (CBD), we are now seeing an

increase in office vacancy rates. While the Minneapolis vacancy rate is still a strong 7.5% in the CBD, Towle notes in its second quarter report that “for the first time since the Towle report began in 1984, the Minneapolis CBD reported negative annual absorption...” (Source: Towle Report, Midyear 2001, "Office"). The same report notes that there are also 2.7 million square feet of office space currently under construction in the Minneapolis CBD and an

additional 3.4 million square feet of construction have been proposed by developers. Towle notes that the surfeit of rental space will prompt competition driving rates lower and concessions higher.



Similar to the Towle’s conclusions, another major commercial real estate firm, CB Richard Ellis notes in their 3rd quarter 2001 “Market Index Brief” for Minneapolis/St. Paul, that “(t)he overall market (for office space) has softened significantly in the second half of 2001.” They go on to note that “Concessions have continued to put downward pressure of effective rates with free rent being used in the marketplace ... deals are being completed with significant concessions.”

Lower rental rates and higher concessions imply lower cash flows from office buildings which, in turn, lowers their taxable value. Lower taxable values on business properties increases the amount of the real estate tax levy borne by residential properties. For business properties within Tax Increment Districts, lower taxable values reduce the Tax Increment yield from the property.

Neighborhoods

Minneapolis has 81 residential neighborhoods offering a broad range of housing to 165,000 households. Minneapolis is well known for its concerned and active citizenry and partnerships of government, business and citizens created to improve neighborhoods and create economic opportunities. The city shares the nation’s current challenge to increase the number of affordable housing units.

Downtown

A downtown housing boom has increased downtown residents to an estimated 28,000, with projection of 30,000 by 2010. In addition to downtown residents, more than 125,000 people work in downtown Minneapolis. Second-story skyways keep downtown

busy and thriving even on the coldest days. Nicollet Mall—a 12-block-long shopping area closed to automobile traffic and flanked by some of the nation's finest department stores and specialty stores—is the retail heart of Minneapolis. It also has Gaviidae Common, City Center and the Crystal Court.

The Arts

The Twin Cities is second only to New York in per capita attendance at theater and arts events. Minneapolis has more than 30 theaters. The Guthrie Theater and the Children's Theatre Company are recognized as two of the country's best. The City also boasts two world-class art museums, the Minneapolis Institute of Art and Walker Art Center, and is home to the internationally acclaimed Minnesota Orchestra. Neighborhood arts activities—festivals, galleries and events—play a growing role in resident art participation.

Education

Forty-seven thousand students are enrolled in Minneapolis primary and secondary schools. Non-public primary and secondary school enrollment is about 7,000. The City offers several vocational training and specialty schools. The main campus of the University of Minnesota sits on the banks of the Mississippi just minutes from downtown. It is a major landgrant research institution with a long tradition of community and public service, and it ranks among the top 20 universities in the U.S. It is also one of the largest. In total for the year 2000 enrollment was 52,026 and for year 2001 enrollment was 53,548. Other institutions of higher education in Minneapolis include the Minneapolis Community and Technical College, the Minneapolis College of Art and Design, Augsburg College, the University of Saint Thomas and the College of Saint Catherine (on the West Bank).

Sports

Three major league teams call Minnesota home. At the Hubert H. Humphrey Metrodome, up to 55,000 fans can watch the world-champion Minnesota Twins in action. When the Minnesota Vikings are in town, the Dome can seat 62,000 football enthusiasts. In 1990, the Target Center was constructed downtown for the Minnesota Timberwolves of the National Basketball Association. Minneapolis has the capacity to host large events at the City's Convention Center, which is undergoing a major expansion slated for completion in early 2002.

Parks

Minneapolis residents not only watch sports, they participate as well. Playing in summer softball leagues, golfing and jogging, biking or rollerblading around the city's lakes are favorite pastimes. Residents enjoy boating, fishing, wind surfing and swimming in the summertime and ice skating, ice fishing, skiing and ice sailing during

the winter. Early in Minneapolis' development, the land around five large lakes was dedicated to the public as parkland. With one acre of parkland for every 57 residents, outdoor recreation is an important part of life, and it is estimated that a City park is ready for fun no more than six to eight blocks from every home.

The City of Minneapolis Communications Department contributed significantly to the Community Profile.

City of Minneapolis FY 2002 Budget Background Information

Form of Government

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

The City Finance Officer is charged with maintaining and supervising the various accounts and funds of the City as well as several boards and commissions. In addition, the City Budget Director is charged with assisting the Mayor, City Council and City departments in preparing the City's annual capital and operating budget. The City Finance Officer and Budget Director report to the City Coordinator, who is appointed by the Mayor and serves as Chief Administrative Officer of the City.

This Annual Budget Report for the City presents the entity which consists of organizations for which the primary government is financially accountable and other organizations for which the nature and significance of their relationships with the primary government are such that exclusion could cause the City's budget report to be misleading or incomplete. Below is a summary of the organizations reflected in the City's Annual Budget Report, in addition to the primary government.

Blended Component Units

The following component units have been presented as blended component units because the component unit's governing body is substantially the same as the governing body of the City, or the component unit provides services almost entirely to the primary government.

- ♦ ***Minneapolis Community Development Agency.*** The City Council created the existing Minneapolis Community Development Agency (MCDA) by Ordinance, which was effective June 1, 1981. The MCDA is the redevelopment arm of the City and provides a wide range of services in the areas of housing and economic development. The overall mission of the MCDA is to effect the revitalization of the City through the redevelopment of its commercial, industrial and residential areas. The MCDA Board of Commissioners is composed of the 13 elected City Council Members sitting as the Board and is the principal legislative and administrative body of the MCDA. The City Finance Officer serves as the MCDA Finance Officer.

- ◆ ***Municipal Building Commission.*** The Municipal Building Commission (MBC) is an organization established January 4, 1904, by the State of Minnesota, to operate and maintain the City Hall/County Court House Building, which was erected pursuant to Chapter 395 of the Special Laws of 1887. The four commissioners are the Chairman of the Hennepin County Board of Commissioners, the Mayor of the City of Minneapolis, an appointee of the Hennepin County Board and an appointee of the Minneapolis City Council. The Mayor recommends the tax levy and budget for the City's share of the MBC's operations, and the City Council and Mayor approve the allocation of the state local governmental aid to the MBC.
- ◆ ***Board of Estimate and Taxation.*** The Board of Estimate and Taxation (BET) is established under Chapter 15 of the City Charter. It is composed of seven members, two of whom are elected by voters of the City. The Mayor or the Mayor's appointee, the President of the City Council and the Chair of the City Council's Ways and Means/Budget Committee are ex-officio members of the Board. The Minneapolis Park and Recreation Board and Minneapolis Library Board annually select one of its members to serve on the Board of Estimate and Taxation. By action of the City Council, or such other governing board of a department requesting the sale of bonds, the Board of Estimate and Taxation may vote to incur indebtedness and issue and sell bonds and pledge the full faith and credit of the City for payment of principal and interest. The Board of Estimate and Taxation also establishes the maximum property tax levies for most City funds and maintains responsibility for the internal audit function for the City, including boards and commissions that are component units of the City.

Discretely Presented Component Units

The following organizations are legally separate from the City, but they are included in the City's Annual Budget Report and Annual Financial Reports because the primary government is financially accountable and is able to impose its will on the organizations.

- ◆ ***Minneapolis Library Board.*** The Minneapolis Library Board (Library Board) was established according to Chapter 17 of the City Charter. It is an eight-member board, six of whom are elected for four-year terms by voters of the City. The Mayor and the City Council each appoint one member. The Library Board is responsible for operating and maintaining libraries located throughout the City. The Mayor recommends the tax levies and budget for the Library Board, and the City Council and Mayor approve the allocations of local government aid from the state for Library Board operations. The Board of Estimate and Taxation approves the property tax levy for the Library Board, and the full faith and credit of the City secure debt issued for projects benefiting the Library Board. The City Finance Officer serves as Treasurer of the Library Board.
- ◆ ***Minneapolis Park and Recreation Board.*** The Minneapolis Park and Recreation Board (Park Board) was established according to Chapter 16 of the City Charter. The nine-member board is elected by the voters of the City and is responsible for

developing and maintaining parkland and parkways, as well as planting and maintaining the City's boulevard trees. The Mayor recommends the tax levies and budget for the Park Board, and the City Council and Mayor approve the allocations of local government aid from the state for Park Board operations. All Park Board actions are submitted to the Mayor, and a mayoral veto may be overridden by a vote of two-thirds of the members of the Park Board. The Board of Estimate and Taxation approves the maximum property tax levy for the Park Board, and the full faith and credit of the City secure debt issued for Park Board projects. The City Finance Officer acts as Treasurer of the Park Board.

Related Organizations

The City's officials are also responsible for appointing members of the boards of other organizations, but the City's accountability for these organizations does not extend beyond making the appointments.

- ◆ ***Metropolitan Sports Facilities Commission.*** The Metropolitan Sports Facilities Commission (Commission) is an appointed authority established under 1977 Minnesota laws. Of the seven members of the Commission, the City of Minneapolis appoints six. The Chair, who must by statute reside outside Minneapolis, is appointed by the Governor. The Commissioners serve four-year terms and removal is for cause only. The primary responsibility of the Commission is to serve as owners, operators, and landlords of the Hubert H. Humphrey Metrodome Sports Facility in Minneapolis. Major tenants of the Metrodome Sports Facility are the Minnesota Twins, the Minnesota Vikings and the University of Minnesota Golden Gophers football team.
- ◆ ***Minneapolis Public Housing Authority.*** The Minneapolis Public Housing Authority (MPHA) is the public agency responsible for administering public housing and Section 8 rental assistance programs for eligible individuals and families in Minneapolis. A nine-member Board of Commissioners governs MPHA. The Mayor of Minneapolis appoints the Board Chairperson and four Commissioners; four Commissioners (one of whom must be a public housing family-development resident) are appointed by the City Council. The mission of the MPHA is to provide well-managed, high-quality housing for eligible families and individuals; to increase the supply of affordable rental housing; and to assist public housing residents in realizing goals of economic independence and self-sufficiency.

Joint Ventures

The City is a participant in several joint ventures in which it retains an ongoing financial interest or an ongoing financial responsibility. One of these joint ventures is reflected in the Annual Budget Report for the City: Minneapolis Neighborhood Revitalization Board.

- ◆ ***Minneapolis/Saint Paul Housing Finance Board.*** The Minneapolis/Saint Paul Housing Finance Board was established in the early 1980s, in accordance with a

Joint Powers Agreement entered into between the Housing and Redevelopment Authority of the City of Saint Paul and the MCDA, and accepted by the cities of Minneapolis and Saint Paul under State of Minnesota laws. The MCDA's oversight responsibility of the Board is limited to its governing body's ability to appoint only three of the six members of the Board. The territorial jurisdiction of the Board extends beyond the corporate limits of the City of Minneapolis.

- ◆ ***Minneapolis Neighborhood Revitalization Policy Board.*** The Minneapolis Neighborhood Revitalization Policy Board (NRPB) was established in 1990, in accordance with a Joint Powers Agreement entered into between the Hennepin County Board of Commissioners, the Board of Directors of Special School District No. 1, the Library Board, the Park Board and the Mayor and City Council under authority of State of Minnesota laws. The NRPB is composed of 20 members and includes public officials as well as representatives of neighborhood and community-interest organizations. The majority of members are persons other than the representatives of the jurisdictions which entered into the Joint Powers Agreement.
- ◆ ***Minneapolis Youth Coordinating Board*** The Minneapolis Youth Coordinating Board (YCB) was established in the mid-1980s, in accordance with a Joint Powers Agreement entered into between the Hennepin County Board of Commissioners, the Board of Directors of Special School District No. 1, the Library Board, the Park Board and the Mayor and the City Council under authority of State of Minnesota laws. The YCB, which numbers 12 in size, includes the Mayor, two members each from the Hennepin County Board of Commissioners and the Board of Directors of Special School District No. 1, two representatives from the City Council, one member each from the Park Board and Library Board, one member each from the Minneapolis State Legislature House and Senate delegations and a Judge assigned by the Chief Judge of the District Court.

City of Minneapolis FY 2002 Budget Background Information

Annual Budget Process

The City of Minneapolis annual budget process integrates information from the City's annual Enterprise Priority-Setting Process, Capital Long-Range Improvement Committee process and departmental performance review processes to establish annual resource allocations.

January–February

Departmental Performance Information

City department heads bring their annual work plan and accomplishments to the Executive Committee, who then refers the work plan to the relevant Policy Committee for review and file.

March Preliminary Year-End Budget Status Report

The Finance Department presents a year-end budget status report for the previous year to the Ways and Means/Budget Committee. This is a preliminary report because the audited Comprehensive Annual Financial Report (CAFR) is not available until second quarter of the year.

City Goals, Objectives and Performance Measures

The Mayor and City Council review and establish or reaffirm the annual City goals and objectives. These goals provide the framework for the annual Enterprise Priority-Setting Process and ultimately the annual budget.

March–April

Capital Improvement Budget Development

The City has a five-year capital improvement plan. Annually, departments prepare and modify capital improvement proposals. Capital improvement proposals are reviewed by the Budget Coordination Unit, the City Planning Commission and the Capital Long-Range Improvements Committee (CLIC). CLIC is the citizen advisory committee to the Mayor and City Council on capital programming.

March–June

Enterprise Priority-Setting Process

The Priorities Process is Minneapolis' annual planning process in which city services are measured for their contribution to progressing towards the City goals. City senior management utilizes the Priorities Process to identify change opportunities. In addition

to working toward achieving the City goals, the Priorities Process enhances the administrative goals of providing quality service, ensuring accountability and continuous improvement of how the City does business.

June–July

Operating Budget Development

Departments work in coordination with the Finance Department to prepare department operating budget requests referred to as "Current Service Level." The Current Service Level Budget reflects the current year cost of providing the same level of service as provided in the prior year. In addition to preparing a Current Service Level budget, departments also prepare "Decision Package Requests," which describe policy changes or alternatives requested by departments. The Current Service Levels and Decision Packages Requests form the basis for the Mayor's budget hearings with departments in September.

July–August

Mayor's Budget Framework

As required by Charter, the Mayor prepares and submits a budget framework to the City Council no later than August 15. In addition to outlining important features of the Mayor's budget proposal, this framework is important because it includes the Mayor's recommendation on annual property tax levy amounts. The Mayor also sets priorities and parameters in the Framework Address that provides final direction for departments to establish their "Department Target Budgets." Department Target Budgets reflect any and all changes that the Mayor requires in order to balance the budget within Mayor-recommended resource levels.

September

Maximum Proposed Property Tax Levy

As required by State law, the maximum proposed property tax levy increase is set by September 15. The Board of Estimate and Taxation sets the maximum property tax levy. The Board of Estimate and Taxation must set a maximum property tax levy for the City, Municipal Building Commission, Public Housing Authority, Library Board and Park Board.

Department Target Budgets

City departments prepare "Target Strategies" that meet the criteria outlined in the Mayor's Budget Framework Address. Department Target Budgets are developed through adjustments related to the Target Strategies and the Current Service Level budgets that were developed in June and July.

October–November

Mayor's Budget Recommendation

The Mayor holds departmental budget hearings to review Department Target Budget proposals and other additional policy changes, alternative funding choices and requests that may have developed from the Priorities Process. In addition to reviewing operating budgets, the Mayor meets with representatives from CLIC in preparation of finalizing the capital budget recommendation. Following the departmental budget hearings and meetings with CLIC, the Mayor prepares a final budget recommendation with the assistance of the Finance Department. The Mayor presents a final budget recommendation to the City Council in November.

November–December

City Council Budget Review and Development

The City Council holds public hearings on the budget. Departments present their Mayor-Recommended Department Budgets to the Ways and Means/Budget Committee with all Council members present. Following departmental budget hearings, the Ways and Means/Budget Committee approves and moves forward a final recommended budget to the City Council. The recommended budget includes any and all changes that are made to the Mayor's Recommended Budget.

Truth in Taxation

"Truth in Taxation" property tax statements are mailed by Hennepin County to property owners indicating the maximum amount of property taxes that the owner will be required to pay. These statements also indicate when the Truth in Taxation public hearings will be held, which is in early December as required by State law.

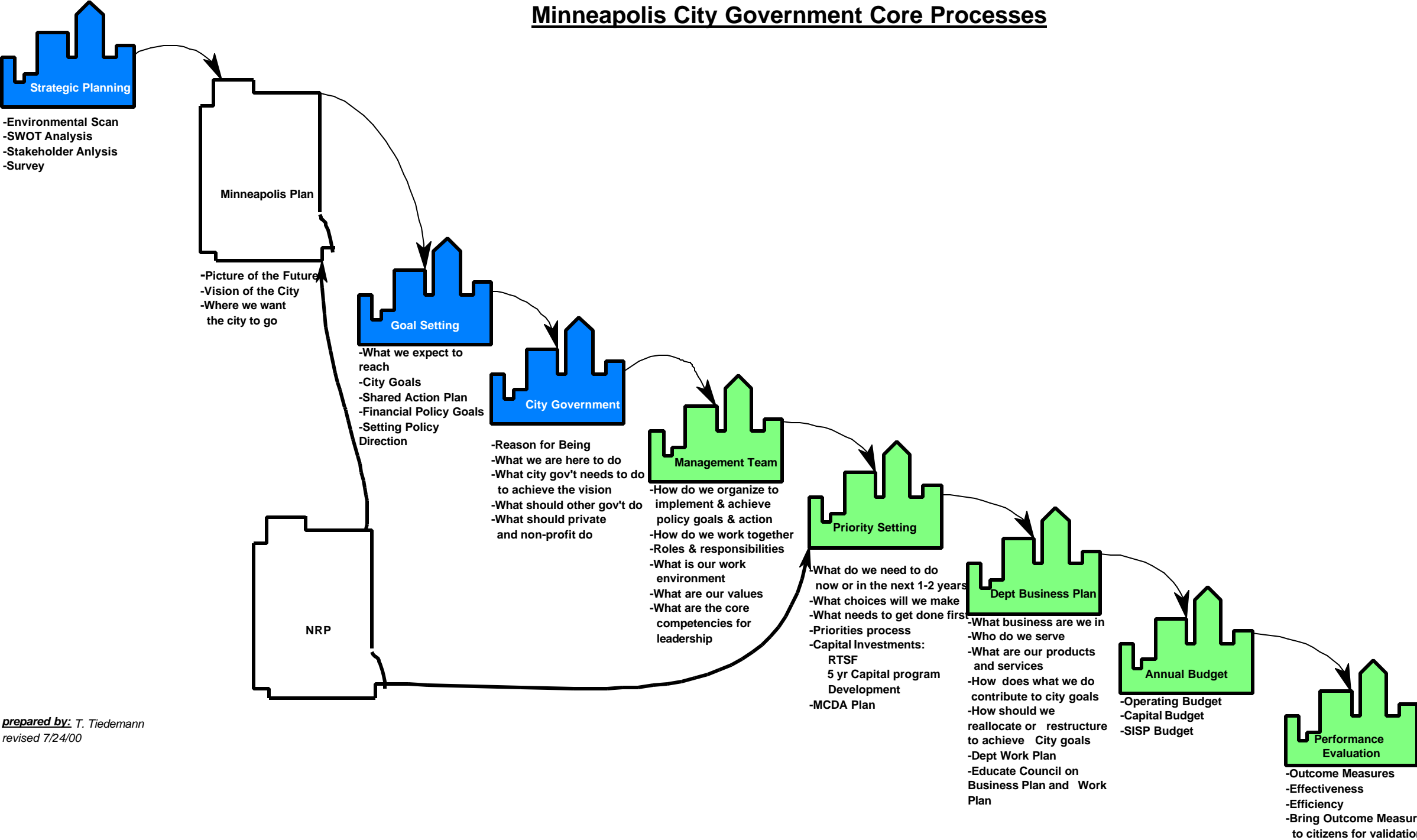
December

City Council Budget Adoption

The City Council adopts a final budget that reflects any and all changes made to the Mayor's Recommended Budget. Once the final budget resolutions are adopted, all requests from City departments for additional funds or positions made throughout the year are brought before the Ways and Means/Budget Committee and City Council for approval as amendments to the original budget resolutions.

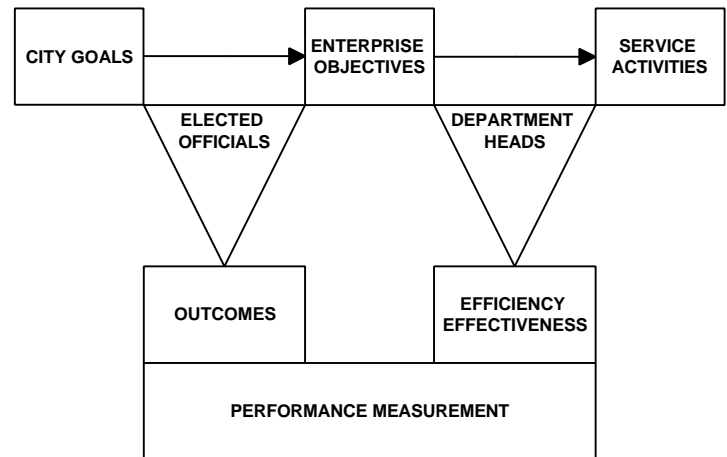
The independent boards and commissions adopt their own operating budgets.

Minneapolis City Government Core Processes



IMPLEMENTING THE PERFORMANCE MEASUREMENT MODEL

A successful performance measurement system can lead to continuous improvement of program performance, improved customer service, strengthened accountability, and empowered employees. In implementing the Performance Measurement Model, our goal is to create an enterprise-wide system of performance measurement that is useful to managers, meaningful to elected officials and integrated into the city's core processes.



In April 1999, the Mayor and City Council adopted a Performance Measurement Model for the City of Minneapolis. Components of the model include the following:

- Development of outcome, efficiency and effectiveness measures
- Alignment of City Goals with department services using enterprise objectives
- Definition of the roles of elected officials and department heads
- Development of a citizen engagement framework (postponed – adopted August 2000)

OUTCOMES OF PERFORMANCE MEASUREMENT

Enhancing Governance: Ability of public officials to use performance measurement in setting priorities, speaking with constituents, and holding the system accountable.

Enhancing Enterprise Management: Greater alignment between City Goals and department service activities -- department service activities work together to achieve goals and objectives; Context for decision-making with options (choices) for best investment with limited resources; Departments' enhanced ability to redesign their service activities – greater creativity.

Enhancing Relationships with Citizens: Effective communication of performance to the public; Constituents understand their role not only as customers, but also as stakeholders and co-creators of the system.

PERFORMANCE MEASUREMENT PROGRESS IN 2001:

In 2001, implementation of the performance measurement model has taken on new momentum. This summer, nearly 200 managers and key staff participated in training sessions on the City's performance measurement model -- bringing the performance measurement concepts to a greater part of the organization is the next step in institutionalizing performance measurement in Minneapolis city government.

In mid-November, the City conducted a random telephone survey of Minneapolis residents to measure citizen opinions, perceptions, and expectations regarding City government services and the City's progress toward achieving our City Goals. The results of the citizens survey will be used to inform the City's strategic planning process and to establish baseline information for departments to track key outcomes. Key results of the survey will be included in the City's annual report to be published in spring 2002. The City intends to repeat this survey on biannual basis so that the City can track changes in citizen perceptions, opinions and expectations.

PERFORMANCE MEASUREMENT IN THE 2002 BUDGET PROCESS

For the 2002 Budget, City departments have made concerted efforts to further develop and improve their performance measures. This year, Inspections, Licenses and Consumer Services, and the Field Services Division of Public Works have participated in a pilot program to refine and reformat their service activity and performance measurement information. The new format will highlight key outcome/quality of life measures, as well as performance measures for each of their service activities. Although these divisions are not yet at the stage of having complete information, they have included the measures that they intend to track in the future.

All other departments have received preliminary coaching on their service activities and performance measures. Several departments have been able to include performance data in their budget submissions. As implementation of the Performance Measurement Model continues, departments will have the opportunity to strengthen their performance data.

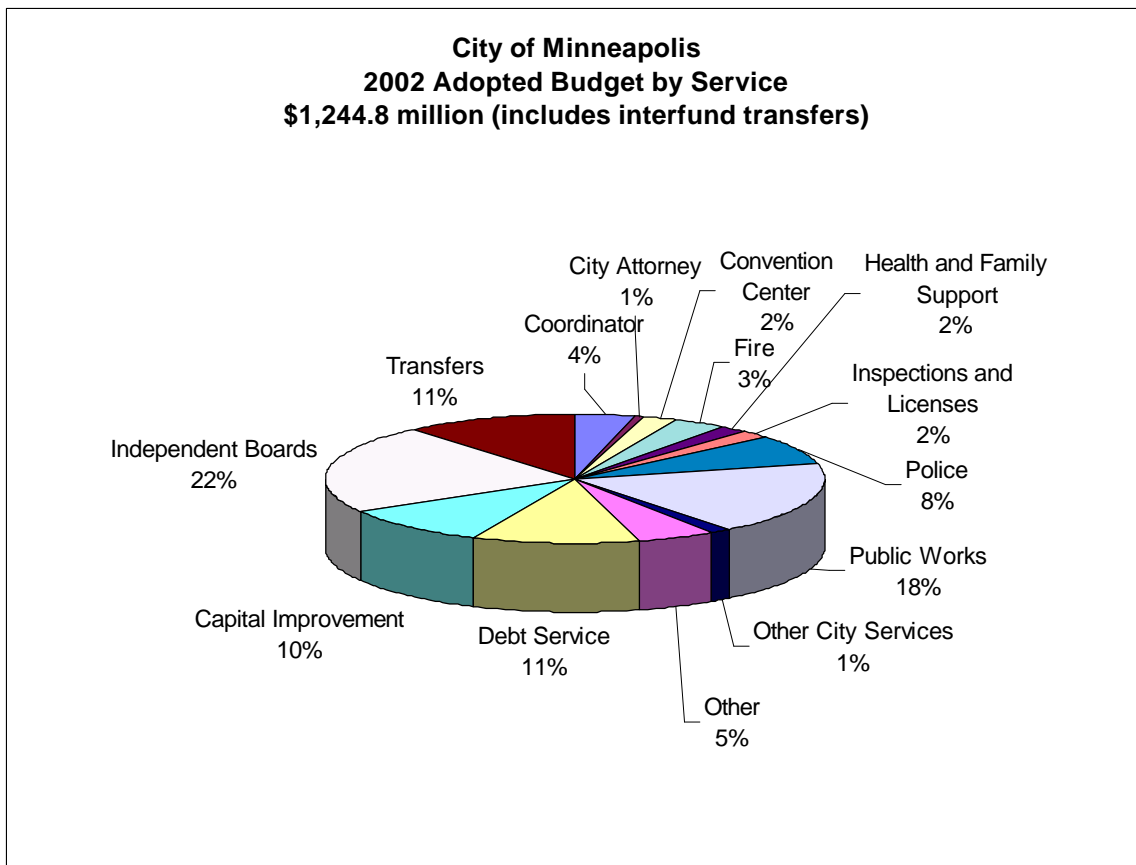
By including performance data in the budget process, the City stands to significantly improve its budget discussions. Performance measures can provide the information needed to demonstrate the benefits of additional resources for a particular service area. They can also help make the case for targeted reductions rather than the across the board budget cuts. In addition, performance measures can assist in keeping budget discussions focused on expected outcomes, allowing for greater creativity in how those outcomes are achieved. Finally, performance measures can give both the policy makers and department management the language they need to have a discussion about what resources are needed and why.

City of Minneapolis FY 2002 Adopted Budget

Financial Overview

The 2002 adopted budget for all City funds represents a 3.6% increase from the 2001 adopted budget, with total expenditures going from \$1.20 billion in 2001 to \$1.24 billion in 2002.¹ The adopted property tax rate is 57.12 percent, an increase of 32.2 percent from 2001 to 2002. The significant change in the City's property tax rate is due in large part to changes in state tax laws during 2001, which impacted property rates. This tax rate will provide an additional \$10.7 million, or 8 percent, in property tax revenue, and increase from \$133.2 million to \$143.9 million from 2001 adopted to 2002 adopted.² The City's net tax capacity (after reductions for tax increment and fiscal disparities) is projected to decrease by 20.3 percent for taxes payable 2002, from \$261.4 million to \$208.2 million.

Below is a summary of the 2002 total adopted expenditure budget, including the Independent Boards and Agencies.



¹ Total expenditures include inter-fund transfers of \$138.4 million.

² This includes a \$500,000 tax abatement levy for the Minneapolis Community Development Agency. It does not include the \$4.0 million Housing and Redevelopment Authority levy.

City of Minneapolis Expenditures by Service (in millions of Dollars)

	2001 Adopted Budget	2002 Adopted Budget
City Coordinator (excluding Inspections and Licenses)	\$41.5	\$47.2
City Attorney	\$9.1	\$9.2
Convention Center and Greater Minneapolis Convention and Visitor's Association	\$21.0	\$26.3
Fire Department	\$38.9	\$42.3
Health and Family Support	\$21.6	\$22.1
Inspections and Licenses	\$21.7	\$24.1
Police and Civilian Review Authority	\$94.4	\$96.7
Public Works - Field Services	\$26.8	\$27.6
Public Works - Sewer, Storm Water, Flood Mitigation	\$39.1	\$38.9
Public Works - Solid Waste and Recycling	\$24.2	\$25.2
Public Works - Transportation	\$41.0	\$45.2
Public Works - Water Treatment and Distribution	\$30.0	\$31.5
Public Works - Other	\$50.9	\$55.6
Other City Services ³	\$14.9	\$15.2
Other ⁴	\$58.6	\$61.9
Debt Service ⁵	\$153.1	\$136.5
Capital Improvement	\$167.4	\$122.5
Subtotal	\$854.0	\$827.9
<i><u>Independent Boards</u></i>		
Community Development Agency (MCDA)	\$145.0	\$162.1
Library Board	\$20.0	\$22.0
Park Board	\$70.5	\$78.5
Youth Coordinating Board	\$7.9	\$6.8
Other Boards ⁶	\$8.7	\$9.0
Subtotal	\$252.1	\$278.5
Total Expenditures (without Transfers)	\$1,106.2	\$1,106.3
Transfers to other funds	\$95.7	\$138.4
Total Expenditures with Transfers	\$1,201.8	\$1,244.8

³ Other City Services include the following departments: Assessor, City Council, City Clerk, Civil Rights, Mayor and Planning.

⁴ Other includes non-departmental, pension, workers compensation, liability, and contingency expenses.

⁵ Debt Service does not include debt service paid directly from proprietary funds or by independent boards.

⁶ Other Boards include Board of Estimate and Taxation, Minneapolis Building Commission, and Minneapolis Neighborhood Revitalization Administration.

Below is a summary of the City's total revenues by major category. As shown, the majority of the City's funding comes from revenue from Charges for Service and the State of Minnesota. Although property tax revenue represents only 12 percent of the total, it is one of the major funding sources for the City's general services such as police, fire, street maintenance, and snow and ice control.

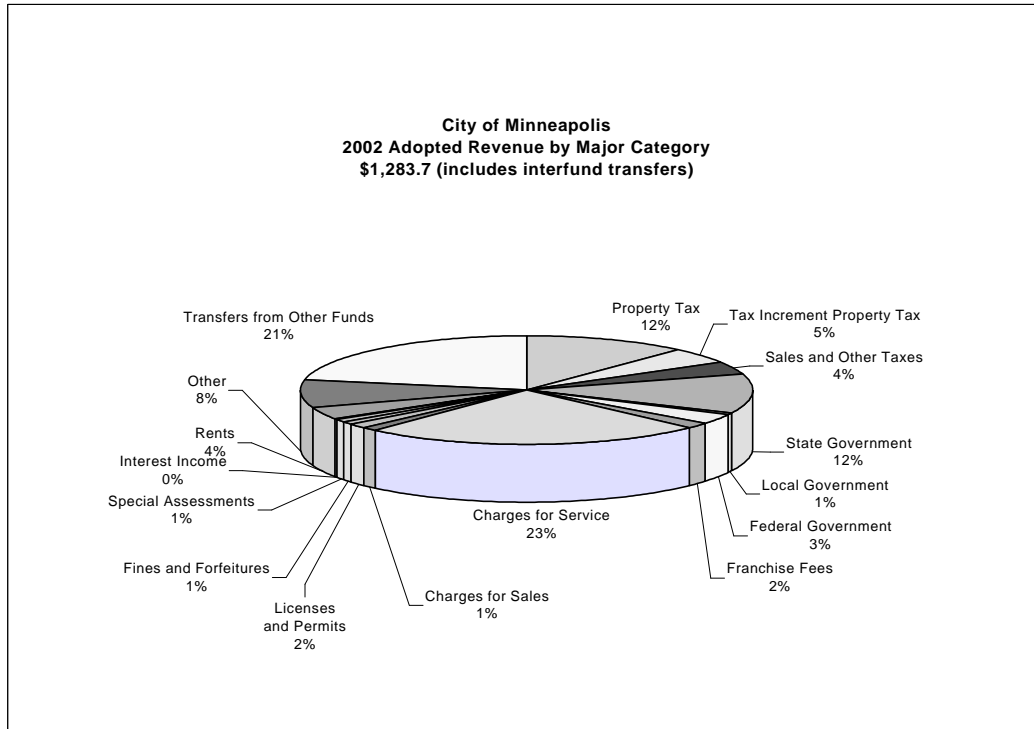
City of Minneapolis Revenue by Major Category (in millions)

	2001 Adopted Budget	2002 Adopted Budget
Property Tax ⁷	\$136.5	\$151.3
Tax Increment Property Tax	\$76.5	\$58.7
Sales and Other Taxes	\$48.6	\$49.1
State Government	\$153.0	\$151.0
Local Government	\$8.8	\$8.5
Federal Government	\$38.7	\$39.2
Franchise Fees	\$19.9	\$21.6
Charges for Service	\$290.9	\$311.1
Charges for Sales	\$14.8	\$15.1
Licenses and Permits	\$19.0	\$19.6
Fines and Forfeitures	\$8.1	\$8.2
Special Assessments	\$9.5	\$10.0
Interest Income	\$12.3	\$6.4
Rents	\$41.6	\$46.2
Other ⁸	\$75.3	\$106.8
Subtotal	\$953.5	\$1,002.8
Transfers from Other Funds	\$130.5	\$280.9
Total Revenues ⁹	\$1,084.0	\$1,283.7

⁷ Property taxes are budgeted at 98% of gross levy to reflect anticipated delinquencies.

⁸ Other includes gains, contributions, other miscellaneous revenues, and proceeds from long term liabilities.

⁹ Total revenues exceed total expenditures, which represents the annual budgeted change in fund balance. The change in fund balance is mostly due to timing of capital projects and bond issuance.



The City uses different “Funds” to account for the expense and revenue associated with the various services provided. The **General Fund**, which is where most of the property tax supported services are accounted for, represents 20 percent of the adopted budget for 2002.

The **Enterprise Funds** include services that the City provides that operate more like a “business” in that they are expected to generate a profit to cover capital purchases and related debt service requirements. Enterprise services of the City include such services as sanitary sewer services, storm water management, flood mitigation, water treatment and distribution, solid waste and recycling, and municipal parking.

Internal Services Funds are similar to Enterprise Funds in that they are used to account for services that the City provides that operate more like a business, however, Internal Service Funds primary customer is other City departments. Internal services include such services as information technology, equipment rental (i.e. police squad cars and fire equipment), and self-insurance.

Other Funds includes Special Revenue Funds where that proceeds of specific revenue sources are restricted to expenditures for specific purposes. Services accounted for in the Other Funds include such services and operations as the Minneapolis Convention Center, and other grant funded services.

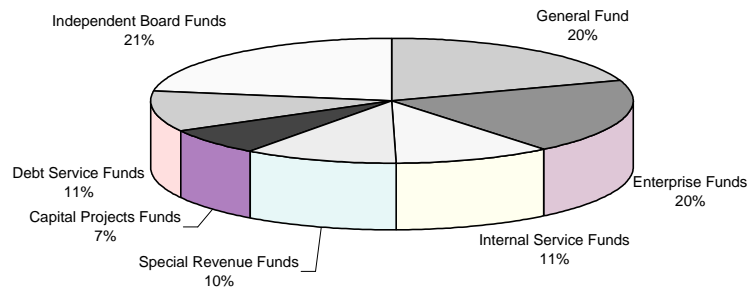
The **Independent Boards** include Board of Estimate and Taxation, Library, Park, Community Development Agency, Neighborhood Revitalization, Municipal Building Commission, and Youth Coordinating Board.

City of Minneapolis Budget By Fund (in millions)

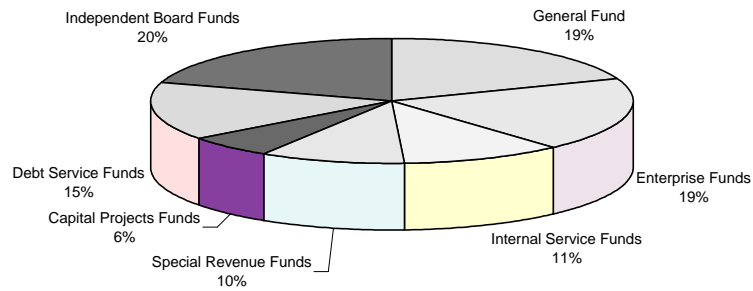
	2001 Adopted Budget	2002 Adopted Budget
<i>Expenditures:</i>		
General Fund	\$241.2	\$245.8
Enterprise Funds	\$221.8	\$242.9
Internal Service Funds	\$113.7	\$131.8
Special Revenue Funds	\$118.7	\$126.9
Capital Projects Funds	\$143.5	\$87.4
Debt Service Funds	\$110.8	\$131.5
Independent Board Funds	\$252.1	\$278.5
Total Expenditures	\$1,201.8	\$1,244.8
<i>Revenues:</i>		
General Fund	\$235.0	\$245.8
Enterprise Funds	\$224.2	\$247.7
Internal Service Funds	\$111.6	\$136.8
Special Revenue Funds	\$118.7	\$126.6
Capital Projects Funds	\$62.3	\$74.2
Debt Service Funds	\$86.0	\$192.7
Independent Board Funds	\$246.2	\$259.9
Total Revenues	\$1,084.0	\$1,283.7
Changes in Balances ¹⁰	-\$117.8	\$38.9

¹⁰ Total revenues exceed expenditures in 2002, which represents a budgeted change in fund balance. The change in fund balance is mostly due to timing of capital projects and bond issuance.

City of Minneapolis
2002 Adopted Expenditure Budget by Fund
\$1,244.8 million (includes interfund transfers)



City of Minneapolis
2002 Adopted Revenue Budget by Fund
\$1,283.7 (includes interfund transfers)



The majority of the City's budget is spent on personnel, \$347.3 million of 29 percent of the total budget. The 2002 budget includes an increase of 31 budgeted full time equivalent positions (FTE's). This is the net result of increases within the Independent Boards, Convention Center expansion, and targeted reductions within General Fund supported positions.

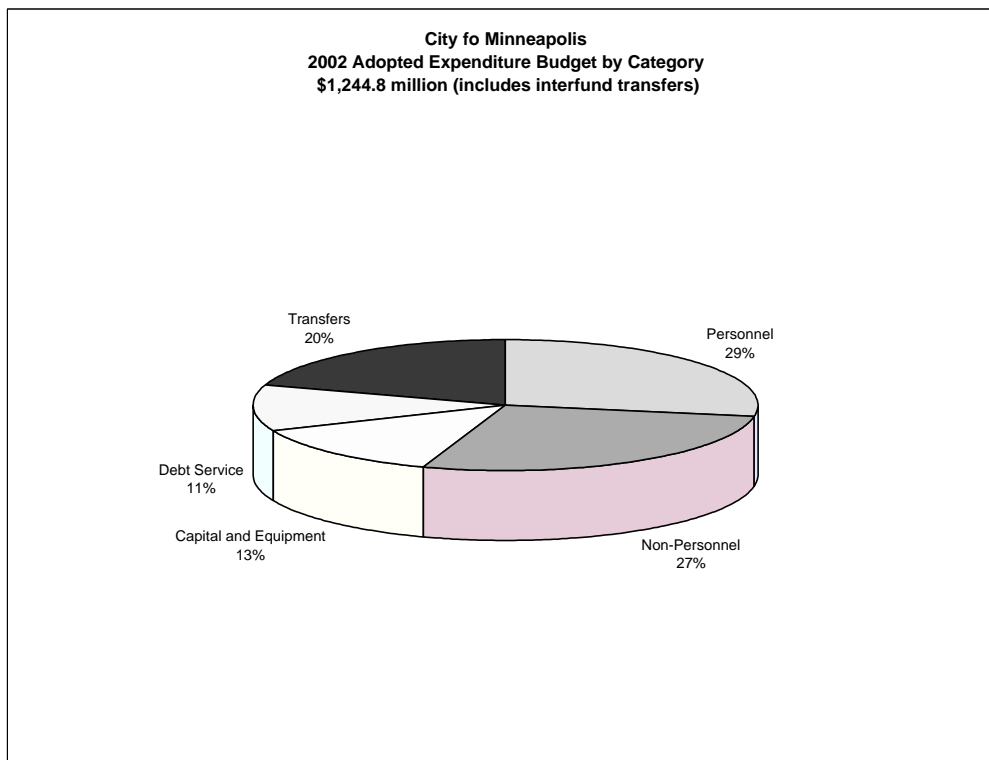
City of Minneapolis Budget by Major Expense Category (\$ in millions)

	2001 Adopted Budget	2002 Adopted Budget
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Full Time Equivalent Positions	5,995	6,104
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Expenditures:

Personnel	\$ 331.5	\$ 347.3
Non-Personnel	\$ 316.9	\$ 339.7
Capital and Equipment	\$ 243.3	\$ 167.4
Debt Service	\$ 155.8	\$ 140.3
Transfers	\$ 154.3	\$ 250.1
Total Expenditures	\$ 1,201.8	\$1,244.8



Financial Drivers for the 2001 Budget: City Council Funds

➤ Personnel

Total Spending. The 2002 adopted budget includes an increase in total personnel expenditures from \$331.5 million to \$347.3 million, or 4.8%. This increase reflects contracted and projected labor settlement agreements.

General Fund. Personnel expenditures for the City's General Fund have increased from \$162.4 million to \$167.5 million, or 3.1%, from 2001 to 2002.

Health Insurance. Health and dental insurance expenditures are budgeted to increase by 22 percent from 2001 to 2002, from \$21.1 million to \$25.7 million. This change reflects both changes in premium expense and changes in coverage, for example changes between family and single coverage. The contractual rate increase with the City's health insurance premiums for 2002, as reflected in the budget, was 17.6 percent.

➤ Internal Service Fund (*Equipment Services and Information Technology Services*)

The 2001 adopted budget includes an additional \$2.0 million in base funding for internal city services: equipment services and information technology services (i.e., squad cars, fire trucks, and computers). For the last several years, due to other external demands, the revenue to support these internal services has not kept pace with the growth in expenditures. Significant negative cash balances have resulted because of annual expenditures exceeding revenues. At year-end 1999, the City's Internal Service Funds had a combined negative cash balance of \$32 million, an increase of almost \$15 million from 1998.

➤ Establishment of the Geographic Information Systems (GIS) Office

The City's Geographic Information System allows for expanded and coordinated mapping and addressing within City government. The capital project phase of the GIS has been completed. The system requires both ITS staff and an operational support. These new operating budget items have been included in the Mayor's budget for a total of \$1.3 million.

➤ Debt Service and Debt Reduction Program

Also included in the budget is \$900,000 for the City's debt reduction program. The debt reduction program is a plan to reduce the City's reliance on debt for funding on-going public works capital needs. The plan calls for an additional \$900,000 in base funding each year for 10 years in order to position the City for pay-as-you-go for capital expenditures. Since 1999, the City will have added \$3.6 million for debt reduction, including the \$900,000 for 2002 budget.

➤ **Infrastructure Investment**

Property Tax Supported –Public Works. The 2002 adopted budget includes \$16.3 million in base funding for Public Works capital. The Capital Improvement Program (CIP) will add \$1.0 million annually in base funding for infrastructure “gap” closure, beginning in 2003 through 2006. From 1999 to 2001, \$5.0 million of base funding has been added to the “gap closure program.

Below is a summary of the 2002-2006 adopted CIP for Public Works infrastructure “gap” closure program.

Adopted 2002-2006 CIP for Public Works (in thousands)					
	2002	2003	2004	2005	2006
Base Program	\$16,301	\$16,791	\$16,874	\$17,440	\$17,087
Infrastructure “Gap” Closure Program	\$0 ¹¹	\$1,000	\$2,000	\$3,000	\$4,000
Total	\$16,301	\$17,791	\$18,874	\$20,440	\$21,087

Property Tax Supported—Park Board. The budget includes \$4.9 million in funding for Park Board capital. This includes \$1.9 million for the base program and \$3.0 million for the first year of the “gap” closure program for the Parks. The \$3.0 million for “gap” closure is included in the Park Board 2002 property tax levies, an increase of \$1.5 million from 2001.

Utility Fee Supported. The budget includes \$1.0 million in additional water and sewer related infrastructure expenditures “gap closure” as planned. This investment continues the City’s commitment to closing the infrastructure “gap” for water and sewer services. The water and sewer 5-year utility rate schedule approved as part of the 2001 budget reflected this planned investment.

➤ **Park Board Services**

The Board of Estimate adopted levy for the Park Board includes a \$1.2 million increase above base funding to enhance the level of service within the City’s Parks. This is the second step of a four-year plan to enhance funding for the Park Board.

¹¹ The bond redemption levy was increased by \$1 million in 2002 to replace the one-time \$1 million General Fund transfer in 2001. This was done to ensure the continuity of the gap closure program.

➤ Targeted Reduction/Targeted Revenues

To balance the General Fund budget, departments developed targeted strategies for cutting costs or targeted revenue increases. The adopted budget includes a reduction in General Fund operating expenditures of \$10.8 million. This represents a 4.3 percent reduction in total expenditures for the General Fund. The first \$5.5 million of targeted reductions in General Fund expenditures were identified by the departments and recommended by the Mayor to achieve a balance budget. An additional \$5.3 million of reductions were adopted by the City Council in their deliberations on the budget. Departments will be reporting back to the Mayor and City Council in the beginning of 2002 with strategies to meet these cuts.

Below is a summary by department of the general fund targeted expenditure reductions, as well as the associated revenue strategies. The revenue strategies are discussed in more detail in this Financial Overview section of the budget document. The Targeted Strategy section of this budget document contains the strategies as submitted by the departments, including proposals the Mayor did not recommend.

Department	Targeted Reductions
Assessor	\$56,000
Attorney (restored by City Council)	\$205,000
City Clerk & Elections	\$76,000
Civil Rights	\$80,000
Coordinator's Area (partially restored by City Council)	\$774,000
Fire	\$40,000
Health & Family Support	\$146,000
Planning	\$70,000
Public Works	\$1,600,000
Police	\$2,482,000
Total Departmental	\$5,529,000
Revenue Description	Revenue Increase
Human Resources School Board Revenue	\$97,000
Animal Control Neuter Fee	\$35,000
Pet License Fee Increase	\$70,000
Inflationary License Fee Adjustments	\$211,000
Licenses Reinspection Fees	\$45,000
Tobacco License Fee Increase	\$38,000
Inspections - Inflationary Adjustment on Permit Fees	\$599,000
Inspections - Retain Zoning Application Fee	\$35,000
Inspections - Clarifying Fee Valuation	\$138,000
Fire - Watch Assignments	\$100,000
Fire – Hazardous Materials Site Permits	\$100,000
Police Revenue (school district, housing, County)	\$654,000
Miscellaneous Revenue reductions due to expense cuts	(\$16,000)
Total Targeted Revenue Increases	\$2,106,000
GRAND TOTAL	\$7,635,000

➤ **Decision Packages: Requests for Service Changes**

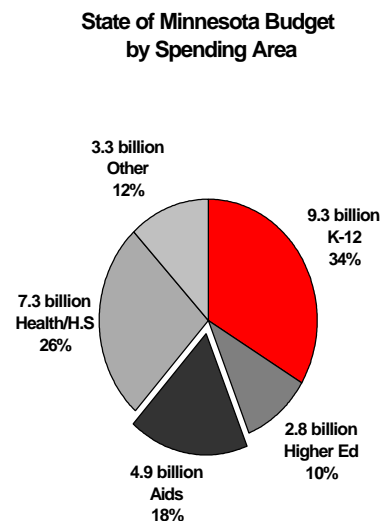
The Council Adopted decision packages for the General Fund totaling approximately \$3.8 million are included in the budget.

Adopted Budget:

- \$1,200,000 Funding for enterprise Microsoft Licensing, Oracle Licensing
- \$1,300,000 Transitioning GIS from a capital project to an operating office (\$750,000 and for ITS support (\$563,000)
- \$548,000 Public Works Infrastructure Maintenance
- \$96,000 Clean City Initiative
- \$240,000 New Arrivals
- \$300,000 Increased contingency for potential security-related expense
- \$150,000 Choral Symposium
- \$55,000 Restoration of one paralegal to the City Attorney's Office

➤ **The State**

Economy/Budget: The single most significant aspect of the current recession has been its impact on the State's revenues. The State Department of Finance released its latest forecast projecting a budget shortfall of almost \$2 billion for the current biennium. To cure the projected budget deficit, the Governor has proposed a variety of revenue enhancements and expenditure cuts.



The State General Fund expenditures for the 2001-2003 biennium are concentrated in four areas: K-12 education; higher education; aids to local governments; and, health and human services. Because of the recent effort to reform education finance in the State, education will probably not be the first area

targeted for cuts. Similarly, because the demand for health and human services tends to increase during recessions as people become unemployed, health and human services is also not likely to be the first place the State will look for expenditure reductions.

The Governor's proposed budget included an estimated cut to local government aid of \$14.9 million. In addition to presenting strategies to meet the City Council's cut to general fund departments, departments will also be presenting cuts to respond to these reductions in early 2002.

Property Tax and Fee Changes for the 2002 Budget

➤ Property Tax Revenue

The 2002 adopted budget includes a \$15 million increase in property tax revenue, from \$133 million certified in 2001 to \$148 million in 2002. The City's property tax rate increased 36.6 percent, from 43.21 percent to 59.04 percent.

Property Tax Calculation (in millions of dollars)				
	2001 Adopted*		2002 Adopted*	
	Amount	% Change	Amount	% Change
Property Tax Revenue:				
Gross Levy	\$163.7	6.7%	\$147.9	(8.3%)
Less HACA	\$30.5	0.0%	\$0	(100.0%)
Net Levy	\$133.2	8.4%	\$147.9	11.0%
Less Fiscal Disparities Distribution	\$20.3	8.7%	\$25.0	23.0%
Net Spread Levy	\$112.9	8.3%	\$122.9	23.0%
Tax Base:				
Gross Tax Capacity	\$363.0	10.6%	\$282.0	(22.3%)
Less Fiscal Disparities Contribution	\$46.9	11.5%	\$30.8	(34.3%)
Less Tax Increment	\$54.7	14.7%	\$43.0	(21.5%)
Net Tax Capacity	\$261.4	9.6%	\$208.2	(20.3%)
Tax Capacity Rate	43.21	(1.2%)	59.04	36.6%

*Percent changes based on actual numbers, not the rounded figures shown in the table above. The net levy is before adjustments for anticipated delinquent taxes, which is estimated at 98 percent for budget purposes. 2002 adopted gross levy amount includes \$4 million in an HRA.

➤ Utility Fees

To fund investments for the City's sewer, flood mitigation, storm water management, and water treatment and distribution systems, the 2002 adopted budget combines an increase in utility rates of \$0.18 for water and \$0.12 for storm water/sewer/flood mitigation (SWSFM). This represents a 9.9 percent increase for water and a 3.9 percent increase for SWSFM.

➤ **Solid Waste Cart Fee**

The 2002 adopted budget plans for a \$0.75 increase in the per dwelling unit monthly rate. This rate increase will allow the City to fully cover the cost of providing solid waste services, including capital equipment replacement requirements.

Property Market Values and Tax Base Highlights

Below is a chart from the City Assessor's Office with estimated market values and corresponding tax capacity by group. As the data shows, the City's tax capacity was greatly impacted by the 2001 legislative session and the property tax reformed implemented as a result.

For Taxes Collected in 2002

Group	2002 Estimated Market Value	% Total	% Change	Tax Capacity	% Total	% Change
Commercial	\$4,996,988,800	21.9%	9.4%	\$97,901,476	35.6%	(34.7%)
Industrial	\$1,147,733,000	5.0%	11.4%	\$22,233,261	8.1%	(33.9%)
Residential	\$14,445,648,200	63.2%	23.4%	\$117,480,388	42.7%	(10.9%)
Apartment	\$2,262,704,320	9.9%	27.5%	\$37,092,983	13.5%	(1.9%)
Other	\$14,072,900	0.1%	16.3%	\$206,301	0.1%	4.8%
Total	\$22,867,147,220	100.0%	19.8%	\$274,914,409	100.0%	(22.2%)

The data above does not include personal property, which is estimated to be \$5,809,000 for 2002. With personal property included, tax capacity is estimated to decrease by approximately 23 percent, before deductions for tax increment finance and fiscal disparities.

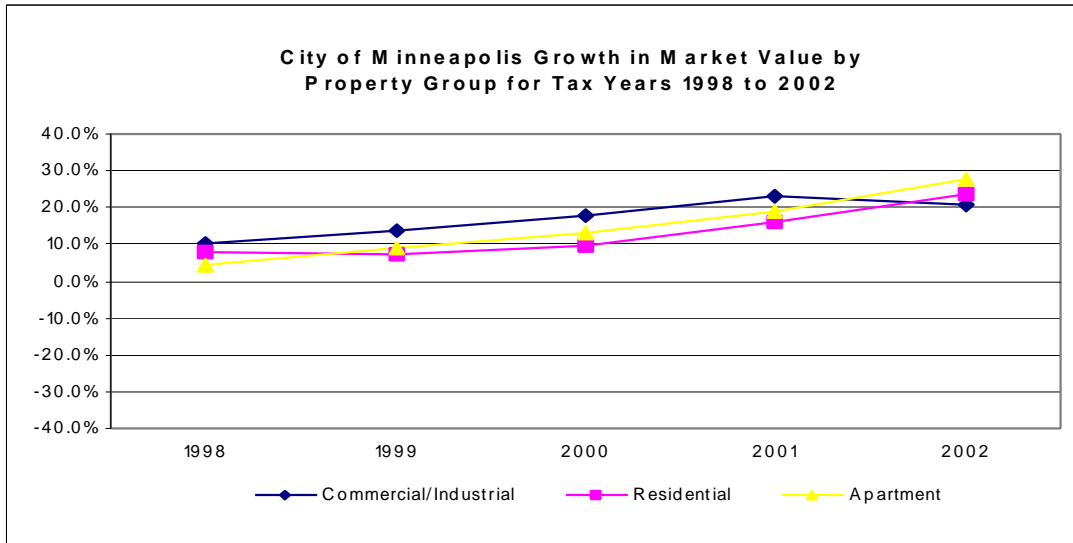
The following table of data provides the change in tax increment financing and fiscal disparities contribution and distribution for taxes payable 2001.

For Taxes Payable 2002

Gross Tax Capacity	\$274,914,409
+ Plus Personal Property	\$5,809,235
- Less Tax Increment Financing	\$44,329,530
- Less Fiscal Disparities Contribution	\$30,803,272
+ Plus Fiscal Disparities Distribution	\$32,000,000
Net Tax Capacity	\$237,590,842

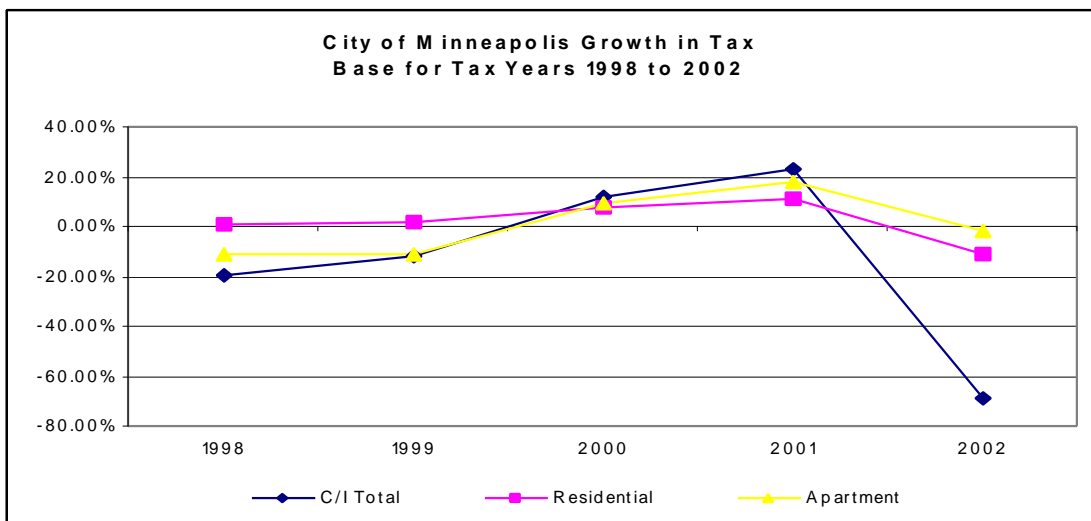
For purposes of calculating the property tax rate, the Fiscal Disparities Distribution is not included. Instead, the revenue distributed to the City from Fiscal Disparities is spread across the adjusted net tax base. The net tax base used to calculate the City's tax rate for Truth-in-Taxation is \$208.2 million, a 20.3 percent decrease from 2001 to 2002.

While overall all classes of property are experiencing a growth in their market value, the graph below shows that market value for apartments has outpaced that of commercial and residential properties.



Source: City of Minneapolis Assessor's Office

The annual percent change in the tax base for the City of Minneapolis was previously forecasted to peak in 2002 and then begin to decline. However, the 2001 state legislature lowered the property tax rates and, as a result, decreased the City's tax capacity. The City has not yet forecasted what impact this tax rate compression will have on the tax base in subsequent years.



Source: City of Minneapolis Assessor's Office

CITY OF MINNEAPOLIS
Tax Rates and Levies

CITY FUNDS	2000		2001		2002 Adopted	
	Tax Capacity	Total Tax Levy	Tax Capacity	Total Tax Levy	Tax Capacity	Total Tax Levy
General ¹	18.870	\$ 69,553,129	19.653	\$ 77,692,084	22.86	\$ 58,285,520
Police Personnel Expansion	1.401	5,016,000	1.278	5,016,000	-	-
Estimate and Taxation	0.039	144,000	0.037	151,000	0.05	124,000
Building Commission	0.870	3,092,000	0.815	3,158,026	1.31	3,272,966
Permenant Improvement	0.706	2,464,000	0.806	2,964,000	1.02	2,547,240
Bond Redemption	8.136	25,829,000	7.094	24,829,000	11.43	28,560,040
Firefighter's Relief Association	0.284	1,147,000	0.067	311,000	-	-
Police Relief Association	0.338	1,297,000	-	-	-	-
Minneapolis Employee Retirement Fund	1.201	4,389,000	1.066	4,301,000	1.78	4,451,000
Total City Other	31.845	\$ 112,931,129	30.816	\$ 118,422,110	38.45	\$ 97,240,766
Park Rehab & Pkwy Maintenance	0.244	\$ 850,000	0	\$ -	0.00	\$ -
Lake Pollution Control	0.042	148,000	0.121	439,800	0.16	399,000
Park and Recreation	6.629	22,411,000	7.361	26,770,375	11.74	29,333,759
Tree Preservation and Ref.	0.761	2,658,000	0.783	2,846,363	1.03	2,580,000
Shade Tree Disease Control	0.733	2,560,000	0.754	2,741,405	0.99	2,484,000
Sub-Total Park Board	8.409	\$ 28,627,000	9.019	\$ 32,797,943	13.92	\$ 34,796,759
Library Board	3.464	\$ 11,880,000	3.365	\$ 12,514,165	4.74	\$ 11,852,485
TOTAL CITY	43.718	\$ 153,438,129	43.20	\$ 163,734,218	57.12	\$ 143,890,010

NON-CITY FUNDS ²	2000		2001		2002 Truth in Taxation Maximum	
Public Housing	0.351	\$ 1,000,500	0.321	\$ 1,002,000	0.39	\$ 1,000,000
Minneapolis Teachers Retirement	0.642	1,800,800	0.632	1,950,100	0.83	2,100,000
Minneapolis Public Schools	57.200	161,580,500	52.362	162,615,100	32.86	79,253,000
Hennepin County	35.557	111,005,400	33.78	114,408,600	45.29	113,817,000
Other Special Taxing Districts ³	6.938	22,667,900	6.693	23,689,300	10.54	21,955,591
Total Non-City	100.688	\$ 298,055,100	93.788	\$ 303,665,100	89.92	\$ 218,125,591

NON-CITY FUNDS - Market Value Based Portion of Tax Bill

	2000		2001		2002 Truth in Taxation Maximum	
	Market Value	Total Tax Levy	Market Value	Total Tax Levy	Market Value	Total Tax Levy
Minneapolis Public Schools Referendum	0.135	\$ 26,144,500	0.15084	\$ 32,419,500	0.07854	\$ 18,390,000
Solid Waste Fee	0.018	\$ 3,042,400	0.01914	\$ 3,465,600	0.01901	\$ 3,848,000

Notes:

¹ This includes \$500,000 for an Economic Development/Tax Abatement Levy, which was certified to the County.

² All of the 2002 Non-City Fund amounts are listed at their Board of Estimate maximum.

³ Other special taxing jurisdictions include: Watershed Districts, Metro Mosquito Control, Metropolitan Council, MetroTransit, Park Museum, Hennepin County Regional Railroad Authority; does not include fiscal disparities distribution levy attributable to property in Minneapolis.

CITY OF MINNEAPOLIS
Property Tax and Utility Rate Comparison

2001 Adopted Budget versus 2002 Adopted Budget¹

	<u>2001 Value</u>	<u>2002 Value</u>	<u>Percent Change</u>
Jurisdiction: City of Minneapolis			
Property Classification: Homestead			
Assessed Property Value:	150,000	\$ 162,750	8.5%

Property Taxes

	Annual 2001 Property Taxes	Annual 2002 Property Taxes	<u>Dollar Change</u>		<u>Percent Change</u>	
			Monthly	Annually	Monthly	Annually
Taxing Jurisdiction						
City of Minneapolis	\$ 610	\$ 626	\$ 1	\$ 16	0.22%	2.59%
Minneapolis Park Board	179	\$ 227	4	48	2.22%	26.60%
Minneapolis Library Board	67	\$ 77	1	10	1.27%	15.21%
Total City	\$ 856	\$ 930	\$ 6	\$ 74	0.72%	8.60%
Hennepin County	\$ 669	\$ 737	\$ 6	\$ 68	0.85%	10.18%
Minneapolis School District ²	1,037	548	(41)	(489)	-3.93%	-47.20%
Other Special Taxing Districts	151	125	(2)	(26)	-1.45%	-17.43%
	\$ 1,857	\$ 1,409	\$ (37)	\$ (448)	-2.01%	-24.11%
Total City, County, School and Special Taxing Districts	\$ 2,713	\$ 2,339	\$ (31.17)	\$ (374.06)	-1.15%	-13.79%

Utility Costs for Average Volume Customer

Utility	Annual 2001 Utility Charges	Annual 2002 Utility Charges	<u>Dollar Change</u>		<u>Percent Change</u>	
			Monthly	Annually	Monthly	Annually
Water ³	\$ 181	\$ 191	\$ 0.84	\$ 10.04	0.46%	5.55%
Storm Water, Sewer, Flood Mitigation ³	219	228	0.71	8.52	0.32%	3.89%
Solid Waste and Recycling ³	213	222	0.75	9.00	0.35%	4.23%
Total Utilities	\$ 613	\$ 641	\$ 2.30	\$ 27.56	0.37%	4.50%
Total Payment (Property Taxes and Utilities)	\$ 3,326	\$ 2,979	\$ (29)	\$ (347)	-0.87%	-10.42%

¹ Property taxes for Non-City funds are at the maximum Truth in Taxation amounts.

² This includes the Minneapolis School District's market value referendum.

³ This figure is based on the average level of consumption for a four person household. The level of consumption assumed is eight units of water and six units of sewer.

City of Minneapolis FY 2002 Budget Financial Management Policies

The City of Minneapolis Financial Management Policies provide a basic framework for the overall fiscal management of the City. The policies represent a foundation to address changing circumstances and conditions, and assist in the decision making process. The financial policies represent guidelines for evaluating both current activities and proposals for future programs.

The financial management policies reflect long-standing principles and practices which have enabled the City to maintain its financial stability. It is intended that the policies be reviewed annually so that the guidelines represent a realistic, current framework for public policy decisions. The last year the Mayor and City Council formally adopted a comprehensive list of the Financial Management Policies was 1988. Annually the City Council and Mayor have adopted policy resolutions during the budget adoption process which have modified and updated the Financial Management Policies.

The information that follows provides a summary of the current Financial Management Policies for the following areas:

- Operating and Capital Budget Policies
- Revenue Policies
- Reserve Policies
- Debt-Policies
- Capital Budget Policies
- Citizen Participation Policies
- Accounting Policies
- Investment Policies
- Development Finance Policies

Operating Budget Policies

GFOA insufficient text:

Annual budgets are adopted on a basis consistent with generally accepted accounting principles for the General and Special Revenue Funds. Capital projects funds adopt project-length budgets and budgetary control for debt service funds is achieved through general obligation bond indenture provisions.

Substitute Text:

Basis of Budgeting

All governmental and agency funds budgets are created using the modified accrual basis. Their revenues are budgeted if they are measurable and available as net current assets. Major revenues that are determined to be susceptible to accrual include property taxes, special assessments, grants-in-aid, intergovernmental revenues, rentals, franchise fees, and intra-City charges. Interest on investments, short-term notes and loans receivable are accrued; interest on special assessments receivable is not accrued or budgeted. Major revenues that are determined not to be susceptible to accrual because they are not available soon enough to pay liabilities of the current period or are not objectively measurable include delinquent property taxes and assessments, licenses, permits, fines and forfeitures. Delinquent property taxes are not budgeted, while the other categories are.

In the governmental and agency funds, expenditures are generally budgeted under the modified accrual basis when the related fund liability is incurred, except for principal and interest on general long-term debt which is recognized when due. Compensated absences, which include accumulated unpaid vacation, compensatory time and severance pay, are not payable from expendable available financial resources, except to the extent there are available resources in the Self-Insurance Internal Service Fund for vested severance pay. Compensated absences are considered expenditures when paid to employees. Salary expenditures are budgeted based on full time equivalents, regardless of what type of pay they may be earning.

Proprietary funds are created using the accrual basis. Revenues are budgeted as they are anticipated to be earned. Unbilled utility service receivables are recorded at year-end. Utility Service revenue estimates are based on the entire number of users, without a factor for delinquencies. Compensated absences are considered expenses when they are incurred.

In accordance with Governmental Accounting Standards Board Statement No. 20 Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting, the City has chosen not to apply accounting standards issued by the Financial Accounting Standards Board after November 30, 1989, to its proprietary funds.

Capital projects funds adopt project-length budgets and budgetary control for debt service funds is achieved through general obligation bond indenture provisions.

End of Substitute Section

The objective of the operating budget policies is to maintain adequate service levels at reasonable costs by following sound financial management practices. Each City department or division prepares its own budget for review by the

Mayor to assist the Mayor in preparing a budget recommendation for the City Council.

Balanced Budget. The operating budget for the City shall be balanced. For each fund, ongoing costs are not to exceed ongoing revenues plus available fund balances used on accordance with reserve policies. It is a policy that the City shall not use debt or bond financing to fund current operating expenditures.

Performance Measurement. Performance measurement and productivity indicators shall be integrated into the annual budgeting process. All departments, boards, and agencies shall be reviewed annually by the appropriate City Council Committee for such performance criteria as program initiatives, compliance with policy direction, program effectiveness, and cost efficiency. During 1999, the Mayor and City Council adopted a performance measurement for the City of Minneapolis. Since adoption of this model, the City has been working to implement and improve its performance measurement efforts.

Budgetary Controls. The legal level of budgetary control is at the department level within a fund. The City Coordinator's Office and the Public Works Department are considered to be legal levels of budgetary control within a fund even though budgetary data is presented at the level of the Departments within the Coordinator's Office and the Divisions within Public Works Department. Budgetary amendments at the department/fund level must be approved by the City Council. Appropriations lapse at year-end.

Purchase orders, contracts, and other commitments are recorded as encumbrances, which reserve appropriation authority. This accounting practice is an extension of formal budgetary integration in the General and Special Revenue Funds. Encumbrances outstanding at year-end are reported as reservations of fund balance and do not represent generally accepted accounting principles (GAAP) expenditures.

The City maintains a budgetary control system to ensure adherence to the adopted budget and associated appropriations. Regular reports are provided through the City's financial system that compare actual revenues and expenditures to budgeted amounts.

Service Levels. The City shall attempt to maintain both essential service levels and constant or reduced burdens on taxpayers. Changes in service levels shall be governed by the following:

Budget Process -- The annual budget process is intended to weigh all competing requests for City resources, within expected fiscal

constraints. Requests for near, ongoing programs made outside the annual budget process shall be discouraged.

Personnel Expenses -- To the extent feasible, any personnel cost reductions shall be achieved through attrition and, where necessary through bumping actions. Additional personnel should only be requested to meet program initiatives and policy directives, after service needs have been thoroughly documented or it is substantiated that the new employees will result in increased revenue or enhanced operating efficiencies.

Grant Funded Programs -- Programs financed with grant monies shall be budgeted in special revenue funds, and the service program shall be adjusted to reflect the level of available grant funding. In the event of reduced funding, City resources shall be substituted only after all program priorities are considered during the annual budget process.

Revenue Policies

The objective of the revenue policies is to ensure that funding for public programs is derived from a fair, equitable, and adequate resource base, while minimizing tax differential burdens.

Revenue Structure. It is a policy of the City to structure and maintain a stable revenue system to shelter programs and services from short-term fluctuations in any single revenue source.

Sources of Revenue. Services which have a city-wide benefit shall be financed with revenue sources which are generated from a broad base, such as property taxes and state aids. Services where the customer determines the use shall be financed with user fees, charges and assessments directly related to the level of service provided.

Tax Base Capacity. The objective of the City is to ensure that local general tax resources are not increased faster than the tax base capacity of the community. The Mayor and City Council approved a resolution, during the 2000 budget, that affirmed the City Council commitment to maintain a constant property tax rate for the City. The adoption of this resolution serves as a guideline for preparing financial forecast projections for tax revenue.

User Fees. The City maximizes the utilization of user charges in lieu of general revenue sources for services that can be identified and where the costs are directly related to the level of service. The City establishes user charges and fees at a level which reflects the costs of providing the

service, to the extent legally allowable. Operating, direct, indirect, and capital costs are considered in the charges. Full cost charges is imposed unless it is determined that policy and market factors require lower fees.

Cost of Service -- The City shall establish user charges and fees at a level which reflects the costs of providing the service, to the extent legally allowable. Operating, direct, and indirect and capital costs shall be considered in the charges. Full cost charges shall be imposed unless it is determined that policy and market factors require lower fees.

Policy and Market Considerations -- The City shall also consider policy objectives and market rates and charges levied by other public and private organizations for similar services when fees and charges are established.

Annual Review The City shall review fees and charges annually, and will make appropriate modifications to ensure that charges grow at a rate which keeps pace with the cost of efficiently providing the service.

Non-Resident Charges. Where practical, user fees and other appropriate charges shall be levied for activities or facilities in which non-residents participate in order to relieve the burden on City residents.

Water and Sewer Fees. User charges for water and sewer shall be sufficient to finance all operating, capital, and debt service costs for these utilities. Rates will be set such that these enterprise funds are never in a cash deficit during the year.

Building and Code Enforcement. These activities shall be funded through a user charge in the form of building permits, inspections and plan review fees. These fees shall represent the full cost of the operation cost, including overhead expenses.

Convention Center. The Convention Center Facility should develop a profit and loss statement for each event. The Center shall be managed so that operating costs are financed through user charges to the greatest extent possible within the overall mission of the Convention Center.

Parking Fees. Hourly, daily, and monthly contract rates for City-owned parking facilities shall be adjusted at least annually to reflect market prices of privately owned parking facilities. Fee adjustments shall also be consider overall downtown objectives, such as

development incentives, space availability, business promotion, traffic control, and mass transit patronage.

Data Fees. Pursuant to the Minnesota Government Data Practices Act and unless otherwise provided for by Federal Law and State Statute or rule, fees for obtaining government data shall be recommended by departments based on the actual costs of providing such service. Fees shall not be charged for viewing of data only.

Internal Service Fees. When interdepartmental charges are used to finance internal enterprise functions, charges shall reflect full costs, including all indirect expenses.

License Fees. The City shall establish license fees at levels which reflect full administrative costs, to the extent legally allowable.

Fines. Levels of fines shall be requested according to various considerations, including legal guidelines, deterrent effect, administrative costs and revenue potential. Because the purpose of monetary penalties against those violating City ordinances is to deter continuing or future offenses, the City shall not request any increase in fine amounts with the singular purpose of revenue enhancement.

Dedicated Revenues. Except where required by law or generally accepted accounting principles (GAAP), no revenues shall be dedicated for specific purposes. All non-restricted revenues shall be deposited in the General Fund and appropriated by the annual budget process.

Private Revenues. All private money donated, contributed or lent to the City for operations, maintenance, purchase of equipment, supplies, land or capital facilities shall be subject to current grant solicitation and acceptance procedures and shall be deposited in the appropriate City fund and accounted for as public money through the City's budget process and accounting system.

Administrative Fees. An administrative fee shall be assessed on all General Fund supported capital projects to insure that overhead charges are properly allocated and that the General Fund is not required to subsidize infrastructure or economic development projects. The fee shall be calculated annually and shall be based on actual historic costs and expected future years expenses for all appropriate administrative costs not directly assessed to MCDA and Public Works projects.

Reserve Policies

The objective of the reserve policies is not to hold resources solely as a source of interest revenue, but rather to provide adequate resources for cash flow and contingency purposes, while maintaining reasonable tax rates.

Cash Flow and Contingency. The City shall maintain a minimum "base" unallocated fund balance of 10 percent of the Operating Tax Funds budget to be used for cash flow purposes, unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs. These funds represent approximately five weeks of expenditures and will be used to avoid cash flow interruptions, generate interest income, avoid the need for short-term borrowing and assist in maintaining a triple-A bond rating. To the extent that unusual contingencies exist as a result of state or federal aid uncertainties, salary settlement estimates, or other unknowns, a balance larger than this "base" amount shall be maintained.

Appropriate operating contingency reserves shall be maintained in enterprise funds to provide for unanticipated expenditures of a non-recurring nature. Appropriate capital replacement reserves shall also be maintained to fund emergency improvements relating to new regulations and standards, capital repair and replacement.

For all other funds, appropriate balances shall be maintained to reflect the nature of the accounts.

Use of Fund Balances. Available fund balances shall not be used for on-going operating expenditures, unless determination has been made that available balances are in excess of required guidelines and that plans have been established to address future operating budget shortfalls. Emphasis shall be placed on one-time uses which achieve future operating cost reductions.

Projected Changes to Fund Balance in 2002

The budget document includes changes to fund balance in Schedule one of the Financial Schedules section. These fund balance changes are a result of timing of capital projects and development projects. In the case of drawing down of fund balances, revenues related to these projects (tax increment financing, sale of bonds) have been received in the prior year. In the case of additions to fund balances, the funds are being reserved for future projects, or are paying back short term borrowing. Prior year fund

balances are presented in the City's annual financial report, published in late spring.

Annual Review. An annual review of cash flow requirements and appropriate fund balances shall be undertaken to determine whether modifications are appropriate for the reserve policy.

Debt Policies

The objective of the Minneapolis debt management policies is to maintain the City's ability to incur present and future debt at minimal interest rates in amounts needed for infrastructure and economic development of the City without endangering the City's ability to finance essential City services.

In addition to these general policies, specific guidelines have been adopted by the City Council and Board of Estimate and Taxation to manage Minneapolis debt practices. The specific guidelines detailed criteria for approval and capacity measurement.

General Obligation Bonds, Property Tax Supported. The City utilizes general obligation, property tax supported bonding to finance only those capital improvements and long term assets which have been determined to be essential to the maintenance or development of the City.

Revenue Supported Bonds. The City utilizes tax increment supported bonds only where projects can be shown to be self-liquidating from tax increments arising in sufficient amounts or where secured guarantees are provided for potential shortfalls, and with appropriate timing to avoid the use of city-wide property tax revenues and where maximum allowable guarantees are obtained.

Special Obligation Revenue Bonds. Special obligation revenue bonds, those bonds for which the City incurs no financial or moral obligation, are issued only if the associated development projects can be shown to financially feasible and contributing substantially to the welfare and/or economic development of the City and its citizens.

Limitations on Issuance of Debt. It is a policy of the City to establish and maintain limitations on the issuance of new property tax base supported bonded indebtedness which will promote a balanced relationship between expenditures for debt service and current municipal costs, and assist in minimizing the overall property tax burden. The City limits the issuance of new bonded debt so as to maintain or make improvements in key financial trend lines over time.

Variable Rate Debt. The City may elect to issue bonds as variable rate instruments to provide flexibility and/or attempt to achieve interest savings.

Debt Management. City Financial Management Policies shall be designed to maintain a balanced relationship between debt service requirements and current operating costs, encourage growth of the tax

base, actively seek alternative funding sources, minimize interest costs and maximize investment returns.

Bond Term -- The City shall issue bonds with terms, no longer than the economic useful life of the project. For self-supporting bonds, maturities and associated debt service shall not exceed projected revenue streams.

Feasibility -- The City shall obtain secured guarantees for self-supporting and tax increment supported bonds to the extent possible. The City shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds.

Capital Budget Policies

The objective of the capital budget policies is to ensure that the City of Minneapolis maintains its public infrastructure in the most cost-efficient manner.

Capital Improvement Program. The City prepares and adopts a five-year Capital Improvement Program (CIP) which details each capital project, the estimated cost and funding source. An adopted priority system is used to rank and recommend projects.

Operating Budget Impacts. Operating expenditures are to be programmed to include the cost of implementing the CIP and are to reflect estimates of all associated personnel expenses and operating costs attributable to the capital outlays.

Repair and Replacement. The City is to maintain its physical assets at a level adequate to protect the City's capital investments and minimize future maintenance and replacement costs. The capital budget is to provide for the adequate maintenance, repair and orderly replacement of the capital plant and equipment from current revenues where possible.

Citizen Participation Policies

The objective of the citizen participation policies is to help ensure the continued involvement of the Minneapolis citizens in order to enhance the City's ability to meet challenges of the future in a constructive and innovative manner. Minneapolis has long believed that its most important resource is an informed citizenry involved in the decision-making process. The City has maintained its fiscal strength through the commitment on the parts of citizens and government to managing the City's resources.

Financial Reports. Financial information shall be provided to citizens on the City budget and financial audits in a form that is more understandable to the public than line-item budgets and audited documents. An annual financial review shall be made available to interested parties and selected financial summary information shall be published through citizen guides. The budget book is available on the internet.

Budget Input. Appropriate methods shall be used to ensure viable citizen input into the budgeting process. Informational hearings, citizen-based review committees (i.e., Capital Long-Range Improvement Committee) and other techniques shall be used to help ensure adequate input.

Performance Measurement. The City Council and Mayor adopted citizen engagement strategies relating to performance measurement in August of 2000. These strategies include community meetings (first held in fall of 2000), the publication of an annual report with outcome information (forthcoming), and a report of outcomes on the City's website.

Citizen Survey. The City Council and Mayor funded a random sample telephone survey to assess citizen opinions and expectation regarding City services and priorities for the future, with the survey first conducted in fall of 2000.

Citizen Access. All residents and businesses of the City of Minneapolis shall be afforded access to City budget information.

Accounting Policies

The objective of the accounting policies is to ensure that all financial transactions of the City of Minneapolis and its boards, commissions, and agencies are carried out according to the dictates of the City Charter, State Statutes, federal grant guidelines, and the principles of sound financial management.

Accounting Standards. The City shall establish and maintain accounting systems according to the generally accepted accounting principles and standards (GAAP) of the Government Finance Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB). The central system shall be used for financial transactions of all City departments, boards, and independent agencies.

Annual Audit. An annual audit is performed by the State Auditor's Office which issues an official opinion on the annual financial statements, with a management letter detailing areas that need improvement, if required.

Disclosure and Monitoring. Full disclosure is provided in all financial statements and bond representations. Financial systems are maintained to monitor expenditures and revenues on a four-week period basis, with a thorough analysis and adjustment, if required, at mid-year.

Government Finance Officers Association Award. The City annually submits necessary documentation to obtain the Certificate of Excellence in Financial Reporting.

Investment Policies

The objective of the investment policies is to ensure that all revenues received by the City are promptly recorded and deposited in designated depositories, and if not immediately required for payments of obligations, are placed in authorized investments earning interest income for the City according to defined criteria.

Investment Objectives. The following objectives govern Minneapolis investments, as listed in order of importance:

Safety -- Safety of principal is the foremost objective of the City of Minneapolis. Each investment transaction shall seek to first ensure that capital losses are avoided, whether from securities defaults or erosion of market value.

Liquidity -- The cash position of the City of Minneapolis has peaks and valleys during the year which requires that a portion of the investment portfolio emphasize liquidity. The City of Minneapolis shall consider liquidity as a priority, while still recognizing the need to maximize yield.

Yield -- The investment portfolio of the City of Minneapolis shall be designed to attain a market-average rate of return through budgetary and economic cycles, taking into account the city's investment risk constraints, cash flow characteristics of the portfolio and prudent investment principles.

Local Considerations -- Subject to requirements of the above priority objectives, it is the policy of the City of Minneapolis to offer financial institutions within the City the opportunity to bid on investments. However, the City shall seek the best investment yield through a competitive process.

Maintaining the Public Trust - Because the investment portfolio is subject to public review and evaluation, the overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. Investment officials shall avoid any transaction that might impair public confidence in the City of Minneapolis' ability to govern effectively.

Types of Investments. The City of Minneapolis shall only invest in those instruments authorized within the City's Financial Management Policies, and/or Minnesota Statute, and/or Council resolution.

Diversification. It is the policy of the City of Minneapolis to diversify its investment portfolios. Assets held in the General Fund and other investment funds shall be diversified to eliminate the risk of loss resulting from over concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification strategies shall be established, with a periodic review and revision, as appropriate.

Prudence. The "prudent person" standard shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for and individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate action is taken to control adverse developments.

Internal Controls and Safekeeping. The City Finance Officer shall establish a system of internal controls, which shall be documented in writing. To protect against potential fraud and embezzlement, assets of the City of Minneapolis shall be secured through third party custody and safekeeping procedures. Bearer instruments shall be held only through third party institutions. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance.

Development Finance Policies

The objective of the development finance policies is to provide for orderly public assistance of community development efforts in a manner which balances costs against benefits. In addition to these general policies, specific guidelines have been adopted by the City Council, Mayor, and Minneapolis Community Development Agency Board to manage specific development resources and programs. The City's Financial Management Policies outline general policy direction and are supportive of the specific guidelines for development finance.

To the greatest extent possible, all development activities shall be self-supporting so that impacts on the City's operating tax funds are minimized. Sufficient public and private resources shall be identified at the time a project is approved to ensure feasible completion and operation of the project. All development financing proposals shall be reviewed in order to certify that the proposed financial plan is reasonable, balanced, and the best deal possible to achieve City objectives, while adequately protecting overall City-wide financial interests.

City of Minneapolis FY 2002 Budget Fund Descriptions

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues and expenditures/expenses. Provided below is a listing of all City Funds.

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those that are required to be accounted for in another fund.

Enterprise Funds - The Enterprise Funds are used to account for those activities of the City which are financed and operated in a manner similar to private business enterprises where costs and expenses, including depreciation, are recovered principally through user charges. The City operates six enterprise funds, including the City's Community Development Agency (MCDA):

➤ ***Water Works Fund***

This fund is used to account for the operation, maintenance, and construction projects related to the water delivery system. This fund also accounts for the operations related to the billings for water, sewage, and solid waste fees.

➤ ***Sewer Rental Fund***

This fund is used to account for sewage fees collected from customers connected to the City's sewer system and for all expenses of operating this system. This fund also accounts for storm water management activities.

➤ ***Solid Waste and Recycling Fund***

This fund is used to account for the revenues and expenses for solid waste collection, disposal and recycling activities.

➤ ***Municipal Parking Fund***

This fund is used to account for the operation, maintenance, and construction of the City's parking facilities as well as on-street parking and the Municipal Impound Lot.

➤ ***River Terminal***

This fund is used to account for the operations of the public terminal facility located on the Mississippi River.

Internal Service Funds - Internal Service Funds are similar to Enterprise Funds in that they are used to account for those City services which are financed and operated in a manner similar to private business enterprises, except for in the case of Internal Service Funds, the customer is typically other City departments instead of the public. The City operates six Internal Service Funds:

➤ ***Engineering Materials and Supplies***

This fund is used to account for the operations of the City's asphalt plant and paving products laboratory. The paving products laboratory provides in-lab and on-site testing and soil boring services to ensure quality control of asphalt and soils for projects.

➤ ***Intergovernmental Services***

This fund is used to account for information technology services, central mailing and printing services, and the City's telecommunication operations.

➤ ***Property Services***

This fund is used to account for the physical management and maintenance of fire stations, police precinct buildings, the City of Minneapolis Public Service Center, and various other City office locations, except for the City Hall/County Court House building, which is accounted for in the Municipal Building Commission Special Revenue Fund.

➤ ***Permanent Improvement Equipment***

This fund is used to account for the ownership and operation of radio communications equipment and a fleet of motorized equipment and vehicles. The fund operates as a rental agent to various departments to support the construction and maintenance of city infrastructure, fire protection services, and police services.

➤ ***Public Works Stores***

This fund is used to account for the centralized procurement, warehousing, and distribution of stocked inventory items, and the purchase of special goods and services.

➤ ***Self-Insurance.***

This fund is used to account for employee medical, dental, and life insurance benefit programs and the programs' administrative costs. The fund also accounts for occupational health services, severance payments to employees who have retired or resigned and who meet minimum eligibility requirements, a tort liability program, and a workers' compensation program.

Special Revenue Fund - Special revenue funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. The City has eleven Special Revenue Funds:

- ***Arena Reserve Fund***
This fund is a holding fund for various finance plan revenues to be used for future cost relating to the acquisition and capital maintenance of the downtown sports, entertainment and health complex.
- ***Board of Estimate and Taxation Fund***
This fund is used to account for the operations of the Board of Estimate and Taxation which issues and sell bonds, and establishes the maximum levies for the City, its Boards and Commissions.
- ***Community Development Agency Fund***
This fund is used to account for the general fund and the special revenue fund activities of the Minneapolis Community Development Agency (MCDA), a component unit of the City of Minneapolis.
- ***Community Development Block Grant***
This fund is used to account for the federal grants received under the Federal Community Development Block grant provisions.
- ***Convention Center***
This fund is used to account for the ownership, maintenance, and operation of the Minneapolis Convention Center, and the proceeds of the local sales and use tax.
- ***Convention Facilities Reserve***
This fund is a holding fund for parking and sales tax revenues to be used for future capital maintenance needs of the existing Convention Center.
- ***Employee Retirement***
This fund is used to account for the tax levy proceeds and other sources of revenue for the Minneapolis Employee Retirement Fund (MERF), Minneapolis Firefighters' Relief Association (MFDRA), and Minneapolis Police Relief Association (MPRA) retirement programs for some city employees.

- ***Grants - Federal***
This fund is used to account for all federal grants, except for the Community Development Block grant, which is accounted for in a separate fund.
- ***Grants - Other***
This fund is used to account for grants received from the State of Minnesota, Hennepin County, local government units, and private funds.
- ***Municipal Building Commission***
This fund is used to account for the cost of operating and maintaining the City Hall/County Court House building.
- ***Police***
This fund is used to account for the revenues and expenditures related to federal and state administrative forfeitures and the revenues and expenditures related to the regulation of lawful gambling in the City.

Capital Projects Fund - The Capital Projects Fund is used to account for financial resources and expenditures applied to the construction of capital facilities and major purchased items for governmental fund types.

- ***Community Development Agency Capital Fund***
This fund is used to account for the capital project activities of the Minneapolis Community Development Agency (MCDA), a component unit of the City of Minneapolis.
- ***Municipal Building Commission (MBC) Capital Fund***
This fund is used to account for the capital project activities of the MBC, a component unit of the City of Minneapolis.
- ***Permanent Improvement Capital Fund***
This fund is used to account for capital acquisition, construction, and improvement projects including bridge construction, sidewalk construction, street construction, completion of the Minneapolis Convention Center, energy conservation projects, infrastructure projects, and many Information Technology System projects.

Debt Service Funds - The Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, interest, and related costs. Included in the Debt Service Funds are:

- ***Community Development Agency Debt Service Fund***
This fund is used to account for the debt service activities of the MCDA, a component unit of the City of Minneapolis, and includes the Arena Acquisition Project (Target Center) Series A and B bonds, Tax Increment Bonds of 1990, debt of the Orpheum Theatre Project, and Tax Increment Revenue Notes.
- ***Development Debt Service Fund***
This fund is used to account for the debt of projects supported by property tax increments, transfers of sales tax revenues from the Convention Center Special Revenue Fund for related debt, and a State grant relating to the completion of the Convention Center.
- ***General Debt Service Fund***
This fund is used to account for General Obligation Bonds supported by a property tax levy, Park Diseased Tree debt, Management Information System debt supported by the City's General Fund, Great River Road Bonds, and Edison Hockey, Community Health, and Northern States Power (NSP) Revenue Notes.
- ***Special Assessment Debt Service Fund***
This fund is used to account for debt supported by special assessments with the exception of the Park Diseased Tree debt.

City of Minneapolis

Birds Eye View of the Relationship between Fund Types, Revenue Sources, Expenditures and Departments/Boards

Fund Type	General Fund	Enterprise Funds Including: <i>Water Sewer Solid Waste Parking</i>	Internal Service Funds Including: <i>Engineering Materials Intergovernmental Services Property Services Equipment Stores Self-insurance</i>
Major Revenue Sources	Local Government Aid Property Taxes Franchise Fees Licenses and Permits	Utility Charges State Grants and Contributions Rents	Charges for Services Rents Transfers from other funds
Expenditure classifications	Personnel, Operating Costs, Contractual Services, Equipment,	Personnel, Operating Costs, Contractual Services, Equipment, Capital Projects and debt service related to these business lines	Personnel, Operating Costs, Contractual Services, Equipment, Capital Projects and debt service related to these business lines, liability and workers compensation claims
Major Departments	Police, Fire, Public Works , among others	Public Works	Public Works, Copy Center City Attorney – Civil Division, Information Technology Services

City of Minneapolis

Birds Eye View of the Relationship between Fund Types, Revenue Sources, Expenditures and Departments/Boards, Continued

<i>Fund Type</i>	<i>Special Revenue Funds</i>	<i>Capital Projects Funds</i>	<i>Debt Service Funds</i>
Revenue Sources	Grants Sales Taxes	Property Taxes Proceeds from Long Term Liabilities State Aid	Property Taxes State Aid
Expenditure classifications	Personnel, Operating Costs, Contractual Services, Equipment	Capital project expenditures related to street construction and infrastructure projects	Payments of interest and principal on City's debt
Departments	Convention Center Health and Family Support Attorney Fire Police Convention and Visitor's Association Closed Pension Plans	Public Works	Not Applicable

City of Minneapolis

Birds Eye View of the Relationship between Fund Types, Revenue Sources, Expenditures and Departments/Boards, Continued

Fund Type	Park Board Funds <i>The Park Board has enterprise, internal service and special revenue funds. The Park Board's general fund is treated as a special revenue fund.</i>	Library Board Fund <i>The Library has a general fund which is treated as a special revenue fund.</i>	Minneapolis Community Development Agency (MCDA) Funds <i>The MCDA has capital, debt service, enterprise and special revenue funds.</i>
Revenue Sources	Property Taxes Local Government Aid Charges for Sales (golf courses, etc.) Contributions and Grants	Property Taxes Local Government Aid Charges for Services	Property Tax Increment Financing Charges for services and rents relating to development projects Grants (especially the City's Community Development Block Grant)
Expenditure classifications	Personnel, Operating Costs, Contractual Services, Equipment	Personnel, Operating Costs, Contractual Services, Equipment	Personnel, Operating Costs, Contractual Services, Equipment, Capital Expenditures on development projects, debt service on development projects

The City has funds set up for other smaller boards:

- **Municipal Building Commission (funded mainly from Property Tax and State Aids)**
- **Board of Estimate and Taxation (funded from Property Tax and State Aids)**
- **Neighborhood Revitalization Program (funded from Property Tax Increment Financing)**
- **Youth Coordinating Board (a joint board funded from the City's general fund and grants)**

More detail on these boards can be found in the background and independent board sections of this book.

City of Minneapolis FY 2002 Budget Financial Plans and Budgets

The schedules that follow contain the Financial Plans for the major funds of the City. Detailed financial plans are included for the following major funds, listed below. For the other funds of the City, financial information (expenditure and revenue) is included in the *Financial Schedules Section* of this report.

➤ **General Fund**

➤ **Special Revenue Funds**

- Convention Center Special Revenue Fund
- Community Development Block Grant Fund

➤ **Enterprise Funds**

- Solid Waste and Recycling Fund
- Storm Water, Sewer, and Flood Mitigation Utility Fund
- Water Treatment and Distribution Fund
- Municipal Parking Fund

➤ **Internal Service Funds**

- Self –Insurance Fund
- Permanent Improvement Equipment Fund
- Intergovernmental Services Fund
- Engineering Materials and Testing Fund
- Property Services

➤ **MCDA – Five Year Community Development Plan 2002 - 2006**



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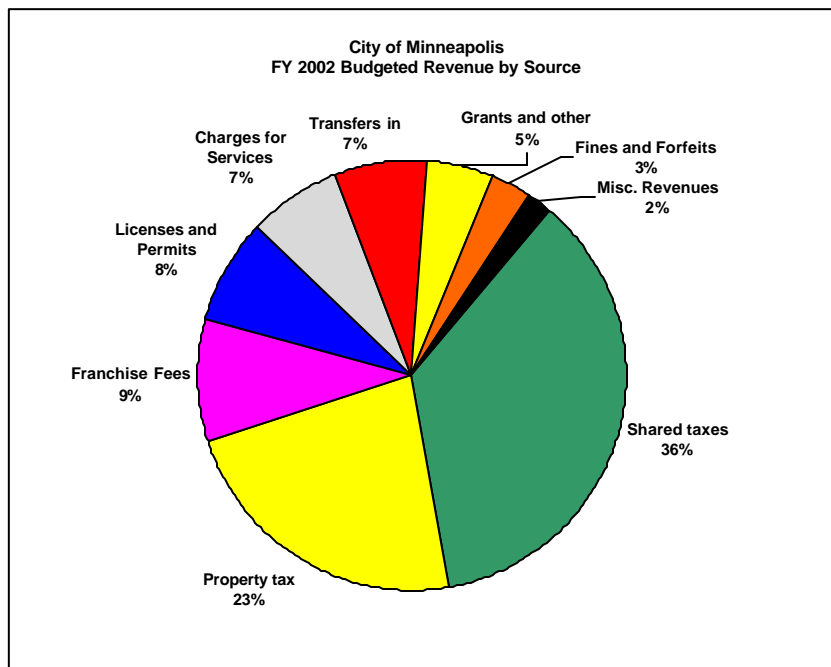
City of Minneapolis General Fund

Background

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The major sources of revenue include and their relative percentage of total General Fund financial sources are:

- “Shared Taxes” (Local Government Aid from the State) – 36%
- Property taxes – 23%
- Franchise fees – 9%
- Licenses and permits – 8%
- Transfers (operating subsidies) from other funds – 7%
- Charges for services and sales – 7%
- Grants and other Intergovernmental Revenue – 5%
- Fines and forfeits – 3%
- Miscellaneous revenues (including interest earnings) – 2%

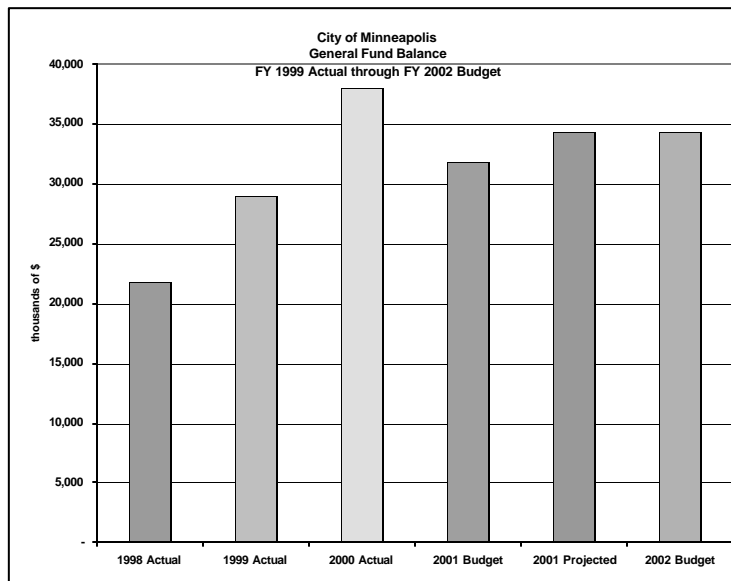
Combined, the two largest revenues (Shared Taxes and the City’s Property Tax) have historically accounted for approximately 60% of total sources of funds for the General Fund. The top four sources of funds account for more than 75% of the General Fund’s annual financial inflows.



Historical Financial Performance

The results of the General Fund's annual operations are closed annually into the fund's "fund balance". The General Fund's balance measures the amount of available, spendable, resources owned by the fund. In other words, the General Fund's balance is a measure of the cash that is available to be appropriated by the Mayor and Council to accomplish the City's goals and objectives. In addition, the balance provides the City a reserve to cushion adverse economic shocks and to meet the City's liquidity needs. The City's policy is to maintain a minimum fund balance of 10% of current expenditures for the General Fund.

For several years, the City has been able to increase its General Fund Balance. In FY 2000, for example, the General Fund operations resulted in approximately a \$9 million increase in fund balance to an historic level of approximately \$38 million. In their FY 2001 Budget, the Mayor and Council decided to appropriate or spend down part (\$6.2 million) of that balance. However, projections as of the close of the third quarter show revenues ahead of budget and expenditures are projected to be below budgeted levels. As a result, while fund balance is still expected to decline for the year, the total reduction is expected to be only about one half of the budgeted reduction.

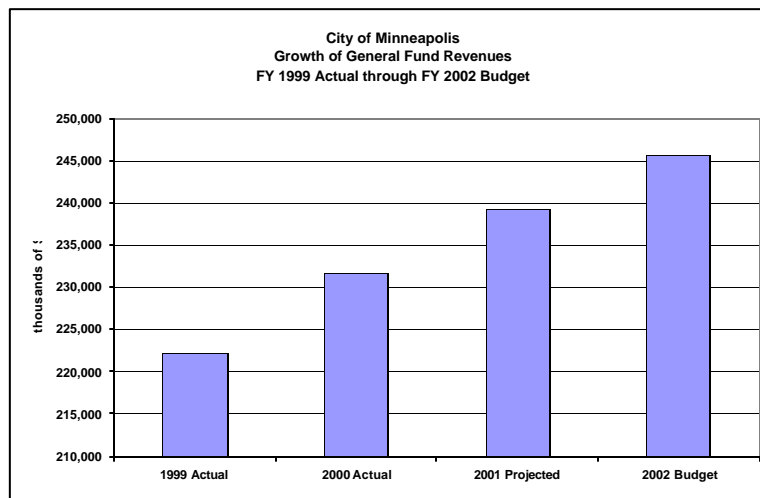


Although the City appropriated a small amount of fund balance for the 2001 budget, the year-end balance is expected to be well above policy minimums. The FY 2002 budget is balanced without appropriating fund balance. The City plans a FY 2002 balance equal to the FY 2001 balance of \$35 million. At \$35 million, the General Fund balance will exceed policy minimums for FY 2002. The City has met the 10% reserve policy in past years and plans to meet the reserve policy in future years.

2002 Adopted Budget

Revenues

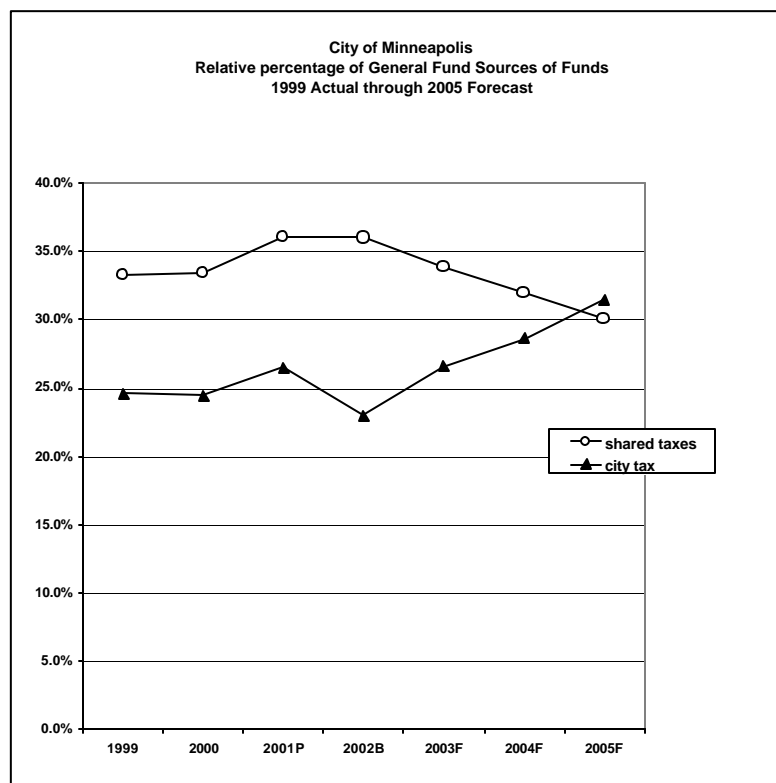
The General Fund 2002 budget includes a total of \$245.8 million of revenues and other sources including \$17.4 million from transfers from other funds. Budgeted General Fund revenues for 2002 are approximately 6% higher than 2001 budget. The 2002 budgeted revenues represent a 11% increase over 1999 actual revenues.



As the chart below shows, the distribution of total revenue among the General Fund's revenue categories has been very steady over time. That is, as General Fund revenues have increased to support increased expenditures, each revenue category has increased at roughly the same rate to maintain stable proportions among the various funding sources.

General Fund Revenue as Percent of Total	1999 Actual	2000 Actual	2001 Projected	2002 Budget	3-year average (1999-2001)
Shared taxes	33.3%	33.4%	36.0%	36%	34.3%
Property tax	24.6%	24.4%	26.5%	23%	25.2%
Franchise Fees	8.9%	9.3%	9.3%	9%	9.2%
Licenses and Permits	7.6%	8.3%	7.8%	8%	7.9%
Charges for Services	8.1%	7.4%	6.1%	7%	7.2%
Transfers in	7.3%	6.5%	6.8%	7%	6.9%
Grants and other	5.2%	4.8%	2.5%	5%	4.2%
Fines and Forfeits	2.7%	2.9%	3.0%	3%	2.9%
Misc. Revenues	2.3%	2.9%	2.0%	2%	2.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Shared taxes and the local levy: The most important development in the City's revenue picture was the recently adopted changes in the State's School financing program and Tax laws. The immediate impact was the elimination of the Homestead and Agricultural Aid program (HACA) which was absorbed into the Local Government Aid program. For the 2002 budget, this change had no effect on the City; total aids actually increased slightly over FY 2001 levels. However, the new laws suggest a shift in the State's thinking about aid to local governments. It appears unlikely that the State will increase local government aid funding in the short run. Therefore, the City is projecting no growth in State aids for the years 2003 through 2005. If this assumption proves correct, more of the cost of General Fund services will be paid through the local levy.



Franchise fees are a paid by various utility companies for their use of City rights of way. Franchise fees are a percentage of total utility revenues. Therefore, the City's collections co-vary directly with the paying utility's gross revenues. Because of the high cost of natural gas, which were passed along to ratepayers, the City experienced "windfall" franchise earnings in FY 2000. In FY 2000, the City's franchise revenues were \$21.6 million versus a budget of approximately \$20 million. Franchise fees are expected to exceed budget for FY 2001. However, because of falling natural gas prices as well as a generally lower level of economic activity, the City is expecting franchise revenues to moderate in FY 2002 and future years.

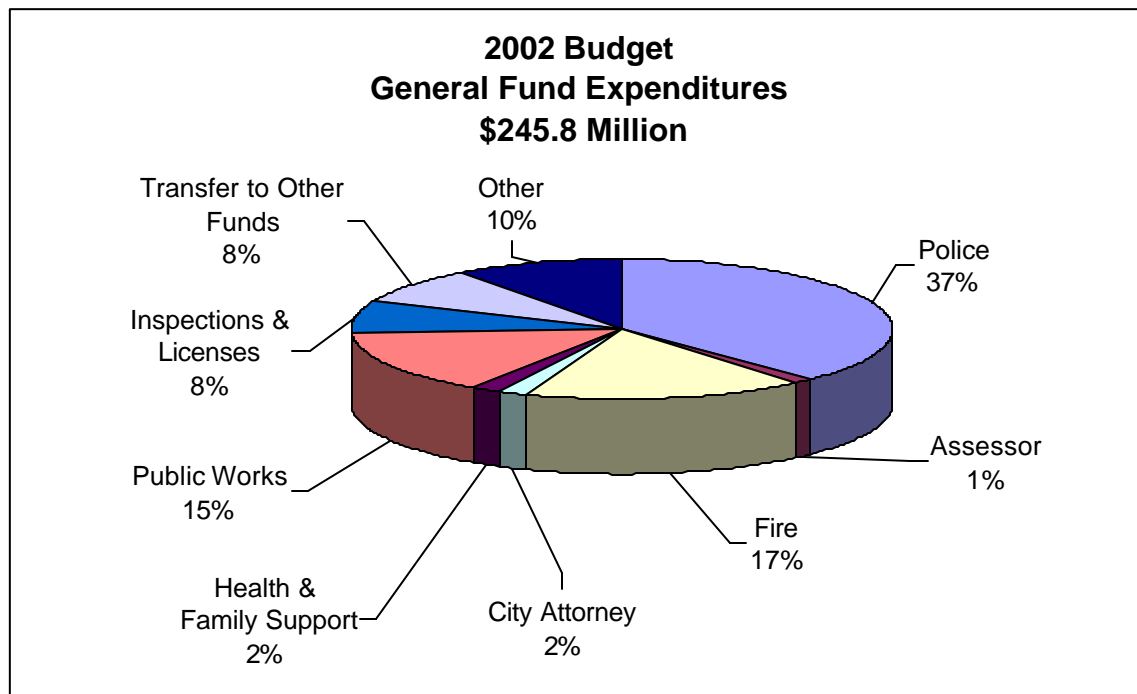
Licenses and Permits are another significant revenue for the City's General Fund. The City issues licenses and permits for a wide variety of regulated activities. Building permits are a major component of this revenue category. For the FY 2002 budget, the City expects that the momentum of development/redevelopment activity in the City will help support permit revenues through the next year. However, we also expect that the recent downturn in economic activity will have a delayed effect. Therefore, while we have budgeted for strong permit revenues through 2002, the City plans for permit revenues to decline in FY 2003 but then rebound in the following years.

Expenditures

The total 2002 Budget for the General Fund is \$245.8 million, which includes \$20.0 million in transfers to other funds. After adjusting for transfers the 2002 budget increased from \$218.3 million in 2001 (adopted) to \$225.8 in 2002, or a 3.4% increase.

For 2002, the one-time transfer of \$5.2 million of cash from the General Fund to the Equipment Services Fund was eliminated as planned. In addition, the one-time transfer of \$1.0 million from the General Fund reserve, "budget stabilization account", to the Permanent Improvement Fund for capital infrastructure was eliminated as planned. The combined total of the transfers included in the 2001 adopted budget was \$6.2 million for these items. The source of cash came from the General Fund reserve that was in excess of the 10% reserve policy.

Below is a graph with the 2002 expenditures by department. Public Safety expenditures, Police, Fire, City Attorney, comprise the largest percent of General Fund expenditures.



The General Fund budget for City departments include \$10.8 million in **targeted budget reductions**, a net 4.3% reduction in operating expenditures. The Council recommended \$5.3 million in additional cuts to departments financed from the general fund.

In addition to identifying spending reductions, the 2002 Budget includes \$2.1 million in additional non-property tax General Fund revenue options to balance the budget – including inflationary adjustments to licenses and inspection fees and additional reimbursement revenues.

Decision packages totaling \$3.8 million are included in the Budget. This total includes \$1.7 million of additional operating costs for the Information Technology Services Department related to software licensing and other software maintenance costs. And, \$1.3 million of funding for the City's Geographic Information System (GIS). There will be a new GIS office created in the Operations and Regulatory Services Department under the City Coordinator. The GIS proposal also includes funding to support positions in the Information Technology Services Department, which were previously funded from the capital program.

Decision Packages (increases to the base budget):

- \$1.3 million Geographic Information System (Operations)
- \$1.2 million Software licensing and software maintenance
(transfer to the Internal Service Fund)
- \$96,000 Clean City initiative
- \$300,000 Expanded General Fund Contingency
(funding for potential security proposals)
- \$150,000 Choral Symposium (Minneapolis event to be
sponsored by the International Federation for Choral
Music in August 2002)
- \$240,000 Welcoming New Arrivals Program
- \$548,000 Infrastructure Maintenance Gap Closure Program (as
submitted by the Public Works Department)

Transfers

The 2002 General Fund budget includes a \$3.0 million increase in transfer expense to cover payments to the Intergovernmental Services Fund (ITS). The increased payment includes: \$1.2 million to cover operational expenses as outlined in the adopted workout plan for the ITS fund to reduce the “gap” between revenue and expenses; \$1.3 million

for increases in software licenses and maintenance; and \$0.5 million to provide on-going funding for ITS staff to support GIS.

The 2002 budget includes a \$0.9 million increase in transfer expense from the General Fund to the Self-Insurance Fund to fully cover the debt service payments related to bonds issued in 1995 and 1996 for liability settlements.

**City of Minneapolis
General Fund
Financial Plan (in thousands of dollars)**

	1999 Actual	2000 Actual	2001 Original Budget	2001 * Projected	2002 Budget	% Chg from Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Property Taxes	54,658	56,634	63,253	63,253	56,869	-10.1%	56,869	65,332	73,407
Annual Property Tax Increase to Balance Budget**					8,463		8,463	8,075	11,059
<i>Subtotal - Property Taxes</i>	54,658	56,634	63,253	63,253	56,869	-10.1%	65,332	73,407	84,466
Local Government Aid	58,057	59,854	62,430	62,430	88,986	42.5%	88,986	88,986	88,986
Homestead Agricultural Credit Aid	15,932	17,566	22,715	22,715					
<i>Subtotal - Shared taxes</i>	73,989	77,420	85,145	85,145	88,986	4.5%	88,986	88,986	88,986
Grants and Other Intergovernmental Revenues	11,649	11,055	5,832	5,832	12,527	114.8%	12,527	12,527	12,527
Franchise Fees	19,679	21,594	19,870	24,500	21,600	8.7%	22,800	23,233	23,675
Licenses and Permits	16,938	19,243	18,562	19,000	19,198	3.4%	18,500	20,350	22,385
Charges for Services	17,917	17,252	14,308	13,438	16,769	17.2%	19,117	21,793	22,033
Fines and Forfeits	5,957	6,742	7,235	7,600	7,235		7,532	7,840	8,162
Special Assessments	2,950	2,766	2,655	2,655	3,040	14.5%	2,700	2,700	2,700
Interest and Working Capital Charges	1,200	2,705	1,195	1,320	1,224	2.4%	1,459	1,461	1,474
Other Miscellaneous Revenues	959	1,199	867	910	945	9.0%	1,000	1,000	1,000
<i>Total Operating Revenues</i>	205,896	216,610	218,922	223,653	228,393	4.3%	239,952	253,297	267,407
Operating Expenditures									
Police	85,198	90,759	90,798	91,200	92,944	2.4%	99,543	106,611	114,180
Fire	36,920	37,634	38,930	39,200	41,634	6.9%	42,883	44,170	45,495
Public Works	38,515	34,744	35,682	37,100	36,304	1.7%	38,028	39,835	41,727
City Coordinator Departments	27,796	29,159	30,986	30,589	33,134	6.9%	34,459	35,838	37,271
City Attorney	3,881	4,080	4,048	4,700	4,355	7.6%	4,760	5,203	5,687
City Clerk	3,843	4,125	4,147	4,050	4,341	4.7%	4,515	4,695	4,883
Health and Family Support	3,563	3,576	3,798	3,320	3,984	4.9%	4,139	4,301	4,469
Other Departments	4,832	6,654	8,384	8,754	8,403	0.2%	8,655	8,915	9,182
<i>Total</i>	204,548	210,731	216,773	218,913	225,099	3.8%	236,983	249,566	262,893
Net Operating Gain/(Loss)	1,348	5,879	2,149	4,740	3,294	53.3%	2,969	3,731	4,514
Non-Operating Revenues/(Expenditures)									
MERF/MFRA/MPRA Pension Exp.	(8,634)	(11,194)							
MERF/MFRA/MPRA Transfer from Retirement Fund	8,634	11,194							
<i>Net Retirement cost in General Fund</i>									
Operating Transfers In	16,250	15,086	16,109	15,727	17,399	8.0%	18,095	18,819	19,572
One-Time Transfer Out to Internal Service Funds			(5,200)	(5,200)					
Transfer Out for Info Tech Operations	(4,307)		(9,316)	(9,316)	(11,368)	22.0%	(11,668)	(11,968)	(12,268)
Transfer Out for Info Tech Debt Service	(3,740)		(3,300)	(3,300)	(4,260)	29.1%	(5,100)	(6,000)	(6,900)
Transfer Out to Debt Reduction Program			(900)	(900)					
Transfer to Bond Redemption					(546)		(546)	(546)	(546)
Transfer Out to Capital for Infrastructure			(1,738)	(1,738)	(738)	-57.5%	(738)	(738)	(738)
Transfer Out to Self Insurance			(1,100)	(1,100)	(1,921)	74.6%	(1,100)	(1,100)	(1,100)
Transfer Out to Other Funds	(5,271)	(11,945)	(1,382)	(1,382)	(1,169)	-15.4%	(1,216)	(1,264)	(1,315)
Non-Departmental Revenue (Expenditure)	2,954		(1,499)	(1,239)	(691)	-53.9%	(660)	(630)	(602)
<i>Total</i>	5,886	3,141	(8,326)	(8,448)	(3,294)	-60.4%	(2,933)	(3,428)	(3,897)
Net Change in Balance	7,234	9,020	(6,177)	(3,708)			38	305	618
Fund Balance/Retained Earnings:									
Beginning Balance	21,765	29,038	38,040	38,040	34,332	-9.7%	34,332	34,370	34,675
Ending Balance***	28,111	38,040	31,863	34,332	34,332	7.7%	34,370	34,675	35,293
Ten Percent Reserve Requirement (10% of following year's budget)	21,883	24,121	23,938	24,579	25,805	7.8%	27,212	28,698	30,266
Amount over (under) Ten Percent Reserve	6,228	13,919	7,925	9,753	8,527	7.6%	7,159	5,977	5,027

* 2001 Projected as of Third Quarter

** The Annual Property Tax Increase is shown for forecast purposes. The Actual demand for tax will fluctuate depending on changes to expenditure levels and other revenue proposals.

*** 1999 ending balance adjusted for reappropriations.

City of Minneapolis Convention Center Special Revenue Fund

Background

The Convention Center Special Revenue Fund accounts for the maintenance and operation of the City owned Convention Center and the related sales tax activities. The Minneapolis Convention Center was created as an investment to foster and generate economic growth and vitality by providing facilities and services for conventions, trade shows, exhibits, meetings, cultural, religious, and sporting events, all of which benefit and showcase Minneapolis.

Historical Financial Performance

The 2000 year-end fund balance for the Convention Center Special Revenue Fund was \$20.4 million. Local taxes support the Convention Center with \$48.4 million being collected in 2000, representing a 7.9% increase over 1999 collections. Approximately \$35 million of revenue was transferred to other funds for convention related debt service obligations (paid from the Bond Redemption Fund and Parking Fund).

The collection amounts for 2000 were as follows:

0.5% Citywide Sales Tax	\$27.4 million
3.0% Entertainment Tax	\$7.1 million
3.0% Downtown Restaurant Tax	\$8.1 million
3.0% Downtown Liquor Tax	\$2.8 million
<u>2.0% Lodging Tax</u>	<u>\$3.0 million</u>
Total Tax Collection	\$48.4 million

Neighborhood Early Learning Centers (NELCS) were funded from sales tax dollars, with special legislative action. The total amount spent was \$7.2 million. The final allocation was awarded to the Little Earth NELC and was included in the 2001 budget.

As shown above, in 2000 the City collected \$7.1 million of entertainment tax. Traditionally this tax has been a funding source to the City's General Fund. In 2000, \$5.5 million of the tax proceeds were transferred to the General Fund and \$1.5 to the Arena Reserve Fund. The Arena Reserve Fund transfer amount represents the estimated amount of entertainment tax generated from Target Center (sports arena) activities.

The Convention Center has traditionally transferred \$950,000 annually to the Convention Center Reserve Fund for major repair or equipment replacement for the Convention Center facility. Due to the age of the building, it is anticipated that the amount of this transfer will increase in future years as specific needs are identified.

2002 Budget

Revenues

Due to the national tragedy of September 11, 2001, the hospitality industry has been significantly affected. It is anticipated that tax revenues will increase at a lower rate than previous years. Below is a summary of the adopted budget revenue increases for 2002 over 2001 levels. Total tax revenue is projected to increase by 1% or slightly less than \$500,000 from 2001 to 2002. Although the City's lodging tax increased from 2% to 3% mid-year 2001, total lodging tax revenue for next year remains highly uncertain due to the changes in travel activity following September 11. Therefore, only a minimal increase in overall lodging tax is reflected in the 2002 budget.

Summary of Tax Revenues (in millions of dollars)

	2001 Budget	2001 Budget	% Chg
0.5% Citywide Sales Tax	\$27.80	\$28.08	1%
3.0% Entertainment Tax	\$7.00	\$7.07	1%
3.0% Downtown Restaurant Tax	\$7.80	\$7.88	1%
3.0% Downtown Liquor Tax	\$2.80	\$2.83	1%
2.0%/3.0% Lodging Tax ¹	\$2.80	\$2.83	1%
Total Tax Collection	\$48.20	\$48.69	1%

¹Effective, July 1, 2001, the State of Minnesota authorized the City of Minneapolis to increase the local lodging tax from 2% to 3%, by raising the maximum tax level. This tax applies to charges at hotels or motels with more than 50 units within the City limit.

As a result of lower than projected revenue growth for the 2002 budget, the Convention Center Fund is projected to have a \$4.9 million loss on a budget basis next year. Long-term this level of annual income loss could not be sustained. If revenue projections do not improve during 2002 and 2003, expenditures will have to be adjusted to fit within the reduced resource level. For financial planning purposes, for years 2003 through 2005 a 3% growth rate was projected for tax revenues.

With the expanded facility scheduled to open to the public in April 2002, the Convention Center annual operating revenues are projected to increase by about 47%. The square footage of the Convention Center's primary revenue producer, exhibit space, will increase by about 71% generating most of the increase.

Expenditures

In 2001, to prepare for the expanded facility, the Convention Center added 59.8 FTE's mostly as 2001 fourth quarter hires. In 2002, these FTE's are fully funded resulting in a \$1,440,491 base budget increase. Also in 2002, to prepare for the expanded facility, the Convention Center added 13 new FTEs increasing their operating budget by approximately \$641,439, as planned. Total personnel related increases in the Convention Center 2002 operating budget are \$2,081,930.

In 2002, the Convention Center increased its non-personnel budget by \$3,179,365 due to the opening of the expanded facility. While the facility itself is increasing from 800,000 square feet to 1,400,000 square feet for an increase of 75%, the budget increase represents only a 48.5% increase in the other than personnel service operating line items.

To provide adequate financial administrative support of the expanded Convention Center, the Finance department will add 1 FTE in 2002 increasing its personnel service budget by approximately \$42,733.

In 2002, the transfer of revenue to the GMCVA will be reduced by approximately \$142,000 from its 2001 level. This amount includes both a cost of living increase and \$450,000 for the opening celebration of the expanded Convention Center. The reduction is primarily due to cost cutting initiatives by the GMCVA in anticipation of reduced revenue because of the September 11, 2001 national tragedy and its impact on the hospitality industry.

Transfers

Total transfers to other funds, budgeted in 2002 at \$40.7 million, approximate their 2001 levels, with the exception of debt service. The debt service numbers will fluctuate from 2001 to 2002 due to the use of funding from a State Grant to pay off debt related to construction of the original Convention Center (does not include debt issued for the expansion).

- General Fund - \$6.0 million – funded by entertainment tax proceeds, historically a revenue source to the General fund since 1969.
- Arena Reserve - \$0.86 million – that portion of the entertainment tax estimated to be from Target Center activities.
- Convention Center Reserve - \$1.0 million - for future major Convention Center repairs or replacement.
- Convention Center Debt Service - \$23.96 million – current year debt service liability for the Convention Center bond issue.
- ITS Internal Service Fund - \$0.06 million – funding for current year ITS services provided directly to the Convention Center by the ITS department.
- Self-Insurance Fund - \$0.02 million - funding for benefits administration in the Human Resources Department.
- Parking Fund - \$8.81 million - funding for the current year debt service obligation for the Convention Center related parking ramps and facilities.

Debt Service

At the end of 2001, the outstanding principal debt for the expansion of the convention center will be approximately \$208.4 million. In 2000, for the expansion, \$168 million worth of bonds were issued. An additional \$36.4 million of bonds were issued August 2001. The forecast (financial plan) assumes that debt is restructured into level payments after receipt of \$81 million in grant money in 2002 from the State and a fixed rate is established for all variable rate bonds outstanding.

City of Minneapolis
Convention Center Special Revenue Fund
Financial Plan (in thousands of dollars)

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg From Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Charges For Services	2,940	2,416	3,008	3,158	4,367	45.2%	4,804	5,044	5,296
Rents	5,067	4,857	5,296	4,652	7,937	49.9%	8,731	9,167	9,626
Other Miscellaneous Operating	1,859	2,100	1,705	1,943	2,448	43.6%	2,693	2,827	2,969
Total	9,866	9,373	10,009	9,753	14,752	47.4%	16,227	17,039	17,890
Operating Expenditures:									
Convention Center Operations	11,157	11,309	13,371	12,077	18,528	38.6%	19,176	19,828	20,503
Finance	233	225	255	248	309	21.2%	320	331	342
Human Resources	48	50	52	52	56	7.7%	58	60	62
Total	11,438	11,584	13,678	12,377	18,893	38.1%	19,554	20,219	20,907
Operating Margin	(1,572)	(2,211)	(3,669)	(2,624)	(4,141)	12.9%	(3,327)	(3,181)	(3,016)
Non-Operating Revenues:									
Sales Tax	25,608	27,391	27,800	27,200	28,078	1.0%	28,920	29,788	30,682
Entertainment Tax	6,596	7,071	7,000	6,600	7,070	1.0%	7,282	7,501	7,726
Restaurant Tax	7,278	8,113	7,800	7,500	7,878	1.0%	8,114	8,358	8,609
Liquor Tax	2,463	2,767	2,800	2,700	2,828	1.0%	2,913	3,000	3,090
Lodging Tax	2,854	2,983	2,800	2,700	2,828	1.0%	2,913	3,000	3,090
Transfer From Convention Center Reserv		713	-	-	-				
Interest	686	1,795	1,146	1,100	1,146	0.0%	1,216	1,252	1,290
Total	45,485	50,833	49,346	47,800	49,828	1.0%	51,358	52,899	54,486
Non-Operating Expenditures:									
Greater Minneapolis Convention & Visitors Association	4,494	5,005	6,544	6,544	6,402	-2.2%	6,500	7,000	7,500
Retirement Incentive	14	16	-	-	-	-	-	-	-
Neighborhood Early Learning Centers	1,703	1,989	123	123	-	-	-	-	-
Convention Center Completion Project	578	4,043	394	394	91	-76.9%	-	-	-
Avenue of the Arts/Convention Center Related	0	77	0		0		104	104	104
Ongoing Equipment and Improvement	645	1,219	1,351	1,242	1,334	-1.3%	1,100	1,210	1,330
Transfer To General Fund - Entertainment Tax	5,781	5,519	5,700	5,753	6,000	5.3%	6,180	6,365	6,556
Transfer To Target Center Reserve	815	1,552	847	847	864	2.0%	881	899	917
Transfer To Convention Center Reserve	950	950	1,047	1,047	1,000	-4.5%	1,155	1,213	1,273
Transfer To Debt Service	17,129	15,761	26,447	16,515	26,032	-1.6%	23,962	23,962	23,962
Transfer To Parking Fund	12,325	11,508	8,757	8,757	8,813	0.6%	8,668	8,682	8,518
Transfer to Information Technology	56	58	61	61	63	3.3%	66	68	71
Transfer to Self Insurance Fund	8	-	19	19	17	-10.5%	17	18	18
Total	44,498	47,697	51,290	41,302	50,616	-1.3%	48,633	49,521	50,250
Net Non-Operating Revenues/Expenditures	987	3,136	(1,944)	6,498	(788)	-59.5%	2,725	3,378	4,237
Net Income	(585)	925	(5,613)	3,874	(4,929)	-12.2%	(602)	197	1,221
Fund Balance/Retained Earnings:									
Beginning Balance	20,031	19,446	20,371	20,371	24,245	19.0%	19,316	18,714	18,912
Ending Balance	19,446	20,371	14,758	24,245	19,316	-20.3%	18,714	18,912	20,132

Notes:

As part of the Council approved work-out plan, an advance of \$12.8 million was made to the Intergovernmental Services Fund in 2000. While this did not affect the Convention Center total fund balance, this transaction decreased cash and increased due from other funds.

A State grant for \$3.288 million was received in 2001 and \$81 million will be received in 2002. These grants will be used to reduce the principle of outstanding debt and the amount of transfers to debt service.

2001 Projected as of Second Quarter

**City of Minneapolis
Community Development Block Grant
Fund 0400**

Background

This fund is used to account for the Federal grants received under the Community Development Block Grant Provision authorized by Title I of the Housing and Community Development Act of 1974. Included in this entitlement are the CDBG, HOME Investment Partnerships Program (HOME), Emergency Shelter Grants Program (ESGP), and Housing Opportunities for Persons with AIDS (HOPWA). Based on its HUD-submitted Consolidated Plan, annual direct grants can be used by the City of Minneapolis to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

Historical Financial Performance

For finance and budgeting purposes the City assumes a draw down of these funds in the year they are allocated. The CDBG fund balance or retained earnings at any given time are temporary to the extent of timing differences between entitlement grant revenue receipts and grant expenditure disbursements.

Adopted Budget

Revenues

Revenues are the entitlement funds drawn from HUD that are budgeted based on the past relationship between national appropriations and local entitlement amounts. Amounts are based on the actions, to date, of the House and the Senate. At the time of this publication, the City's total entitlement for 2002 will be approximately 2.8% less than the previous year based on preliminary information from HUD. The Community Development Block Grant will be approximately \$640,000 less than last year and the HOME and HOPWA awards will increase by approximately \$60,000. The total CDBG reduction from last year can be attributed, at least partially, to the appropriation formula, which includes variable factors, based on the 2000 Census information. The total Federal appropriation is less based on how the Census information affects the HUD formula, which includes population changes among all the cities within the total HUD appropriation. Final award numbers from Congress will not be expected before early next year.

Expenditures

The City distributes its entitlement funds on an application basis as prepared in the HUD Consolidated Plan - it carries out program activities and awards funds to private, public not-for-profit, and for-profit organizations. No budgeted program increases are expected.

Debt Service

The CDBG entitlement is obligated over and above the current grant budgets by \$7 million. This amount reflects what the City borrowed against its entitlement to fund the Block E economic development project. As program revenues exceed the budget expenditures these funds will be incrementally applied to the previously obligated \$7 million.

City of Minneapolis
Community Development Block Grant
Financial Plan (in thousands of dollars)

	1999 Actual	2000 Actual	2001 Budget	2002 Budget	% Change	2003 Forecast	2004 Forecast	2005 Forecast
Revenues:								
Intergovernmental Revenues	22,902	19,301	22,972	22,335	-2.8%	22,300	22,300	22,300
Interest	493	462						
UDAG recapture	984	859	600	600		600	600	600
Other program income	6		10		-100.0%			
Total	24,385	20,622	23,582	22,935	-2.7%	22,900	22,900	22,900
Expenditures								
Civil Rights	307	304	319	330	3.4%	340	350	361
Grants and Special Projects	511	886	194	225	16.0%	232	239	246
Finance	297	261	452	339	-25.0%	349	360	370
Licenses - Lead Grant Match (from MCDA)	358							
Planning	941	1,047	1,072	1,112	3.7%	1,145	1,180	1,215
Public Works - General Services	266	53	162	160	-1.2%	160	160	160
Inspections - Boarded Buildings	316	116	200	202	1.0%	202	202	202
Health and Family Support - including contracts	3,621	3,703	4,086	3,968	-2.9%	4,008	4,048	4,088
Community Services Programs	1,511	1,650	2,454	2,366	-3.6%	2,366	2,366	2,366
Total	8,128	8,020	8,939	8,702	-2.7%	8,802	8,904	9,008
Net Gain/(Loss)	16,257	12,602	14,643	14,233	-2.8%	14,098	13,996	13,892
Transfers								
Transfers In								
Transfer to capital projects	(250)		(467)	(104)	-77.7%	(250)	(250)	(250)
Transfer to component units	(1,109)	(488)				(600)	(600)	(600)
Transfer to MCDA Special Revenue Funds	(14,272)	(13,067)	(13,565)	(13,529)	-0.3%	(13,529)	(13,529)	(13,529)
Total	(15,631)	(13,555)	(14,032)	(13,633)	-2.8%	(14,379)	(14,379)	(14,379)
Net Change in Balance	626	(953)	610	600	-1.6%	(281)	(383)	(487)
Fund Balance/Retained Earnings:								
Beginning Balance	483	1,109	156	766	391.0%	1,366	1,085	702
Ending Balance	1,109	156	766	1,366	78.3%	1,085	702	215

Budgets assume draw down of funds in the same year allocated

The balance in the fund does not include the reservation of \$7 million for the City's Block E loan.

City of Minneapolis Solid Waste and Recycling

This fund was established in 1994 to account for solid waste collection and disposal/recycling activities for the City. Prior to that time, these activities were accounted for within the City's General Fund. The Solid Waste Division of the Public Works Department provides weekly trash and yard waste pickup, bi-weekly recycling pickup and operates a solid waste transfer station for over 108,000 households. The Solid Waste and Recycling Division is also responsible for "Clean City" activities such as neighborhood clean sweeps, litter and graffiti removal and litter control in business districts. Funding for these activities are provided mainly from sanitation fees and partly from sources such as Hennepin County Grants, recyclable sales, and charges for other services. City crews provide approximately one-half of the solid waste collection service and the other half of the service is provided through a contract with a consortium of companies specializing in waste collection, the contract is under negotiation at the present time, final decisions on the contract may affect future rates and the financial plan for this fund.

Historical Financial Performance

The overall financial condition of the Solid Waste Fund has begun to improve as a result of annual scheduled rate increases for the sanitation fee. However, operating margin remains inadequate to cover depreciation costs on a budget basis. This will need to be monitored carefully as future replacement of assets that are accounted for in this fund becomes necessary.

The Hennepin County recycling grant continues to decrease at a projected rate of 3% each year based on history, due to a drop in SCORE (Select Committee on Recycling & Environment) disposal fee, and also a decrease in the number of dwelling units in the city.

2002 Budget

Revenues

Effective May 2000, a \$1.00 per dwelling unit monthly rate increase was put into effect. For years 2001 through 2004, a \$0.75 per dwelling unit monthly increase is planned. This will increase revenues by an average of \$954,000 per year (there is no scheduled increase at this time for 2005). See the rate schedule below for more information. The Hennepin County Recycling Grant is budgeted to decrease in 2002 based on reasons mentioned earlier. Revenue from recycling sales is budgeted to drop in 2002 due to expected softening of the market.

Sanitation Fees - Schedule for Planned Rate Increases (Adopted by the Mayor/City Council, December 2000)			
Effective Date	Monthly Increase per Dwelling Unit	Average Total Monthly Rate	% Change from Prior Year
01/01/2002	\$0.75	\$18.50	4.2%
01/01/2003	\$0.75	\$19.25	4.1%
01/01/2004	\$0.75	\$20.00	3.9%

Expenditures

Overall operating expenditures are budgeted to increase by 3% from 2001 to 2002. The 2002 budget does not include an expenditure adjustment relative to the City's contract with Municipal Refuse Incorporated, MRI. This contract is currently under review.

A budget increase of \$240,000 was added to include recycling vehicles that are in the replacement plan. New purchases of recycling vehicles and packers in 2002 may result in greater depreciation in future years.

Transfers

A transfer of \$11,363 for Information Technology Services is budgeted in 2002. A transfer of \$10,438 for liability and workers compensation payments to the Self-Insurance Fund is budgeted in 2002. A transfer from the Parking Fund of \$146,000 remains in the budget for Litter Container pick-up for 2002. Last, additional transfer expense was added in 2002 to fund the Solid Waste Funds share of additional information technology costs for software licensing.

Debt Service

This fund does not have any associated debt service payments.

**City of Minneapolis
Solid Waste and Recycling
Financial Plan (in thousands of dollars)**

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg From Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Sanitation Fees	20,443	21,851	22,529	22,979	23,493	4.3%	24,447	25,401	25,401
Charges For Service	113	371	122	122	120	-1.6%	371	371	371
Recyclable Sales	625	942	640	640	640		620	620	620
Hennepin County Grant	992	964	956	956	937	-2.0%	906	888	870
Total	22,173	24,128	24,247	24,697	25,190	3.9%	26,344	27,280	27,262
Operating Expenses:									
Collection	8,187	6,495	7,750	7,750	8,030	3.6%	8,151	8,273	8,397
Recycling	4,977	2,542	3,004	3,004	3,095	3.0%	3,142	3,189	3,237
Disposal	3,605	5,721	6,380	6,380	6,574	3.0%	6,672	6,772	6,874
Yard Waste	1,713	1,128	1,304	1,304	1,344	3.0%	1,364	1,384	1,405
Large Item/Problem Material	832	1,013	1,030	1,030	1,061	3.0%	1,077	1,093	1,110
Transfer Stations	306	235	484	484	499	3.0%	506	514	521
Administration	-	1,523	1,410	1,410	1,453	3.0%	1,475	1,497	1,519
Customer Service	-	1,759	1,294	1,294	1,333	3.0%	1,353	1,374	1,394
Clean City	543	720	993	993	1,023	3.0%	1,039	1,054	1,070
Equipment	1,407	331	754	754	777	3.0%	789	800	812
Retirement Incentive	7	7							
Finance	196	173	211	211	173	-18.0%	176	178	181
Total	21,773	21,647	24,614	24,614	25,362	3.0%	25,743	26,129	26,521
Operating Margin	400	2,481	(367)	83	(172)	-53.1%	601	1,151	741
Non-Operating Revenues/(Expenses):									
Depreciation	(829)	(646)	(646)	(646)	(646)		(646)	(646)	(646)
Net Transfers In (Out)	(160)	60	89	89	(148)	-266.3%	(148)	(148)	(148)
Net Interest Income (Expense)	(4)								
Gain/(Loss) on Disposal of Fixed Assets	(7)								
Special Assessments	133	133	115	115	115		115	115	115
Total	(867)	(453)	(442)	(442)	(679)	53.6%	(679)	(679)	(679)
Net Income	(467)	2,028	(809)	(359)	(851)	5.2%	(78)	472	62
Cash Flow Analysis:									
Net Income	(467)	2,028	(809)	(359)	(851)	5.2%	(78)	472	62
Depreciation	829	646	646	646	646		676	676	676
Principal on Debt									
Capital Outlay	(851)	(789)	(32)	(32)	(32)		(32)	(32)	(32)
Other Cash Provided by Operating Activities	1,066	224	300	300	1,300	333.3%	872	872	872
Other Non-Operating Cash Flows-Net	(1,601)	(2,358)	(32)	(32)	(32)		(32)	(32)	(32)
Total	(1,024)	(249)	73	523	1,031	1312.2%	1,406	1,956	1,546
Beginning Cash	1,389	365	3,816	3,816	4,339	13.7%	5,642	7,049	9,005
Ending Cash	365	116	3,889	4,339	5,370	1325.9%	7,049	9,005	10,551
Add: Year-end cash loan to other funds ¹	1,475	3,700							
Adjusted Ending Cash ¹	1,840	3,816	3,889	4,339	5,370	38.1%	7,049	9,005	10,551

¹ Years 2001 through 2005 assume no interfund loans will be made to Internal Service Funds of the City. However, it is likely that year-end interfund loans will occur, but for presentation purposes are not shown above.

2001 Projected as of Second Quarter

City of Minneapolis Sewer Rental Fund

This fund accounts for contractual payments to the Metropolitan Council Environmental Services (MCES) for sewage interceptor and treatment services. This fund also accounts for storm water management activities including the Combined Sewer Overflow (CSO) program, which separates the remaining storm sewer lines that are connected to sanitary sewer lines. During 1998, the City embarked on a \$72 million, nine-year, flood control program. This program targets specific areas in the City and creates holding ponds and additional storm drains that are designed to mitigate the effects of flash floods. This fund also accounts for the \$4.4 million City wide street sweeping operation.

Historical Financial Performance

The Sewer Rental Fund has had positive retained earnings experience the last several years. This is due primarily to scheduled rate increases and a decrease in sewage treatment rates charged to the City by the Metropolitan Council Environmental Services. The city has also not experienced the projected 7.5% cost increase due to sewage flow from the MCES. The result of these combined factors has been higher cash balances. The Finance Department and Public Works Department will continue to analyze how it finances future capital construction based on forecasted cash balances. In addition, during 2001 the Grain Belt brewery significantly changed its operation resulting in \$2 million in unanticipated SAC credits to the fund, having a positive impact on the bottom-line for the fund.

2002 Budget

Revenues

The Sewer Rental Fund has a projected rate increase of 12 cents for 2002. The rate increase will be used to pay for ongoing operating expenses as well as debt service related to the CSO and flood programs. In addition, the following rate schedule is adopted for 2002-2005. The Mayor and City Council adopted this planned schedule of rate increases (for years 2002-2004) last year as part of the adoption of the 2001 budget. Year 2005 has been added to the schedule.

Storm Water, Sewer, Flood Mitigation Utility Rate Schedule
Mayor and City Council Adopted Plan, as of December 2000

Effective Date	Increase	Total Rate ¹	% Change
2002	.12	3.16	3.9%
2003	.12	3.28	3.8%
2004	.13	3.41	4.0%
2005	.14	3.55	4.1%

¹ Rate is based on cost per 100 cubic feet.

Expenditures

The Sewer Rental Fund has a projected increase in expenses due to sewage flow increases. The flow increases will result from newer, more accurate meters being installed by the Metropolitan Council Environmental Services. In addition, the Sewer Fund has \$50,000 (submitted as a decision package) in additional funding for infrastructure "gap" closure investment.

Transfers

The operating transfers are payment for services from the equipment division as well as interest payments for the portion of the Sewer Fund debt service that is paid from the Debt Service Fund versus the Sewer Fund.

Debt Service

The debt service payments are primarily for bonds previously sold to finance the Combined Sewer Overflow (CSO) and flood mitigation programs.

**City of Minneapolis
Sewer Rental Fund
Financial Plan (in thousands of dollars)**

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg from Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
State Grants		364	480	480	630	31.2%	630	630	630
County Grants		118	171	171	148	-13.5%	148	148	148
Sewage Disposal	48,238	54,722	57,018	57,018	63,709	11.7%	62,841	65,355	68,034
Other Services Provided	970	768	761	761	752	-1.2%	722	722	722
Licenses & Permits									
Inspection Services	1,685	2,019	1,500	1,500	1,000	-33.3%	1,000	1,000	1,000
Interest	0	1							
Total	50,894	57,992	59,930	59,930	66,239	10.5%	65,341	67,855	70,534
Operating Expenditures									
Sewer Design	1,033	1,615	2,396	2,396	3,066	28.0%	3,158	3,253	3,350
Stormwater Management	440								
Street Cleaning		4,462	4,455	4,455	4,877	9.5%	5,023	5,174	5,329
Finance	100	111	116	116	113	-2.6%	123	126	130
Sewer Maintenance	5,741	6,181	6,826	6,826	7,246	6.2%	7,464	7,687	7,918
Met Council Env. Svcs.	29,211	29,027	29,580	29,580	31,658	7.0%	29,580	29,580	29,580
Retirement Incentive	22	24							
Total Departments	36,546	41,420	43,373	43,373	46,960	8.3%	45,347	45,820	46,308
Operating Margin	14,348	16,572	16,557	16,557	19,279	16.4%	19,994	22,035	24,227
Non-Operating Revenues/(Expenditures)									
Special Assessments	133	223	118	118	118		118	118	118
Depreciation	(822)	(974)	(974)	(974)	(974)		(974)	(974)	(974)
Net Interest Income (Exp)	(2,279)	(2,612)	(1,873)	(1,873)	(1,873)		(1,614)	(1,594)	(1,536)
Net Transfers in (out)	(2,963)	(2,778)	(2,595)	(2,595)	(1,249)	-51.9%	(2,419)	(2,321)	(2,224)
Other Revenues/(Expenditures)	355	782							
Total	(5,576)	(5,359)	(5,324)	(5,324)	(3,978)	-25.3%	(4,889)	(4,771)	(4,616)
Net Income	8,772	11,213	11,233	11,233	15,301	36.2%	15,104	17,264	19,611
Cash flow analysis:									
Operating Margin	14,348	16,572	16,557	16,557	16,574	0.1%	19,994	22,035	24,227
(Increase) decrease in accounts receivable	1,950	(153)							
(Increase) decrease in contracts receivable	1,319	1,595	1,426	1,426	1,426				
(Decrease) increase in accounts payable	674	(30)							
Interfund loans (paid)/received	(3,000)	(1,750)	4,750	4,750					
(add) Operating transfers-net	(2,963)	(3,744)	(2,595)	(2,595)	(2,315)	-10.8%	(2,499)	(2,570)	(2,643)
(add) Proceeds from bonds	16,477	10,953	10,810	10,810	6,975	-35.5%	2,615	8,805	4,155
(less) Construction of fixed assets	(19,040)	(16,513)	(17,089)	(17,089)	(13,288)	-22.2%	(6,205)	(11,866)	(8,171)
(less) Principal on debt	(6,685)	(11,070)	(11,292)	(11,292)	(6,690)	-40.8%	(6,635)	(6,820)	(6,625)
(add) Contributed capital		3,467							
(less) Interest paid on bonds	(1,598)	(2,038)	(2,285)	(2,285)	(2,095)	-8.3%	(2,026)	(1,895)	(1,721)
Other non-operating cash flows-net	649	1,662			(424)				
Gross cash-flow	2,131	(1,049)	282	282	164	-41.7%	5,243	7,689	9,222
Beginning Cash	6,494	8,625	7,576	7,576	7,808	3.1%	11,023	16,266	23,955
Ending Cash	8,625	7,576	7,858	7,858	11,023	40.3%	16,266	23,955	33,177
Add: Year-end cash loan to other funds ¹	3,000	4,750							
Adjusted Ending Cash ¹	11,625	12,326	7,858	7,858	11,023	40.3%	16,266	23,955	33,177

¹ Approximately 50% of ending cash is reserved for capital construction through 2001. Years 2001 through 2005 assume no interfund loans will be made to Internal Service Funds of the City. However, it is likely that year-end interfund loans will occur, but for presentation purposes are not shown above.

2001 Projected as of Second Quarter

City of Minneapolis Water Fund

This Fund accounts for the operation and maintenance of a water delivery system for the City and several suburban city customers. The City sells water directly to seven cities including Bloomington, Columbia Heights, Hilltop, Golden Valley, New Hope, Crystal and Edina. In 1998, the City began two, five-year programs, the Supervisor Control and Data Acquisition (SCADA) and the Hilltop Reservoir. The SCADA program automates the water control system from one point so that all gates, pumps, monitors, and controls will be in one controlled area. The Hilltop program is a 34 million gallon finished water reservoir.

Historical Financial Performance

This fund is financially stable. The water retained earnings increased by \$2.4 million in 1999 and by \$7.2 million in 2000. This is due primarily to the timing of scheduled rate increases for major capital improvements-Supervisor Control and Data Acquisition (SCADA) program, Hilltop Reservoir and the Ultra-Filtration program.

Cash balances, which include cash from bond proceeds, for this fund have been increasing due to the delay in capital construction projects. This growth in cash will be reversed when the capital projects are fully implemented as planned.

2002 Budget

Revenues

The projected rate increases for the following years is to pay for the Debt Service for the capital expenditures for the Supervisor Control and Data Acquisition (SCADA) program, Hilltop reservoir and the Ultra-Filtration program, as well as growth in operating expenditures.

Water Utility Rate Schedule

Mayor and City Council Adopted Plan, as of December 2000

Effective Date	Increase	Total Rate ¹	% Change
2002	.18	1.99	9.9%
2003	.19	2.18	9.5%
2004	.19	2.37	8.7%
2005	.20	2.57	8.4%

¹ Rate is based on cost per 100 cubic feet.

Expenditures

There is an anticipated increase of \$950,000 to the Water Works expenditures for 2002. This is the fourth year of the infrastructure improvement program. In addition, the eight year, \$144 million Ultra-Filtration program started in 2000.

Transfers

The transfers represent annual payment for information technical services charges.

Debt Service

This fund makes debt service payments primarily for bonds sold to finance the Water-Works Capital Construction program, including the Supervisor Control and Data Acquisition (SCADA), the Hilltop Reservoir and the Ultra-Filtration program.

City of Minneapolis
Water Fund
Financial Plan (in thousands of dollars)

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg from Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Licenses & permits	2	11	16	16	16		18	19	20
Charges For Services	39,716	46,601	50,266	50,266	57,115	13.6%	60,380	65,175	70,202
Charges For Sales	1,654	1,780	1,590	1,590	1,602	0.8%	1,755	1,894	2,040
Other Misc Revenues	10	32	27	27	27		30	32	34
Total	41,382	48,424	51,899	51,899	58,760	13.2%	62,183	67,120	72,296
Operating Expenditures									
Contribution To Other Funds	718	794	802	802	740	-7.7%	720	710	700
Administration & Permits	635	603	764	655	800	4.7%	828	857	887
Treatment	10,184	10,650	11,699	10,944	11,880	1.5%	12,296	12,726	13,172
Treatment Maintenance	4,818	4,753	5,068	4,924	5,249	3.6%	5,433	5,623	5,820
Distribution	6,364	6,212	6,900	6,500	7,127	3.3%	7,218	7,471	7,732
Major Repairs & Replacement	3,101	6,100	4,731	3,641	5,654	19.5%	6,204	6,954	7,704
Finance	3,868	3,757	4,290	4,290	4,589	7.0%	4,750	4,916	5,088
Retirement Incentive	116	128							
Engineering Design	934	431	640	640	657	2.7%	627	649	672
Total Departments	30,738	33,428	34,894	32,396	36,696	5.2%	38,075	39,906	41,774
Operating Margin	10,644	14,996	17,005	19,503	22,064	29.8%	24,108	27,214	30,522
Non-Operating Revenues/(Expenditures)									
Depreciation	(3,348)	(3,577)	(3,300)	(3,300)	(3,300)		(3,300)	(3,300)	(3,300)
Interest	(2,909)	(3,247)	(2,096)	(2,096)	(2,337)	11.5%	(2,565)	(2,488)	(2,316)
Transfers	(2,750)	(3,076)	(2,573)	(2,573)	(2,476)	-3.8%	(2,735)	(2,735)	(2,735)
Misc Expenses	757	2,106	(100)	(100)	(100)		(100)	(100)	(100)
Total	(8,250)	(7,794)	(8,069)	(8,069)	(8,213)	1.8%	(8,700)	(8,623)	(8,451)
Net Income	2,394	7,202	8,936	11,434	13,851	55.0%	15,408	18,592	22,071
Cash flow analysis:									
Operating Margin:	10,644	14,996	17,005	19,503	21,379	25.7%	24,108	27,214	30,522
Change in accounts receivable	280	125							
Change in inventories	(215)	232							
Change in Interfund loans received	4,400								
Change in Special assessment revenue	516	567							
Change in Interfund loans paid	(7,000)								
Change in salaries payable	45	50							
Change in accounts payable	(326)	158							
Operating transfers-net	(2,750)	(3,076)	(2,735)	(2,735)	(2,476)	-9.5%	(2,735)	(2,735)	(2,735)
Proceeds from bonds	14,330	10,509	10,491	10,491	1,900	-81.9%	22,687	28,323	34,740
Construction of fixed assets	(18,184)	(15,498)	(17,083)	(17,083)	(7,225)	-57.7%	(28,630)	(36,700)	(42,325)
Principal paid on bonds ¹	(3,374)	(6,091)	(9,879)	(9,879)	(9,862)	-0.2%	(10,009)	(7,305)	(4,694)
Interest	423	742							
Interest paid on bonds ¹	(1,832)	(2,281)	(2,403)	(2,403)	(2,745)	14.2%	(2,588)	(2,316)	(2,250)
Other non-operating cash flows-net	(185)	805							
Gross cash-flow	(3,228)	1,238	(4,604)	(2,106)	971	-121.1%	2,833	6,482	13,258
Beginning Cash	11,251	8,023	16,261	16,261	14,155	-12.9%	11,593	14,425	20,907
Ending Cash	8,023	9,261	11,657	14,155	11,593	-0.6%	14,425	20,907	34,165
Add: Year-end cash loan to other funds ³	7,000	7,000							
Adjusted Ending Cash ²	15,023	16,261	11,657	14,155	11,593	-0.6%	14,425	20,907	34,165

¹ Debt Service is based on current debt service schedules and does not include debt service for future bond sales.

² Approximately 55% of ending cash is reserved for capital construction.

³ Years 2001 through 2005 assume no interfund loans will be made to Internal Service Funds of the City. However, it is likely that year-end interfund loans will occur, but for presentation purposes are not shown above.

2001 Projected as of Second Quarter

City of Minneapolis Municipal Parking

This fund accounts for the operation and maintenance of parking ramps, lots, on-street parking, a municipal impound lot, and traffic/parking control. Major parking related capital construction and development activities also occur in this fund.

Historical Financial Performance

In recent years actual revenue performance has exceeded the annual forecast. The improved revenue has been attributed to a sound economy and colder than usual weather resulting in greater use of ramps (in cold and snowy weather more people use the ramps).

The Public Works Department has prepared a preliminary business plan for the Parking Fund, which will be finalized with the assistance of the Finance Department. The plan will address strategies for managing and responding to a growing municipal parking system.

The financial condition of the Parking Fund is stable, but it may present a future financial challenge for the City if revenues do not meet forecasted projections. While the Fund currently generates strong positive gross margin, fund operating income is used not only to provide for the replacement and (primarily) expansion of its productive assets (ramps) but is also committed to heavy debt service. The fund carries \$13.75 of debt for each dollar of retained earnings. In addition, besides servicing the debt on its own balance sheet, the fund receives transfers from the Convention Center Special Revenue Fund to pay its share of debt service on Convention Center related parking facilities. Combined, principal and interest payments consume more than 100-percent of cash provided by parking operations leaving the fund dependent upon transfers in from other funds and bond proceeds to generate positive cash flows.

The Finance Department will continue to monitor the financial condition of the fund on a regular basis and inform the Mayor and City Council of any changes in condition.

2002 Budget

Revenues

The revenues for 2002 in the operating budget are anticipated to increase by 4.5%, from \$56 to \$59 million. The increase in revenue is due to the following: planned parking rate increases of \$900,000; the addition of revenue from the new 10th & LaSalle Ramp for \$1.8 million; and the addition of revenue from the new Downtown East Ramp for \$544,000. Recent parking rate increases have not had an impact on demand and are not anticipated to impact demand next year.

Expenditures

The 2002 expenditure budget has increased from \$33 to \$37 million. Wage increases for the operator of the municipal parking ramps (contracted vendor) increased by \$476,000 and utilities for the parking facilities were increased by \$545,000. Budgets were also established for the following new ramps: Downtown East, \$750,000; Hawthorne, \$1 million; and 10th & LaSalle, \$850,000. A decision package related to the parking business plan was approved by the City Council with additional expense of \$332,000 and additional revenue of \$454,000.

Transfers

The transfer to the General Fund is proposed to increase from \$10.1 to \$10.5 million based on an inflationary adjustment. Transfers to the Target Center Arena Fund is proposed to increase from \$1.2 million to \$1.3 million based on the revised finance plan approved in 2000. Transfers from other funds for debt service payments for Convention Center related parking facilities increased from \$8.75 million to \$8.81 million. Transfers yet to be determined are from MCDA for Tax Increment and Abatement related to recently completed parking facilities.

Debt Service

The debt service payable, including principal and interest, in 2002 is \$23.4 million. The debt service is related to bonds issued for construction of municipal parking ramps, which will continue to grow as new facilities are added to the system. Debt service for 2002 includes bonds issued to cover the cost of condemnation and land and building costs related to the 900 Nicollet block.

**City of Minneapolis
Municipal Parking Fund
Financial Plan (in thousands of dollars)**

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg from Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Parking Ramp and Lot Fees	28,604	30,408	33,264	33,264	35,899	7.9%	36,464	37,514	38,594
TAD Ramps	10,293	10,422	10,621	10,621	11,294	6.3%	11,633	11,982	12,341
Future Ramps	-	-	-	-	-		1,704	1,755	1,808
Towing and Impound Lot	4,059	4,342	5,768	5,768	6,250	8.4%	6,250	6,250	6,250
Meters & Other Revenue	4,593	5,108	6,730	6,730	5,914	-12.1%	6,091	6,274	6,462
Total	47,549	50,280	56,383	56,383	59,357	5.3%	62,142	63,775	65,456
Operating Expenses:									
Parking Ramp and Lots	16,828	14,340	18,454	18,454	21,116	14.4%	21,443	22,086	22,748
TAD Ramps	7,163	6,260	6,228	6,228	6,609	6.1%	6,807	7,011	7,222
Towing and Impound Lot	3,572	4,132	3,889	3,889	4,118	5.9%	4,262	4,411	4,566
Transfer Expense									
Meters & Other Revenue	4,469	5,204	4,139	4,139	5,536	33.8%	5,288	5,341	5,395
Total	32,032	29,936	32,710	32,710	37,379	14.3%	37,800	38,850	39,931
					88,115				
Operating Margin	15,517	20,344	23,673	23,673	21,978	-7.2%	24,342	24,925	25,525
Non-Operating Revenues (Expenses):									
Depreciation	(4,148)	(4,024)	(4,811)	(4,811)	(4,811)		(4,811)	(4,811)	(4,811)
Net Interest Income (Expense)	(9,906)	(8,592)	(9,756)	(9,756)	(9,560)	-2.0%	(9,111)	(8,887)	(8,887)
Gains (Losses)	(1)	(21)	(21)	(21)	(21)		(21)	(21)	(21)
Net Transfers In (Out)	1,372	569	(2,372)	(2,372)	1,029	-143.4%	(3,566)	(4,137)	(4,759)
Other	1,147	638	448	448	749	67.2%	448	448	448
Total	(11,536)	(11,430)	(16,512)	(16,512)	(12,614)	-23.6%	(17,061)	(17,408)	(18,030)
Net Income	3,981	8,914	7,161	7,161	9,364	30.8%	7,281	7,517	7,496
Fund Balance/Retained Earnings:									
TAD System	3,377	6,786	11,179	11,179	15,864	41.9%	20,690	25,660	30,779
City System	7,652	13,157	15,925	15,925	15,931	0.0%	18,387	20,933	23,309
Beginning Balance	7,048	11,029	19,943	19,943	27,104	35.9%	31,795	39,076	46,593
Ending Balance	11,029	19,943	27,104	27,104	36,468	34.5%	39,076	46,593	54,088
Cash Flow									
Principal paid on bonds	(25,849)	(7,709)	(31,329)	(31,329)	(9,396)	-70.0%	(10,579)	(13,044)	(13,839)
Interest paid on bonds	(9,209)	(9,843)	(9,956)	(9,956)	(13,845)	39.1%	(13,305)	(12,880)	(12,181)
Other Capital related financing	19,081	23,218	-	-			-	-	-
Adjustments to reconcile Operating income to cash	(1,800)	1,569	(531)	(531)	(531)		(531)	(531)	(531)
Gross cash-flow	(17,777)	7,235	(41,816)	(41,816)	(23,772)	-43.2%	(24,415)	(26,455)	(26,551)
Beginning Cash	30,671	28,411	62,995	62,995	44,852	-28.8%	42,744	42,671	41,141
Ending Cash	28,411	55,990	44,852	44,852	42,744	-4.7%	42,671	41,141	40,115
Add: Year-end cash loan to other funds ¹	7,000	7,005							
Adjusted Ending Cash ¹	35,411	62,995							
Less: Construction cash and cash equiv.	(20,199)	(42,484)	(28,680)	(28,680)	(30,000)	4.6%	(30,000)	(30,000)	(30,000)
Adjusted Ending Cash and Cash Equivalent ¹	8,212	13,506	16,172	16,172	12,744	-21.2%	12,671	11,141	10,115

¹ Years 2001 through 2005 assume no interfund loans will be made to Internal Service Funds of the City. However, it is likely that year-end interfund loans will occur, but for presentation purposes are not shown above.

2001 Projected as of Second Quarter

City of Minneapolis Self-Insurance Fund

The Self-Insurance Fund is used to account for employee medical, dental, and life insurance benefit programs and the programs' administrative costs. The fund also accounts for occupational health services, severance payments to employees who have retired or resigned and who meet minimum eligibility requirements, a tort liability program, and a workers' compensation program.

Historical Financial Performance

The retained earnings of the Self-Insurance Fund reflected a negative retained earnings balance of \$49.4 million at year-end 2000, as compared to \$32.3 million the year prior. The majority of this negative balance is due to the required accounting recognition of liability claims that have occurred but are not reported.

In 2000, the negative retained earnings balance increased by \$17.1 million due to two major factors. The first was a \$8.75 million settlement in which bonds were issued to pay off a legal judgement. The second was a \$7.7 million accounting adjustment to "unpaid claims" liability due to the financial results of a recent actuarial study.

The Finance Department will present the Mayor and City Council with a financial strategy to address the negative retained earnings balance during 2002. Beginning with the adoption of the 2002 budget, expenditures and revenues will be in balance on an annual basis, therefore, preventing further decline in the retained earnings.

2002 Budget

Revenues/Expenditures

Medical and Life programs are fully contracted-out so that revenues and expenses should be equal at year-end as premiums are determined by and paid to the contractors. For 2001, the City has contracted with Blue Cross Blue Shield as the health insurance carrier. The Dental and Minneflex program premiums are estimated, and actual costs are expensed.

The Unused Sick Leave Program provides a payout of unused sick leave to qualified employees at 50% pay. Payments are funded by 0.7% gross pay contributions from the City, Park Board, and Library Board into a severance pool. The rate for City Police Officers and Firefighters is 1.1% of gross pay. This program was reviewed for compliance with IRS guidelines and modified for year 2002.

The Alternative Dispute Resolution (ADR) Program was established through funds collected through payroll deductions and direct payment as agreed to in previous labor contracts. Occupational Health actual expenses are billed to departments.

The Workers Compensation expenditures have increased from \$7.9 million in 2000 budget to \$8.2 million in 2002, or a 3.8% increase, due to general increased operating costs associated with administering the program.

The Liability Program expenditures were significantly higher in 2000 than anticipated due to an \$8.75 million legal settlement for which bonds were issued to finance the payout. The 2002 base budget already includes funding for the \$1.1 million in annual debt service that is required to service this debt for the next 10 years. In addition, operating revenue forecast reflects an adjustment to rates charged to user departments to fund the estimated annual cost of liability settlements and workers compensation program.

During 2002, the Finance Department, working in cooperation with the City Attorney's Office, plans to develop a new model for allocating workers compensation and general liability expense to City departments. This may cause certain departments to experience an increase in expense for the 2003 budget, while other departments will have a decrease in expense. However, the total revenue generated by the rate charged to user departments should remain fairly constant and sufficient to cover annual expenditures.

Debt Service

The adopted budget includes full funding for debt service payments on \$4.0 million in bonds issued in 1995 and \$1.0 million in bonds issued in 1996 to fund existing and potential liability settlements. These are variable rate and will have outstanding balances at the end of 2001 of \$1.2 and \$0.3 million, respectively. Both are to mature in 2003. In addition, the budget includes the \$1.1 million of funding for debt service on the settlement bonds issued during 2000.

**City of Minneapolis
Self-Insurance Fund
Financial Plan (in thousands of dollars)**

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected Year-End	2002 Budget	% Chg from Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Alternative Dispute Resolution	25	0	208	208	34	-83.5%	35	36	37
Benefits Administration	247	103	589	571	555	-5.9%	569	583	597
Dental	2,559	2,551	2,950	2,626	2,950		3,024	3,099	3,177
Health Insurance	23,457	24,812	25,181	26,602	29,646	17.7%	30,387	31,147	31,925
Liability	5,659	5,415	5,412	5,585	7,269	34.3%	7,451	7,637	7,828
Life Insurance	991	973	1,103	990	1,132	2.6%	1,160	1,189	1,219
Minneflex	1,249	1,296	1,150	761	1,150		1,179	1,208	1,238
Occupational Health Services	332	250	325	296	325		333	341	350
Attorney		227	200	261	300	50.0%	308	315	323
Finance		250	2	14					
Retirement Incentive	703	760							
Severance Pool	1,809	1,888	1,500	1,984	1,500		1,538	1,576	1,615
Worker's Compensation	7,031	8,582	7,519	8,279	8,188	8.9%	8,393	8,603	8,818
Total	44,063	47,107	46,140	48,177	53,049	15.0%	54,375	55,735	57,128
Operating Expenses:									
Alternative Dispute Resolution	57	29	209	20	34	-83.5%	35	36	37
Benefits Administration	377	462	515	664	557	8.1%	571	585	599
Dental	2,491	2,550	3,040	2,787	2,950	-3.0%	3,024	3,099	3,177
Health Insurance	23,145	24,124	25,181	25,992	29,646	17.7%	30,387	31,147	31,925
Liability	10,961	19,269	3,315	3,315	3,054	-7.9%	3,131	3,209	3,289
Life Insurance	1,302	1,362	1,243	1,130	1,132	-9.0%	1,160	1,189	1,219
Minneflex	1,203	1,488	1,150	684	1,150		1,179	1,208	1,238
Occupational Health Services	407		333	312	333		342	350	359
Finance/Risk Management		1,252	1,172	1,098	183	-84.4%	187	192	197
Retirement Incentive	708	768	61	61					
Attorney-Civil Division		3,952	4,129	4,252	4,332	4.9%	4,440	4,551	4,665
Severance Pool	1,403	1,575	5,120	5,120	1,500	-70.7%	1,538	1,576	1,615
Worker's Compensation	6,991	6,536	6,900	6,649	8,158	18.2%	8,362	8,571	8,786
Total	49,046	63,369	52,369	52,085	53,029	1.3%	54,355	55,714	57,107
Net Operating Gain/(Loss)	(4,984)	(16,262)	(6,229)	(3,908)	20	-100.3%	20	21	21
Non-Operating Revenues/(Expenditures)									
Debt Service- Liability	(773)	(1,168)	(1,643)	(1,386)	(2,044)	24.4%	(2,095)	(2,147)	(2,201)
Transfers		300	1,336	1,100	2,104	57.4%	2,156	2,210	2,266
Total	(773)	(869)	(307)	(286)	60	-119.6%	62	63	65
Net Change in Balance	(5,756)	(17,130)	(6,536)	(4,194)	80	-101.2%	82	84	86
Fund Balance/Retained Earnings:									
Beginning Balance	(26,560)	(32,316)	(49,446)	(49,446)	(53,641)	8.5%	(53,561)	(53,479)	(53,395)
Ending Balance	(32,316)	(49,446)	(55,982)	(53,641)	(53,561)	-4.3%	(53,479)	(53,395)	(53,309)
Beginning Cash	1,148	(2,863)	(4,203)	(4,203)	(8,397)	99.8%	(8,318)	(8,236)	(8,152)
Change in Cash	(4,011)	(1,340)	(6,536)	(4,194)	80	-101.2%	82	84	86
Ending Cash	(2,863)	(4,203)	(10,739)	(8,397)	(8,318)	-22.5%	(8,236)	(8,152)	(8,066)

City of Minneapolis

Permanent Improvement Equipment Fund

Background

The Equipment fund is an Internal Service Fund. The Equipment fund rents vehicles and other equipment to other City departments. For example, it provides police vehicles, fire trucks, heavy-construction equipment, snowplows, and other maintenance equipment to city departments. In addition, the Fund provides drivers and operators for equipment as necessary.

The fund accounts for the ownership and operation of a fleet of approximately 1,200 vehicles and other pieces of motorized equipment; 400 vehicle accessories (such as plow blades). In 1995, the *net book value* (historical cost less accumulated depreciation) of the fund's investment in equipment was \$6.7 million. Because of a fleet modernization effort in recent years, the net book value of the fund's investment in equipment increased to \$17.7 million by year-end 2000. The cost to replace the City's entire fleet would be about \$68 million in 2001 dollars.

Historical Financial Performance

Since 1995, the Fund has had insufficient revenues to fund both its operational and capital costs. Because expenditures exceeded available revenue for the last several years, the retained earnings balance has declined from \$10.7 million in 1995 to a negative \$6.0 million at the end of 2000. The fund is significantly (\$16.7 million) less economically healthy now than it was in 1995. In addition, to negative earnings, the fund has been spending more cash than it has been taking in. Therefore, the cash balance of this fund has also been declining. At the end of 2000, the fund had a negative cash balance of \$17.8 million; a further reduction of \$2.1 million from 1999's negative balance of \$15.7 million.

2002 Budget

In May 2001 the City's Finance and Public Works departments jointly developed a workout plan for the fund. The plan calls for issuing debt annually through 2006 to bridge the time needed to gradually increase rates to a level sufficient to cover both the operating expenses and capital investments of the fund. Over the short-run the workout bond proceeds are the most important factor in eliminating the fund's cash deficit. For the years through 2006, the fund annually generates two to three times as much cash from debt as from operations.

The 2002 and subsequent budgets essentially represent an update of the workout plan based on current conditions and assumptions. The original plan called for eliminating the retained earnings deficit by the end of 2001 and eliminating the cash deficit by 2006. Currently fund performance is adhering closely to plan. Due to unexpectedly high

rentals for large capital projects in 2001, the fund is projected to surpass the original workout plan goals.

Revenue

Beginning with the 2000 budget, the City began to increase the revenue for this fund. The 2001 budget included an additional \$1.0 million in revenue from the General Fund. The 2002 recommended budget will increase the payment by another \$2.0 million. The incremental increase in revenues is an important step toward correcting the fund's on-going annual deficits.

The City's goal is to make the fund self-sufficient. In future years, the City will model the revenue needs of the fund based on long-term projections of capital replacement and operational expense and set rental rates accordingly. In addition to paying for current costs, fund revenues will also have to be adequate to cover the debt service on the workout bonds.

Expenditures

With the exception of volatile fuel prices and increased usage of contractual repairs 2002 expenditures are expected to be similar to 2000 and 2001 levels. The fleet replacement funding of \$6.1 million for 2002 falls about \$2.0 million (25%) short of the modeled replacement needs. However, the 2002 investment is a significant step in an aggressive fleet modernization plan made possible by the workout debt program. Fleet modernization should result in significant reductions in repair and maintenance expenses. In addition, fleet modernization should contribute to increased earnings by increasing the overall availability of the fund's productive assets and therefore fees paid to rent those assets. The Council approved two decision packages in this fund. One funded additional contractual repair of \$584,000. The other funded 6 additional operators and 4 additional drivers due to major projects like Light Rail Transit and Near North Redevelopment.

Debt Service

Beginning with the 2001 Budget, the City began a plan of issuing bonds to finance equipment replacement within this fund. Approximately \$6.0 to \$7.2 million will be issued annually between 2001 and 2008. At the end of 2008, if the assumptions in the financial workout plan hold, the fund will be positioned to pay for annual equipment replacement with cash versus bond proceeds.

**City of Minneapolis
Equipment Services Fund
Financial Plan**

	1999 Actual (1)	2000 Actual	2001 Budget	2001 Projected	2002 Budget	% Change 2001 vs 2002 Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Charges for Service	\$ 229,900	\$ 331,352	\$ 177,625	\$ 371,000	\$ 431,200	142.76%	\$ 446,292	\$ 461,912	\$ 478,079
Charges for Sales	1,819,185	2,454,047	3,002,500	3,218,000	3,435,500	14.42%	3,487,033	3,539,338	3,592,428
Rents Public Works and Other	17,716,442	19,987,607	17,334,414	21,142,000	18,288,914	5.51%	19,203,364	20,736,836	22,306,206
Rents Police	1,480,341	2,427,234	3,427,000	2,427,000	3,495,774	2.01%	4,065,689	4,647,003	4,739,943
Rents Fire	1,187,501	1,187,501	1,187,501	2,197,500	3,211,251	170.42%	3,775,476	4,350,986	4,438,005
Other Misc Revenues	135,354	554,149	412,000	560,000	315,000	-23.54%	602,417	602,417	602,417
Total Operating Revenues	22,568,722	26,941,890	25,541,040	29,915,500	29,177,639	14.24%	31,580,271	34,338,492	36,157,079
Operating Expenditures:									
Personnel	14,351,186	14,640,576	16,022,903	15,381,000	15,865,646	-0.98%	17,559,772	18,174,364	18,810,466
Contractual Services	3,496,052	4,307,740	3,401,003	5,218,545	3,594,635	5.69%	5,271,991	5,351,071	5,431,337
Operatating Budget	3,748,192	3,417,024	3,804,250	4,314,850	4,518,694	18.78%	4,177,549	4,240,212	4,303,816
Equipment (Tools)	154,882	102,280	169,500	41,500	165,000	-2.65%	617,628	626,892	636,295
Equipment (Fleet)	4,780,337	2,878,092	6,528,045	6,650,000	6,100,000	-6.56%	6,200,000	6,300,000	6,400,000
Capital		64,376		25,000					
Transfers	49,150	268,546	59,031	77,631	61,787	4.67%	77,631	77,631	77,631
Total Operating Expenditures	26,579,798	25,678,634	29,984,732	31,708,526	30,305,762	1.07%	33,904,571	34,770,170	35,659,545
Net Operating Gain/(Loss)	(4,011,075)	1,263,256	(4,443,692)	(1,793,026)	(1,128,123)	74.61%	(2,324,300)	(431,678)	497,533
Non-Operating Revenues/(Expenditures):									
Interest	598	184	1,000	1,000	500	-50.00%	500	500	500
Gains on disposals	256,918	138,100	275,000	275,000	200,000	-27.27%	200,000	200,000	200,000
Operating Transfers In	8,895,033	104,967							
Work out equipment bonds			6,000,000	6,000,000	6,100,000	1.67%	6,200,000	6,300,000	6,400,000
Debt Service Work out Bonds				(127,500)	(320,000)		(2,260,000)	(2,997,500)	(3,715,000)
Workout Tsf from Genl Fund			5,200,000	5,200,000					
Debt Service (Bond Facilities & Equip)	(507,232)	(818,990)	(1,173,955)	(1,173,955)	(1,038,750)	-11.52%	(1,056,500)	(1,152,250)	(1,143,750)
Debt Service (working capital 8520)	(785,942)	(746,767)							
Retirement Incentive Costs	(121,722)	(141,670)							
Capital Facilities	(9,000,000)								
Non operating Income (Expense)	(854,453)	(2,979,577)	(906,500)	(906,500)		-100.00%			
Total Non-operating Rev. (Exp.)	(2,116,799)	(4,443,753)	9,395,545	9,268,045	4,941,750	-47.40%	3,084,000	2,350,750	1,741,750
Net Change in Cash	(6,127,875)	(3,180,497)	4,951,853	7,475,019	3,813,627	-22.99%	759,700	1,919,072	2,239,283
Adjustments for Retained Earnings:									
Depreciation	(4,120,458)	(4,170,452)	(4,560,822)	(4,674,662)	(4,901,657)	7.47%	(5,284,851)	(5,613,259)	(5,897,867)
Purchases	4,784,728	2,925,370	6,122,300	6,691,500	6,265,000	2.33%	6,817,628	6,926,892	7,036,295
Total adjustments to reconcile Cash to Retained Earnings	664,270	(1,245,081)	1,561,478	2,016,838	1,363,343	-187.31%	1,532,776	1,313,633	1,138,429
Net Change in Retained Earnings	(5,463,605)	(4,425,579)	6,513,331	9,491,857	5,176,970	-20.52%	2,292,477	3,232,704	3,377,712
Beginning Retained Earnings Balance	2,460,000	(1,932,923)	(6,238,501)	(6,238,501)	474,830	-107.61%	5,651,800	8,871,277	12,665,981
Capital Contrib from Facilities Fund - addback radio shop net income	1,070,682	120,000	200,000	200,000			927,000	562,000	567,000
Ending Retained Earnings Balance	(1,932,923)	(6,238,501)	474,830	3,453,356	5,651,800	1090.28%	8,871,277	12,665,981	16,610,693
Cash:									
Beginning Cash	(11,159,996)	(15,708,411)	(16,692,157)	(16,692,157)	(11,201,390)	-32.89%	(7,387,763)	(5,701,062)	(3,219,990)
Change in Cash	(6,127,875)	(3,180,497)	4,951,853	7,475,019	3,813,627	-22.99%	759,700	1,919,072	2,239,283
Change in Entity - addback radio shop cash	1,579,460	2,196,751	538,914	538,914			927,000	562,000	567,000
Ending Cash	(15,708,411)	(16,692,157)	(11,201,390)	(8,678,224)	(7,387,763)	-34.05%	(5,701,062)	(3,219,990)	(413,707)

(1) adjusted to remove results of operation of Radio Shop which has been reclassified as part of the Property Services Fund

(2) Operating effect of change in reporting entity. Effectively adds back the results of Radio Shop because work-out plan assumes net radio shop income as contribution to recapitalization of the Equipment fund.

2001 Projected as of Second Quarter

City of Minneapolis Intergovernmental Services Fund

This fund is used to account for information and technology services, central mailing and printing services, and telecommunications operations.

The Mayor and City Council approved a financial workout plan for the Intergovernmental Services Fund in September 2000 to resolve both the annual operating deficit and accumulated cash deficits for this fund. The adopted plan calls for a positive operating margin by 2003 and positive cash balance for the fund by 2008. The major strategies involve reducing operating expenditures, increasing revenue through adjusted user rates, and restructuring debt service payments to match projected cash flows.

Historical Financial Performance

The Intergovernmental Services Fund is and has been a financially challenged fund. Retained earnings and cash balance has been steadily decreasing over the last several years due to inadequate revenue recovery as well as unanticipated expenditures for Y2K. The retained earnings balance for the fund has decreased from a negative \$1.2 million at year-end 1997 to a negative \$13.5 million at year-end 2000. This trend will be reversed under the workout plan, if the assumptions hold and the plan is adhered to.

The 2002 Budget meets the financial goals of the adopted workout plan as scheduled.

2002 Budget

The table below provides a comparison of the cash projections included in the adopted workout plan for the Intergovernmental Services Fund as compared to cash projections in the current financial plan based on the 2002 Budget.

(in thousands of dollars)	2000 Actual	2001 Projected	2002 Budget	2003 Forecast	2004 Forecast	2005 Forecast
Ending Cash Balance:						
Adopted Workout Plan	(\$12,915)	(\$15,784)	(\$16,187)	(\$15,272)	(\$15,411)	(\$16,726)
Current Financial Plan	(\$12,147)	(\$14,416)	(\$14,695)	(\$13,829)	(\$14,069)	(\$15,535)
Variance	\$768	\$1,368	\$1,492	\$1,443	\$1,342	\$1,191

The major reason for the improved cash balance, both actual and forecasted, is due to greater than anticipated revenue from the Proprietary Funds and Special Revenue Funds to cover the cost of requested information technology services. Also, charges for technology moves/add/changes related to office space has generated more revenue than anticipated in 2001.

Revenues

The revenue included in the 2002 budget meets all commitments in the adopted workout plan for this fund.

The workout plan calls for a \$1.2 million increase in revenue for 2002, and the same average annual increase for years 2003-2008, to move towards fully funding the cost of providing information technology services.

All City funds, except the General Fund, that receive services and capital funding from Information Technology Services Department (ITS) are scheduled to provide pay-as-you-go funding. Besides these transfers, the City Clerk will continue to charge the full cost of providing central mailing and printing services to City departments.

Expenses

Expenses in the Intergovernmental Services Fund are comprised of the operating expenses (i.e., salaries/benefits, contractual, operating, and equipment) of ITS, City Clerk, and Finance. Capital expenditures for information technology investments are budgeted in the City's Permanent Improvement Fund and not in the Intergovernmental Services Fund. However, the associated debt service is an expense to the Intergovernmental Services Fund.

As planned in the adopted workout plan, the 2002 base budget reflects a \$1.5 million reduction in professional service expense due to the conversion of contractors to full time City employees. The cost of paying a contractor is significantly higher than the cost of a City employee.

Although the planned \$1.5 million in savings will be realized due to eliminating contract position, there was an unanticipated increase in expenditures above the workout plan (approximately \$1.5 million) related to increases in the cost of software licenses (Oracle and Microsoft Licenses) and other software maintenance agreements. To ensure the bottom-line operating margin that was reflected in the adopted workout plan was maintained, the revenue to the fund was increased by an offsetting amount. The source of the revenue was an increase in payments from other City funds. The General Fund supported the majority of the increase. The finance plan has been amended to reflect the additional expenditures and corresponding revenue.

Transfers

Transfers are made to Permanent Improvement Fund (Capital) and to the Debt Service Fund as further described below.

Debt Service

As planned, \$16.4 million of outstanding debt was converted to fixed rate in 2001, which extend the final pay-off year from 2005 to 2012. This strategy allowed the City to re-direct \$2.7 million of resources, that were previously dedicated to pay off debt, towards funding the operating costs of ITS. When principal payments come due beginning in 2009, the user rates will have been fully adjusted to provide sufficient revenue to meet all debt obligations. Outstanding fixed rate debt principal of \$21.3 million will be paid off as scheduled by 2006.

City of Minneapolis
Intergovernmental Services Fund
Financial Plan (in thousands of dollars)

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg From 2001 Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
City Clerk	1,494	1,347	1,466	1,466	1,627	11.0%	1,551	1,610	1,672
IT Charges for Service	1,934	1,547	1,452	1,650	1,495	2.9%	1,556	1,618	1,683
Transfer from General Fund	4,307	5,768	9,316	10,416	11,341	21.7%	11,641	12,107	12,591
Transfer from MCDA	-	-	19	19	19	4.0%	20	21	22
Transfer from Special Revenue	68	166	165	165	180	8.8%	178	186	193
Transfer from Component Unit	13	94	123	123	128	4.0%	134	139	144
Transfer from Internal Serv	67	597	364	364	389	6.7%	394	410	426
Transfer from Enterprise	2,031	3,192	2,571	2,409	2,587	0.6%	2,691	2,798	2,910
Transfer from Capital	5	1,068	153	153	178	16.4%	166	172	179
Transfer from Grants					110				
Total	9,919	13,780	15,630	16,766	18,055	15.5%	18,330	19,061	19,821
Operating Expenses:									
City Clerk - Mailing/Copy Center	1,287	1,171	1,362	1,360	1,564	14.8%	1,486	1,545	1,607
Finance Support	108	103	144	130	141	-1.8%	147	153	159
Information Tech Operations	12,557	13,588	15,437	16,600	16,472	6.7%	17,131	17,816	18,528
Total	13,952	14,863	16,942	18,090	18,176	7.3%	18,763	19,514	20,294
Net Operating Gain/(Loss)	(4,033)	(1,083)	(1,313)	(1,324)	(121)	-90.7%	(433)	(453)	(474)
Non-Operating Revenues/(Expenditures)									
Transfer from General Fund	4,448	4,448	3,300	3,300	4,200	27.3%	5,100	6,000	6,900
Internal Working Capital Charge	(412)								
Transfer to Internal Service Fund	(4)	(6)	(6)	(6)	(7)	30.3%	(6)	(6)	(6)
Transfer to Capital ('98 FISCOL Upgrade)	(525)	(525)	(525)	(525)	(420)	-20.0%			
Debt Service - Transfer	(5,077)	(6,323)	(3,714)	(3,714)	(3,931)	5.8%	(3,795)	(5,782)	(7,886)
Total	(1,571)	(2,405)	(945)	(945)	(158)	-83.3%	1,300	212	(992)
Net Change in Balance	(5,604)	(3,488)	(2,257)	(2,269)	(280) 551	-87.6%	867	(241)	(1,466)
Fund Balance/Retained Earnings:									
Beginning Balance	(4,023)	(4,023)	(9,627)	(9,627)	(12,175)	26.5%	(12,455)	(11,588)	(11,829)
Ending Balance	(9,627)	(9,627)	(11,884)	(11,896)	(12,455)	4.8%	(11,588)	(11,829)	(13,294)
Beginning Cash	(3,422)	(8,969)	(12,147)	(12,147)	(14,416)	18.7%	(14,695)	(13,829)	(14,069)
Change in Cash	(5,604)	(3,178)	(2,257)	(2,269)	(280)	-87.6%	867	(241)	(1,466)
Ending Cash ¹	(8,969)	(12,147)	(14,404)	(14,416)	(14,695)	2.0%	(13,829)	(14,069)	(15,535)

¹ Beginning with year-end 2000 financial close, the negative cash balance for this fund is to be covered through an interfund advance from the Convention Center Fund. At year-end 2000, an advance of \$12.1 million was made to this fund. The advance is anticipated to increase to \$14.4 million at the end of 2001, which is \$1.3 million less than anticipated in the adopted workout plan for this fund.

2001 Projected as of Second Quarter

City of Minneapolis Engineering Materials and Testing Fund

This fund is used to account for the operation of the City's asphalt plant and paving products laboratory. The paving products laboratory provides in-lab and on-site testing and soil boring services to ensure quality control of asphalt and soils for projects.

Historical Financial Information

Each spring the asphalt plant establishes their product prices based on the estimated demand that year. The past two years actual production has been significantly lower than original estimates creating a negative impact on the fund balance. Much of the expenses associated with the creation of the products have been avoided by not purchasing the raw materials, but the fixed costs of the plant are not being recouped.

Starting in 2001, the product price was based on 85% of the forecasted projects; this adjustment will better price the product for the year. Operation revenues for 1999 was \$2.5 million, a \$0.5 million decrease from 1998. Operation expenditures in 1999 were \$2.7 million, a \$0.4 million reduction from 1998. For 2000, revenues were up and the fund was on track to have a positive income for the year; however, late in the year there was Council approved action to increase the transfer to the Intergovernmental Services Fund by \$128,000 to cover this funds share of the technology service needs for the Public Works Department.

The Engineering Materials and Testing Fund had retained earnings of \$1.7 million at 2000 year-end of which \$1.0 million was reserved for renewal and replacement of the asphalt plant.

To eliminate the \$1.2 million cash deficit that existed at 2000 year-end for this fund, future asphalt product prices will need to include an additional charge to recover prior year losses. If this additional charge is not implemented in the rate structure, the fund will not be able to return to a positive cash position. Other City funds have historically provided inter-fund loans at year-end to cover year-end cash deficits for this fund.

2002 Budget

Revenues

Revenues for this fund are based on the anticipated projects, and associated expenditures, for the year. There has been no change in revenue forecasts from the prior budget year. However, as mentioned this year a new estimating approach will need to be implemented in order to begin to provide a breakeven operation.

Expenditures

The expenditures within the Asphalt plant are based on 95,000 tons of asphalt production. This cost of production is based on raw material expenses, which includes petroleum products. As it has been seen recently, pricing of petroleum products is volatile. The only adjustments to expenditure budgets were in the area of Finance Department support and the cost of the laboratory. In total operating expenditures increased by 2.2%.

Transfers

The only internal transfer for this fund is \$12,000 to the Intergovernmental Services Fund for information technology services support.

Debt Service

This fund does not have long-term debt.

City of Minneapolis
Engineering Material and Testing
Financial Plan (in Thousands of Dollars)

	1999	2000	2001	2001	2002	%	2003	2004	2005
	Actual	Actual	Current Budget	Projected	Budget	Change	Forecast	Forecast	Forecast
Operating Revenues:									
Asphalt Sales	1,420	2,697	2,556	2,000	2,556	0.0%	3,264	3,348	3,434
Engineering Lab	1,045	921	1,083	520	1,083		1,126	1,171	1,218
Total	2,465	3,618	3,639	2,520	3,639	0.0%	4,390	4,519	4,652
Operating Expenditures:									
Asphalt Plant	1,646	2,419	2,402	2,300	2,410	0.3%	2,495	2,543	2,592
Laboratory Expenses	937	932	1,032	700	1,063	2.9%	1,094	1,126	1,159
Finance	89	90	99	96	139	40.4%	145	150	156
Retirement Incentive	8	9	-	-	-		-	-	-
Total	2,680	3,451	3,534	3,096	3,612	2.2%	3,733	3,819	3,907
Operating Margin	(215)	167	106	(576)	27	-74.0%	657	700	745
Non-Operating Revenues/(Expenditures) :									
Depreciation	(95)	(94)	(94)	(94)	(94)		(94)	(94)	(94)
Transfers	(6)	(139)	(11)	(7)	(12)	9.0%	(11)	(12)	(12)
Other	40	46	-	-	-		-	-	-
Total	(61)	(187)	(105)	(101)	(106)	0.9%	(106)	(106)	(106)
Net Income	(276)	(20)	0	(677)	(79)		551	594	639
Retained Earnings:									
Beginning Balance	2,018	1,742	1,722	1,722	1,045	-39.3%	966	1,517	2,112
Ending Balance	1,742	1,722	1,722	1,045	966	-43.9%	1,517	2,112	2,750
Cash Balance¹:									
Beginning Cash	1,339	(1,009)	(1,283)	(1,283)	(1,866)	45.4%	(1,851)	(1,205)	(517)
Ending Cash	(1,009)	(1,283)	(1,188)	(1,866)	(1,851)	55.7%	(1,205)	(517)	216

¹ Beginning with year-end 1999, the Engineering Material and Testing Fund has needed an interfund loan to cover a negative cash balance. This negative cash balance will need to be eliminated through increasing the Asphalt rate to a level sufficient to cover prior year deficit spending.

2001 Projected as of Second Quarter

City of Minneapolis Property Services Fund

Background

This fund accounts for the physical management and maintenance of fire stations, police precinct buildings, the Public Service Center, Parking Ramps, and various other office locations. It also accounts for the coordination and management of special projects. Beginning in 2002, Parking Ramp Maintenance and the Radio Shop operations will be accounted for in this fund. This aligns operations along the lines of Public Works recent reorganization.

Historical Financial Performance

The proposed building rental rates are based on a three-year actual expenditure average. In 1998 and 1999 rates had not been adjusted to fully cover the expenditures in this fund. Rates had been adjusted in 2000 to cover expenditures except for the mid-year Council action to increase the transfer to the Intergovernmental Services fund by \$150,000 to fund Public Works' information technology service expenditures.

At year-end 1999 and 2000, the fund had operating losses of \$558,000 and \$103,000, respectively. The fund has a deficit in retained earnings of \$2.0 million. Revenues are expected to exceed expenditures in 2001. Future rate increases will need to be assessed in order to eliminate past deficit spending.

2002 Budget

Revenues

The Financial Plans for the Property Services and Equipment Funds have been restated to show the effect of the Radio Shop operations being transferred from the Equipment fund. This was done to properly reflect the change to the Equipment Services Funds financial work out plan. The Ramp Maintenance operations are properly being re-classified to an Internal Service Fund from a Capital Fund and were not included in the restatement.

Prior to the Financial Plan being re-stated, the revenues from 2001 to 2002 in the operating budget are anticipated to increase by 89.1%, from \$5.4 million to \$10.1 million. This increase comes from two sources. The first source is the Parking Ramp maintenance operations being moved from Transportation Capital to the Property Services Fund. The second source is moving the Radio Shop operations to the Property Services Fund, which aligns to the City's management's areas of responsibility. The Radio Shop also occupies the same building where the Facility Management personnel are located.

Expenditures

Due to additional revenue indicated above operating expenditures are expected to increase by 84.1% or \$4.8 million, which represents a 5% lower increase than expected in revenues. Aligning operations in this fund to the Administration staff that supports the various operations will aid in gaining efficiencies also.

Transfers to Other Funds

The only transfers associated with this fund are an annual charge for Human Resources and Intergovernmental Services support.

City of Minneapolis
Property Services Fund
Financial Plan (in thousands of dollars)

	1999 Actual	2000 Actual	2001 Current Budget	2001 Projected	2002 Budget	% Chg from 2001 Budget	2003 Forecast	2004 Forecast	2005 Forecast
Operating Revenues:									
Radio Shop	2,454	2,490	2,615	2,309	2,758	5.5%	2,819	2,904	2,991
Municipal Market	35	53	50	50	50		55	56	58
Property Services Maintenance	4,308	5,434	4,969	5,306	5,122	3.1%	5,634	5,420	5,588
Ramp Maintenance					1,900		1,957	2,016	2,076
Project Management			368	368	400	8.6%	438	437	451
Total	6,797	7,977	8,002	8,033	10,230	27.8%	10,903	10,833	11,164
Operating Expenditures:									
Retirement Incentive	13	10							
Radio Shop	1,384	2,370	2,415	2,109	2,128	-11.9%	2,170	2,213	2,257
Municipal Market	22	34	23	23	10	-56.2%	10	10	10
Property Services Maintenance	4,745	5,194	4,875	4,847	5,285	8.4%	5,299	5,459	5,625
Ramp Maintenance					1,900		1,929	1,957	1,987
Project Management Office			459	383	405	-11.8%	418	432	446
Finance	120	108	93	93	98	6.2%	102	106	110
Total	6,284	7,716	7,864	7,454	9,826	24.9%	9,927	10,177	10,435
Net Operating Gain/(Loss)	512	261	138	579	404	193.5%	976	656	729
Non-Operating Revenues/(Expenditures):									
Debt Service					(72)				
Capital Outlay					(6,426)				
Bond Proceeds					6,426				
Interest Expense	(42)	(54)	(47)	(47)	(22)	-53.2%	(22)	(22)	(22)
Gain/(Loss)	(16)	(12)							
Transfers	(22)	(178)	(29)	(30)	86	-392.5%	(27)	(27)	(27)
Total	(80)	(244)	(76)	(77)	(8)	-89.5%	(49)	(49)	(49)
Net Income (loss)	432	17	61	502	396	546.9%	927	606	680
Retained Earnings:					311				
Beginning Balance	(1,332)	(1,970)	(2,073)	(2,073)	85				
Capital Contrib. To Equip Svc fund	(1,070)	(120)	(200)	(200)	(1,771)	-14.6%	(1,376)	(1,376)	(1,331)
Ending Balance	(1,970)	(2,073)	(2,212)	(1,771)	(1,376)	-37.8%	(1,376)	(1,331)	(1,218)
Cash flow analysis									
Net Operating Income (loss)	512	261	138	579	404	193.5%	976	656	729
Depreciation	31	24	24	24	24		24	24	24
Other	333	2,564	350	350			400	400	400
Interfund loans paid	(1,135)	(1,950)	(1,545)	(1,669)	(1,352)	-12.5%	(1,394)	(1,432)	(1,426)
Interfund loans received	1,950	1,545	1,669	1,352	1,394	-16.5%	1,432	1,426	1,351
Other	(64)	(232)	(76)	(77)	(8)	-89.5%	(49)	(49)	(49)
Net Cash flows provided (used) by capital	(34)	(26)	(20)	(20)	(462)	2210.0%	(462)	(462)	(462)
Net increase (decrease) in cash and cash equiva	1,594	2,186	539	539	0	-100.0%	927	562	567
Beginning Cash	-	14	3	-	(1,352)	-43791.7%	(1,352)	(1,352)	(1,352)
Change in Cash	1,594	2,186	539	539	0	-100.0%	927	562	567
Ending Cash	1,594	2,200	542	539	(1,352)	-349.4%	(425)	(790)	(785)
Change in Equity to Equipment (Radio Shop)	(1,579)	(2,197)	(539)	(539)			(927)	(562)	(567)
Less: Interfund loan (no actual cash received)	(1,950)	(1,545)	(1,669)	(1,352)					
Actual Ending Cash	(1,936)	(1,542)	(1,666)	(1,352)	(1,352)	-18.8%	(1,352)	(1,352)	(1,352)

2001 Projected as of Second Quarter

MCDA

FIVE-YEAR COMMUNITY DEVELOPMENT PLAN

2002 – 2006

November 2001

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MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY FIVE-YEAR COMMUNITY DEVELOPMENT PLAN

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Introduction

Preparation of the Five-year Redevelopment Plan (the “Plan”) was a requirement of Chapter 421 (Tax Increment Refunding Ordinance.) The purpose of the Plan was to establish priorities and general parameters by tax increment (TI) district within the Common Project for the utilization of the districts’ available funds. City redevelopment goals, objectives and policies were used to establish project priorities. The parameters and priorities were reviewed annually and represented a framework within which specific projects must fit.

With the repeal of Chapter 421, the Plan is no longer required. The Agency intends to continue to prepare and submit a 5-Year Community Development Plan (the “5-Year Plan”) that not only reports on the status of the Common Project but also includes the status and proposed programmatic uses for Chapter 595 levy revenues, the development accounts and all TI districts. The 5-Year Plan is intended to be a financial planning document. Any recommendation you may have on how to improve its usefulness is appreciated.

Common Project TI Revenue

Property tax reform adopted by the 2001 Legislature has greatly impacted the tax increment revenue to be generated from TI districts within the Common Project. Attached as Exhibit B is a schedule showing the anticipated tax increment revenue expected to be generated from each TI district within the Common Project from 2002 through 2006.

Tax increment revenue is first applied to the payment of debt service on outstanding bonds. The following table shows the estimated total tax increment revenues expected to be generated from within the Common Project, assuming a \$6,000,000 Community Development Levy, and the total debt service that must be paid from those revenues.

(000's)	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Net Tax Increment Revenue	60,040	60,213	59,258	58,923	59,177
Less: Debt Service Payments	<u>56,864</u>	<u>59,824</u>	<u>60,382</u>	<u>60,044</u>	<u>62,149</u>
Tax Increment Revenue Shortfall	3,176	389	(1,124)	(1,121)	(2,972)

The shortfall in tax increment revenue for payment of debt service will be paid from existing tax increment reserves. The Legislature amended the Tax Increment Act to allow the Agency to pool its tax increment revenues in order to pay debt service on outstanding bonds. The Agency will be examining the use of this option and all other options provided by the Legislature in order to pay its outstanding debt.

Other TI Revenue

Attached as Exhibit C is a schedule showing the anticipated tax increment revenue expected to be generated from each TI district located outside the Common Project from 2002 through 2006.

Generally, the Agency's obligations in these districts are through payments on pay-as-you-go notes to developers, although some bonded indebtedness has been incurred with respect to some specific districts. Except for TI districts located in the Southeast Minneapolis Industrial Area (SEMI), these districts are non-poolable, stand-alone districts.

State law prevents us from using any unobligated tax increment revenue from these districts to finance program costs of the Agency, any available tax increment revenue may be pooled, under certain circumstances, to pay debt service on outstanding debt issued for projects within or outside the Common Project. While it is anticipated that these TI districts will be self-supporting, we do not expect any tax increment revenue will be available from these districts to pay debt service on other outstanding bonds.

The following table shows the total tax increment revenue expected to be generated from TI districts located outside the Common Project from 2002 through 2006, assuming a \$6,000,000 Community Development Levy.

(000's)	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Net Tax Increment Revenue	4,606	4,675	4,745	4,817	4,889

Development Accounts

The Development Accounts consist of two components, the Development Account and the Neighborhood Development Account.

The Development Account, established in January 1983, has historically provided a flexible and efficient source of short-term financing for a variety of City-wide Agency activities. Increasingly, Development Account monies have been used to fund a wide variety of grant activities, from affordable housing initiatives to commercial corridor revitalization. The Development Account is capitalized with non-tax increment revenues generated from within TI districts, including certain land sale proceeds, parking and rental income, and developer recapture fees.

The Neighborhood Development Account was established as a depository for recycled federal Urban Development Action Grant (UDAG) repayments, which are subject to federal regulation and must be segregated and reallocated to support community economic development initiatives. Many of the Agency's

small business loan programs, as well as several neighborhood commercial projects, are supported by the Neighborhood Development Account.

The table below shows the total anticipated revenues expected to be available in the Development Accounts from 2002 through 2006. In accordance with an agreement between the Agency and the holder of the letter of credit relating to bonds issued through the Agency's Common Bond Fund, the balance of the Development Account must be maintained at \$3,000,000.

(000's)	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Development Accounts Revenue	36,405	7,310	8,511	7,116	6,771
Less: Common Bond Fund Reserve	3,000	0	0	0	0
Available Revenue	33,405	7,310	8,511	7,116	6,771

The significant increase in revenues in 2002 reflects the repayment assumptions of certain loans. The loan repayments are intended to either be met or renegotiated in a way that supports the proposed use of the funds in the Development Account at the level anticipated by the City Finance Officer and all policy makers. Revenues also reflect proceeds from the sale of the Hilton Hotel, which are expected to be expended between 2002 and 2009.

Neighborhood Revitalization Program (NRP)

While the 2002 Budget Framework calls for funding Phase II of the NRP at an annual level of \$10 million, the Community Development/NRP Work Group has included a scenario for funding Phase II at \$11 million annually. The first year of Phase II (2001) was capitalized at \$20 million. After the NRP meets its 2001 Phase II needs, administrative costs, Phase II planning and other obligations, approximately \$8.5 million of 2001 capitalization is available to carry forward to future years. The following table shows the funding for NRP from 2002 through 2006. New capitalization will be provided from a combination of interest earnings, development account funds, reserve balances and TI revenue (if available.)

We recommend the immediate release of \$4 million of NRP dedicated to affordable housing for that purpose. This reduces the available carryover to \$4.5 million which would be dispersed as shown.

(000's)	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
2001 Carry-Over Funding	4,500	0	0	0	0
Interest Earnings	3,272	2,184	1,522	1,015	561
New Capitalization from Agency	<u>3,228</u>	<u>8,816</u>	<u>9,478</u>	<u>9,985</u>	<u>10,439</u>
Total Funding	11,000	11,000	11,000	11,000	11,000

Community Development (Chapter 595) Levy

2002 is the first year since 1978 that the Agency has requested a special levy under Chapter 595. The purpose of the levy is to fund those programs that are jeopardized due to the shortfall in tax increment revenues and that the Agency believes comprise the minimal community development investment necessary to support the City's goals. Revenues derived from a Chapter 595 levy can be used by the MCDA programmatically or to support, in a somewhat restricted way, the NRP. The 2002 Budget Framework calls for a Community Development Levy of \$6,000,000 and sets out priorities on the programs to be financed with those revenues. In addition, a supplemental decision package has been prepared to increase the Community Development Levy from \$6,000,000 to \$12,000,000.

The following table sets out programs recommended for funding from a \$6,000,000 Community Development Levy in 2002, the additional programs and funding which would be available if the supplemental decision package is adopted, and the ranking of the programs contained in the supplemental decision package. Exhibit A projects these recommendations through 2006. No more than 20 percent of the revenues in each category will be used for program implementation and administration.

2002	Mayor's Priorities	Supplemental Decision Package	Annual Total
Multifamily Rental	1,000,000	600,000 (6)	1,600,000
Single Family Ownership	1,000,000	500,000 (7)	1,500,000
MILES	1,500,000	1,000,000 (4)	2,500,000
Commercial Corridors & Nodes	1,200,000		1,200,000
Small Business Finance	1,300,000		1,300,000
Rehab Support Program		500,000 (5)	500,000
Mortgage Foreclosure		250,000 (3)	250,000
Preliminary Planning Fund		1,000,000 (1)	1,000,000
Project Gap Filler		2,000,000 (2)	2,000,000
Neighborhood Initiative Program		150,000 (8)	150,000
Total	6,000,000	6,000,000	12,000,000

Categorical Set-asides – Community Development Levy

The following is a description of each of the categorical set-asides contained in the priorities list for which funding will be provided from the Community Development Levy:

Multifamily Rental Housing projects are carried out pursuant to the City's affordable housing policy and the MCDA's Multifamily Rental and Cooperative Program guidelines. The MCDA provides funding for new construction and rehabilitation of affordable and mixed-income rental housing from a variety of funding sources. Large family and supportive housing for homeless and special needs populations are given priority for funding. Half of the funding is set aside for projects located in non-impacted areas of the city. At this time, \$11.2 million is committed to affordable housing projects in process.

The Community Development Levy provides for \$1,000,000 in funding and the supplemental levy request provides for an additional \$600,000.

Single Family Home Ownership consists of two programs: Home Ownership Works (HOW) and GMMHC Century Homes. HOW program acquires and renovates vacant and distressed residential properties, which are sold to low income households. Typically 20 to 25 properties are sold each year. The program receives federal HOME funds (\$810,000 per year), Development Account funds (\$300,000 per year) and NRP funds (\$2 million per year, repaid with sale proceeds and HOME funds).

GMMHC Century Homes is a citywide program through which MCDA-owned land is sold to the Greater Minneapolis Metropolitan Housing Corporation (GMMHC) for construction of new single-family homes to be sold at market rate for owner-occupancy. MCDA funds are matched by funds raised by GMMHC. In some instances, neighborhoods contribute NRP funds to match MCDA funds or to add amenities not normally included with the home. Program expenditures over the past three years have averaged \$600,000 per year.

The Community Development Levy provides for \$1,000,000 in funding for single family homeownership and the supplemental levy request provides for an additional \$500,000.

Minneapolis Industrial Land and Employment Strategy (MILES) provides funds for acquisition and preparation of sites for job-producing industrial development. Sites within the North Washington Industrial Park (NWIP), Southeast Minneapolis Industrial Area (SEMI) and Seward South have been developed through MILES program assistance. During the last three years (1998 through 2000), annual program expenditures have averaged \$2.2 million.

The Community Development Levy provides for \$1,500,000 in funding and the supplemental levy request provides for an additional \$1,000,000.

Commercial Corridors funding assists economic development efforts within the 10 commercial corridors identified in the Minneapolis Plan. The program provides a match for Local Initiatives Support Corporation's (LISC) Commercial Corridor Revitalization Project on Central Avenue and West Broadway. NRP funds from neighborhoods along Central Avenue are also being leveraged for improvements to commercial buildings. Rehabilitation of the Coliseum building at 2700 East Lake Street is another example of use of Commercial Corridors funds. During 2000, Commercial Corridors expenditures were \$805,750. The current allocation to Commercial Corridors is \$1 million per year.

The Community Development Levy provides for \$1,200,000 in funding.

Small Business Finance consists of Entrepreneurs Fund/Micro Loans, the Two-Percent Revolving Loan Fund and Working Capital Loan Guaranties. Entrepreneurs Fund/Micro Loans are very small loans provided to neighborhood start-up businesses, many of which are home-based. More than 70 percent of the loans go to minority-owned businesses. Recent examples are loans to A. Riveria, a Latino storefront business on Central Avenue (Audubon Park) and McDonald Cleaning Services (Minnehaha). Program expenditures during the past three years averaged \$154,000 per year.

Two-Percent Revolving Loan Fund provides financing in partnership with private lenders for businesses that are renovating their facilities or purchasing production equipment. Businesses receiving loans restore and reuse commercial property, provide employment opportunities, and provide needed neighborhood services. Projects range in size from \$10,000 to about \$100,000. Recent recipients of Two-Percent loans include Dimensions in Hair (Near North), Maria's (Phillips) and It's Greek to Me (Whittier). In cases such as

Plymouth Avenue Studio and Dunn Bros. Coffee in Elliot Park, Two-Percent loans supplemented NRP loan and grant funds. There are six NRP/Two-Percent Cooperative Loan programs designed to coordinate NRP and MCDA loan programs. Through these programs, MCDA provides underwriting, origination and servicing functions on behalf of the neighborhood so as not to duplicate but rather enhance loan options to neighborhood businesses. During the past three years, average Two-Percent Revolving Loan Fund expenditures per year have been \$1.2 million. Private investment leveraged during the same period averaged \$3 million per year.

Working Capital Loan Guaranties help start-up and emerging businesses access private loan capital to finance their growth. The program has helped 275 neighborhood-based businesses access \$10.4 million in private capital. Businesses assisted through the program include B.T. McElrath, a candy manufacturing company (Como); Pickle Products, a greeting card manufacturing company (Logan Park); Action Telecom (Hiawatha); and Village Hair within Nokomis Village, a key area identified for revitalization under the Nokomis East NRP plan. Program expenditures during the past three years averaged \$582,000 per year.

The Community Development Levy provides for \$1,300,000 in funding.

Rehab Support Program provides MCDA funds to match homeowners' investments toward the completion of value-added improvements to their homes. Many borrowers use NRP funds for all or part of their match. In addition to Common Project TIF/Development Account funds, CDBG and MHFA funds are used for the program. Program expenditures over the past three years averaged \$350,000 per year.

The supplemental levy request provides for \$500,000 in funding.

Mortgage Foreclosure Prevention Program provides counseling and emergency financial assistance for homeowners to prevent mortgage foreclosure. The program is administered by the Homeownership Center, Twin Cities Habitat for Humanity and Northside Residents Redevelopment Council. Over 1,000 foreclosures have been prevented. Program expenditures over the past three years have averaged \$250,000 per year.

The supplemental levy request provides for \$250,000 in funding.

Preliminary Planning Fund (PPF) was established in 1982 to fund initial planning and feasibility studies of proposed projects prior to the adoption of a redevelopment plan or project budget. Among the current uses of PPF are Hiawatha LRT planning, Grain Belt Library, St. Andrew's Golf Academy and Guthrie Theater. PPF activities coordinated with NRP include West Broadway Commercial Corridor and 29th Street Corridor. Budgeted amounts for PPF averaged \$2.7 million per year over the past three years.

The supplemental levy request provides for \$1,000,000 in funding.

Project Gap Filler is the practice of providing funds to cover shortfalls in projects meeting public purposes and City goals for which no other resources are available. Examples of current projects that could not have gone forward without gap funding are Grain Belt, East Village, Portland Place and Humboldt Greenway. Although it is not possible to predict with confidence future demand for gap funding, the MCDA 10 Year Resource Outlook prepared in July 2001 estimated that \$12.5 million over the next 10 years would provide some ability to respond to project funding shortfalls.

The supplemental levy request provides for \$2,000,000 in funding.

Neighborhood Initiatives Program (NIP) provides a funding source for early development expenses for projects and activities that are not appropriate for funding through the Preliminary Planning Fund or other MCDA funding sources. Uses of NIP funds include Bryant Neighborhood 38th Street Enhancements, Minneapolis Center for Neighborhoods Commercial Corridors Initiative, Webber-Camden, and Humboldt Industrial Area Planning. Annual allocation in the first two years of the program was \$150,000. It is fully subscribed.

The supplemental levy request provides for \$150,000 in funding.

Categorical Set-asides – Other Revenues

One set-aside identified in prior 5-year plans has a remaining TIF balance:

Transit-Oriented Development (TOD) Program funds in the amount of \$4 million have been set aside under direction of the City Council to assist transit-oriented development projects within one-quarter mile of transit stations along the Hiawatha Light Rail Transit (LRT) Corridor within the City of Minneapolis. To date, \$1.15 million in TOD program resources has been allocated for redevelopment infrastructure and LRT station enhancements at Franklin Avenue, Lake Street, 46th Street and other locations.

Five-Year Plan

Attached as Exhibit A is a matrix which models sources and uses of funds for the next five years for the Community Development Levy, both Development Accounts and the Common Project.

There are two levy models for 2002 which assume either a \$6 million or \$12 million starting point. The \$6 million model assumes \$1 million in growth through 2006. The \$12 million model assumes 5 percent growth. As the model shows, these inflators create annual net balances which can be used to support NRP, offset program inflationary costs or fund new programs. These decisions would be made as a part of the annual budget process.

As a reference, we have also included the sources and uses of funds with respect to CDBG Funds, other Federal Grants and State Grants. These grants supplement activities and programs undertaken in the Agency's Community Development Program.

Other Community Development resources

This document has focused on TIF/Common Project and Community Development levy issues, however we want to acknowledge the wider range of ongoing MCDA activities. These include:

- The variety of programs supported by MHFA
- Business Finance bond programs such as Industrial Revenue Bonds and those supported by the Common Bond Fund
- SBA 504 Loan Programs
- Housing Revenue Bonds, Mortgage Revenue Bonds, and other housing funding mechanisms
- Freestanding pay-as-you-go TIF districts used for projects such as East Bank Village, Bottineau Common, Grain Belt, Thymes and others.

EXHIBIT A

COMMUNITY DEVELOPMENT PROGRAM - FIVE-YEAR PROJECTION

	2002	2003	2004	2005	2006	Total
<u>Community Development Levy (\$6,000,000)</u>						
Revenue	6,000,000	7,000,000	8,000,000	9,000,000	10,000,000	40,000,000
Uses						
Multifamily Rental	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Single Family Ownership	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
MILES	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Commercial Corridors	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Small Business Finance	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Total Uses	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
NET*	0	1,000,000	2,000,000	3,000,000	4,000,000	10,000,000

Community Development Levy (\$12,000,000)

Revenue	12,000,000	12,600,000	13,230,000	13,891,500	14,586,075	66,307,575
Uses						
Multifamily Rental	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Single Family Ownership	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
MILES	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Commercial Corridors	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Small Business Finance	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Rehab Support Program	500,000	500,000	500,000	500,000	500,000	2,500,000
Mortgage Foreclosure	250,000	250,000	250,000	250,000	250,000	1,250,000
Preliminary Planning	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Neighborhood Initiative Program	150,000	150,000	150,000	150,000	150,000	750,000
Project Gap Filler	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Uses*	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	60,000,000
NET*	0	600,000	1,230,000	1,891,500	2,586,075	6,307,575

*eligible for use for NRP with some restrictions

Development Accounts

Revenue	36,404,653	7,309,706	8,510,816	7,116,057	6,771,172	66,112,404
Forwarded Balance	0	29,037,084	26,390,680	24,283,493	20,274,177	-
Total Revenue	36,404,653	36,346,790	34,901,496	31,399,550	27,045,349	66,112,404
Uses						
Transfer to NRP	3,227,642	8,816,183	9,478,076	9,985,446	10,438,624	41,945,971
NRP Implementation	1,139,927	1,139,927	1,139,927	1,139,927	1,139,927	5,699,635
Common Bond Fund Reserve	3,000,000	0	0	0	0	3,000,000
Total Uses	7,367,569	9,956,110	10,618,003	11,125,373	11,578,551	50,645,606
NET	29,037,084	26,390,680	24,283,493	20,274,177	15,466,798	15,466,798

Tax Increment/Common Project

Net Revenue	60,039,693	60,212,601	59,257,717	58,923,330	59,176,632	297,609,973
Uses						
TI Administration	3,008,874	3,008,874	3,008,874	3,008,874	3,008,874	15,044,370
Transfer to Debt Service	56,863,736	59,824,339	60,382,254	60,043,715	62,149,314	299,263,358
Total Uses	59,872,610	62,833,213	63,391,128	63,052,589	65,158,188	314,307,728
NET	167,083	(2,620,612)	(4,133,411)	(4,129,259)	(5,981,556)	(16,697,755)

Federal CDBG Grant

Revenue						
Grants	9,458,000	9,458,000	9,458,000	9,458,000	9,458,000	47,290,000
Program Income	457,000	457,000	457,000	457,000	457,000	2,285,000
Total Resources	9,915,000	9,915,000	9,915,000	9,915,000	9,915,000	49,575,000
Uses						
Vacant Housing	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	18,500,000
GMMHC	638,000	638,000	638,000	638,000	638,000	3,190,000
Multifamily Housing	2,701,175	2,701,175	2,701,175	2,701,175	2,701,175	13,505,875
Rehab Support Program	601,825	601,825	601,825	601,825	601,825	3,009,125
Loan & Grant	1,384,000	1,384,000	1,384,000	1,384,000	1,384,000	6,920,000
NCEDF	405,000	405,000	405,000	405,000	405,000	2,025,000
Business Assoc. Asst	50,000	50,000	50,000	50,000	50,000	250,000
Program Admin	30,000	30,000	30,000	30,000	30,000	150,000
MCDA CDBG Admin	50,000	50,000	50,000	50,000	50,000	250,000
Citizen Participation	355,000	355,000	355,000	355,000	355,000	1,775,000
Total Uses	9,915,000	9,915,000	9,915,000	9,915,000	9,915,000	49,575,000
NET	0	0	0	0	0	0

Other Federal Grants

Revenue	3,914,674	3,914,674	3,914,674	3,914,674	3,914,674	19,573,370
Uses						
HOME Single Family	1,091,074	1,091,074	1,091,074	1,091,074	1,091,074	5,455,370
HOME Multi Family	2,225,600	2,225,600	2,225,600	2,225,600	2,225,600	11,128,000
Emergency Shelter	598,000	598,000	598,000	598,000	598,000	2,990,000
Total Uses	3,914,674	3,914,674	3,914,674	3,914,674	3,914,674	19,573,370
NET	0	0	0	0	0	0

State Grants - Estimated

Revenue	3,703,594	11,303,594	3,803,594	2,603,594	2,603,594	24,017,970
Uses						
Pollution/Acquisition - Ind/Comm	2,603,594	2,603,594	2,603,594	2,603,594	2,603,594	13,017,970
Near North Hollman Grants	1,100,000	8,700,000	1,200,000	0	0	11,000,000
Total Uses	3,703,594	11,303,594	3,803,594	2,603,594	2,603,594	24,017,970
NET	0	0	0	0	0	0

EXHIBIT B

Common Project		Tax Increment Revenue Estimate				
TIF No.	Name	2002	2003	2004	2005	2006
1, 11, 18	St. Anthony West	1,693,891	1,719,299	1,745,089	1,771,265	1,797,834
2	Cedar Riverside	3,399,546	3,450,539	3,502,297	3,554,831	3,608,154
3, 19	Grant	724,335	35,200	746,228	757,422	768,783
4, 10, 17	Seward	1,385,456	1,406,237	1,427,331	1,448,741	1,470,472
5, 15, 26	Holmes	1,779,798	1,806,494	1,833,592	1,861,096	1,889,012
6, 22	North Loop	6,082,135	6,173,367	6,265,967	6,359,957	6,455,356
7	West Broadway	561,600	570,024	578,574	587,253	596,062
8, 16	North WIP	2,045,151	2,075,828	2,106,966	2,138,570	2,170,649
9, 13	Industry Square	1,995,432	2,025,364	2,055,744	2,086,581	2,117,879
14	Broadway/35W	1,205,584	1,223,667	1,242,022	1,260,653	1,279,562
23	Hennepin-Lake	732,076	743,057	decertified	decertified	decertified
24, 35	Nicollet Island/East Bank	1,559,506	1,582,899	1,606,642	1,630,742	1,655,203
27	Franklin Ave	27,742	28,158	28,581	29,009	29,444
28, 29	Elliot Park	428,702	435,133	441,660	448,285	455,009
31	Nokomis Homes	213,571	216,774	220,026	223,326	226,676
33	20th & Central	120,147	121,950	123,779	125,635	127,520
34	110 Grant	655,738	665,574	675,558	685,691	695,977
36	Chicago-Lake	158,646	161,025	163,441	165,892	168,381
38	LaSalle Plaza	2,024,809	1,964,064	1,865,861	1,735,251	1,683,193
39	Block 33	7,887	8,005	8,125	8,247	8,371
40	IDS Data Center	2,339,162	2,268,987	2,155,537	2,004,650	1,944,510
41	NBA Arena	1,235,105	1,253,632	1,272,436	1,291,523	1,310,896
42	Neiman Marcus	1,973,400	1,914,198	1,818,488	1,691,194	1,640,458
43	Spring & Central	18,637	18,916	19,200	19,488	19,780
46	MILES 1	82,508	83,746	85,002	86,277	87,571
51	Loring Park (F/D - B)	4,494,881	4,562,305	4,630,739	4,700,200	4,770,703
52	Nicollet Lake (F/D - B)	471,601	478,675	485,855	493,143	500,540
56	City Center (F/D - B)	3,987,192	3,867,577	3,674,198	3,417,004	3,314,494
62	Conservatory	3,375,580	3,274,313	3,110,597	2,892,855	2,806,070
63	Convention Hotel/Retail	6,351,209	6,382,965	6,414,879	6,446,954	6,479,189
64	Laurel Village	1,278,219	1,297,392	1,316,853	1,336,605	1,356,655
65	Hsg for Chronic Alcoh	15,483	15,715	15,951	16,190	16,433
70	Camden Medical	28,847	29,280	29,719	30,165	30,617
71	United Van & Bus	36,561	37,110	37,666	38,231	38,805
73	Deep Rock	28,600	29,029	29,464	29,906	30,355
77	Impact Mailing	39,810	40,407	41,013	41,628	42,253
80	Lowry Ridge	56,152	56,994	57,849	58,717	59,598
83	Rosacker	98,917	100,401	101,907	103,435	104,987
84	Creamette	102,505	104,043	105,603	107,187	108,795
85	Phillips Park	39,550	40,143	40,745	41,356	41,977
86	West Side Milling	392,224	411,836	432,427	454,049	476,751
Common Project Total		53,247,892	53,380,320	52,513,613	52,179,205	52,384,973
Pre-79 Districts Total		32,118,182	32,420,531	31,901,244	32,067,456	32,394,703
Non-Pre-79 Total		21,129,710	20,959,789	20,612,368	20,111,749	19,990,270

BOLD Indicates pre-79 Districts

EXHIBIT C

Non-Common Project

Tax Increment Revenue Estimate

TIF No.	Name	2002	2003	2004	2005	2006
66	36th & Marshall	149,474	151,716	153,992	156,302	158,646
68	9th & Hennepin	55,120	55,947	56,786	57,638	58,502
69	SEMI I	488,712	496,042	503,483	511,035	518,701
72	SEMI II	198,718	201,699	204,724	207,795	210,912
75	Replacement Housing	8,484	8,611	8,740	8,871	9,004
76	Replacement Housing	30,689	31,149	31,617	32,091	32,572
78	SEMI IV	132,886	134,879	136,902	138,956	141,040
79	SEMI III	35,510	36,042	36,583	37,132	37,688
81	Housing Replacement	37,363	37,924	38,493	39,070	39,656
82	Housing Replacement	31,632	32,106	32,588	33,076	33,573
87	50th & France	139,854	141,952	144,081	146,242	148,436
88	Housing Replacement	8,025	8,145	8,267	8,391	8,517
89	Housing Replacement	8,590	8,719	8,850	8,983	9,118
90	Portland Place	49,582	50,326	51,081	51,847	52,625
91	SEMI V	122,278	124,112	125,974	127,863	129,781
92	Heritage Landings	678,600	688,779	699,111	709,597	720,241
93	Depot	681,200	691,418	701,789	712,316	723,001
94	2nd Street N/Townplace Hsg	257,075	260,931	264,845	268,818	272,850
95	10th & Washington	48,053	48,774	49,506	50,248	51,002
96	East Village Hsg	105,143	106,720	108,321	109,945	111,595
97	Nicollet-Franklin	14,144	14,356	14,572	14,790	15,012
98	Humboldt Greenway	-	-	-	-	-
99	Grain Belt Brewhouse	-	-	-	-	-
100	Stinson Technology Campus	258,410	262,286	266,221	270,214	274,267
101	Former Federal Reserve	412,100	418,282	424,556	430,924	437,388
102	East Hennepin & Univ	21,623	21,947	22,276	22,611	22,950
103	Hennepin & Seventh	29,796	30,243	30,697	31,157	31,624
105	Magnum Lofts	6,825	6,927	7,031	7,137	7,244
106	Housing Replacement	1,468	1,490	1,512	1,535	1,558
107	2700 East Lake	2,457	2,494	2,531	2,569	2,608
108	Housing Replacement	390	396	402	408	414
109	13th & Harmon	2,704	25,611	220,123	225,310	230,601
110	Shingle Creek	-	-	-	-	-
111	Graco	5,736	5,822	5,909	5,998	6,088
112	Urban Village	7,420	7,532	7,645	7,759	7,876
113	Housing Replacement	468	475	482	489	497
Total Non-Common Project TI Districts		4,030,528	4,113,852	4,369,688	4,437,118	4,505,586

SCHEDULE ONE
FUND SUMMARY - CHANGES TO FUND BALANCE

	2002 Projected Revenues	2002 Total Appropriations	Change in Fund Balance
GENERAL FUND	245,792,187	245,792,187	-
GRANTS - FEDERAL	15,297,375	15,972,133	(674,758)
CDBG & UDAG FUNDS	22,935,000	22,335,000	600,000
GRANTS - OTHER	9,278,305	9,260,067	18,238
CONVENTION CENTER OPERATIONS	64,580,197	69,508,651	(4,928,454)
EMPLOYEE RETIREMENT	9,838,766	9,356,734	482,032
POLICE DEPT - SPECIAL REVENUE	1,090,000	1,255,114	(165,114)
ARENA - RESERVE	2,290,500		2,290,500
CONVENTION FACILITES - RESERVE	1,100,000		1,100,000
PARK - GENERAL FUND	43,397,454	44,317,463	(920,009)
PARK - MUSEUM (ART INSTITUTE)	6,694,786	6,694,786	-
PARK - FORESTRY	7,260,512	7,260,512	-
PARK - GRANT & SPECIAL REVENUE	243,350	243,350	-
PARK-SPEC REV-INTEREST BEARING	17,700		17,700
MCDA - GENERAL FUND	844,239	6,656,706	(5,812,467)
MCDA CDBG	9,887,000	9,794,800	92,200
FEDERAL EMPOWERMENT ZONE		7,566	(7,566)
MCDA FEDERAL GRANTS-OTHER		4,061,833	(4,061,833)
MCDA UDAG LEVERAGE INVESTMENT	24,142		24,142
MCDA NEIGHBORHOOD DEVEL ACCT	1,496,315	1,950,000	(453,685)
NRP ADMINISTRATION	1,060,161	1,283,970	(223,809)
COMMUNITY DEVELOPMENT INVESTMENT FUND	4,000,000		4,000,000
DEVELOPMENT ACCOUNT	6,204,773	10,092,509	(3,887,736)
ECONOMIC DEVELOPMENT PROGRAM	980,000	1,116,454	(136,454)
HOUSING FINANCE	484,400	320,940	163,460
HOUSING PROGRAM		210,460	(210,460)
MCDA LEVERAGE INVESTMENT	326,718		326,718
NEIGHBORHOOD HOUSING	74,039	74,039	-
COMMUNITY DEVELOPMENT		5,000,000	(5,000,000)
RESIDENTIAL HOUSING	915,000	995,023	(80,023)
THEATRES	1,599,000	1,474,000	125,000
BOARD OF ESTIMATE AND TAXATION	233,520	236,800	(3,280)
MUNICIPAL BUILDING COMMISSION	6,989,547	6,965,009	24,538
LIBRARY - GENERAL FUND	21,697,762	21,798,636	(100,874)
NEIGHBORHOOD REVITAL POLICY	1,810,724	1,803,224	7,500
YOUTH COORDINATING BOARD	6,538,727	6,793,237	(254,510)
TOTAL GENERAL/SPECIAL REVENUE	494,982,199	512,631,203	(17,649,004)
CAPITAL IMPROVEMENTS	64,918,423	67,345,640	(2,427,217)
BLOCK 33	10,386		10,386
PARK - CAPITAL IMPROVEMENTS	7,255,500	7,255,500	-
PARK-CAPITAL IMPROVE-ASSESSED	500,000	500,000	-
MBG - CAPITAL IMPROVEMENTS	926,000	706,000	220,000
LIBRARY - CAPITAL IMPROVEMENTS	577,000	11,542,900	(10,965,900)
TAX INCREMENT ADMINISTRATION	3,018,874	3,036,663	(17,789)
CAMDEN MEDICAL FACILITY	28,847		28,847
COMMON PROJECT UNCERTIFIED	2,426,221	1,662,804	763,417

SCHEDULE ONE
FUND SUMMARY - CHANGES TO FUND BALANCE

	2002 Projected Revenues	2002 Total Appropriations	Change in Fund Balance
WEST BROADWAY	561,600	570,788	(9,188)
EAST BANK 1335	1,693,891	2,162,145	(468,254)
GRANT	724,335	791,006	(66,671)
CHICAGO AND LAKE	22,740		22,740
NINTH & HENNEPIN	130,020	100,170	29,850
NORTH LOOP	6,082,135	10,283,732	(4,201,597)
INDUSTRY SQUARE	1,995,432	4,748,844	(2,753,412)
SEWARD SOUTH	1,385,456	2,882,479	(1,497,023)
CEDAR RIVERSIDE	3,399,546	5,037,741	(1,638,195)
HOUSING FOR CHRONIC ALCOHOLICS	15,483		15,483
HENNEPIN & LAKE	732,076	1,581,271	(849,195)
BROADWAY 35-W	1,205,584	1,200,430	5,154
FRANKLIN AVENUE	27,742	111,293	(83,551)
CONSERVATORY	3,406,958	2,919,422	487,536
LORING PARK	4,494,881	5,587,658	(1,092,777)
CITY CENTER	3,987,192	4,937,518	(950,326)
LAUREL VILLAGE	1,319,761	3,018,522	(1,698,761)
SOUTH NICOLLET MALL	6,445,554	6,337,250	108,304
DEEP ROCK TAX INCREMENT	28,600	22,347	6,253
DOWNTOWN EAST LRT	615,000	149,700	465,300
2700 EAST LAKE	2,457	617	1,840
EAST VILLAGE	105,143	99,208	5,935
50TH & FRANCE	139,854	129,834	10,020
FORMER FED RESERVE	412,100	386,039	26,061
GRACO TI	5,736	36,888	(31,152)
110 GRANT	675,760	308,874	366,886
13th and Harmon	2,704	55,798	(53,094)
HISTORIC DEPOT REUSE DIST 93	681,200	21,044	660,156
HENNEPIN & 7TH ENTERTAINMENT	29,796	97,830	(68,034)
HUMBOLDT GREENWAY DIST 98		109,966	(109,966)
HERITAGE LAND APTS	678,600	615,319	63,281
EAST HENNEPIN & UNIVERSITY	21,623	51,052	(29,429)
CAMDEN AREA IMPACT	39,810		39,810
LOCAL CONTRIBUTION FUND	600,000		600,000
LOWRY RIDGE	56,152	51,768	4,384
MAGNUM LOFTS	6,825		6,825
NICOLLET FRANKLIN	1,014,144	134,872	879,272
NRP	8,000,000	2,575,526	5,424,474
NWIP	2,045,151	3,468,502	(1,423,351)
HOLMES	1,779,798	699,632	1,080,166
NICOLLET ISLAND EAST BANK	1,559,506	726,903	832,603
PORTLAND PLACE	49,582	8,068	41,514
NOKOMIS HOLMES	213,571	304,854	(91,283)
ELLIOT PARK	428,702	1,808,150	(1,379,448)
NICOLLET & LAKE	471,601	425,000	46,601
CENTRAL & 20TH	126,519		126,519
MILES I	82,508		82,508
NBA ARENA	3,386,885	4,041,272	(654,387)
PHILLIPS PARK	39,550	36,804	2,746

**SCHEDULE ONE
FUND SUMMARY - CHANGES TO FUND BALANCE**

	2002 Projected Revenues	2002 Total Appropriations	Change in Fund Balance
LASALLE PLACE	2,108,143		2,108,143
PRELIMINARY PLANNING	2,806,704	2,485,661	321,043
NEIMAN MARCUS	2,055,135	1,085,054	970,081
IDS DATA SERVICE CENTER	2,422,719		2,422,719
36TH AND MARSHALL	149,474	154,053	(4,579)
CREAMETTE DISTRICT 84	102,505	93,464	9,041
ROSACKER NURSERY SITE	98,917	76,209	22,708
SEMI-PHASE 1	488,712	314,259	174,453
SEMI-PHASE 2	198,718	279,125	(80,407)
SEMI-PHASE 3	35,510	39,096	(3,586)
SEMI-PHASE 4	132,886	126,734	6,152
SEMI-PHASE 5	122,278	160,859	(38,581)
SPRING & CENTRAL	19,294	5,000	14,294
SHINGLE CREEK CONDOMINIUMS		7,169	(7,169)
STINSON	258,410	419,991	(161,581)
TOWERS AT ELLIOT PARK		23,618	(23,618)
2ND ST N HOTEL/APTS TOWNPLACE	257,075	234,716	22,359
10TH AND WASHINGTON	48,053	3,348	44,705
UNITED VAN BUS	36,561	2,575	33,986
URBAN VILLAGE	7,420	264,009	(256,589)
HSG REPLACE-WATERSHED 3	72,769		72,769
WEST SIDE MILLING DISTRICT	592,224	177,406	414,818
HSG REPLACE-WATERSHED 0	54,340	28,409	25,931
TOTAL CAPITAL PROJECTS	152,658,361	166,666,398	(14,008,037)
 BOND REDEMPTION - DEBT SERVICE	80,807,623	37,086,802	43,720,821
BOND REDEM ARBIT ASSESS PARK	195,000	319,400	(124,400)
BOND REDEMPTION - ASSESSMENT	565,000	610,885	(45,885)
96 IMPROVEMENT BONDS	230,000	218,350	11,650
97 IMPROVEMENT BONDS	304,000	277,920	26,080
98 IMPROVEMENT BONDS		197,280	(197,280)
01 IMPROVEMENT BONDS - 20 YR		877,053	(877,053)
BOND REDEM ARBIT 6/90 IMP BOND	370,000	335,290	34,710
BOND REDEM ARBIT 6/91 IMP BOND	340,000	262,415	77,585
BOND REDEM ARBIT 6/92 IMP BOND	285,000	262,763	22,237
BOND REDEM ARBIT 6/93 IMP BOND	349,000	326,400	22,600
BOND REDEM ARBIT 6/94 IMP BOND	250,000	215,747	34,253
BOND REDEM ARBIT 6/95 IMP BOND	322,000	298,741	23,259
BOND REDEM ARBIT 6/87 IMP BOND	102,000	125,438	(23,438)
BOND REDEM ARBIT 9/87 IMP BOND	110,000		110,000
BOND REDEM ARBIT 6/88 IMP BOND	185,000	147,985	37,015
BOND REDEM ARBIT 6/89 IMP BOND	159,000	148,465	10,535
BOND REDEM ARBIT NIC MALL BOND	1,760,000	1,975,583	(215,583)
CONVENTION CENTER-DEBT SERVICE	29,212,128	44,578,256	(15,366,128)
CONCERT HALL - DEBT SERVICE	580,000	555,000	25,000
TAX INCREMENT - DEBT SERVICE	76,625,913	42,707,859	33,918,054
BOND REDEM 1995 ARBIT PKWY	7,000		7,000
MCDA DEBT SERVICE	34,057,782	33,564,432	493,350
TOTAL DEBT SERVICE	226,816,446	165,092,064	61,724,382

**SCHEDULE ONE
FUND SUMMARY - CHANGES TO FUND BALANCE**

	2002 Projected Revenues	2002 Total Appropriations	Change in Fund Balance
SEWER - ENTERPRISE	73,212,471	70,282,645	2,929,826
WATER - ENTERPRISE	60,659,727	59,004,937	1,654,790
MUNICIPAL PARKING-ENTERPRISE	88,435,391	88,115,439	319,952
SOLID WASTE - ENTERPRISE	25,336,000	25,541,750	(205,750)
PARK - OPERATIONS - ENTERPRISE	12,354,021	12,486,471	(132,450)
FED HOME LN BANK ECON DEVELOP	10,000	212,000	(202,000)
HOUSING OWNERSHIP PROGRAM	1,750,000	1,946,096	(196,096)
HOME OWNERSHIP & RENOVATION	750,000	689,245	60,755
LOAN & GRANT PROGRAMS	3,600	129,011	(125,411)
RIVER TERMINAL	2,982,360	2,763,901	218,459
GARFS	280,432	446,487	(166,055)
TOTAL ENTERPRISE FUNDS	265,774,002	261,617,982	4,156,020
MATERIALS & LAB-INTERNAL SVC	3,639,000	3,623,965	15,035
EQUIPMENT - INTERNAL SERVICE	35,478,139	32,970,262	2,507,877
PROPERTY - INTERNAL SERVICE	16,731,900	16,421,060	310,840
STORES - INTERNAL SERVICE	3,820,050	1,058,683	2,761,367
INFO TECH - INTERNAL SERVICE	22,036,666	22,588,438	(551,772)
SELF INSURANCE-INTERNAL SVC	55,092,886	55,073,107	19,779
PARK - INTERNAL SERVICE	4,763,885	5,130,830	(366,945)
PARK-SELF INSURE-INTERNAL SVC	1,934,219	1,893,471	40,748
TOTAL INTERNAL SERVICE	143,496,745	138,759,816	4,736,929
CITY TOTAL	1,283,727,753	1,244,767,463	38,960,290

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
General Fund - City :					
GENERAL FUND(0100)					
Property Taxes	54,657,999	56,625,830	63,253,328	56,869,428	-10.1%
Sales and Other Taxes	3,092	7,912	0	0	0.0%
Franchise Fees	19,679,066	21,592,970	19,870,000	21,600,000	8.7%
Licenses and Permits	16,938,028	19,244,189	18,561,950	19,197,636	3.4%
State Government	84,179,203	87,639,254	90,209,825	100,696,807	11.6%
Local Government	1,458,832	836,602	769,300	815,890	6.1%
Charges for Service	17,396,746	17,135,765	13,870,420	16,319,417	17.7%
Charges for Sales	1,043,608	480,039	437,800	450,130	2.8%
Fines and Forfeits	5,957,132	6,742,402	7,235,000	7,235,000	0.0%
Special Assessments	2,949,849	2,765,679	2,655,000	3,039,500	14.5%
Interest	1,529,989	1,200,487	200,000	228,650	14.3%
Gains	826,311	1,504,894	995,000	995,000	0.0%
Rents	29,375	48,363	30,600	5,600	-81.7%
Contributions	338,598	293,762	297,500	297,500	0.0%
Other Misc Revenues	557,379	851,218	537,393	642,795	19.6%
Operating Transfers In	16,249,515	15,091,392	16,108,833	17,398,834	8.0%
Total GENERAL FUND	223,794,722	232,060,758	235,031,949	245,792,187	4.6%
Total General Fund - City	223,794,722	232,060,758	235,031,949	245,792,187	4.6%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>GRANTS - FEDERAL(0300)</u>					
Federal Government	11,410,517	12,410,150	12,787,639	15,018,448	17.4%
State Government	0	-26,857	0	0	0.0%
Charges for Service	6,342	35,568	0	108,000	0.0%
Fines and Forfeits	0	0	0	100,000	0.0%
Interest	62,009	53,683	0	0	0.0%
Other Misc Revenues	0	-637	0	0	0.0%
Operating Transfers In	127,775	70,700	70,400	70,927	0.7%
Total GRANTS - FEDERAL	11,606,642	12,542,607	12,858,039	15,297,375	19.0%
<u>CDBG & UDAG FUNDS(0400)</u>					
Federal Government	22,901,981	19,300,748	22,972,000	22,335,000	-2.8%
Charges for Service	6,440	0	10,000	0	-100.0%
Special Assessments	0	84	0	0	0.0%
Interest	492,447	462,238	0	0	0.0%
Other Misc Revenues	984,140	859,449	600,000	600,000	0.0%
Operating Transfers In	0	539,700	0	0	0.0%
Total CDBG & UDAG FUNDS	24,385,008	21,162,219	23,582,000	22,935,000	-2.7%
<u>GRANTS - OTHER(0600)</u>					
Sales and Other Taxes	32,177	63,710	40,000	40,000	0.0%
Federal Government	21,753	48,896	3,250	3,250	0.0%
State Government	7,623,164	7,375,027	7,428,075	7,761,675	4.5%
Local Government	2,138,540	976,495	1,070,700	1,070,700	0.0%
Charges for Service	398,694	279,060	0	0	0.0%
Charges for Sales	673	11,361	0	0	0.0%
Interest	81,901	52,546	15,000	0	-100.0%
Contributions	61,288	245,092	141,680	176,680	24.7%
Other Misc Revenues	137,817	87,404	0	10,000	0.0%
Operating Transfers In	199,434	291,496	126,000	216,000	71.4%
Total GRANTS - OTHER	10,695,440	9,431,086	8,824,705	9,278,305	5.1%
<u>CONVENTION CENTER OPERATIONS(0760)</u>					
Sales and Other Taxes	44,798,133	48,325,892	48,200,000	48,682,000	1.0%
Charges for Service	2,941,368	2,416,505	3,008,000	4,366,689	45.2%
Interest	-871	0	0	0	0.0%
Gains	1,042,198	1,794,743	1,146,271	1,146,271	0.0%
Rents	5,067,256	4,857,260	5,295,930	7,937,603	49.9%
Contributions	1,000	167,885	0	0	0.0%
Other Misc Revenues	1,857,913	1,932,052	1,705,000	2,447,634	43.6%
Operating Transfers In	0	712,600	0	0	0.0%
Total CONVENTION CENTER OPERATIONS	55,706,997	60,206,937	59,355,201	64,580,197	8.8%
<u>EMPLOYEE RETIREMENT(0990)</u>					
Property Taxes	6,431,268	5,110,083	3,422,415	4,361,980	27.5%
Sales and Other Taxes	530	711	0	0	0.0%
State Government	5,001,215	5,773,251	6,473,786	5,476,786	-15.4%
Fines and Forfeits	800,000	500,000	0	0	0.0%
Total EMPLOYEE RETIREMENT	12,233,013	11,384,045	9,896,201	9,838,766	-0.6%
<u>BOARD OF ESTIMATE AND TAXATION(1000)</u>					
Property Taxes	104,210	108,316	111,720	121,520	8.8%
Sales and Other Taxes	6	15	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>BOARD OF ESTIMATE AND TAXATION(1000)</u>					
State Government	106,323	112,115	115,000	112,000	-2.6%
Total BOARD OF ESTIMATE AND TAXATION	210,539	220,446	226,720	233,520	3.0%
<u>MUNICIPAL BUILDING COMMISSION(1100)</u>					
Property Taxes	2,375,112	2,425,208	2,460,805	3,207,507	30.3%
Sales and Other Taxes	136	340	0	0	0.0%
State Government	847,010	874,567	882,000	335,000	-62.0%
Charges for Service	2,568,503	2,986,636	2,929,440	3,290,165	12.3%
Charges for Sales	88,064	78,427	76,500	85,650	12.0%
Rents	67,257	70,886	71,400	70,900	-0.7%
Other Misc Revenues	4,074	697	1,000	325	-67.5%
Operating Transfers In	0	0	54,485	0	-100.0%
Total MUNICIPAL BUILDING COMMISSION	5,950,156	6,436,761	6,475,630	6,989,547	7.9%
<u>PARK - GENERAL FUND(1500)</u>					
Property Taxes	17,761,609	19,271,698	22,733,010	29,138,095	28.2%
Sales and Other Taxes	971	2,698	3,573	3,000	-16.0%
Licenses and Permits	2,657	4,799	0	3,000	0.0%
Federal Government	82,500	107,500	0	0	0.0%
State Government	12,330,561	12,807,246	13,845,187	11,503,817	-16.9%
Local Government	3,011	0	0	0	0.0%
Charges for Service	1,435,523	2,094,745	1,502,297	1,814,644	20.8%
Charges for Sales	1,793	6,571	2,000	2,000	0.0%
Fines and Forfeits	337,840	329,457	301,200	311,500	3.4%
Interest	0	91	0	0	0.0%
Rents	43,604	80,555	38,000	199,798	425.8%
Contributions	196,266	93,537	31,400	31,400	0.0%
Other Misc Revenues	30,617	15,377	20,200	20,200	0.0%
Operating Transfers In	1,152,642	1,012,199	370,000	370,000	0.0%
Total PARK - GENERAL FUND	33,379,595	35,826,473	38,846,867	43,397,454	11.7%
<u>PARK - MUSEUM (ART INSTITUTE)(1600)</u>					
Property Taxes	4,749,114	5,128,785	6,030,172	6,694,786	11.0%
Total PARK - MUSEUM (ART INSTITUTE)	4,749,114	5,128,785	6,030,172	6,694,786	11.0%
<u>PARK - FORESTRY(1700)</u>					
Property Taxes	4,158,639	4,165,835	4,643,204	4,962,729	6.9%
Sales and Other Taxes	238	583	1,482	600	-59.5%
State Government	2,696,329	2,547,486	2,113,388	2,206,183	4.4%
Local Government	0	0	0	4,000	0.0%
Charges for Service	207,433	195,040	70,000	70,000	0.0%
Charges for Sales	2,221	2,955	0	2,000	0.0%
Contributions	18,700	8,783	0	10,000	0.0%
Other Misc Revenues	4,272	4,319	7,003	5,000	-28.6%
Operating Transfers In	0	4,015	0	0	0.0%
Total PARK - FORESTRY	7,087,831	6,929,015	6,835,077	7,260,512	6.2%
<u>LIBRARY - GENERAL FUND(1800)</u>					
Property Taxes	9,033,999	9,655,471	10,218,795	11,624,935	13.8%
Sales and Other Taxes	518	1,352	0	0	0.0%
Federal Government	4,526	1,000	0	40,000	0.0%
State Government	8,426,845	8,783,123	8,785,632	9,385,242	6.8%
Local Government	7,600	3,500	0	0	0.0%
Charges for Service	539,947	625,618	547,535	588,085	7.4%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>LIBRARY - GENERAL FUND(1800)</u>					
Charges for Sales	10,302	-6,452	1,000	13,000	1,200.0%
Fines and Forfeits	0	0	10,000	10,000	0.0%
Rents	25,909	26,346	21,000	25,000	19.0%
Contributions	182,500	464,150	10,000	10,000	0.0%
Other Misc Revenues	1,710	78,650	1,500	1,500	0.0%
Operating Transfers In	76,423	98,673	0	0	0.0%
Total LIBRARY - GENERAL FUND	18,310,279	19,731,431	19,595,462	21,697,762	10.7%
<u>PARK - GRANT & SPECIAL REVENUE(1950)</u>					
Federal Government	19,890	12,405	20,000	160,000	700.0%
State Government	68,604	273,574	0	25,750	0.0%
Local Government	0	520,272	25,000	25,000	0.0%
Charges for Service	223,541	0	0	0	0.0%
Charges for Sales	0	77,690	0	0	0.0%
Fines and Forfeits	0	1,282	6,000	6,000	0.0%
Interest	11	0	0	0	0.0%
Rents	16,200	27,000	21,600	21,600	0.0%
Contributions	81,545	53,890	2,000	2,000	0.0%
Other Misc Revenues	24,648	5,034	3,000	3,000	0.0%
Operating Transfers In	28,480	67,697	0	0	0.0%
Total PARK - GRANT & SPECIAL REVENUE	462,919	1,038,844	77,600	243,350	213.6%
<u>PARK-SPEC REV-INTEREST BEARING(1960)</u>					
Gains	832	642	0	0	0.0%
Contributions	17,696	0	17,700	17,700	0.0%
Total PARK-SPEC REV-INTEREST BEARING	18,528	642	17,700	17,700	0.0%
<u>POLICE DEPT - SPECIAL REVENUE(2100)</u>					
Sales and Other Taxes	318,985	351,209	340,000	340,000	0.0%
Licenses and Permits	129,703	186,285	250,000	250,000	0.0%
Fines and Forfeits	508,455	690,265	500,000	500,000	0.0%
Interest	0	10	0	0	0.0%
Other Misc Revenues	37,364	113,562	0	0	0.0%
Total POLICE DEPT - SPECIAL REVENUE	994,507	1,341,332	1,090,000	1,090,000	0.0%
<u>YOUTH COORDINATING BOARD(2200)</u>					
Federal Government	480,849	643,236	803,455	1,114,373	38.7%
State Government	368,751	185,000	175,000	175,000	0.0%
Local Government	6,040,145	6,817,874	4,479,861	4,104,860	-8.4%
Interest	0	0	0	50,000	0.0%
Gains	157,299	76,739	50,000	0	-100.0%
Rents	50,395	56,053	55,363	80,000	44.5%
Contributions	1,781,973	928,028	2,086,301	683,033	-67.3%
Other Misc Revenues	4,716	4,154	0	0	0.0%
Operating Transfers In	1,068,702	205,732	265,632	331,461	24.8%
Total YOUTH COORDINATING BOARD	9,952,831	8,916,815	7,915,612	6,538,727	-17.4%
<u>NEIGHBORHOOD REVITAL POLICY(2300)</u>					
State Government	2,165,517	1,835,405	2,130,616	1,803,224	-15.4%
Gains	-33,380	41,217	7,500	7,500	0.0%
Contributions	0	0	3,500	0	-100.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>NEIGHBORHOOD REVITAL POLICY(2300)</u>					
Other Misc Revenues	32,593	2,498	0	0	0.0%
Total NEIGHBORHOOD REVITAL POLICY	2,164,729	1,879,119	2,141,616	1,810,724	-15.5%
<u>ARENA - RESERVE(2600)</u>					
Gains	234,072	307,724	0	0	0.0%
Operating Transfers In	2,100,612	2,775,559	2,018,792	2,290,500	13.5%
Total ARENA - RESERVE	2,334,683	3,083,283	2,018,792	2,290,500	13.5%
<u>CONVENTION FACILITES - RESERVE(2790)</u>					
Operating Transfers In	950,000	950,000	950,000	1,100,000	15.8%
Total CONVENTION FACILITES - RESERVE	950,000	950,000	950,000	1,100,000	15.8%
<u>MCDA CDBG(FBG0)</u>					
Charges for Service	5,343	5,357	0	5,000	0.0%
Charges for Sales	583,062	1,180,604	300,000	0	-100.0%
Interest	37,351	34,347	0	24,000	0.0%
Rents	1,800	1,972	0	0	0.0%
Other Misc Revenues	611,620	749,423	292,940	428,000	46.1%
Operating Transfers In	9,512,538	6,931,231	9,486,000	9,430,000	-0.6%
Total MCDA CDBG	10,751,714	8,902,934	10,078,940	9,887,000	-1.9%
<u>FEDERAL EMPOWERMENT ZONE(FEZ0)</u>					
Federal Government	0	105,615	100,000	0	-100.0%
Operating Transfers In	0	317,090	0	0	0.0%
Total FEDERAL EMPOWERMENT ZONE	0	422,705	100,000	0	-100.0%
<u>MCDA FEDERAL GRANTS-OTHER(FG00)</u>					
Federal Government	56,560	159,441	0	0	0.0%
Charges for Service	150	225	0	0	0.0%
Charges for Sales	14,807	62,473	0	0	0.0%
Interest	21,949	22,168	0	0	0.0%
Other Misc Revenues	15,309	27,703	0	0	0.0%
Operating Transfers In	2,995,138	4,672,170	0	0	0.0%
Total MCDA FEDERAL GRANTS-OTHER	3,103,912	4,944,181	0	0	0.0%
<u>MCDA UDAG LEVERAGE INVESTMENT(FLF0)</u>					
Interest	0	115,000	160,000	24,142	-84.9%
Other Misc Revenues	0	678,920	2,709,114	0	-100.0%
Total MCDA UDAG LEVERAGE INVESTMENT	0	793,920	2,869,114	24,142	-99.2%
<u>MCDA NEIGHBORHOOD DEVEL ACCT(FNA0)</u>					
Charges for Service	9,000	6,450	0	0	0.0%
Charges for Sales	0	216,151	0	0	0.0%
Interest	327,969	77,172	0	16,315	0.0%
Rents	5,750	9,300	0	0	0.0%
Other Misc Revenues	1,514,483	1,225,876	1,565,131	1,400,000	-10.6%
Operating Transfers In	897,208	2,324,681	1,342,905	80,000	-94.0%
Total MCDA NEIGHBORHOOD DEVEL ACCT	2,754,410	3,859,630	2,908,036	1,496,315	-48.5%
<u>MCDA - GENERAL FUND(GEN0)</u>					
State Government	21,367	201,367	0	0	0.0%
Charges for Service	4,201,681	4,198,815	4,081,677	0	-100.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>MCDA - GENERAL FUND(GEN0)</u>					
Charges for Sales	1,000	0	0	650,000	0.0%
Interest	-1,075,475	180,932	0	0	0.0%
Gains	439,515	484,287	0	0	0.0%
Rents	600	144,200	145,739	94,239	-35.3%
Contributions	248,574	43,092	0	0	0.0%
Other Misc Revenues	15,875	108,131	1,750,000	0	-100.0%
Operating Transfers In	702,700	1,392,636	129,786	100,000	-23.0%
Total MCDA - GENERAL FUND	4,555,838	6,753,458	6,107,202	844,239	-86.2%
<u>JOINT BOARD(JTB0)</u>					
State Government	15,000	0	0	0	0.0%
Charges for Service	22,875	5,525	0	0	0.0%
Gains	2,174	1,492	0	0	0.0%
Total JOINT BOARD	40,049	7,017	0	0	0.0%
<u>MEDC(MED0)</u>					
Charges for Service	212,302	250,306	0	0	0.0%
Total MEDC	212,302	250,306	0	0	0.0%
<u>NRP ADMINISTRATION(SAD0)</u>					
Other Misc Revenues	0	0	0	290,000	0.0%
Operating Transfers In	0	0	0	770,161	0.0%
Total NRP ADMINISTRATION	0	0	0	1,060,161	0.0%
<u>COMMUNITY DEVELOPMENT INVESTMENT FUND(S)</u>					
Property Taxes	0	0	0	4,000,000	0.0%
Total COMMUNITY DEVELOPMENT INVESTMENT	0	0	0	4,000,000	0.0%
<u>DEVELOPMENT ACCOUNT(SDA0)</u>					
Charges for Service	5,500	234,520	0	0	0.0%
Charges for Sales	1,886,046	1,991,579	0	0	0.0%
Interest	130,136	380,721	181,800	872,273	379.8%
Gains	401,101	616,834	0	0	0.0%
Rents	57,982	62,852	0	132,500	0.0%
Other Misc Revenues	2,307,394	1,468,425	2,458,195	200,000	-91.9%
Operating Transfers In	697,792	10,452,799	1,450,460	5,000,000	244.7%
Total DEVELOPMENT ACCOUNT	5,485,951	15,207,731	4,090,455	6,204,773	51.7%
<u>ECONOMIC DEVELOPMENT PROGRAM(SED0)</u>					
State Government	157,883	45,008	500,000	0	-100.0%
Charges for Service	1,184,608	1,014,147	900,000	950,000	5.6%
Charges for Sales	0	585,500	0	0	0.0%
Interest	-28,014	31,106	0	0	0.0%
Gains	81,906	124,486	0	0	0.0%
Other Misc Revenues	46,712	46,712	150,000	30,000	-80.0%
Total ECONOMIC DEVELOPMENT PROGRAM	1,443,095	1,846,959	1,550,000	980,000	-36.8%
<u>HOUSING FINANCE(SFA0)</u>					
State Government	40,695	0	0	0	0.0%
Charges for Service	38,751	85,602	83,650	84,000	0.4%
Interest	508	992	0	0	0.0%
Gains	0	-13,847	0	0	0.0%
Other Misc Revenues	17,728	12,240	0	400	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>HOUSING FINANCE(SFA0)</u>					
Operating Transfers In	394,137	300,000	100,000	400,000	300.0%
Total HOUSING FINANCE	491,819	384,987	183,650	484,400	163.8%
<u>HOUSING PROGRAM(SHP0)</u>					
Charges for Service	448,798	614,622	190,000	0	-100.0%
Interest	-39,734	43,639	0	0	0.0%
Gains	116,171	157,238	0	0	0.0%
Total HOUSING PROGRAM	525,234	815,499	190,000	0	-100.0%
<u>HOME OWNERSHIP WORKS(SHW0)</u>					
Gains	0	-932	0	0	0.0%
Total HOME OWNERSHIP WORKS	0	-932	0	0	0.0%
<u>MCDA LEVERAGE INVESTMENT(SLF0)</u>					
Interest	0	23,019	190,000	186,718	-1.7%
Rents	0	0	0	140,000	0.0%
Other Misc Revenues	0	0	260,000	0	-100.0%
Total MCDA LEVERAGE INVESTMENT	0	23,019	450,000	326,718	-27.4%
<u>MCDA STATE GRANTS & LOAN(SMN0)</u>					
State Government	2,148,359	4,019,048	0	0	0.0%
Local Government	0	396,142	0	0	0.0%
Charges for Sales	0	398	0	0	0.0%
Interest	6,214	2,188	0	0	0.0%
Gains	-1,246	-10,500	0	0	0.0%
Other Misc Revenues	94,961	87,804	0	0	0.0%
Operating Transfers In	648,596	0	0	0	0.0%
Total MCDA STATE GRANTS & LOAN	2,896,883	4,495,080	0	0	0.0%
<u>NEIGHBORHOOD HOUSING(SNH0)</u>					
Charges for Service	0	0	74,039	0	-100.0%
Interest	31,459	0	0	0	0.0%
Other Misc Revenues	74,036	74,036	0	74,039	0.0%
Total NEIGHBORHOOD HOUSING	105,495	74,036	74,039	74,039	0.0%
<u>COMMUNITY DEVELOPMENT(SPH0)</u>					
Interest	273,194	-270,279	3,700,000	0	-100.0%
Operating Transfers In	39,920,062	0	0	0	0.0%
Total COMMUNITY DEVELOPMENT	40,193,256	-270,279	3,700,000	0	-100.0%
<u>RESIDENTIAL HOUSING(SRF0)</u>					
State Government	112,118	126,659	126,000	125,000	-0.8%
Charges for Service	616,054	603,295	550,000	623,000	13.3%
Interest	56,427	48,155	80,000	25,000	-68.8%
Gains	-31,747	12,651	0	0	0.0%
Other Misc Revenues	481,634	304,784	75,000	142,000	89.3%
Operating Transfers In	700,297	75,000	300,000	0	-100.0%
Total RESIDENTIAL HOUSING	1,934,783	1,170,543	1,131,000	915,000	-19.1%
<u>THEATRES(STH0)</u>					
Charges for Service	826,703	703,993	0	0	0.0%
Interest	-1,805	30,634	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>THEATRES(STH0)</u>					
Gains	42,613	25,040	0	0	0.0%
Contributions	39,588	98,908	0	0	0.0%
Other Misc Revenues	1,499	8,963	1,925,000	1,599,000	-16.9%
Operating Transfers In	150,000	200,000	158,000	0	-100.0%
Total THEATRES	1,058,598	1,067,537	2,083,000	1,599,000	-23.2%
<u>UPPER RIVER LAND BANK(SUR0)</u>					
Rents	0	5,773	0	0	0.0%
Total UPPER RIVER LAND BANK	0	5,773	0	0	0.0%
Total Special Revenue Funds	276,746,150	256,963,943	242,252,830	249,190,012	2.9%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>JUNE00 UST/SKYWAY TI BONDS(0P10)</u>					
Gains	0	140,540	0	0	0.0%
Total JUNE00 UST/SKYWAY TI BONDS	0	140,540	0	0	0.0%
<u>JUNE00 SEWER FIXED RATE BONDS(0S10)</u>					
Gains	0	222,150	0	0	0.0%
Total JUNE00 SEWER FIXED RATE BONDS	0	222,150	0	0	0.0%
<u>JUNE00 WATER FIXED RATE BONDS(0W10)</u>					
Gains	0	278,289	0	0	0.0%
Total JUNE00 WATER FIXED RATE BONDS	0	278,289	0	0	0.0%
<u>PARK-CAPITAL IMPROVE-ASSESSED(3700)</u>					
Charges for Service	314	0	0	0	0.0%
Special Assessments	25,211	17,670	0	0	0.0%
Other Misc Revenues	92,632	221,749	0	0	0.0%
Operating Transfers In	186,338	400,000	400,000	0	-100.0%
Proceeds of Long Term Liabilities	0	0	0	500,000	0.0%
Total PARK-CAPITAL IMPROVE-ASSESSED	304,495	639,419	400,000	500,000	25.0%
<u>CAPITAL IMPROVEMENTS(4100)</u>					
Property Taxes	1,750,577	1,966,580	2,438,320	2,496,295	2.4%
Sales and Other Taxes	79	276	0	0	0.0%
Licenses and Permits	150,820	220,114	0	0	0.0%
Federal Government	0	41,587	0	0	0.0%
State Government	4,930,675	5,064,795	9,720,600	7,479,598	-23.1%
Local Government	359,336	598,426	41,000	56,000	36.6%
Charges for Service	7,351,190	8,447,701	7,794,300	4,930,495	-36.7%
Charges for Sales	236,225	380,576	50,000	75,000	50.0%
Special Assessments	830,790	1,579,129	1,450,000	1,523,000	5.0%
Interest	674	-263	0	0	0.0%
Gains	0	1,451,499	0	0	0.0%
Rents	22,980	31,630	0	0	0.0%
Contributions	0	216,838	0	0	0.0%
Other Misc Revenues	324,120	61,834	0	0	0.0%
Operating Transfers In	60,159,851	87,149,424	2,322,500	951,535	-59.0%
Proceeds of Long Term Liabilities	0	0	26,382,500	47,406,500	79.7%
Total CAPITAL IMPROVEMENTS	76,117,316	107,210,146	50,199,220	64,918,423	29.3%
<u>MBC - CAPITAL IMPROVEMENTS(4200)</u>					
Federal Government	0	0	86,500	0	-100.0%
Charges for Service	939,821	203,677	0	0	0.0%
Operating Transfers In	1,009,365	585,534	0	220,000	0.0%
Proceeds of Long Term Liabilities	0	0	596,500	706,000	18.4%
Total MBC - CAPITAL IMPROVEMENTS	1,949,186	789,210	683,000	926,000	35.6%
<u>PARK - CAPITAL IMPROVEMENTS(4300)</u>					
Federal Government	53,762	303,670	1,960,000	0	-100.0%
State Government	1,799,583	566,945	3,225,000	0	-100.0%
Local Government	1,654,656	4,845,406	1,300,000	1,300,000	0.0%
Charges for Service	470,814	321,703	30,000	30,000	0.0%
Charges for Sales	1,350	2,070	500	500	0.0%
Interest	0	0	5,000	5,000	0.0%
Rents	42,980	136,730	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>PARK - CAPITAL IMPROVEMENTS(4300)</u>					
Contributions	127,641	464,709	0	0	0.0%
Other Misc Revenues	10,785	438,047	0	0	0.0%
Operating Transfers In	5,978,580	9,700,266	3,800,000	5,920,000	55.8%
Total PARK - CAPITAL IMPROVEMENTS	10,140,152	16,779,546	10,320,500	7,255,500	-29.7%
<u>LIBRARY - CAPITAL IMPROVEMENTS(4400)</u>					
State Government	81,000	0	0	0	0.0%
Other Misc Revenues	206,436	0	0	0	0.0%
Operating Transfers In	512,779	155,372	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	740,000	577,000	-22.0%
Total LIBRARY - CAPITAL IMPROVEMENTS	800,215	155,372	740,000	577,000	-22.0%
<u>ARBITRAGE 1991 VARIOUS PURPOSE(4A00)</u>					
Gains	4,444	598	0	0	0.0%
Total ARBITRAGE 1991 VARIOUS PURPOSE	4,444	598	0	0	0.0%
<u>96 IMPROVEMENT BONDS(4A60)</u>					
Gains	3,645	3,386	0	0	0.0%
Total 96 IMPROVEMENT BONDS	3,645	3,386	0	0	0.0%
<u>97 IMPROVEMENT BONDS(4A70)</u>					
Gains	112	0	0	0	0.0%
Total 97 IMPROVEMENT BONDS	112	0	0	0	0.0%
<u>JUNE99 VARIOUS PURPOSE BONDS(4A90)</u>					
Interest	69,552	0	0	0	0.0%
Gains	671,813	611,903	0	0	0.0%
Proceeds of Long Term Liabilities	38,010,122	0	0	0	0.0%
Total JUNE99 VARIOUS PURPOSE BONDS	38,751,487	611,903	0	0	0.0%
<u>ARBITRAGE 1995 WATER & SEWER(4B00)</u>					
Gains	15,110	-0	0	0	0.0%
Total ARBITRAGE 1995 WATER & SEWER	15,110	-0	0	0	0.0%
<u>97 FLEET BONDS(4B70)</u>					
Gains	55,705	0	0	0	0.0%
Total 97 FLEET BONDS	55,705	0	0	0	0.0%
<u>JUNE99 CONVENTION CENTER BONDS(4B90)</u>					
Gains	1,798,599	1,795,524	0	0	0.0%
Proceeds of Long Term Liabilities	88,400,000	0	0	0	0.0%
Total JUNE99 CONVENTION CENTER BONDS	90,198,599	1,795,524	0	0	0.0%
<u>96 CONSTRUCTION BONDS(4C60)</u>					
Gains	20,165	8,752	0	0	0.0%
Operating Transfers In	1,365,000	0	0	0	0.0%
Total 96 CONSTRUCTION BONDS	1,385,165	8,752	0	0	0.0%
<u>97 SERIES B BONDS(4C70)</u>					
Gains	41,023	33,455	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>97 SERIES B BONDS(4C70)</u>					
Operating Transfers In	2,508,000	0	0	0	0.0%
Total 97 SERIES B BONDS	2,549,023	33,455	0	0	0.0%
<u>98 VAR RATE BONDS(4C80)</u>					
Gains	669,860	134,821	0	0	0.0%
Total 98 VAR RATE BONDS	669,860	134,821	0	0	0.0%
<u>97 CONVENTION CENTER BONDS(4D70)</u>					
Gains	347,284	-0	0	0	0.0%
Total 97 CONVENTION CENTER BONDS	347,284	-0	0	0	0.0%
<u>98 (OCTOBER) BONDS(4D80)</u>					
Gains	11,246	5,526	0	0	0.0%
Total 98 (OCTOBER) BONDS	11,246	5,526	0	0	0.0%
<u>FEB99 TARGET STORE RAMP BONDS(4D90)</u>					
Gains	674,046	189,288	0	0	0.0%
Proceeds of Long Term Liabilities	39,300,000	4,756,226	0	0	0.0%
Total FEB99 TARGET STORE RAMP BONDS	39,974,046	4,945,514	0	0	0.0%
<u>ARBITRAGE 1995 VARIOUS PURPOSE(4J00)</u>					
Gains	4,452	0	0	0	0.0%
Total ARBITRAGE 1995 VARIOUS PURPOSE	4,452	0	0	0	0.0%
<u>ARBITRAGE 1992 VARIOUS PURPOSE(4K00)</u>					
Gains	14,070	2,635	0	0	0.0%
Total ARBITRAGE 1992 VARIOUS PURPOSE	14,070	2,635	0	0	0.0%
<u>ARBITRAGE 1993 VARIOUS PURPOSE(4L00)</u>					
Gains	58	0	0	0	0.0%
Total ARBITRAGE 1993 VARIOUS PURPOSE	58	0	0	0	0.0%
<u>ARBITRAGE 1990 PARK BONDS(4P00)</u>					
Gains	3,644	934	0	0	0.0%
Total ARBITRAGE 1990 PARK BONDS	3,644	934	0	0	0.0%
<u>ARBITRAGE 1991 PARK BONDS(4R00)</u>					
Gains	71	0	0	0	0.0%
Total ARBITRAGE 1991 PARK BONDS	71	0	0	0	0.0%
<u>ARBITRAGE 1993 PARK BONDS(4U00)</u>					
Gains	6,484	4,894	0	0	0.0%
Total ARBITRAGE 1993 PARK BONDS	6,484	4,894	0	0	0.0%
<u>ARBITRAGE 1994 WATER & SEWER(4X00)</u>					
Gains	46	0	0	0	0.0%
Total ARBITRAGE 1994 WATER & SEWER	46	0	0	0	0.0%
<u>ARBITRAGE 1995 PARK BONDS(4Y00)</u>					

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>ARBITRAGE 1995 PARK BONDS(4Y00)</u>					
Gains	7,411	7,935	0	0	0.0%
Total ARBITRAGE 1995 PARK BONDS	7,411	7,935	0	0	0.0%
<u>JUNE00 VARIOUS PURPOSE BONDS(4Z00)</u>					
Gains	0	474,628	0	0	0.0%
Proceeds of Long Term Liabilities	0	25,763,451	0	0	0.0%
Total JUNE00 VARIOUS PURPOSE BONDS	0	26,238,079	0	0	0.0%
<u>SEPT 00 CONV CTR EXPN BONDS(4Z10)</u>					
Gains	0	1,342,433	0	0	0.0%
Proceeds of Long Term Liabilities	0	80,000,000	0	0	0.0%
Total SEPT 00 CONV CTR EXPN BONDS	0	81,342,433	0	0	0.0%
<u>NOV 00 NIC MALL TI(4Z20)</u>					
Gains	0	-29,871	0	0	0.0%
Total NOV 00 NIC MALL TI	0	-29,871	0	0	0.0%
<u>ITS RELATED BONDS(4Z30)</u>					
Interest	0	78,285	0	0	0.0%
Gains	0	8,671	0	0	0.0%
Proceeds of Long Term Liabilities	0	22,990,424	0	0	0.0%
Total ITS RELATED BONDS	0	23,077,381	0	0	0.0%
<u>900 NICOLLET TAX-EXEMPT(75A0)</u>					
Interest	0	186,184	0	0	0.0%
Gains	0	192,637	0	0	0.0%
Total 900 NICOLLET TAX-EXEMPT	0	378,821	0	0	0.0%
<u>900 NICOLLET TAXABLE(75B0)</u>					
Interest	0	16,695	0	0	0.0%
Gains	0	55,251	0	0	0.0%
Operating Transfers In	0	91	0	0	0.0%
Total 900 NICOLLET TAXABLE	0	72,038	0	0	0.0%
<u>HENNEPIN ENTERTAINMENT TE BOND(AHE0)</u>					
Gains	0	111,832	0	0	0.0%
Proceeds of Long Term Liabilities	0	10,610,000	0	0	0.0%
Total HENNEPIN ENTERTAINMENT TE BOND	0	10,721,832	0	0	0.0%
<u>BLOCK 33(C330)</u>					
Property Taxes	3,128	3,406	4,205	7,887	87.6%
Interest	0	0	2,000	2,499	25.0%
Gains	2,175	2,677	0	0	0.0%
Total BLOCK 33	5,303	6,083	6,205	10,386	67.4%
<u>TAX INCREMENT ADMINISTRATION(CAD0)</u>					
Charges for Service	70	107,468	0	10,000	0.0%
Interest	0	0	1,000	0	-100.0%
Gains	2,946	47,439	0	0	0.0%
Other Misc Revenues	468,088	360,446	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>TAX INCREMENT ADMINISTRATION(CAD0)</u>					
Operating Transfers In	6,761,248	7,226,519	4,109,270	3,008,874	-26.8%
Total TAX INCREMENT ADMINISTRATION	7,232,352	7,741,871	4,110,270	3,018,874	-26.6%
<u>CAMDEN MEDICAL FACILITY(CAM0)</u>					
Property Taxes	34,750	30,297	35,798	28,847	-19.4%
Interest	0	0	200	0	-100.0%
Gains	1,402	3,615	0	0	0.0%
Total CAMDEN MEDICAL FACILITY	36,152	33,912	35,998	28,847	-19.9%
<u>COMMON PROJECT UNCERTIFIED(CAZ0)</u>					
State Government	0	0	500,000	0	-100.0%
Charges for Service	0	40	16,080	0	-100.0%
Charges for Sales	89,789	57,009	1,382,000	14,351	-99.0%
Interest	0	12,925	5,900	0	-100.0%
Gains	99,255	202,413	0	0	0.0%
Rents	609,622	529,105	1,061,420	137,024	-87.1%
Other Misc Revenues	318	62,683	250,000	0	-100.0%
Operating Transfers In	4,619,730	5,678,485	2,150,109	2,274,846	5.8%
Total COMMON PROJECT UNCERTIFIED	5,418,715	6,542,660	5,365,509	2,426,221	-54.8%
<u>WEST BROADWAY(CBA0)</u>					
Property Taxes	629,915	656,665	856,336	561,600	-34.4%
Charges for Sales	5,492	75,000	0	0	0.0%
Interest	0	0	15,000	0	-100.0%
Gains	53,892	34,119	0	0	0.0%
Rents	3,600	900	0	0	0.0%
Other Misc Revenues	27,951	27,951	27,951	0	-100.0%
Total WEST BROADWAY	720,850	794,635	899,287	561,600	-37.6%
<u>EAST BANK 1335(CBB0)</u>					
Property Taxes	1,677,198	1,821,170	2,141,658	1,693,891	-20.9%
Interest	0	0	43,800	0	-100.0%
Gains	73,138	117,204	0	0	0.0%
Rents	2,700	2,700	0	0	0.0%
Operating Transfers In	1,281,005	0	0	0	0.0%
Total EAST BANK 1335	3,034,041	1,941,074	2,185,458	1,693,891	-22.5%
<u>GRANT(CBC0)</u>					
Property Taxes	706,852	679,662	909,372	724,335	-20.3%
Charges for Sales	16,224	17,575	0	0	0.0%
Interest	0	0	19,900	0	-100.0%
Gains	17,250	26,051	0	0	0.0%
Rents	4,607	24	0	0	0.0%
Operating Transfers In	532,500	0	0	0	0.0%
Total GRANT	1,277,433	723,313	929,272	724,335	-22.1%
<u>CHICAGO AND LAKE(CBD0)</u>					
Property Taxes	265,959	281,042	267,913	15,864	-94.1%
Interest	0	0	1,000	6,876	587.6%
Gains	8,291	14,594	0	0	0.0%
Total CHICAGO AND LAKE	274,250	295,636	268,913	22,740	-91.5%

NINTH & HENNEPIN(CBE0)

City of Minneapolis

2002 Adopted Budget

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>NINTH & HENNEPIN(CBE0)</u>					
Property Taxes	90,778	89,625	90,010	55,120	-38.8%
Interest	0	0	3,500	0	-100.0%
Gains	7,983	11,605	0	0	0.0%
Rents	60,397	60,927	74,180	65,900	-11.2%
Other Misc Revenues	0	0	0	9,000	0.0%
Total NINTH & HENNEPIN	159,158	162,156	167,690	130,020	-22.5%
<u>NORTH LOOP(CBF0)</u>					
Property Taxes	7,766,525	8,433,772	9,568,814	6,082,135	-36.4%
Charges for Sales	588,500	2,315,905	0	0	0.0%
Interest	71,824	110,360	217,000	0	-100.0%
Gains	117,739	272,268	0	0	0.0%
Operating Transfers In	993,850	90,000	0	0	0.0%
Total NORTH LOOP	9,538,438	11,222,305	9,785,814	6,082,135	-37.8%
<u>INDUSTRY SQUARE(CBG0)</u>					
Property Taxes	4,288,872	4,820,266	5,553,794	1,995,432	-64.1%
State Government	161,008	0	0	0	0.0%
Interest	0	0	216,000	0	-100.0%
Gains	332,488	311,656	0	0	0.0%
Rents	1,145,258	807,883	0	0	0.0%
Other Misc Revenues	356,341	48,969	0	0	0.0%
Operating Transfers In	5,141,605	60,529	500,000	0	-100.0%
Total INDUSTRY SQUARE	11,425,572	6,049,302	6,269,794	1,995,432	-68.2%
<u>SEWARD SOUTH(CBH0)</u>					
Property Taxes	1,576,962	1,587,524	1,902,584	1,385,456	-27.2%
Charges for Sales	31,874	0	0	0	0.0%
Interest	0	0	59,500	0	-100.0%
Gains	161,311	83,561	0	0	0.0%
Rents	16,942	16,942	0	0	0.0%
Other Misc Revenues	8,166	8,166	0	0	0.0%
Operating Transfers In	400,000	0	0	0	0.0%
Total SEWARD SOUTH	2,195,255	1,696,194	1,962,084	1,385,456	-29.4%
<u>CEDAR RIVERSIDE(CBJ0)</u>					
Property Taxes	3,116,525	3,372,382	3,768,035	3,399,546	-9.8%
Charges for Service	0	10,720	0	0	0.0%
Interest	15,077	0	121,000	0	-100.0%
Gains	169,445	108,083	0	0	0.0%
Rents	9,768	11,950	0	0	0.0%
Other Misc Revenues	195,718	0	27,000	0	-100.0%
Operating Transfers In	1,185,500	936,952	0	0	0.0%
Total CEDAR RIVERSIDE	4,692,034	4,440,087	3,916,035	3,399,546	-13.2%
<u>HOUSING FOR CHRONIC ALCOHOLICS(CBL0)</u>					
Property Taxes	3,707	4,335	24,218	15,483	-36.1%
Interest	0	0	800	0	-100.0%
Gains	329	131	0	0	0.0%
Total HOUSING FOR CHRONIC ALCOHOLICS	4,036	4,466	25,018	15,483	-38.1%
<u>HENNEPIN & LAKE(CBM0)</u>					
Property Taxes	959,008	956,473	1,182,921	732,076	-38.1%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>HENNEPIN & LAKE(CBM0)</u>					
Interest	0	0	33,000	0	-100.0%
Gains	137,601	51,127	0	0	0.0%
Operating Transfers In	502,165	0	0	0	0.0%
Total HENNEPIN & LAKE	1,598,774	1,007,599	1,215,921	732,076	-39.8%
<u>BROADWAY 35-W(CBN0)</u>					
Property Taxes	1,877,366	1,925,843	2,183,007	1,205,584	-44.8%
Interest	0	0	66,000	0	-100.0%
Gains	35,297	58,679	0	0	0.0%
Other Misc Revenues	489,265	0	0	0	0.0%
Total BROADWAY 35-W	2,401,928	1,984,522	2,249,007	1,205,584	-46.4%
<u>FRANKLIN AVENUE(CBP0)</u>					
Property Taxes	91,744	62,184	71,109	27,742	-61.0%
Interest	0	0	650	0	-100.0%
Gains	7,206	8,580	0	0	0.0%
Rents	5,640	6,157	0	0	0.0%
Total FRANKLIN AVENUE	104,591	76,921	71,759	27,742	-61.3%
<u>CONSERVATORY(CBQ0)</u>					
Property Taxes	0	1,134,077	4,693,688	3,375,580	-28.1%
Interest	0	0	100,000	31,378	-68.6%
Gains	-5,505	6,601	0	0	0.0%
Total CONSERVATORY	-5,505	1,140,679	4,793,688	3,406,958	-28.9%
<u>SYMPHONY PLACE(CBR0)</u>					
Property Taxes	552,764	-1,034,451	0	0	0.0%
Interest	0	-14,315	0	0	0.0%
Gains	26,518	33,490	0	0	0.0%
Operating Transfers In	0	176,818	0	0	0.0%
Total SYMPHONY PLACE	579,283	-838,457	0	0	0.0%
<u>LORING PARK(CBT0)</u>					
Property Taxes	5,111,486	5,338,471	5,867,073	4,494,881	-23.4%
Interest	0	0	53,400	0	-100.0%
Gains	105,191	125,811	0	0	0.0%
Rents	0	99,545	0	0	0.0%
Other Misc Revenues	0	0	99,545	0	-100.0%
Operating Transfers In	300,000	0	0	0	0.0%
Total LORING PARK	5,516,678	5,563,827	6,020,018	4,494,881	-25.3%
<u>LAUREL VILLAGE(CBU0)</u>					
Property Taxes	1,134,650	1,396,624	1,453,383	1,278,219	-12.1%
Charges for Service	133,013	72,318	0	0	0.0%
Interest	0	0	47,000	41,542	-11.6%
Gains	48,636	53,534	0	0	0.0%
Rents	425,890	606,634	600,000	0	-100.0%
Total LAUREL VILLAGE	1,742,189	2,129,110	2,100,383	1,319,761	-37.2%
<u>CITY CENTER(CBX0)</u>					
Property Taxes	6,787,770	6,677,310	6,008,884	3,987,192	-33.6%
Interest	0	0	71,400	0	-100.0%
Gains	117,419	128,755	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>CITY CENTER(CBX0)</u>					
Rents	200,000	200,000	200,000	0	-100.0%
Total CITY CENTER	7,105,189	7,006,065	6,280,284	3,987,192	-36.5%
<u>SOUTH NICOLLET MALL(CBY0)</u>					
Property Taxes	3,719,306	5,647,596	6,373,726	6,351,209	-0.4%
Charges for Service	0	10,000	0	0	0.0%
Charges for Sales	39,970,062	1,573,736	0	0	0.0%
Interest	0	17,259	126,000	94,345	-25.1%
Gains	402,067	219,407	0	0	0.0%
Rents	2,961,554	0	0	0	0.0%
Other Misc Revenues	147,378	0	0	0	0.0%
Operating Transfers In	26,002,585	7,416,599	0	0	0.0%
Total SOUTH NICOLLET MALL	73,202,952	14,884,597	6,499,726	6,445,554	-0.8%
<u>CENTRAL CARE NURSING HOME(CCC0)</u>					
Gains	-33	-38	0	0	0.0%
Total CENTRAL CARE NURSING HOME	-33	-38	0	0	0.0%
<u>DEEP ROCK TAX INCREMENT(CDR0)</u>					
Property Taxes	150,786	152,112	156,801	28,600	-81.8%
State Government	0	7,792	0	0	0.0%
Charges for Sales	0	0	35,000	0	-100.0%
Interest	0	0	13,000	0	-100.0%
Gains	16,247	10,796	0	0	0.0%
Total DEEP ROCK TAX INCREMENT	167,033	170,700	204,801	28,600	-86.0%
<u>DOWNTOWN EAST LRT(CDT0)</u>					
Other Misc Revenues	0	0	0	615,000	0.0%
Total DOWNTOWN EAST LRT	0	0	0	615,000	0.0%
<u>2700 EAST LAKE(CEL0)</u>					
Property Taxes	0	0	2,914	2,457	-15.7%
Interest	0	0	100	0	-100.0%
Total 2700 EAST LAKE	0	0	3,014	2,457	-18.5%
<u>EAST VILLAGE(CEV0)</u>					
Property Taxes	0	0	7,653	105,143	1,273.9%
Interest	0	0	300	0	-100.0%
Total EAST VILLAGE	0	0	7,953	105,143	1,222.1%
<u>50TH & FRANCE(CFF0)</u>					
Property Taxes	0	0	0	139,854	0.0%
Interest	0	0	300	0	-100.0%
Gains	12,080	9,343	0	0	0.0%
Total 50TH & FRANCE	12,080	9,343	300	139,854	46,518.0%
<u>FORMER FED RESERVE(CFR0)</u>					
Property Taxes	0	0	52,734	412,100	681.5%
Interest	0	0	1,500	0	-100.0%
Total FORMER FED RESERVE	0	0	54,234	412,100	659.9%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>GRACO TI(CGC0)</u>					
Property Taxes	0	0	0	5,736	0.0%
Gains	0	-12	0	0	0.0%
Total GRACO TI	0	-12	0	5,736	0.0%
<u>110 GRANT(CGR0)</u>					
Property Taxes	541,535	625,974	813,258	655,738	-19.4%
Interest	0	0	8,400	20,022	138.4%
Gains	14,155	47,335	0	0	0.0%
Total 110 GRANT	555,690	673,309	821,658	675,760	-17.8%
<u>13th and Harmon(CHA0)</u>					
Property Taxes	0	0	0	2,704	0.0%
Total 13th and Harmon	0	0	0	2,704	0.0%
<u>HISTORIC DEPOT REUSE DIST 93(CHD0)</u>					
Property Taxes	0	0	0	681,200	0.0%
Gains	0	19,482	0	0	0.0%
Proceeds of Long Term Liabilities	0	9,300,000	0	0	0.0%
Total HISTORIC DEPOT REUSE DIST 93	0	9,319,482	0	681,200	0.0%
<u>HENNEPIN & 7TH ENTERTAINMENT(CHE0)</u>					
Property Taxes	0	0	52,488	29,796	-43.2%
Interest	0	0	2,000	0	-100.0%
Gains	0	204,061	0	0	0.0%
Proceeds of Long Term Liabilities	0	18,390,000	0	0	0.0%
Total HENNEPIN & 7TH ENTERTAINMENT	0	18,594,061	54,488	29,796	-45.3%
<u>HERITAGE LAND APTS(CHL0)</u>					
Property Taxes	0	0	223,941	678,600	203.0%
Interest	0	0	8,000	0	-100.0%
Total HERITAGE LAND APTS	0	0	231,941	678,600	192.6%
<u>EAST HENNEPIN & UNIVERSITY(CHU0)</u>					
Property Taxes	0	0	21,070	21,623	2.6%
Gains	0	-287	0	0	0.0%
Total EAST HENNEPIN & UNIVERSITY	0	-287	21,070	21,623	2.6%
<u>CAMDEN AREA IMPACT(CIM0)</u>					
Property Taxes	30,689	36,486	60,230	39,810	-33.9%
Charges for Sales	2,945	0	40,000	0	-100.0%
Interest	0	0	2,000	0	-100.0%
Gains	48,393	11,365	0	0	0.0%
Total CAMDEN AREA IMPACT	82,027	47,851	102,230	39,810	-61.1%
<u>LOCAL CONTRIBUTION FUND(CLC0)</u>					
Charges for Sales	3,189,120	0	0	0	0.0%
Interest	0	0	220,000	0	-100.0%
Gains	92,505	313,715	0	0	0.0%
Rents	0	0	400,000	100,000	-75.0%
Operating Transfers In	1,693,616	868,784	0	500,000	0.0%
Total LOCAL CONTRIBUTION FUND	4,975,241	1,182,499	620,000	600,000	-3.2%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>LOWRY RIDGE(CLR0)</u>					
Property Taxes	12,768	23,115	47,457	56,152	18.3%
Interest	0	0	3,000	0	-100.0%
Gains	78	1,196	0	0	0.0%
Total LOWRY RIDGE	12,846	24,311	50,457	56,152	11.3%
<u>MAGNUM LOFTS(CML0)</u>					
Property Taxes	0	0	0	6,825	0.0%
Total MAGNUM LOFTS	0	0	0	6,825	0.0%
<u>NICOLLET FRANKLIN(CNF0)</u>					
Property Taxes	0	0	18,951	14,144	-25.4%
Federal Government	0	0	0	500,000	0.0%
Charges for Sales	0	0	200,000	500,000	150.0%
Total NICOLLET FRANKLIN	0	0	218,951	1,014,144	363.2%
<u>NRP(CNR0)</u>					
Charges for Service	1,512	874	0	0	0.0%
Charges for Sales	70,570	350,335	0	0	0.0%
Interest	76,337	107,780	2,000,000	2,000,000	0.0%
Gains	3,034,739	3,252,101	0	0	0.0%
Rents	9,564	11,840	0	0	0.0%
Other Misc Revenues	842,228	884,771	0	0	0.0%
Operating Transfers In	17,248,909	16,498,328	0	6,000,000	0.0%
Total NRP	21,283,860	21,106,029	2,000,000	8,000,000	300.0%
<u>NWIP(CPA0)</u>					
Property Taxes	2,383,390	2,466,861	3,284,850	2,045,151	-37.7%
State Government	3,512	0	0	0	0.0%
Charges for Sales	130	55,802	0	0	0.0%
Interest	0	0	115,000	0	-100.0%
Gains	71,370	77,949	0	0	0.0%
Other Misc Revenues	50	75,875	0	0	0.0%
Total NWIP	2,458,452	2,676,487	3,399,850	2,045,151	-39.8%
<u>HOLMES(CPB0)</u>					
Property Taxes	1,758,532	1,331,952	2,319,417	1,779,798	-23.3%
Interest	42,804	65,712	92,000	0	-100.0%
Gains	66,518	45,883	0	0	0.0%
Rents	12,240	12,240	0	0	0.0%
Total HOLMES	1,880,095	1,455,788	2,411,417	1,779,798	-26.2%
<u>NICOLLET ISLAND EAST BANK(CPC0)</u>					
Property Taxes	1,756,452	1,867,544	2,168,408	1,559,506	-28.1%
Interest	0	0	72,000	0	-100.0%
Gains	18,319	28,441	0	0	0.0%
Total NICOLLET ISLAND EAST BANK	1,774,771	1,895,985	2,240,408	1,559,506	-30.4%
<u>PORTLAND PLACE(CPD0)</u>					
Property Taxes	0	0	16,905	49,582	193.3%
Interest	0	0	600	0	-100.0%
Total PORTLAND PLACE	0	0	17,505	49,582	183.2%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>NOKOMIS HOLMES(CPE0)</u>					
Property Taxes	191,445	216,570	231,755	213,571	-7.8%
Interest	0	0	1,800	0	-100.0%
Gains	3,855	12,887	0	0	0.0%
Total NOKOMIS HOLMES	195,300	229,457	233,555	213,571	-8.6%
<u>ELLIOT PARK(CPF0)</u>					
Property Taxes	418,277	426,138	496,941	428,702	-13.7%
Interest	0	0	7,900	0	-100.0%
Gains	104,924	155,193	0	0	0.0%
Total ELLIOT PARK	523,201	581,331	504,841	428,702	-15.1%
<u>NICOLLET & LAKE(CPG0)</u>					
Property Taxes	406,350	429,944	551,417	471,601	-14.5%
Interest	0	0	6,200	0	-100.0%
Gains	11,541	11,672	0	0	0.0%
Total NICOLLET & LAKE	417,891	441,616	557,617	471,601	-15.4%
<u>CENTRAL & 20TH(CPH0)</u>					
Property Taxes	131,274	127,077	156,029	120,147	-23.0%
Interest	0	0	1,700	6,372	274.8%
Gains	13,185	7,091	0	0	0.0%
Total CENTRAL & 20TH	144,459	134,168	157,729	126,519	-19.8%
<u>CENTRAL AVE MARKET(CPI0)</u>					
Interest	0	0	15	0	-100.0%
Gains	123	140	0	0	0.0%
Total CENTRAL AVE MARKET	123	140	15	0	-100.0%
<u>MILES I(CPJ0)</u>					
Property Taxes	50,031	89,394	94,546	82,508	-12.7%
Interest	0	0	2,400	0	-100.0%
Gains	10,652	10,733	0	0	0.0%
Total MILES I	60,683	100,127	96,946	82,508	-14.9%
<u>NBA ARENA(CPK0)</u>					
Property Taxes	2,127,567	2,309,027	2,292,731	2,636,895	15.0%
Interest	-49,163	29,612	0	0	0.0%
Gains	-60,616	-157,390	0	0	0.0%
Rents	0	0	1,499,980	0	-100.0%
Other Misc Revenues	749,990	860,490	0	749,990	0.0%
Operating Transfers In	0	785,500	0	0	0.0%
Total NBA ARENA	2,767,778	3,827,239	3,792,711	3,386,885	-10.7%
<u>PHILLIPS PARK(CPL0)</u>					
Property Taxes	0	0	1,722	39,550	2,196.7%
Interest	0	0	60	0	-100.0%
Total PHILLIPS PARK	0	0	1,782	39,550	2,119.4%
<u>LASALLE PLACE(CPM0)</u>					
Property Taxes	4,365,509	3,781,597	3,919,181	2,024,809	-48.3%
Interest	0	0	53,000	83,334	57.2%
Gains	49,817	237,865	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>LASALLE PLACE(CPM0)</u>					
Other Misc Revenues	10,000	6,489	0	0	0.0%
Total LASALLE PLACE	4,425,327	4,025,951	3,972,181	2,108,143	-46.9%
<u>CAPITAL PROJECTS- OTHER(CPO0)</u>					
Operating Transfers In	149,943	0	0	0	0.0%
Total CAPITAL PROJECTS- OTHER	149,943	0	0	0	0.0%
<u>PRELIMINARY PLANNING(CPP0)</u>					
Charges for Service	529,418	264,592	188,389	200,000	6.2%
Charges for Sales	0	37,400	20,000	0	-100.0%
Rents	0	0	1,200	0	-100.0%
Other Misc Revenues	5,375	28,875	817,000	0	-100.0%
Operating Transfers In	915,320	1,416,295	200,000	2,606,704	1,203.4%
Total PRELIMINARY PLANNING	1,450,113	1,747,162	1,226,589	2,806,704	128.8%
<u>NEIMAN MARCUS(CPQ0)</u>					
Property Taxes	2,804,521	2,724,139	2,644,115	1,973,400	-25.4%
Interest	0	0	4,000	81,735	1,943.4%
Gains	60,184	119,005	0	0	0.0%
Total NEIMAN MARCUS	2,864,706	2,843,145	2,648,115	2,055,135	-22.4%
<u>IDS DATA SERVICE CENTER(CPR0)</u>					
Property Taxes	1,090,024	1,331,156	1,363,747	2,339,162	71.5%
Interest	0	0	3,000	83,557	2,685.2%
Gains	45,208	64,269	0	0	0.0%
Total IDS DATA SERVICE CENTER	1,135,233	1,395,425	1,366,747	2,422,719	77.3%
<u>BLOCK E(CPU0)</u>					
Property Taxes	2,307	11,798	0	0	0.0%
Charges for Service	420,019	543,600	0	0	0.0%
Interest	0	0	20,000	0	-100.0%
Gains	289,040	220,228	0	0	0.0%
Rents	19,525	17,706	0	0	0.0%
Other Misc Revenues	20,000	928	0	0	0.0%
Total BLOCK E	750,891	794,260	20,000	0	-100.0%
<u>36TH AND MARSHALL(CPW0)</u>					
Property Taxes	228,095	221,579	247,506	149,474	-39.6%
Gains	-238	-196	0	0	0.0%
Operating Transfers In	0	23,752	0	0	0.0%
Total 36TH AND MARSHALL	227,857	245,135	247,506	149,474	-39.6%
<u>COMMON PROJECT RESERVE(CPZ0)</u>					
Interest	-2,273,986	2,467,636	150,000	0	-100.0%
Gains	696,730	796,290	0	0	0.0%
Operating Transfers In	3,889,151	7,196,022	0	0	0.0%
Total COMMON PROJECT RESERVE	2,311,895	10,459,949	150,000	0	-100.0%
<u>CAPITAL PROJECTS-ARBITRAGE(CRB0)</u>					
Gains	37,559	38,749	0	0	0.0%
Total CAPITAL PROJECTS-ARBITRAGE	37,559	38,749	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>CREAMETTE DISTRICT 84(CRM0)</u>					
Property Taxes	2,551	85,632	98,269	102,505	4.3%
Interest	0	0	800	0	-100.0%
Gains	42	850	0	0	0.0%
Total CREAMETTE DISTRICT 84	2,593	86,482	99,069	102,505	3.5%
<u>ROSACKER NURSERY SITE(CRS0)</u>					
Property Taxes	5,480	61,908	126,924	98,917	-22.1%
Interest	0	0	1,000	0	-100.0%
Gains	-85	1,470	0	0	0.0%
Total ROSACKER NURSERY SITE	5,395	63,378	127,924	98,917	-22.7%
<u>SEMI-PHASE 1(CS10)</u>					
Property Taxes	164,372	633,756	677,441	488,712	-27.9%
Interest	0	0	100	0	-100.0%
Gains	7,623	14,266	0	0	0.0%
Operating Transfers In	0	16,000	0	0	0.0%
Total SEMI-PHASE 1	171,995	664,022	677,541	488,712	-27.9%
<u>SEMI-PHASE 2(CS20)</u>					
Property Taxes	354,895	343,117	354,375	198,718	-43.9%
Interest	0	0	22,000	0	-100.0%
Gains	11,901	21,818	0	0	0.0%
Operating Transfers In	0	32,000	0	0	0.0%
Total SEMI-PHASE 2	366,796	396,935	376,375	198,718	-47.2%
<u>SEMI-PHASE 3(CS30)</u>					
Property Taxes	0	0	62,698	35,510	-43.4%
Interest	0	0	900	0	-100.0%
Gains	0	19	0	0	0.0%
Operating Transfers In	0	16,000	0	0	0.0%
Total SEMI-PHASE 3	0	16,019	63,598	35,510	-44.2%
<u>SEMI-PHASE 4(CS40)</u>					
Property Taxes	156,038	190,393	199,159	132,886	-33.3%
Interest	0	0	1,400	0	-100.0%
Gains	910	1,040	0	0	0.0%
Total SEMI-PHASE 4	156,948	191,433	200,559	132,886	-33.7%
<u>SEMI-PHASE 5(CS50)</u>					
Property Taxes	0	18,580	27,854	122,278	339.0%
Interest	0	0	1,700	0	-100.0%
Gains	0	286	0	0	0.0%
Total SEMI-PHASE 5	0	18,867	29,554	122,278	313.7%
<u>SPRING & CENTRAL(CSC0)</u>					
Property Taxes	122	902	5,003	18,637	272.5%
Interest	0	0	50	657	1,214.0%
Gains	1,664	991	0	0	0.0%
Total SPRING & CENTRAL	1,785	1,894	5,053	19,294	281.8%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>STINSON(CST0)</u>					
Property Taxes	0	0	0	258,410	0.0%
Total STINSON	0	0	0	258,410	0.0%
<u>2ND ST N HOTEL/APTS TOWNPLACE(CTP0)</u>					
Property Taxes	0	0	20,901	257,075	1,130.0%
Interest	0	0	800	0	-100.0%
Total 2ND ST N HOTEL/APTS TOWNPLACE	0	0	21,701	257,075	1,084.6%
<u>10TH AND WASHINGTON(CTW0)</u>					
Property Taxes	0	0	134,083	48,053	-64.2%
Interest	0	0	5,000	0	-100.0%
Total 10TH AND WASHINGTON	0	0	139,083	48,053	-65.5%
<u>UNITED VAN BUS(CUB0)</u>					
Property Taxes	35,133	39,259	39,063	36,561	-6.4%
Charges for Sales	25,590	0	81,051	0	-100.0%
Interest	0	0	3,600	0	-100.0%
Gains	1,440	5,355	0	0	0.0%
Rents	935	0	0	0	0.0%
Total UNITED VAN BUS	63,098	44,614	123,714	36,561	-70.4%
<u>URBAN VILLAGE(CUV0)</u>					
Property Taxes	0	0	0	7,420	0.0%
Total URBAN VILLAGE	0	0	0	7,420	0.0%
<u>HSG REPLACE-WATERSHED 3(CW30)</u>					
Property Taxes	1,480	16,858	39,248	72,769	85.4%
Interest	0	0	2,300	0	-100.0%
Gains	71	431	0	0	0.0%
Total HSG REPLACE-WATERSHED 3	1,551	17,289	41,548	72,769	75.1%
<u>WEST SIDE MILLING DISTRICT(CWM0)</u>					
Property Taxes	0	142,333	296,432	392,224	32.3%
Charges for Service	80,372	0	0	0	0.0%
Interest	0	172,375	20,000	0	-100.0%
Gains	-15,669	17,239	0	0	0.0%
Rents	0	0	0	200,000	0.0%
Proceeds of Long Term Liabilities	0	2,960,000	0	0	0.0%
Total WEST SIDE MILLING DISTRICT	64,703	3,291,947	316,432	592,224	87.2%
<u>HSG REPLACE-WATERSHED 0(CWS0)</u>					
Property Taxes	5,122	29,836	52,833	54,340	2.9%
Interest	0	0	3,000	0	-100.0%
Gains	87	816	0	0	0.0%
Total HSG REPLACE-WATERSHED 0	5,209	30,652	55,833	54,340	-2.7%
Total Capital Projects	453,078,080	439,022,713	157,215,448	152,658,361	-2.9%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Debt Service:</u>					
<u>FINE ARTS PARKING FACILITY REF(5200)</u>					
Gains	348	0	0	0	0.0%
Total FINE ARTS PARKING FACILITY REF	348	0	0	0	0.0%
<u>BOND REDEMPTION - DEBT SERVICE(5250)</u>					
Property Taxes	17,736,942	22,384,398	21,439,514	27,988,839	30.5%
Sales and Other Taxes	867	3,175	0	0	0.0%
State Government	3,971,974	2,975,353	2,952,000	0	-100.0%
Special Assessments	3,208	14,116	3,000	3,000	0.0%
Interest	0	0	2,000	2,000	0.0%
Gains	1,258,415	2,014,383	1,500,000	1,500,000	0.0%
Rents	1,070,908	1,069,852	0	0	0.0%
Other Misc Revenues	79,965	91,362	0	949,550	0.0%
Operating Transfers In	13,035,555	11,124,582	7,489,483	50,364,234	572.5%
Total BOND REDEMPTION - DEBT SERVICE	37,157,834	39,677,221	33,385,997	80,807,623	142.0%
<u>CONVENTION CENTER-DEBT SERVICE(5300)</u>					
State Government	813,000	1,517,000	3,288,000	3,288,000	0.0%
Interest	9,665	5,512	0	0	0.0%
Gains	3,241	72,924	0	0	0.0%
Operating Transfers In	46,128,891	18,246,477	23,158,966	25,924,128	11.9%
Total CONVENTION CENTER-DEBT SERVICE	46,954,797	19,841,913	26,446,966	29,212,128	10.5%
<u>TARGET CENTER(5350)</u>					
Interest	36,541	49,752	0	0	0.0%
Operating Transfers In	3,871,084	4,035,561	0	0	0.0%
Total TARGET CENTER	3,907,624	4,085,312	0	0	0.0%
<u>BOND REDEMPTION - ASSESSMENT(5450)</u>					
Special Assessments	809,359	548,432	565,000	565,000	0.0%
Gains	206,190	442,175	0	0	0.0%
Total BOND REDEMPTION - ASSESSMENT	1,015,550	990,608	565,000	565,000	0.0%
<u>CONCERT HALL - DEBT SERVICE(5600)</u>					
Special Assessments	4,896	-4,896	0	0	0.0%
Gains	32,481	9,994	0	0	0.0%
Rents	630,000	605,000	580,000	580,000	0.0%
Total CONCERT HALL - DEBT SERVICE	667,377	610,097	580,000	580,000	0.0%
<u>TAX INCREMENT - DEBT SERVICE(5900)</u>					
Gains	70,713	50,229	70,000	70,000	0.0%
Other Misc Revenues	4,843	0	0	0	0.0%
Operating Transfers In	15,853,847	14,181,051	19,849,055	76,555,913	285.7%
Total TAX INCREMENT - DEBT SERVICE	15,929,402	14,231,280	19,919,055	76,625,913	284.7%
<u>00 IMPROVEMENT BONDS(5A00)</u>					
Special Assessments	0	32,357	0	0	0.0%
Gains	0	564	0	0	0.0%
Total 00 IMPROVEMENT BONDS	0	32,921	0	0	0.0%
<u>96 IMPROVEMENT BONDS(5A60)</u>					
Special Assessments	292,398	181,952	220,000	220,000	0.0%
Gains	14,273	16,807	10,000	10,000	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Debt Service:					
<u>96 IMPROVEMENT BONDS(5A60)</u>					
Other Misc Revenues	6,453	1,918	0	0	0.0%
Total 96 IMPROVEMENT BONDS	313,123	200,677	230,000	230,000	0.0%
<u>97 IMPROVEMENT BONDS(5A70)</u>					
Special Assessments	376,605	313,673	300,000	300,000	0.0%
Gains	5,507	9,367	4,000	4,000	0.0%
Total 97 IMPROVEMENT BONDS	382,112	323,040	304,000	304,000	0.0%
<u>98 IMPROVEMENT BONDS(5A80)</u>					
Special Assessments	340,323	356,086	0	0	0.0%
Gains	10,164	25,056	0	0	0.0%
Total 98 IMPROVEMENT BONDS	350,487	381,142	0	0	0.0%
<u>BOND REDEM ARBIT 6/90 IMP BOND(5B00)</u>					
Special Assessments	337,711	275,960	370,000	370,000	0.0%
Gains	2,838	2,165	0	0	0.0%
Total BOND REDEM ARBIT 6/90 IMP BOND	340,549	278,125	370,000	370,000	0.0%
<u>BOND REDEM ARBIT 6/91 IMP BOND(5C00)</u>					
Special Assessments	398,809	283,543	320,000	320,000	0.0%
Gains	37,658	43,877	20,000	20,000	0.0%
Total BOND REDEM ARBIT 6/91 IMP BOND	436,467	327,420	340,000	340,000	0.0%
<u>BOND REDEM ARBIT 6/92 IMP BOND(5E00)</u>					
State Government	0	-84	0	0	0.0%
Special Assessments	406,868	216,465	270,000	270,000	0.0%
Gains	33,738	41,400	15,000	15,000	0.0%
Total BOND REDEM ARBIT 6/92 IMP BOND	440,606	257,781	285,000	285,000	0.0%
<u>BOND REDEM ARBIT 6/93 IMP BOND(5F00)</u>					
Special Assessments	407,658	305,382	301,000	301,000	0.0%
Interest	0	0	18,000	18,000	0.0%
Gains	40,621	47,876	30,000	30,000	0.0%
Total BOND REDEM ARBIT 6/93 IMP BOND	448,279	353,258	349,000	349,000	0.0%
<u>BOND REDEM ARBIT 6/94 IMP BOND(5G00)</u>					
Special Assessments	359,908	205,119	225,000	225,000	0.0%
Gains	56,428	68,770	25,000	25,000	0.0%
Total BOND REDEM ARBIT 6/94 IMP BOND	416,337	273,888	250,000	250,000	0.0%
<u>BOND REDEM ARBIT 6/95 IMP BOND(5H00)</u>					
Special Assessments	491,309	419,774	307,000	307,000	0.0%
Gains	29,428	41,953	15,000	15,000	0.0%
Total BOND REDEM ARBIT 6/95 IMP BOND	520,737	461,727	322,000	322,000	0.0%
<u>BOND REDEM ARBIT ASSESS PARK(5P00)</u>					
Special Assessments	141,470	142,151	185,000	185,000	0.0%
Gains	1,574	4,778	10,000	10,000	0.0%
Operating Transfers In	85,622	127,196	0	0	0.0%
Total BOND REDEM ARBIT ASSESS PARK	228,665	274,125	195,000	195,000	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Debt Service:					
<u>BOND REDEM 1995 ARBIT PKWY(5X00)</u>					
Special Assessments	0	0	7,000	7,000	0.0%
Total BOND REDEM 1995 ARBIT PKWY	0	0	7,000	7,000	0.0%
<u>BOND REDEM ARBIT 6/87 IMP BOND(5Z10)</u>					
Special Assessments	102,409	68,865	95,000	95,000	0.0%
Gains	5,940	3,892	7,000	7,000	0.0%
Total BOND REDEM ARBIT 6/87 IMP BOND	108,350	72,757	102,000	102,000	0.0%
<u>BOND REDEM ARBIT 9/87 IMP BOND(5Z20)</u>					
Special Assessments	115,781	100,651	110,000	110,000	0.0%
Gains	-22,345	-25,768	0	0	0.0%
Total BOND REDEM ARBIT 9/87 IMP BOND	93,436	74,884	110,000	110,000	0.0%
<u>BOND REDEM ARBIT 6/88 IMP BOND(5Z30)</u>					
Special Assessments	98,565	78,368	175,000	175,000	0.0%
Gains	10,448	7,361	10,000	10,000	0.0%
Total BOND REDEM ARBIT 6/88 IMP BOND	109,014	85,729	185,000	185,000	0.0%
<u>BOND REDEM ARBIT 6/89 IMP BOND(5Z40)</u>					
Special Assessments	122,045	71,650	155,000	155,000	0.0%
Gains	4,840	2,848	4,000	4,000	0.0%
Total BOND REDEM ARBIT 6/89 IMP BOND	126,885	74,498	159,000	159,000	0.0%
<u>BOND REDEM ARBIT NIC MALL BOND(5Z50)</u>					
Special Assessments	2,076,779	1,854,348	1,700,000	1,700,000	0.0%
Gains	90,965	108,776	60,000	60,000	0.0%
Operating Transfers In	198,894	203,669	206,450	0	-100.0%
Total BOND REDEM ARBIT NIC MALL BOND	2,366,637	2,166,793	1,966,450	1,760,000	-10.5%
<u>MCDA DEBT SERVICE(DDS0)</u>					
Interest	-430,005	564,105	495,000	0	-100.0%
Gains	1,383,323	1,458,590	0	0	0.0%
Operating Transfers In	3,521,950	2,284,932	1,575,000	34,057,782	2,062.4%
Total MCDA DEBT SERVICE	4,475,268	4,307,627	2,070,000	34,057,782	1,545.3%
Total Debt Service	116,789,885	89,382,823	88,141,468	226,816,446	157.3%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Enterprise Funds:</u>					
<u>SEWER - ENTERPRISE(7300)</u>					
Sales and Other Taxes	0	31	0	0	0.0%
State Government	0	363,749	480,100	629,601	31.1%
Local Government	0	118,107	171,000	148,444	-13.2%
Charges for Service	50,093,025	57,453,660	59,280,079	65,293,926	10.1%
Charges for Sales	0	0	500	500	0.0%
Special Assessments	132,893	223,436	118,000	115,000	-2.5%
Interest	57,780	55,834	0	0	0.0%
Gains	0	170,063	0	0	0.0%
Other Misc Revenues	244,244	55,803	108,496	50,000	-53.9%
Operating Transfers In	12,851,116	10,903,539	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	10,520,000	6,975,000	-33.7%
Total SEWER - ENTERPRISE	63,379,058	69,344,221	70,678,175	73,212,471	3.6%
<u>WATER - ENTERPRISE(7400)</u>					
Licenses and Permits	2,329	11,365	16,000	16,000	0.0%
Local Government	0	3,750	0	0	0.0%
Charges for Service	40,126,483	47,434,811	52,266,207	57,114,620	9.3%
Charges for Sales	1,654,154	1,780,314	1,590,000	1,601,907	0.7%
Special Assessments	515,837	567,372	0	0	0.0%
Interest	25,902	4,047	0	0	0.0%
Gains	0	219,724	0	0	0.0%
Rents	192	480	4,000	4,000	0.0%
Other Misc Revenues	10,057	23,072	23,200	23,200	0.0%
Operating Transfers In	15,984,418	4,970,205	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	9,940,000	1,900,000	-80.9%
Total WATER - ENTERPRISE	58,319,371	55,015,140	63,839,407	60,659,727	-5.0%
<u>MUNICIPAL PARKING-ENTERPRISE(7500)</u>					
Licenses and Permits	171,736	170,036	155,000	155,000	0.0%
Charges for Service	46,366,443	49,125,421	55,000,182	59,090,880	7.4%
Charges for Sales	703,395	886,059	801,000	826,000	3.1%
Special Assessments	151,715	144,976	15,000	15,000	0.0%
Interest	64,803	24,514	750	750	0.0%
Gains	0	132,473	0	0	0.0%
Rents	307,401	97,389	85,000	17,500	-79.4%
Contributions	10,000	0	0	0	0.0%
Other Misc Revenues	47,428	45,408	1,000	1,000	0.0%
Operating Transfers In	13,680,448	43,346,278	9,332,000	13,329,261	42.8%
Proceeds of Long Term Liabilities	0	0	0	15,000,000	0.0%
Total MUNICIPAL PARKING-ENTERPRISE	61,503,369	93,972,554	65,389,932	88,435,391	35.2%
<u>10TH AND WASHINGTON RAMP ARBIT(7550)</u>					
Gains	0	341,147	0	0	0.0%
Total 10TH AND WASHINGTON RAMP ARBIT	0	341,147	0	0	0.0%
<u>97 TEMPORARY RAMP REVENUE BOND(7570)</u>					
Interest	-174	174	0	0	0.0%
Gains	207,811	1,305	0	0	0.0%
Other Misc Revenues	488,900	0	0	0	0.0%
Operating Transfers In	15,790,563	39,601	0	0	0.0%
Total 97 TEMPORARY RAMP REVENUE BOND	16,487,100	41,080	0	0	0.0%
<u>GREYHOUND/JEFF PARK FACILITY(7580)</u>					
Interest	86	0	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Enterprise Funds:</u>					
<u>GREYHOUND/JEFF PARK FACILITY(7580)</u>					
Gains	682,730	61,596	0	0	0.0%
Total GREYHOUND/JEFF PARK FACILITY	682,815	61,596	0	0	0.0%
<u>ST. THOMAS/GREYHOUND 1999 BOND(7590)</u>					
Gains	470,641	753,462	0	0	0.0%
Total ST. THOMAS/GREYHOUND 1999 BOND	470,641	753,462	0	0	0.0%
<u>SOLID WASTE - ENTERPRISE(7700)</u>					
Sales and Other Taxes	0	36,160	0	0	0.0%
Local Government	991,876	964,041	956,000	937,000	-2.0%
Charges for Service	20,554,322	22,205,856	22,650,800	23,612,800	4.2%
Charges for Sales	625,882	957,398	640,200	640,200	0.0%
Special Assessments	133,465	96,870	0	0	0.0%
Other Misc Revenues	1,397	557	0	0	0.0%
Operating Transfers In	0	72,000	0	146,000	0.0%
Total SOLID WASTE - ENTERPRISE	22,306,943	24,332,881	24,247,000	25,336,000	4.5%
<u>PARK - OPERATIONS - ENTERPRISE(7800)</u>					
Federal Government	0	51,635	0	0	0.0%
State Government	143,669	0	0	0	0.0%
Charges for Service	10,154,268	11,236,850	11,956,606	11,530,523	-3.6%
Charges for Sales	75	535	0	0	0.0%
Fines and Forfeits	26,990	45,560	0	0	0.0%
Interest	3,648	3,107	0	0	0.0%
Gains	915	0	0	0	0.0%
Rents	568,432	604,820	660,645	626,768	-5.1%
Contributions	236,278	251,805	88,160	196,730	123.2%
Other Misc Revenues	1,323	58,084	0	0	0.0%
Operating Transfers In	134,058	95,796	0	0	0.0%
Total PARK - OPERATIONS - ENTERPRISE	11,269,656	12,348,193	12,705,411	12,354,021	-2.8%
<u>98 PARKING FIXED RATE BONDS(8P10)</u>					
Gains	2,721	0	0	0	0.0%
Total 98 PARKING FIXED RATE BONDS	2,721	0	0	0	0.0%
<u>98 SEWER FIXED RATE BONDS(8S10)</u>					
Gains	67,182	7,831	0	0	0.0%
Total 98 SEWER FIXED RATE BONDS	67,182	7,831	0	0	0.0%
<u>98 SEWER VARIABLE RATE BONDS(8S20)</u>					
Gains	68,772	6,724	0	0	0.0%
Total 98 SEWER VARIABLE RATE BONDS	68,772	6,724	0	0	0.0%
<u>98 SEWER (OCTOBER) BONDS(8S30)</u>					
Gains	26,720	1,911	0	0	0.0%
Total 98 SEWER (OCTOBER) BONDS	26,720	1,911	0	0	0.0%
<u>98 WATER FIXED RATE BONDS(8W10)</u>					
Gains	265,305	1,608	0	0	0.0%
Total 98 WATER FIXED RATE BONDS	265,305	1,608	0	0	0.0%

99 SEWER FIXED RATE BONDS(9S10)

City of Minneapolis

2002 Adopted Budget

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Enterprise Funds:</u>					
<u>99 SEWER FIXED RATE BONDS(9S10)</u>					
Gains	293,966	320,184	0	0	0.0%
Total 99 SEWER FIXED RATE BONDS	293,966	320,184	0	0	0.0%
<u>99 WATER FIXED RATE BONDS(9W10)</u>					
Gains	339,217	241,938	0	0	0.0%
Total 99 WATER FIXED RATE BONDS	339,217	241,938	0	0	0.0%
<u>FED HOME LN BANK ECON DEVELOP(EED0)</u>					
Charges for Service	12,500	0	10,000	10,000	0.0%
Interest	136,500	152,285	0	0	0.0%
Gains	14,540	28,003	0	0	0.0%
Total FED HOME LN BANK ECON DEVELOP	163,540	180,288	10,000	10,000	0.0%
<u>FHLB HOUSING DEVELOPMENT(EHD0)</u>					
Charges for Service	26,408	43,963	0	0	0.0%
Interest	0	436,824	0	0	0.0%
Gains	0	5,082	0	0	0.0%
Total FHLB HOUSING DEVELOPMENT	26,408	485,868	0	0	0.0%
<u>HOUSING OWNERSHIP PROGRAM(EHO0)</u>					
Interest	1,712,701	3,254,387	2,300,000	1,750,000	-23.9%
Gains	59,260	7,125	0	0	0.0%
Total HOUSING OWNERSHIP PROGRAM	1,771,960	3,261,512	2,300,000	1,750,000	-23.9%
<u>HOME OWNERSHIP & RENOVATION(EHR0)</u>					
Interest	964,537	833,356	852,170	750,000	-12.0%
Gains	2,833	575	0	0	0.0%
Total HOME OWNERSHIP & RENOVATION	967,370	833,931	852,170	750,000	-12.0%
<u>LOAN & GRANT PROGRAMS(ELG0)</u>					
Charges for Service	846	759	0	0	0.0%
Interest	16,077	19,980	8,400	3,600	-57.1%
Gains	18,036	14,707	0	0	0.0%
Other Misc Revenues	7,292	0	0	0	0.0%
Total LOAN & GRANT PROGRAMS	42,251	35,446	8,400	3,600	-57.1%
<u>RIVER TERMINAL(ERT0)</u>					
Charges for Service	3,320,231	3,322,542	3,129,600	2,982,360	-4.7%
Gains	-5,461	-4,039	0	0	0.0%
Rents	166,300	42,295	0	0	0.0%
Operating Transfers In	500,000	0	0	0	0.0%
Total RIVER TERMINAL	3,981,070	3,360,797	3,129,600	2,982,360	-4.7%
<u>GARFS(ERZ0)</u>					
Charges for Service	106,550	50,000	175,000	10,000	-94.3%
Charges for Sales	0	975,250	0	0	0.0%
Interest	0	35,285	0	0	0.0%
Gains	11,966	74,868	0	0	0.0%
Other Misc Revenues	277,052	700,320	0	150,000	0.0%
Operating Transfers In	0	0	50,000	120,432	140.9%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Enterprise Funds:					
<u>GARFS(ERZO)</u>					
Proceeds of Long Term Liabilities	39,123	62,794	0	0	0.0%
Total GARFS	434,690	1,898,517	225,000	280,432	24.6%
Total Enterprise Funds	242,870,127	266,846,830	243,385,095	265,774,002	9.2%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Internal Service Funds:					
<u>MATERIALS & LAB-INTERNAL SVC(6000)</u>					
State Government	0	45,573	0	0	0.0%
Charges for Service	1,018,975	921,471	1,082,766	1,083,000	0.0%
Charges for Sales	1,431,620	2,696,614	2,454,783	2,556,000	4.1%
Interest	0	0	0	0	0.0%
Other Misc Revenues	54,307	10	0	0	0.0%
Total MATERIALS & LAB-INTERNAL SVC	2,504,901	3,663,668	3,537,549	3,639,000	2.9%
<u>EQUIPMENT - INTERNAL SERVICE(6100)</u>					
Charges for Service	231,263	9,296,498	182,625	431,200	136.1%
Charges for Sales	2,329,744	3,107,219	3,503,000	3,435,500	-1.9%
Interest	598	184	1,000	500	-50.0%
Gains	256,918	159,872	275,000	200,000	-27.3%
Rents	22,326,149	15,901,168	24,057,915	24,995,939	3.9%
Other Misc Revenues	135,664	251,502	412,000	315,000	-23.5%
Operating Transfers In	9,115,033	456,112	5,200,000	0	-100.0%
Proceeds of Long Term Liabilities	0	0	0	6,100,000	0.0%
Total EQUIPMENT - INTERNAL SERVICE	34,395,371	29,172,554	33,631,540	35,478,139	5.5%
<u>PROPERTY - INTERNAL SERVICE(6200)</u>					
Charges for Service	1,675,407	2,323,657	1,495,304	1,510,000	1.0%
Charges for Sales	630	0	0	880,000	0.0%
Interest	4	345	0	0	0.0%
Rents	2,664,336	3,163,030	3,890,670	7,795,000	100.4%
Other Misc Revenues	2,126	30	1,000	2,500	150.0%
Operating Transfers In	0	0	0	118,400	0.0%
Proceeds of Long Term Liabilities	0	0	0	6,426,000	0.0%
Total PROPERTY - INTERNAL SERVICE	4,342,503	5,487,062	5,386,974	16,731,900	210.6%
<u>STORES - INTERNAL SERVICE(6300)</u>					
Charges for Service	408,427	529,740	325,000	475,000	46.2%
Charges for Sales	2,955,749	3,583,240	3,145,000	3,345,000	6.4%
Interest	1	-1	50	50	0.0%
Other Misc Revenues	-362	79,061	0	0	0.0%
Total STORES - INTERNAL SERVICE	3,363,815	4,192,040	3,470,050	3,820,050	10.1%
<u>INFO TECH - INTERNAL SERVICE(6400)</u>					
Charges for Service	3,377,867	2,896,184	2,915,369	3,119,600	7.0%
Charges for Sales	11,026	105	3,168	1,800	-43.2%
Interest	96	-2	0	0	0.0%
Gains	38,087	-2,722	0	0	0.0%
Other Misc Revenues	1,000	500	0	146,701	0.0%
Operating Transfers In	10,938,776	15,333,046	15,461,704	18,768,565	21.4%
Total INFO TECH - INTERNAL SERVICE	14,366,852	18,227,112	18,380,241	22,036,666	19.9%
<u>PARK - INTERNAL SERVICE(6600)</u>					
Sales and Other Taxes	-3,330	-277	0	0	0.0%
Charges for Service	672,120	610,770	1,774,328	1,794,025	1.1%
Charges for Sales	680,970	497,822	37,000	37,000	0.0%
Gains	4,853	10,670	0	0	0.0%
Rents	2,551,791	2,770,819	2,760,068	2,932,860	6.3%
Other Misc Revenues	8,222	9,966	0	0	0.0%
Total PARK - INTERNAL SERVICE	3,914,627	3,899,770	4,571,396	4,763,885	4.2%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Internal Service Funds:					
<u>PARK-SELF INSURE-INTERNAL SVC(6700)</u>					
Other Misc Revenues	2,095,628	1,921,022	1,846,461	1,934,219	4.8%
Operating Transfers In	2,059	0	0	0	0.0%
Total PARK-SELF INSURE-INTERNAL SVC	2,097,687	1,921,022	1,846,461	1,934,219	4.8%
<u>SELF INSURANCE-INTERNAL SVC(6900)</u>					
Charges for Service	42,003,836	43,701,158	42,766,258	49,659,228	16.1%
Interest	-164	38	0	0	0.0%
Other Misc Revenues	1,829,062	3,405,766	2,571,000	2,990,294	16.3%
Operating Transfers In	229,839	349,500	1,822,000	2,443,364	34.1%
Total SELF INSURANCE-INTERNAL SVC	44,062,573	47,456,462	47,159,258	55,092,886	16.8%
<u>98 EQUIP VARIABLE RATE BONDS(8E10)</u>					
Gains	35,839	-0	0	0	0.0%
Total 98 EQUIP VARIABLE RATE BONDS	35,839	-0	0	0	0.0%
<u>99EQUIP VARIABLE RATE BONDS(9E10)</u>					
Gains	63,657	2,467	0	0	0.0%
Total 99EQUIP VARIABLE RATE BONDS	63,657	2,467	0	0	0.0%
Total Internal Service Funds	109,147,824	114,022,156	117,983,469	143,496,745	21.6%

SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
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<u>Investment Management Funds:</u>					
<u>INVESTMENT POOL(Z990)</u>					
Gains	-157,192	-202,965	0	0	0.0%
Total INVESTMENT POOL	-157,192	-202,965	0	0	0.0%
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Total Investment Management Funds	-157,192	-202,965	0	0	
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SCHEDULE TWO
Revenues by Fund and Type

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<u>Agency - Inactive:</u>					
<u>LUMBER EXCHANGE SKYWAY(8390)</u>					
Gains	0	9,222	0	0	0.0%
Total LUMBER EXCHANGE SKYWAY	0	9,222	0	0	0.0%
Total Agency - Inactive	0	9,222	0	0	
TOTAL ALL FUNDS	1,422,269,597	1,398,105,480	1,084,010,259	1,283,727,753	18.4%

SCHEDULE TWO
Revenues by Type

Revenues by Type	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget
Charges for Sales	58,252,691	24,037,260	14,800,502	15,116,538
Charges for Service	263,371,813	294,627,824	290,855,951	311,106,657
Contributions	3,341,648	3,330,479	2,678,241	1,425,043
Federal Government	35,032,336	33,185,883	38,732,844	39,171,071
Fines and Forfeits	7,630,417	8,308,966	8,052,200	8,162,500
Franchise Fees	19,679,066	21,592,970	19,870,000	21,600,000
Gains	20,239,602	26,505,117	4,253,771	4,128,771
Interest	2,457,378	11,178,820	12,264,145	6,409,315
Licenses and Permits	17,395,273	19,836,788	18,982,950	19,621,636
Local Government	12,653,996	16,080,615	8,812,861	8,461,894
Operating Transfers In	383,831,243	320,684,181	130,557,830	280,867,921
Other Misc Revenues	18,107,939	18,478,446	20,245,129	15,830,347
Proceeds of Long Term Liabilities	165,749,244	174,832,895	48,179,000	85,590,500
Property Taxes	178,329,481	190,461,514	213,088,861	210,003,546
Rents	41,205,840	32,198,326	41,554,710	46,162,231
Sales and Other Taxes	45,152,402	48,793,787	48,585,055	49,065,600
Special Assessments	11,625,862	10,859,212	9,546,000	10,000,500
State Government	138,213,365	143,112,396	152,950,209	151,003,683
Total Revenues by Type	1,422,269,596	1,398,105,479	1,084,010,259	1,283,727,753

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
General Fund - City :					
<u>GENERAL FUND (0100)</u>					
ASSESSOR	2,589,483	2,587,729	2,595,373	2,588,041	-0.3%
CORRECTIONS - NON-DEPT	785,840	696,185	845,000	845,000	0.0%
NON-DEPARTMENTAL	242,361	1,554,894	2,308,000	1,588,582	-31.2%
INTERFUND TRANSFERS	10,336,622	11,944,490	22,935,808	20,002,231	-12.8%
UNFUNDED PENSION EXPENSE	-4,297,865	-3,484,434	-2,704,000	-3,029,339	12.0%
ATTORNEY	3,864,337	4,079,808	4,048,104	4,355,371	7.6%
RETIREMENT INCENTIVE	301,615	323,257	0	0	
CONTINGENCY	14,232	61,371	1,050,000	1,350,610	28.6%
CITY COUNCIL	1,004,819	1,005,526	1,033,494	1,049,283	1.5%
CITY CLERK	3,071,350	3,203,012	3,237,309	3,347,432	3.4%
CITY CLERK - ELECTIONS	772,168	921,862	909,668	994,364	9.3%
FIRE DEPARTMENT	36,919,311	37,838,321	38,929,943	41,634,036	6.9%
CIVIL RIGHTS	1,370,461	1,680,055	1,733,445	1,678,125	-3.2%
MAYOR	871,972	881,186	914,416	898,945	-1.7%
PLANNING DEPARTMENT	1,487,324	1,571,032	1,670,922	1,675,552	0.3%
POLICE DEPARTMENT	85,197,822	90,224,466	90,797,569	92,943,978	2.4%
CIVILIAN POLICE REVIEW AUTHORITY	462,562	473,723	436,113	447,704	2.7%
PW - ENGINEERING SERVICES	410,311	784,659	921,736	970,199	5.3%
PW - FIELD SERVICES	25,855,477	22,163,701	21,897,776	22,482,712	2.7%
PW - SEWER MAINTENANCE	441,528	0	0	0	
PW - ADMINISTRATIVE SERVICES	743,765	1,391,201	1,755,035	1,971,448	12.3%
PW - TRANSPORTATION	11,065,160	10,403,349	11,107,412	10,880,237	-2.0%
HUMAN RESOURCES	4,121,747	4,331,853	4,474,533	4,769,239	6.6%
FINANCE DEPARTMENT	5,492,620	5,626,489	5,821,674	5,788,260	-0.6%
LICENSES & CONSUMER SERVICES	4,313,849	4,332,452	5,537,960	5,729,256	3.5%
CITY COORDINATOR	479,358	799,051	919,338	958,647	4.3%
INTERGOVERNMENTAL RELATIONS	2,479,214	2,637,099	735,450	732,265	-0.4%
COMMUNICATIONS	0	0	744,173	752,881	1.2%
INSPECTIONS	10,899,501	11,433,200	11,655,560	13,257,583	13.7%
HEALTH AND FAMILY SUPPORT	3,562,672	3,575,262	3,797,922	3,983,558	4.9%
INFORMATION AND TECHNOLOGY SERVICES	0	0	1,097,549	1,145,987	4.4%
Total GENERAL FUND	214,859,616	223,040,798	241,207,282	245,792,187	1.9%
Total General Fund - City	214,859,616	223,040,798	241,207,282	245,792,187	1.9%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>GRANTS - FEDERAL (0300)</u>					
NON-DEPARTMENTAL	294,727	0	42,886	42,886	0.0%
INTERFUND TRANSFERS	468,584	1,263,128	46,500	46,500	0.0%
ATTORNEY	416,782	321,534	646,946	326,414	-49.5%
FIRE DEPARTMENT	25,233	29,065	0	700,000	
PLANNING DEPARTMENT	0	9,000	6,000	6,000	0.0%
POLICE DEPARTMENT	2,707,627	2,392,440	1,719,661	1,663,107	-3.3%
FINANCE DEPARTMENT	122,427	108,518	129,212	180,516	39.7%
LICENSES & CONSUMER SERVICES	1,820,920	1,576,265	2,024,894	2,070,052	2.2%
CITY COORDINATOR	0	512,916	251,466	3,638,719	1,347.0%
INTERGOVERNMENTAL RELATIONS	114,904	14,409	481,035	483,964	0.6%
HEALTH AND FAMILY SUPPORT	5,635,437	6,205,857	6,623,087	6,813,975	2.9%
PW - TRANSPORTATION-CAPITAL	0	109,476	0	0	
Total GRANTS - FEDERAL	11,606,642	12,542,607	11,971,687	15,972,133	33.4%
<u>CDBG & UDAG FUNDS (0400)</u>					
NON-DEPARTMENTAL	1,148,962	1,647,664	5,200,000	5,029,000	-3.3%
INTERFUND TRANSFERS	15,993,709	14,094,902	9,925,121	9,559,000	-3.7%
CIVIL RIGHTS	306,646	303,575	318,661	330,000	3.6%
PLANNING DEPARTMENT	941,271	1,046,937	1,072,089	1,112,000	3.7%
PW - PROPERTY SERVICES	265,686	52,741	162,498	160,000	-1.5%
FINANCE DEPARTMENT	297,148	260,770	452,357	339,000	-25.1%
LICENSES & CONSUMER SERVICES	358,318	0	0	0	
INTERGOVERNMENTAL RELATIONS	510,510	886,396	1,555,383	1,636,000	5.2%
INSPECTIONS	315,606	116,296	200,000	202,000	1.0%
HEALTH AND FAMILY SUPPORT	3,621,691	3,705,212	4,085,891	3,968,000	-2.9%
Total CDBG & UDAG FUNDS	23,759,546	22,114,493	22,972,000	22,335,000	-2.8%
<u>GRANTS - OTHER (0600)</u>					
NON-DEPARTMENTAL	2,637,580	819,461	1,071,589	1,071,589	0.0%
INTERFUND TRANSFERS	373,096	107,850	0	110,250	
ATTORNEY	113,911	277,063	244,062	138,445	-43.3%
FIRE DEPARTMENT	2,564	0	0	3,250	
PLANNING DEPARTMENT	2,677	146,458	0	0	
POLICE DEPARTMENT	793,930	508,875	297,750	422,750	42.0%
PW - SOLID WASTE	19,299	0	0	0	
HUMAN RESOURCES	9,182	5,534	10,000	10,000	0.0%
FINANCE DEPARTMENT	55,105	63,289	65,599	61,363	-6.5%
LICENSES & CONSUMER SERVICES	7,359	12,641	0	0	
CITY COORDINATOR	0	27,684	51,000	51,000	0.0%
INTERGOVERNMENTAL RELATIONS	118,045	285,087	134,179	74,179	-44.7%
HEALTH AND FAMILY SUPPORT	6,495,153	7,231,775	7,116,605	7,317,241	2.8%
GMCVA	0	0	0	0	
PW - TRANSPORTATION-CAPITAL	0	36,000	0	0	
Total GRANTS - OTHER	10,627,900	9,521,719	8,990,784	9,260,067	3.0%
<u>CONVENTION CENTER OPERATIONS (0760)</u>					
NON-DEPARTMENTAL	1,100,000	1,989,176	0	0	
INTERFUND TRANSFERS	37,668,041	38,948,364	42,869,412	42,788,691	-0.2%
RETIREMENT INCENTIVE	14,406	16,344	0	0	
HUMAN RESOURCES	47,339	50,253	52,192	55,980	7.3%
FINANCE DEPARTMENT	233,327	225,050	248,405	308,925	24.4%
GMCVA	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%
CONVENTION CENTER SITE	577,717	519,712	360,000	91,250	-74.7%
CONVENTION CENTER	11,801,199	12,527,914	14,600,210	19,861,506	36.0%
Total CONVENTION CENTER OPERATIONS	55,936,329	59,281,513	64,561,214	69,508,651	7.7%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>EMPLOYEE RETIREMENT (0990)</u>					
INTERFUND TRANSFERS	0	12,679,410	0	0	
MPLS EMPLOYEE RETIREMENT FD	4,068,485	0	4,301,000	4,301,000	0.0%
POLICE RELIEF ASSOCIATION	4,519,453	0	4,770,000	4,770,000	0.0%
FIRE DEPT RELIEF ASSOC	1,180,709	0	897,786	285,734	-68.2%
Total EMPLOYEE RETIREMENT	9,768,647	12,679,410	9,968,786	9,356,734	-6.1%
<u>POLICE DEPT - SPECIAL REVENUE (2100)</u>					
INTERFUND TRANSFERS	70,666	70,700	70,931	71,407	0.7%
POLICE DEPARTMENT	1,233,626	1,322,394	1,111,890	1,183,707	6.5%
FINANCE DEPARTMENT	660	478	1,000	0	-100.0%
Total POLICE DEPT - SPECIAL REVENUE	1,304,952	1,393,572	1,183,821	1,255,114	6.0%
<u>ARENA - RESERVE (2600)</u>					
INTERFUND TRANSFERS	0	5,429,293	0	0	
Total ARENA - RESERVE	0	5,429,293	0	0	
<u>CONVENTION FACILITIES - RESERVE (2790)</u>					
INTERFUND TRANSFERS	0	4,212,600	0	0	
Total CONVENTION FACILITIES - RESERVE	0	4,212,600	0	0	
<u>Park - Special Revenue Funds (RPRK)</u>					
UNFUNDED PENSION EXPENSE	-851,916	-782,831	-810,000	-730,000	-9.9%
PARK BOARD	40,756,088	43,001,359	46,231,699	52,340,575	13.2%
PARK MUSEUM	4,749,114	5,128,786	6,030,172	6,694,786	11.0%
PARK BD - CAP IMPROVEMENT	516,226	83,446	125,000	210,750	68.6%
Total Park - Special Revenue Funds	45,169,511	47,430,761	51,576,871	58,516,111	13.5%
<u>MCDA - Special Revenue Funds (RMCD)</u>					
MCDA	43,500,146	35,335,054	38,399,134	43,038,300	12.1%
JOINT BOARD	303,131	112,880	108,800	0	-100.0%
Total MCDA - Special Revenue Funds	43,803,277	35,447,934	38,507,934	43,038,300	11.8%
<u>Board of Estimate and Taxation - Spec. Rev. (RBET)</u>					
BOARD OF ESTIMATE & TAXATION	206,858	205,614	227,000	236,800	4.3%
Total Board of Estimate and Taxation - Spec. Rev.	206,858	205,614	227,000	236,800	4.3%
<u>MBC - Special Revenue (RMBC)</u>					
MUNICIPAL BUILDING COMMISSION	5,491,482	6,478,353	6,475,630	6,965,009	7.6%
Total MBC - Special Revenue	5,491,482	6,478,353	6,475,630	6,965,009	7.6%
<u>Library Board - Special Revenue (RLIB)</u>					
UNFUNDED PENSION EXPENSE	-282,238	-256,583	-250,000	-230,000	-8.0%
LIBRARY BOARD	18,421,033	19,067,512	20,045,024	22,028,636	9.9%
Total Library Board - Special Revenue	18,138,794	18,810,929	19,795,024	21,798,636	10.1%
<u>Neighborhood Revitalization Program - Spec. Rev. (NRP)</u>					
NRP - ADMINISTRATION	2,194,655	1,835,405	1,978,845	1,803,224	-8.9%
Total Neighborhood Revitalization Program - Spec.	2,194,655	1,835,405	1,978,845	1,803,224	-8.9%
<u>Youth Coordinating Board - Special Revenue (RYC)</u>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>Youth Coordinating Board - Special Revenue (RYC)</u>					
YOUTH COORDINATING BOARD	7,466,800	7,874,383	7,915,612	6,793,237	-14.2%
Total Youth Coordinating Board - Special Revenue	7,466,800	7,874,383	7,915,612	6,793,237	-14.2%
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Total Special Revenue Funds	235,475,392	245,258,587	246,125,208	266,839,016	8.4%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>CAPITAL IMPROVEMENTS (4100)</u>					
INTERFUND TRANSFERS	7,979	1,168,303	379,691	604,441	59.2%
RETIREMENT INCENTIVE	71,885	79,447	0	0	
PW - ENGINEERING SERVICES	3,218,848	3,567,776	4,805,705	5,163,475	7.4%
PW - FIELD SERVICES	363,624	435,666	443,921	207,426	-53.3%
PW - PROPERTY SERVICES	464,867	432,709	0	0	
FINANCE DEPARTMENT	455,143	497,433	616,295	1,255,798	103.8%
PW - GENERAL SERVICES-CAPITAL	6,166,123	8,199,259	3,800,000	12,224,000	221.7%
PW - SEWER CONSTR-CAPITAL	4,899,129	3,050,005	3,646,399	631,000	-82.7%
PW - PAVING CONSTRUCTION-CAF	12,226,958	22,784,232	22,150,798	38,631,000	74.4%
PW - TRANSPORTATION-CAPITAL	5,295,016	6,593,308	5,149,000	4,723,500	-8.3%
PW - WATER-CAPITAL	211,767	0	0	0	
CAP IMPR-NON DEPARTMENTAL	4,460,187	3,830,029	230,000	3,555,000	1,445.7%
SISPP PROJECTS	11,705,269	6,873,817	10,130,000	350,000	-96.5%
CONVENTION CENTER SITE	33,829,921	51,590,960	80,000,000	0	-100.0%
MPLS BUILDING ENERGY PLAN	956,524	0	0	0	
Total CAPITAL IMPROVEMENTS	84,333,241	109,102,943	131,351,809	67,345,640	-48.7%
<u>JUNE00 UST/SKYWAY TI BONDS (0P10)</u>					
INTERFUND TRANSFERS	0	462,535	0	0	
Total JUNE00 UST/SKYWAY TI BONDS	0	462,535	0	0	
<u>JUNE00 SEWER FIXED RATE BONDS (0S10)</u>					
INTERFUND TRANSFERS	0	6,265,501	0	0	
Total JUNE00 SEWER FIXED RATE BONDS	0	6,265,501	0	0	
<u>JUNE00 WATER FIXED RATE BONDS (0W10)</u>					
INTERFUND TRANSFERS	0	404,720	0	0	
Total JUNE00 WATER FIXED RATE BONDS	0	404,720	0	0	
<u>ARBITRAGE 1991 VARIOUS PURPOSE (4A00)</u>					
INTERFUND TRANSFERS	76,868	24,511	0	0	
Total ARBITRAGE 1991 VARIOUS PURPOSE	76,868	24,511	0	0	
<u>96 IMPROVEMENT BONDS (4A60)</u>					
INTERFUND TRANSFERS	5,243	18,044	0	0	
Total 96 IMPROVEMENT BONDS	5,243	18,044	0	0	
<u>97 IMPROVEMENT BONDS (4A70)</u>					
INTERFUND TRANSFERS	5,861	0	0	0	
Total 97 IMPROVEMENT BONDS	5,861	0	0	0	
<u>JUNE99 VARIOUS PURPOSE BONDS (4A90)</u>					
INTERFUND TRANSFERS	24,016,193	11,264,481	0	0	
Total JUNE99 VARIOUS PURPOSE BONDS	24,016,193	11,264,481	0	0	
<u>ARBITRAGE 1995 WATER & SEWER (4B00)</u>					
INTERFUND TRANSFERS	326,324	-0	0	0	
Total ARBITRAGE 1995 WATER & SEWER	326,324	-0	0	0	
<u>97 FLEET BONDS (4B70)</u>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>97 FLEET BONDS (4B70)</u>					
INTERFUND TRANSFERS	2,256,140	0	0	0	
Total 97 FLEET BONDS	2,256,140	0	0	0	
<u>JUNE99 CONVENTION CENTER BONDS (4B90)</u>					
INTERFUND TRANSFERS	40,527,628	47,541,538	0	0	
Total JUNE99 CONVENTION CENTER BONDS	40,527,628	47,541,538	0	0	
<u>ARBITRAGE 1994 VARIOUS PURPOSE (4C00)</u>					
INTERFUND TRANSFERS	-552	0	0	0	
Total ARBITRAGE 1994 VARIOUS PURPOSE	-552	0	0	0	
<u>96 CONSTRUCTION BONDS (4C60)</u>					
INTERFUND TRANSFERS	640,354	183,679	0	0	
Total 96 CONSTRUCTION BONDS	640,354	183,679	0	0	
<u>97 SERIES B BONDS (4C70)</u>					
INTERFUND TRANSFERS	2,046,937	302,009	0	0	
Total 97 SERIES B BONDS	2,046,937	302,009	0	0	
<u>98 VAR RATE BONDS (4C80)</u>					
INTERFUND TRANSFERS	7,403,804	8,052,781	0	0	
Total 98 VAR RATE BONDS	7,403,804	8,052,781	0	0	
<u>97 CONVENTION CENTER BONDS (4D70)</u>					
INTERFUND TRANSFERS	18,478,483	-0	0	0	
Total 97 CONVENTION CENTER BONDS	18,478,483	-0	0	0	
<u>98 (OCTOBER) BONDS (4D80)</u>					
INTERFUND TRANSFERS	129,203	167,688	0	0	
Total 98 (OCTOBER) BONDS	129,203	167,688	0	0	
<u>FEB99 TARGET STORE RAMP BONDS (4D90)</u>					
INTERFUND TRANSFERS	682,389	-674,046	0	0	
PW - TRANSPORTATION-CAPITAL	28,708,420	15,339,553	0	0	
Total FEB99 TARGET STORE RAMP BONDS	29,390,810	14,665,508	0	0	
<u>ARBITRAGE 1990 VARIOUS PURPOSE (4E00)</u>					
INTERFUND TRANSFERS	-55	0	0	0	
Total ARBITRAGE 1990 VARIOUS PURPOSE	-55	0	0	0	
<u>ARBITRAGE 1995 VARIOUS PURPOSE (4J00)</u>					
INTERFUND TRANSFERS	106,987	0	0	0	
Total ARBITRAGE 1995 VARIOUS PURPOSE	106,987	0	0	0	
<u>ARBITRAGE 1992 VARIOUS PURPOSE (4K00)</u>					
INTERFUND TRANSFERS	155,648	130,622	0	0	
Total ARBITRAGE 1992 VARIOUS PURPOSE	155,648	130,622	0	0	

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>ARBITRAGE 1993 VARIOUS PURPOSE (4L00)</u>					
INTERFUND TRANSFERS	57	0	0	0	
Total ARBITRAGE 1993 VARIOUS PURPOSE	57	0	0	0	
<u>ARBITRAGE 1994 WATER & SEWER (4X00)</u>					
INTERFUND TRANSFERS	2,289	0	0	0	
Total ARBITRAGE 1994 WATER & SEWER	2,289	0	0	0	
<u>JUNE00 VARIOUS PURPOSE BONDS (4Z00)</u>					
INTERFUND TRANSFERS	0	17,669,954	0	0	
Total JUNE00 VARIOUS PURPOSE BONDS	0	17,669,954	0	0	
<u>SEPT 00 CONV CTR EXPN BONDS (4Z10)</u>					
INTERFUND TRANSFERS	0	3,790,373	0	0	
Total SEPT 00 CONV CTR EXPN BONDS	0	3,790,373	0	0	
<u>ITS RELATED BONDS (4Z30)</u>					
INTERFUND TRANSFERS	0	36,749	0	0	
Total ITS RELATED BONDS	0	36,749	0	0	
<u>900 NICOLLET TAX-EXEMPT (75A0)</u>					
INTERFUND TRANSFERS	0	24,032,466	0	0	
Total 900 NICOLLET TAX-EXEMPT	0	24,032,466	0	0	
<u>900 NICOLLET TAXABLE (75B0)</u>					
INTERFUND TRANSFERS	0	759,898	0	0	
Total 900 NICOLLET TAXABLE	0	759,898	0	0	
<u>HENNEPIN ENTERTAINMENT TE BOND (AHE0)</u>					
MCDA	0	2,993,176	5,620,661	0	-100.0%
Total HENNEPIN ENTERTAINMENT TE BOND	0	2,993,176	5,620,661	0	-100.0%
<u>Park - Capital (CPRK)</u>					
INTERFUND TRANSFERS	42,302	107,663	0	0	
PARK BD - CAP IMPROVEMENT	10,939,372	16,820,870	10,720,500	7,755,500	-27.7%
Total Park - Capital	10,981,673	16,928,533	10,720,500	7,755,500	-27.7%
<u>MBC - Capital (CMBC)</u>					
BLDG COMM.- CAPITAL IMPR.	1,943,436	795,232	683,000	706,000	3.4%
Total MBC - Capital	1,943,436	795,232	683,000	706,000	3.4%
<u>Library - Capital (CLIB)</u>					
LIBRARY BD-CAP IMPROVEMNT	910,860	152,522	740,000	577,000	-22.0%
LIBRARY BOARD-CAP REFERENDUM	0	0	0	10,965,900	
Total Library - Capital	910,860	152,522	740,000	11,542,900	1,459.9%
<u>Capital - MCDA (CMCD)</u>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Capital Projects:					
<u>Capital - MCDA (CMCD)</u>					
MCDA	172,749,940	136,670,470	86,269,340	79,316,358	-8.1%
Total Capital - MCDA	172,749,940	136,670,470	86,269,340	79,316,358	-8.1%
Total Capital Projects	396,487,371	402,415,934	235,385,310	166,666,398	-29.2%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Debt Service:					
<u>Debt Service - Multi-Purpose (DAA)</u>					
DEBT SERVICE - NON-DEPT	33,827,688	41,033,102	35,584,243	37,406,202	5.1%
INTERFUND TRANSFERS	1,693,920	0	0	0	
Total Debt Service - Multi-Purpose	35,521,608	41,033,102	35,584,243	37,406,202	5.1%
<u>Debt Service - Special Assessments (DBA)</u>					
DEBT SERVICE - NON-DEPT	6,109,089	6,116,937	5,357,271	6,280,315	17.2%
Total Debt Service - Special Assessments	6,109,089	6,116,937	5,357,271	6,280,315	17.2%
<u>Debt Service - Development Projects (DCA)</u>					
DEBT SERVICE - NON-DEPT	65,532,121	41,605,246	69,877,021	44,590,972	-36.2%
INTERFUND TRANSFERS	24,330	0	0	43,250,143	
Total Debt Service - Development Projects	65,556,451	41,605,246	69,877,021	87,841,115	25.7%
<u>Debt - MCDA (CDA)</u>					
MCDA	3,286,084	9,759,123	8,299,900	33,564,432	304.4%
Total Debt - MCDA	3,286,084	9,759,123	8,299,900	33,564,432	304.4%
Total Debt Service	110,473,233	98,514,409	119,118,435	165,092,064	38.6%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Enterprise Funds:					
<u>SEWER - ENTERPRISE (7300)</u>					
DEBT SERVICE - NON-DEPT	8,860,089	13,682,464	11,531,868	8,784,703	-23.8%
INTERFUND TRANSFERS	2,505,917	2,441,650	1,439,989	1,249,412	-13.2%
RETIREMENT INCENTIVE	21,522	24,127	0	0	
PW - ENGINEERING SERVICES	1,503,658	1,615,008	2,396,295	3,065,845	27.9%
PW - FIELD SERVICES	0	4,461,497	4,454,832	4,877,356	9.5%
PW - SEWER MAINTENANCE	33,220,871	35,445,126	39,095,934	38,904,243	-0.5%
FINANCE DEPARTMENT	99,631	111,037	116,173	113,086	-2.7%
PW - SEWER CONSTR-CAPITAL	18,437,014	15,891,823	11,428,000	13,288,000	16.3%
SISPP PROJECTS	377,977	349,684	0	0	
Total SEWER - ENTERPRISE	65,026,679	74,022,416	70,463,091	70,282,645	-0.3%
<u>WATER - ENTERPRISE (7400)</u>					
DEBT SERVICE - NON-DEPT	6,198,716	9,337,369	9,988,863	12,607,024	26.2%
INTERFUND TRANSFERS	2,145,483	2,817,703	2,258,277	2,476,392	9.7%
RETIREMENT INCENTIVE	116,278	128,463	0	0	
PW - ENGINEERING SERVICES	0	427,292	640,185	657,250	2.7%
PW - ADMINISTRATIVE SERVICES	57,343	0	0	0	
PW - WATER	25,683,106	26,544,437	29,963,862	31,450,063	5.0%
FINANCE DEPARTMENT	3,868,134	3,756,605	4,290,497	4,589,208	7.0%
PW - SEWER CONSTR-CAPITAL	0	0	0	0	
PW - WATER-CAPITAL	17,712,504	15,827,834	15,940,000	7,225,000	-54.7%
SISPP PROJECTS	423,643	355,817	0	0	
Total WATER - ENTERPRISE	56,205,207	59,195,521	63,081,684	59,004,937	-6.5%
<u>MUNICIPAL PARKING-ENTERPRISE (7500)</u>					
DEBT SERVICE - NON-DEPT	16,969,822	18,577,027	18,085,469	23,241,051	28.5%
INTERFUND TRANSFERS	9,180,179	11,471,539	11,364,190	12,300,349	8.2%
RETIREMENT INCENTIVE	12,715	14,317	0	0	
PW - TRANSPORTATION	27,269,493	27,223,004	29,627,134	34,037,752	14.9%
FINANCE DEPARTMENT	473,587	485,990	495,743	498,226	0.5%
LICENSES & CONSUMER SERVICES	1,923,785	2,005,690	2,274,505	2,858,061	25.7%
PW - TRANSPORTATION-CAPITAL	3,280,988	32,468,531	1,930,000	15,180,000	686.5%
SISPP PROJECTS	218,033	0	0	0	
Total MUNICIPAL PARKING-ENTERPRISE	59,328,601	92,246,099	63,777,041	88,115,439	38.2%
<u>10TH AND WASHINGTON RAMP ARBIT (7550)</u>					
INTERFUND TRANSFERS	0	10,900,902	0	0	
Total 10TH AND WASHINGTON RAMP ARBIT	0	10,900,902	0	0	
<u>97 TEMPORARY RAMP REVENUE BOND (7570)</u>					
DEBT SERVICE - NON-DEPT	18,730,000	0	0	0	
INTERFUND TRANSFERS	950,246	1,167	0	0	
PW - TRANSPORTATION-CAPITAL	2,391,590	0	0	0	
Total 97 TEMPORARY RAMP REVENUE BOND	22,071,836	1,167	0	0	
<u>GREYHOUND/JEFF PARK FACILITY (7580)</u>					
DEBT SERVICE - NON-DEPT	40,334	0	0	0	
INTERFUND TRANSFERS	645,215	0	0	0	
PW - TRANSPORTATION-CAPITAL	8,504,797	4,869,408	0	0	
Total GREYHOUND/JEFF PARK FACILITY	9,190,346	4,869,408	0	0	
<u>ST. THOMAS/GREYHOUND 1999 BOND (7590)</u>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Enterprise Funds:					
<u>ST. THOMAS/GREYHOUND 1999 BOND (7590)</u>					
INTERFUND TRANSFERS	16,261,204	13,349,516	0	0	
Total ST. THOMAS/GREYHOUND 1999 BOND	16,261,204	13,349,516	0	0	
<u>SOLID WASTE - ENTERPRISE (7700)</u>					
DEBT SERVICE - NON-DEPT	3,610	0	0	0	
INTERFUND TRANSFERS	160,102	12,000	12,984	179,058	1,279.1%
RETIREMENT INCENTIVE	6,828	7,130	0	0	
PW - SOLID WASTE	22,134,710	22,043,512	24,203,184	25,189,836	4.1%
FINANCE DEPARTMENT	195,627	173,370	210,825	172,856	-18.0%
SISPP PROJECTS	251,985	23,750	0	0	
Total SOLID WASTE - ENTERPRISE	22,752,862	22,259,762	24,426,993	25,541,750	4.6%
<u>98 PARKING FIXED RATE BONDS (8P10)</u>					
INTERFUND TRANSFERS	1,700	0	0	0	
PW - TRANSPORTATION-CAPITAL	358,944	0	0	0	
Total 98 PARKING FIXED RATE BONDS	360,644	0	0	0	
<u>98 SEWER FIXED RATE BONDS (8S10)</u>					
INTERFUND TRANSFERS	1,227,250	407,032	0	0	
Total 98 SEWER FIXED RATE BONDS	1,227,250	407,032	0	0	
<u>98 SEWER VARIABLE RATE BONDS (8S20)</u>					
INTERFUND TRANSFERS	1,201,823	515,383	0	0	
Total 98 SEWER VARIABLE RATE BONDS	1,201,823	515,383	0	0	
<u>98 SEWER (OCTOBER) BONDS (8S30)</u>					
INTERFUND TRANSFERS	577,297	85,379	0	0	
Total 98 SEWER (OCTOBER) BONDS	577,297	85,379	0	0	
<u>98 WATER FIXED RATE BONDS (8W10)</u>					
INTERFUND TRANSFERS	7,016,709	240,139	0	0	
Total 98 WATER FIXED RATE BONDS	7,016,709	240,139	0	0	
<u>99 SEWER FIXED RATE BONDS (9S10)</u>					
INTERFUND TRANSFERS	10,301,386	3,966,379	0	0	
Total 99 SEWER FIXED RATE BONDS	10,301,386	3,966,379	0	0	
<u>99 WATER FIXED RATE BONDS (9W10)</u>					
INTERFUND TRANSFERS	9,572,230	4,583,794	0	0	
Total 99 WATER FIXED RATE BONDS	9,572,230	4,583,794	0	0	
<u>Enterprise Funds - Park (ENTP)</u>					
PARK BOARD	11,214,974	12,366,230	11,943,260	12,486,471	4.5%
Total Enterprise Funds - Park	11,214,974	12,366,230	11,943,260	12,486,471	4.5%
<u>Enterprise Funds - MCDA (ENTD)</u>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Enterprise Funds:					
<u>Enterprise Funds - MCDA (ENTD)</u>					
MCDA	8,036,170	6,949,606	6,304,901	6,186,740	-1.9%
Total Enterprise Funds - MCDA	8,036,170	6,949,606	6,304,901	6,186,740	-1.9%
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Total Enterprise Funds	300,345,221	305,958,734	239,996,970	261,617,982	9.0%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Internal Service Funds:					
<u>MATERIALS & LAB-INTERNAL SVC (6000)</u>					
INTERFUND TRANSFERS	6,264	138,869	9,509	11,692	23.0%
RETIREMENT INCENTIVE	8,205	9,314	0	0	
PW - ENG MATERIALS & TESTING	2,612,885	3,332,347	3,434,277	3,473,089	1.1%
FINANCE DEPARTMENT	89,343	90,228	98,985	139,184	40.6%
PW - PAVING PRODUCTS-CAPITAL	0	45,573	0	0	
Total MATERIALS & LAB-INTERNAL SVC	2,716,697	3,616,330	3,542,771	3,623,965	2.3%
<u>EQUIPMENT - INTERNAL SERVICE (6100)</u>					
DEBT SERVICE - NON-DEPT	1,293,174	1,565,757	1,173,955	1,358,750	15.7%
INTERFUND TRANSFERS	49,150	268,546	59,031	1,367,537	2,216.6%
RETIREMENT INCENTIVE	121,722	141,670	0	0	
PW - EQUIPMENT	26,069,555	24,969,104	28,870,592	29,737,681	3.0%
PW - PROPERTY SERVICES	1,590,172	1,527,550	2,111,131	0	-100.0%
FINANCE DEPARTMENT	461,092	440,985	527,064	506,294	-3.9%
PW - GENERAL SERVICES-CAPITAL	9,000,000	0	0	0	
PW - EQUIPMENT DIV-CAPITAL	13,245	632,661	365,000	0	-100.0%
Total EQUIPMENT - INTERNAL SERVICE	38,598,111	29,546,272	33,106,773	32,970,262	-0.4%
<u>PROPERTY - INTERNAL SERVICE (6200)</u>					
DEBT SERVICE - NON-DEPT	41,884	54,375	47,000	72,000	53.2%
INTERFUND TRANSFERS	21,866	177,974	27,145	32,549	19.9%
RETIREMENT INCENTIVE	8,666	9,711	0	0	
PW - PROPERTY SERVICES	4,747,801	5,025,403	5,280,901	9,787,537	85.3%
FINANCE DEPARTMENT	131,534	108,358	92,682	102,974	11.1%
PW - GENERAL SERVICES-CAPITAL	0	0	0	6,426,000	
Total PROPERTY - INTERNAL SERVICE	4,951,751	5,375,820	5,447,728	16,421,060	201.4%
<u>STORES - INTERNAL SERVICE (6300)</u>					
DEBT SERVICE - NON-DEPT	99,628	71,887	75,000	75,000	0.0%
INTERFUND TRANSFERS	10,431	11,440	13,392	15,397	15.0%
PW - ENG MATERIALS & TESTING	390,816	483,440	569,335	587,148	3.1%
PW - TRANSPORTATION	233,953	235,179	269,644	274,547	1.8%
FINANCE DEPARTMENT	160,557	128,171	129,282	106,591	-17.6%
Total STORES - INTERNAL SERVICE	895,385	930,116	1,056,653	1,058,683	0.2%
<u>INFO TECH - INTERNAL SERVICE (6400)</u>					
DEBT SERVICE - NON-DEPT	412,306	0	0	0	
INTERFUND TRANSFERS	5,607,298	6,853,270	4,244,686	4,357,614	2.7%
RETIREMENT INCENTIVE	5,785	6,486	0	0	
CITY CLERK	1,287,428	1,170,929	1,362,158	1,563,130	14.8%
HUMAN RESOURCES	0	0	0	180,000	
FINANCE DEPARTMENT	107,570	103,480	143,671	168,416	17.2%
INFORMATION AND TECHNOLOGY SERVICES	12,726,928	13,690,288	15,307,512	16,319,278	6.6%
Total INFO TECH - INTERNAL SERVICE	20,147,314	21,824,453	21,058,027	22,588,438	7.3%
<u>SELF INSURANCE-INTERNAL SVC (6900)</u>					
DEBT SERVICE - NON-DEPT	772,607	1,168,036	1,346,000	2,043,750	51.8%
INTERFUND TRANSFERS	0	50,000	0	7,635	
HEALTH AND WELFARE	29,547,397	31,521,303	31,884,596	36,377,776	14.1%
ATTORNEY	3,932,579	3,951,707	4,111,592	4,331,899	5.4%
WORKERS COMPENSATION	6,163,048	6,536,178	6,900,000	7,176,000	4.0%
LIABILITY	5,381,541	11,571,520	3,054,268	3,054,268	0.0%
RETIREMENT INCENTIVE	708,029	767,891	0	0	
ALTERNATE DISPUTE RESOLUTION	57,413	29,061	0	0	
HUMAN RESOURCES	403,722	462,324	723,057	585,374	-19.0%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Internal Service Funds:					
<u>SELF INSURANCE-INTERNAL SVC (6900)</u>					
FINANCE DEPARTMENT	1,395,156	1,252,040	1,481,563	1,496,405	1.0%
Total SELF INSURANCE-INTERNAL SVC	48,361,493	57,310,061	49,501,076	55,073,107	11.3%
<u>98 EQUIP VARIABLE RATE BONDS (8E10)</u>					
INTERFUND TRANSFERS	1,535,839	-0	0	0	
Total 98 EQUIP VARIABLE RATE BONDS	1,535,839	-0	0	0	
<u>99EQUIP VARIABLE RATE BONDS (9E10)</u>					
INTERFUND TRANSFERS	7,458,690	107,451	0	0	
Total 99EQUIP VARIABLE RATE BONDS	7,458,690	107,451	0	0	
<u>Park - Internal Service Funds (IPRK)</u>					
PARK BOARD	3,866,569	5,065,011	6,273,975	7,024,301	12.0%
Total Park - Internal Service Funds	3,866,569	5,065,011	6,273,975	7,024,301	12.0%
Total Internal Service Funds	128,531,849	123,775,514	119,987,003	138,759,816	15.6%

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
<hr/>					
Investment Management Funds:					
<u>INVESTMENT POOL (Z990)</u>					
INVESTMENT MGMT INTERFACE	0	-455,383	0	0	
Total INVESTMENT POOL	0	-455,383	0	0	
<hr/>					
Total Investment Management Funds	0	-455,383	0	0	
<hr/>					

SCHEDULE THREE
Operating Expenditures By Fund and Agency

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	Percent Change
Agency - Inactive:					
<u>PUBLIC HOUSING AUTHORITY (2900)</u>					
PUBLIC HOUSING	101,210	-528,284	0	0	
Total PUBLIC HOUSING AUTHORITY	101,210	-528,284	0	0	
Total Agency - Inactive	101,210	-528,284	0	0	
Total All Funds	1,386,273,891	1,397,980,309	1,201,820,208	1,244,767,463	3.6%

SCHEDULE THREE
Expenditures by Agency

	1999 Actuals	2000 Actuals	2001 Adopted	2002 Adopted
ALTERNATE DISPUTE RESOLUTION	57,413	29,061		
ASSESSOR	2,589,483	2,587,729	2,595,373	2,588,041
ATTORNEY	8,327,609	8,703,750	9,050,704	9,152,129
BLDG COMM.- CAPITAL IMPR.	1,943,436	795,232	683,000	706,000
BOARD OF ESTIMATE & TAXATION	206,858	205,614	227,000	236,800
CAP IMPR-NON DEPARTMENTAL	4,460,187	3,830,029	230,000	3,555,000
CITY CLERK	4,358,778	4,373,941	4,599,467	4,910,562
CITY CLERK - ELECTIONS	772,168	921,862	909,668	994,364
CITY COORDINATOR	479,358	1,339,651	1,221,804	4,648,366
CITY COUNCIL	1,004,819	1,005,526	1,033,494	1,049,283
CIVIL RIGHTS	1,677,107	1,983,630	2,052,106	2,008,125
CIVILIAN POLICE REVIEW AUTHORITY	462,562	473,723	436,113	447,704
COMMUNICATIONS			744,173	752,881
CONTINGENCY	14,232	61,371	1,050,000	1,350,610
CONVENTION CENTER	11,801,199	12,527,914	14,600,210	19,861,506
CONVENTION CENTER SITE	34,407,638	52,110,672	80,360,000	91,250
CORRECTIONS - NON-DEPT	785,840	696,185	845,000	845,000
DEBT SERVICE - NON-DEPT	158,891,069	150,304,789	153,066,690	136,459,767
FINANCE DEPARTMENT	13,638,661	13,432,290	14,921,027	15,827,102
FIRE DEPARTMENT	36,947,108	37,663,935	38,929,943	42,337,286
FIRE DEPT RELIEF ASSOC	1,180,709	1,939,329	897,786	285,734
GMCVA	4,494,300	5,004,700	6,430,995	6,402,299
HEALTH AND FAMILY SUPPORT	19,314,952	20,718,106	21,623,505	22,082,774
HEALTH AND WELFARE	29,547,397	31,521,303	31,884,596	36,377,776
HUMAN RESOURCES	4,581,989	4,849,965	5,259,782	5,600,593
INFORMATION AND TECHNOLOGY SERVICES	12,726,928	13,690,288	16,405,061	17,465,265
INSPECTIONS	11,215,107	11,549,496	11,855,560	13,459,583
INTERFUND TRANSFERS	239,975,330	256,805,614	95,656,666	138,430,298
INTERGOVERNMENTAL RELATIONS	3,222,673	3,822,991	2,906,047	2,926,408
INVESTMENT MGMT INTERFACE		(\$455,383)		
JOINT BOARD	303,131	112,880	108,800	
LIABILITY	5,381,541	11,571,520	3,054,268	3,054,268
LIBRARY BD-CAP IMPROVEMNT	910,860	152,522	740,000	577,000
LIBRARY BOARD	18,421,033	19,139,241	20,045,024	22,028,636
LIBRARY BOARD-CAP REFERENDUM				10,965,900
LICENSES & CONSUMER SERVICES	8,424,231	7,927,047	9,837,359	10,657,369
MAYOR	871,972	881,186	914,416	898,945
MCD A	227,572,341	193,791,749	144,893,936	162,105,830
MPLS BUILDING ENERGY PLAN	956,524			
MPLS EMPLOYEE RETIREMT FD	4,068,485	4,874,127	4,301,000	4,301,000
MUNICIPAL BUILDING COMMISSION	5,491,482	6,478,353	6,475,630	6,965,009
NON-DEPARTMENTAL	5,423,629	6,011,195	8,622,475	7,732,057
NRP - ADMINISTRATION	2,194,655	1,835,405	1,978,845	1,803,224
PARK BD - CAP IMPROVEMENT	11,455,597	16,856,744	10,845,500	7,966,250
PARK BOARD	55,837,631	60,375,477	64,448,934	71,851,347
PARK MUSEUM	4,749,114	5,128,786	6,030,172	6,694,786
PLANNING DEPARTMENT	2,431,273	2,773,428	2,749,011	2,793,552
POLICE DEPARTMENT	89,933,005	94,287,354	93,926,870	96,213,542
POLICE RELIEF ASSOCIATION	4,519,453	5,065,954	4,770,000	4,770,000
PUBLIC HOUSING	101,210	-528,284		0
PW - ADMINISTRATIVE SERVICES	801,108	1,391,201	1,755,035	1,971,448
PW - ENG MATERIALS & TESTING	3,003,701	3,815,786	4,003,612	4,060,237
PW - ENGINEERING SERVICES	5,132,818	6,394,736	8,763,921	9,856,769
PW - EQUIPMENT	26,069,555	24,969,104	28,870,592	29,737,681
PW - EQUIPMENT DIV-CAPITAL	13,245	632,661	365,000	
PW - FIELD SERVICES	26,219,101	27,394,523	26,796,529	27,567,494
PW - GENERAL SERVICES-CAPITAL	15,166,123	8,199,259	3,800,000	18,650,000
PW - PAVING CONSTRUCTION-CAP	12,226,958	22,784,232	22,150,798	38,631,000
PW - PAVING PRODUCTS-CAPITAL		45,573		
PW - PROPERTY SERVICES	7,068,526	7,038,402	7,554,530	9,947,537
PW - SEWER CONSTR-CAPITAL	23,336,143	18,941,829	15,074,399	13,919,000
Total Expenditures by Agency	1,177,169,355	1,200,835,303	1,023,352,426	1,066,572,387

SCHEDULE THREE
Expenditures by Agency

	1999 Actuals	2000 Actuals	2001 Adopted	2002 Adopted
PW - SEWER MAINTENANCE	33,662,399	33,922,660	39,095,934	38,904,243
PW - SOLID WASTE	22,154,009	22,087,960	24,203,184	25,189,836
PW - TRANSPORTATION	38,568,606	37,861,531	41,004,190	45,192,536
PW - TRANSPORTATION-CAPITAL	48,539,756	59,416,277	7,079,000	19,903,500
PW - WATER	25,683,106	26,544,394	29,963,862	31,450,063
PW - WATER-CAPITAL	17,924,271	15,827,834	15,940,000	7,225,000
RETIREMENT INCENTIVE	1,397,656	1,528,156		
SISPP PROJECTS	12,976,907	7,805,715	10,130,000	350,000
UNFUNDED PENSION EXPENSE	(5,432,019)	(4,523,847)	(3,764,000)	(3,989,339)
WORKERS COMPENSATION	6,163,048	6,536,178	6,900,000	7,176,000
YOUTH COORDINATING BOARD	7,466,800	7,874,383	7,915,612	6,793,237
Total Expenditures by Agency	1,386,273,894	1,415,716,544	1,201,820,208	1,244,767,463

SCHEDULE FOUR
Year 28 (2002) - Community Development Block Grant

<u>Capital/Other</u>		Year 27 (2001) Final Approved	Year 28 (2002) Mayor's Recommended	Year 28 (2002) Final Approved Budget
Organization	Project (If Applicable)			
Capital Long-Range Improvement Committee	Projects within recommended Capital Improvement Plan	387,121	234,500	104,000
Capital Long-Range Improvement Committee	Park Board Eligible Capital Projects	80,000	-	-
Department of Health and Family Support	Greater Minneapolis Day Care Association, Childcare Facilities Loan/Grant Program	353,620	353,620	323,000
Department of Health and Family Support	Minneapolis Employment and Training Program/ Minneapolis Community Development Agency - Industry Cluster Program (Living Wage Jobs)	99,000	101,042	99,000
Department of Health and Family Support	Minneapolis Employment and Training Program - Adult Training, Placement and Retention	439,560	448,626	441,000
Eastside Neighborhood Services	Capital Campaign	302,500	323,000	323,000
Inspections Department	Boarded Building Demolition	200,000	205,000	202,000
Minneapolis American Indian Center	Minneapolis American Indian Center	112,998	120,000	118,000
Minneapolis Community Development Agency	Greater Minneapolis Metropolitan Housing Corporation Homeownership Recycling Program	638,000	638,000	628,000
Minneapolis Community Development Agency	Mortgage Foreclosure Prevention Program	-	-	250,000
Minneapolis Community Development Agency	Multifamily Rental and Cooperative Housing Program	2,600,000	2,600,000	3,308,000
Minneapolis Community Development Agency	Neighborhood Economic Development Fund and Community Economic Development Fund	405,000	405,000	398,000
Minneapolis Community Development Agency	Rehabilitation Support Program	272,000	396,000	390,000
Minneapolis Community Development Agency	Residential Finance Department - Loan and Grant Programs	1,234,000	1,234,000	1,214,000
Minneapolis Community Development Agency	Vacant and Boarded Housing Recycling Program	3,700,000	3,700,000	2,640,000
Minneapolis Public Housing Authority	General Rehabilitation	181,000	318,000	313,000
Public Works	Community Center Operations	49,500	42,500	42,000
Sustainable Resources Center	Community Gardens for Minneapolis	24,655	-	-
Redeemer Restoration Project	Capital project - Elevator	47,500	-	-
Urban League	Capital projects	200,000	150,000	148,000
American Indian Business Development Corporation	Capital projects	75,000	-	-
Green Institute	Capital projects	28,000	-	-
KEEY	Community Gardens for Minneapolis	4,931	-	-
Total Capital/Other		11,434,385	11,269,288	10,941,000

SCHEDULE FOUR
Year 28 (2002) - Community Development Block Grant

15% Department of Housing and Urban Development Required Cap = \$ 2,703,750

Public Service

Organization	Project (If Applicable)	Year 27 (2001) Final Approved	Year 28 (2002) Mayor's Recommended	Year 28 (2002) Final Approved Budget
Department of Health and Family Support	Community Clinics through Neighborhood Health Care Network	430,772	431,000	424,000
Department of Health and Family Support	Curfew/Truancy Center - Operated through the Minneapolis Urban League	114,424	114,000	112,000
Department of Health and Family Support	Domestic Abuse Project (DAP)	96,155	96,000	94,000
Department of Health and Family Support	Dental Services through Children's Dental Services	18,269	18,000	18,000
Department of Health and Family Support	Greater Minneapolis Day Care Association - Coordinated Child Development	530,773	531,000	522,000
Department of Health and Family Support	Harriet Tubman Women's Shelter	68,482	68,000	67,000
Department of Health and Family Support	Head Start, operated by Parents in Community Action	108,655	109,000	107,000
Department of Health and Family Support	Youth Employment	619,038	620,244	610,000
Department of Health and Family Support	Minnesota Aids Project	39,423	39,000	38,000
Department of Health and Family Support	Volunteers of America	131,732	132,000	130,000
Department of Health and Family Support	Block Nurse Program	72,116	72,000	71,000
Department of Health and Family Support	Way to Grow	362,502	362,000	356,000
Department of Health and Family Support	Senior Services Project	99,705	101,042	99,000
Minneapolis Park and Recreation Board	Teen Teamworks	-	-	25,000
Southeast Asian Community Council	Public Service	5,000	-	-
Summit Academy OIC	Youth Build	73,965	-	-
Total Public Service		2,771,011	2,693,286	2,673,000

Cap is based upon \$1.2 million estimated program income.

SCHEDULE FOUR
Year 28 (2002) - Community Development Block Grant

20% Department of Housing and Urban Development Required Cap = \$ 3,605,000

Administration

Organization	Project (If Applicable)	Year 27 (2001) Final Approved	Year 28 (2002) Mayor's Recommended	Year 28 (2002) Final Approved Budget
Civil Rights Department	Fair Housing Initiative	318,661	335,303	330,000
Grants and Special Projects	Administration	194,383	229,155	225,000
Finance Department	Administration	452,357	344,686	339,000
Department of Health and Family Support	Administration and Advocacy	196,976	196,976	194,000
Department of Health and Family Support	Neighborhood Services Administration	90,886	90,886	89,000
Department of Health and Family Support	Way to Grow Administration	46,635	46,635	46,000
Department of Health and Family Support	New Arrivals	80,000	80,000	79,000
Minneapolis Community Development Agency	Business Finance Department - Neighborhood Business Association Assistance Program	174,000	50,000	174,000
Minneapolis Community Development Agency	Citizen Participation	355,000	355,000	349,000
Minneapolis Community Development Agency	General Administration	50,000	50,000	49,000
Minneapolis Community Development Agency	Program Administration	30,000	30,000	30,000
Minneapolis Public Housing Authority	Citizen Participation	100,000	100,000	98,000
Minneapolis Youth Coordinating Board	Administration	49,000	49,000	48,000
Planning Department	Administration	1,072,089	1,130,285	1,112,000
Department of Health and Family Support	Legal Aid Society	49,500	49,500	49,000
Total Administration		3,259,487	3,137,426	3,211,000
Grand Total CDBG		17,464,883	17,100,000	16,825,000
CDBG 2002 Entitlement estimate			17,100,000	16,825,000

SCHEDULE FOUR
Year 28 (2002) - Community Development Block Grant

20% Department of Housing and Urban Development Required Cap = \$ 3,605,000

Administration

		Year 27 (2001) Final Approved	Year 28 (2002) Mayor's Recommended	Year 28 (2002) Final Approved Budget
Organization	Project (If Applicable)			

**Other Consolidated Plan
Funded Projects**

<u>Organization</u>	<u>Funding Source</u>			
Minneapolis Community Development Agency	HOME Investment Partnerships Program (HOME)	4,099,000	4,300,000	4,099,000
Emergency Shelter Grants Program (ESGP)	Emergency Shelter Grants Program (ESGP)	598,000	592,000	594,000
Minnesota Housing Finance Agency	Housing Opportunities for Persons with AIDS (HOPWA)	759,000	812,000	817,000
Total Other Consolidated Plan Funded Projects		5,456,000	5,704,000	5,510,000
Total Consolidated Plan Projects		22,920,883	22,804,000	22,335,000

SCHEDULE FOUR
Year 28 (2002) - Community Development Block Grant
Additional Requests Not Funded

Organization	Project (If Applicable)	Request
American Indian OIC *	Capital Improvement Project	200,000
Plymouth Christian Center	Bright Prospects Capital Campaign	87,500
Calvary Baptist Church	Handicap Ramp	30,000
Reuben Lindh Family Services **	Capital Campaign	225,000
Southside Family Nurturing Center	Capital Campaign	250,000
Sabathani Community Center	Community Passage Capital Campaign	736,000
American Indian Business Development Corporation	Capital Projects	75,000
Sustainable Resources Center	Community Gardens	25,000
License & Regulatory Services	Childhood Lead Poisoning Response	300,000
Total Capital Requests		<u>1,928,500</u>
Acorn Housing Corporation	Outreach & Education to Avoid Predatory Lending	30,000
Sabathani Community Center	Community Passage Programs	181,000
Sinfonia Family Orchestra	Community Youth Concerts	40,000
Minneapolis Park & Recreation Board	Teen Teamworks	70,000
Total Public Service Requests		<u>321,000</u>
Total Additional Requests		<u><u>2,249,500</u></u>

* Received a Congressional set-aside of the Housing and Urban Development CDBG appropriation of \$175,000 directly from the federal government.

** Received a Congressional set-aside of the Housing and Urban Development CDBG appropriation of \$600,000 directly from the federal government.

SCHEDULE FIVE
Permanent and Non-Permanent Positions by Fund and Agency

Department/Board	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Assessor	38.00	37.00	35.50	-4.1%	(1.50)
Attorney	105.50	113.50	111.50	-1.8%	(2.00)
Civil Rights	25.00	24.00	24.00		-
Civilian Police Review	7.00	5.00	5.00		-
City Clerk/Elections	80.25	77.00	79.25	2.9%	2.25
City Council	13.00	13.00	13.00		-
Fire	493.00	483.00	482.50	-0.1%	(0.50)
Health & Family Support	73.90	80.40	85.40	6.2%	5.00
Mayor	13.00	13.00	12.00	-7.7%	(1.00)
Planning	39.00	39.50	38.50	-2.5%	(1.00)
Police	1,191.00	1,182.50	1,183.50	0.1%	1.00
Total	2,078.65	2,067.90	2,070.15	0.1%	2.25
City Coordinator Administration	5.00	6.00	5.00	-16.7%	(1.00)
Office of Cultural Affairs	4.00	4.00	4.00		-
Empowerment Zone	2.00	2.00	3.00	50.0%	1.00
Communications	11.00	7.00	7.00		-
Grants & Special Projects	10.00	8.00	7.00	-12.5%	(1.00)
Finance	204.00	202.00	205.00	1.5%	3.00
Human Resources	56.50	58.50	59.50	1.7%	1.00
Information Technology Systems	67.35	79.85	81.85	2.5%	2.00
Inter Governmental Relations	4.00	4.00	4.00		-
Convention Center	141.40	201.20	213.60	6.2%	12.40
Licensing & Consumer Services	116.25	127.25	131.25	3.1%	4.00
Inspections	154.00	153.00	158.50	3.6%	5.50
Total City Coordinator	775.50	852.80	879.70	3.0%	26.90
Administration	20.00	20.00	21.00	5.0%	1.00
Engineering Services	98.50	98.50	105.50	7.1%	7.00
Field Services	196.50	207.10	203.70	-1.6%	(3.40)
Sewer Maintenance	59.10	61.10	61.90	1.3%	0.80
Engineering Materials	26.50	26.50	26.50		-
Solid Waste	120.65	126.65	126.50	-0.1%	(0.15)
Transportation	108.04	110.54	116.54	5.4%	6.00
Water Treatment/Distribution	240.75	240.75	241.00	0.1%	0.25
Equipment	247.60	247.60	257.60	4.0%	10.00
Property Services	65.00	63.90	66.80	4.5%	2.90
Total Public Works	1,182.64	1,202.64	1,227.04	2.0%	24.40
TOTAL CITY	4,036.79	4,123.34	4,176.89	0.9%	53.55
INDEPENDENT BOARDS - For Information Only					
Board of Estimate and Taxation	2.00	2.00	2.00	-	-
Library Board	358.89	357.99	355.70	-0.6%	(2.29)
Mpls. Community Development Agency	157.00	158.00	150.63	-4.7%	(7.37)
Municipal Building Commission	66.50	66.50	66.50		-
Neighborhood Revitalization Program	16.00	15.00	13.00	-13.3%	(2.00)
Park Board	832.15	877.84	877.79	0.0%	(0.05)
Public Housing Authority	334.00	332.00	330.00	-0.6%	(2.00)
Youth Coordinating Board	28.50	28.50	40.40	41.8%	11.90
TOTAL INDEPENDENT BOARDS	1,795.04	1,837.83	1,836.02	-0.1%	(1.81)
TOTAL CITY (including Boards)	5,831.83	5,961.17	6,012.91	0.6%	51.74

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	1999	2000	2001	2002	% Change
	Authorized	Authorized	Authorized	Adopted	
General Fund (0100)					
General					
Assessor	39.00	38.00	37.00	35.50	-4.05%
Attorney	51.96	48.96	48.46	49.30	1.73%
City Clerk	46.75	46.75	46.00	46.00	0.00%
City Clerk Elections	9.50	9.00	9.00	8.50	-5.56%
City Council	13.00	13.00	13.00	13.00	0.00%
Civil Rights	19.65	20.65	19.68	19.68	0.00%
Civilian Police Review Authority	7.00	7.00	5.00	5.00	0.00%
Fire Department	482.50	493.00	483.00	482.50	-0.10%
Health and Family Support ¹	15.21	15.21	18.21	21.21	16.47%
Mayor's Office	13.00	13.00	13.00	12.00	-7.69%
Planning Department	20.20	22.30	24.40	23.40	-4.10%
Police Department	1,160.13	1,182.75	1,176.00	1,177.50	0.13%
Total General Fund	1,877.90	1,909.62	1,892.75	1,893.59	0.04%
City Coordinator					
City Coordinator Administration	5.00	5.00	6.00	5.00	-16.67%
Office of Cultural Affairs		4.00	4.00	4.00	0.00%
Communications	14.75	14.00	7.00	7.00	0.00%
Finance Department ²	86.15	87.00	86.55	137.00	58.29%
Human Resources	49.50	49.50	51.25	53.25	3.90%
Information and Technology Services			5.00	5.00	0.00%
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%
Grants & Special Projects			3.00	3.00	0.00%
Inspections ³	156.00	154.00	153.00	158.50	3.59%
Licenses and Consumer Services	68.25	68.25	81.25	81.25	0.00%
Total City Coordinator	383.65	385.75	401.05	458.00	14.20%
Public Works					
Administration	9.20	20.00	20.00	21.00	5.00%
Engineering Services	7.50	11.00	12.00	12.00	0.00%
Field Services	137.10	109.50	175.80	172.36	-1.96%
Sewer Maintenance	6.50		-	-	-
Transportation	61.29	56.74	62.34	59.74	-4.17%
Total Public Works	221.59	197.24	270.14	265.10	-1.87%
Total General Fund	2,483.14	2,492.61	2,563.94	2,616.69	2.06%
Federal Grants (0300)					
General					
Attorney	11.37	11.37	11.37	9.00	-20.84%
Fire Department	0.50		-	-	0.00%
Health and Family Support	19.70	22.90	23.90	24.90	4.18%
Police Department	32.85	1.00	1.00	-	-100.00%
Total General	64.42	35.27	36.27	33.90	-6.53%
City Coordinator					
City Coordinator Empowerment Zone		2.00	2.00	3.00	50.00%
Civil Rights			7.34		-100.00%
Grants & Special Projects	0.45	0.45	0.45	0.45	0.00%
Finance Department	2.05	2.05	2.05	2.67	30.24%
Licenses and Consumer Services	11.00	11.00	8.00	8.00	0.00%
Total City Coordinator	13.50	15.50	19.84	14.12	-28.83%
Total Federal Grants	77.92	50.77	56.11	48.02	-14.42%
CDBG/UDAG Fund (0400)					
General					
Civil Rights	4.35	4.35	4.32	4.32	0.00%
Health and Family Support	6.15	6.15	7.15	7.15	0.00%
Planning Department	18.80	16.70	15.10	15.10	0.00%
Total General	29.30	27.20	26.57	26.57	0.00%

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	1999 Authorized	2000 Authorized	2001 Authorized	2002 Adopted	% Change
City Coordinator					
Grants & Special Projects	3.55	3.55	3.55	3.55	0.00%
Finance Department	4.90	4.80	5.05	3.56	-29.50%
Total City Coordinator	8.45	8.35	8.60	7.11	-17.33%
Total CDBG/UDAG Fund	37.75	35.55	35.17	33.68	-4.24%
Grants - Other (0600)					
General					
Attorney		0.50	6.00	5.50	-8.33%
Health and Family Support	29.91	29.64	31.14	32.14	3.21%
Police Department	5.77				
Total General	35.68	30.14	37.14	37.64	1.35%
City Coordinator					
Communications	3.00	3.00	1.00		-100.00%
Finance Department	0.95	0.95	0.95	0.77	-18.95%
Total City Coordinator	3.95	3.95	1.95	0.77	-60.51%
Total Grants - Other	39.63	34.09	39.09	38.41	-1.74%
Convention Center Related (0760)					
City Coordinator					
Finance Department	5.00	4.00	4.00	-	-100.00%
Human Resources	1.00	1.00	1.00	1.00	0.00%
Convention Center Operations ⁴	132.40	134.40	189.20	213.60	12.90%
Total City Coordinator	138.40	139.40	194.20	214.60	10.50%
Total Convention Center Related	138.40	139.40	194.20	214.60	10.50%
Police Special Revenue (2100)					
Police Department	6.75	7.25	5.50	6.00	9.09%
Total Police Special Revenue	6.75	7.25	5.50	6.00	9.09%
Permanent Improvement Projects (4100)					
City Coordinator					
Finance Department	8.65	9.70	8.70	-	-100.00%
Near North Implementation		2.50	-		
Total City Coordinator	8.65	12.20	8.70	-	-100.00%
Public Works					
Engineering Services	43.60	53.60	52.60	58.60	11.41%
Field Services	5.00	4.85	6.00	5.00	-16.67%
Property Services	5.00	6.00			
Total Public Works	53.60	64.45	58.60	63.60	8.53%
Total Permanent Improvement	62.25	76.65	67.30	63.60	-5.50%
Paving Products (6000)					
City Coordinator					
Finance Department	1.70	1.60	1.60	-	-100.00%
Total City Coordinator	1.70	1.60	1.60	-	-100.00%
Public Works					
Engineering Materials and Testing	22.20	20.00	19.00	19.50	2.63%
Total Public Works	22.20	20.00	19.00	19.50	2.63%
Total Paving Products	23.90	21.60	20.60	19.50	-5.34%
Equipment Fund (6100)					

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	1999	2000	2001	2002	
	Authorized	Authorized	Authorized	Adopted	% Change
City Coordinator					
Finance Department	8.75	8.80	8.45	-	-100.00%
Total City Coordinator	8.75	8.80	8.45	-	-100.00%
Public Works					
Equipment	83.60	237.60	237.60	257.60	8.42%
Property Services	10.30	10.30	10.30		-100.00%
Total Public Works	93.90	247.90	247.90	257.60	3.91%
Total Equipment Fund	102.65	256.70	256.35	257.60	0.49%

Property Services (6200)

City Coordinator					
Finance Department	2.10	1.25	1.50	-	-100.00%
Total City Coordinator	2.10	1.25	1.50		-100.00%
Public Works					
Property Services ⁵	49.15	48.85	51.85	66.80	28.83%
Total Public Works	49.15	48.85	51.85	66.80	28.83%
Total Property Services	51.25	50.10	53.35	66.80	25.21%

Public Works Stores (6300)

City Coordinator					
Finance Department	3.25	2.50	2.50	-	-100.00%
Total City Coordinator	3.25	2.50	2.50	-	-100.00%
Public Works					
Engineering Materials and Testing	6.00	6.00	7.00	7.00	0.00%
Transportation	2.00	2.00	2.00	2.00	0.00%
Total Public Works	8.00	8.00	9.00	9.00	0.00%
Total Public Works Stores	11.25	10.50	11.50	9.00	-21.74%

Intergovernmental Services (6400)

City Clerk	5.50	5.50	5.50	5.50	0.00%
Total City Clerk	5.50	5.50	5.50	5.50	0.00%
City Coordinator					
Finance Department	2.00	1.90	2.25	-	-100.00%
Information and Technology Services	66.35	67.35	74.85	76.85	2.67%
Total City Coordinator	68.35	69.25	77.10	76.85	-0.32%
Total Intergovernmental Services	73.85	74.75	82.60	82.35	-0.30%

Self Insurance (6900)

Attorney	41.67	43.67	47.67	47.70	0.06%
Total Attorney	41.67	43.67	47.67	47.70	0.06%
City Coordinator					
Finance Department	11.00	11.10	10.40	10.00	-3.85%
Human Resources	6.00	5.25	6.25	5.25	-16.00%
Alternate Dispute Resolution	-	0.75	-		
Total City Coordinator	17.00	17.10	16.65	15.25	-8.41%
Total Self Insurance	58.67	60.77	64.32	62.95	-2.13%

Sewer (7300)

City Coordinator					
Finance Department	2.20	1.80	1.80	-	-100.00%
Total City Coordinator	2.20	1.80	1.80	-	-100.00%

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	1999 Authorized	2000 Authorized	2001 Authorized	2002 Adopted	% Change
Public Works					
Engineering Services ⁶	18.90	19.90	19.90	23.90	20.10%
Field Services		25.30	25.30	26.34	4.11%
Sewer Maintenance	57.10	59.10	61.10	61.90	1.31%
Total Public Works	76.00	104.30	106.30	112.14	5.49%
Total Sewer	78.20	106.10	108.10	112.14	3.74%
Water Revenue (7400)					
City Coordinator					
Finance Department	54.30	53.30	53.10	45.00	-15.25%
Total City Coordinator	54.30	53.30	53.10	45.00	-15.25%
Public Works					
Administration	0.50	-	-		
Engineering Services		9.00	10.00	11.00	10.00%
Water Department	257.75	240.75	240.75	241.00	0.10%
Total Public Works	258.25	249.75	250.75	252.00	0.50%
Total Water Revenue	312.55	303.05	303.85	297.00	-2.25%
Municipal Parking (7500)					
City Coordinator					
Finance Department	10.10	9.60	9.45	5.00	-47.09%
Licenses and Consumer Services ⁷	37.00	37.00	38.00	42.00	10.53%
Total City Coordinator	47.10	46.60	47.45	47.00	-0.95%
Public Works					
Transportation ⁸	43.95	45.30	45.30	54.80	20.97%
Total Public Works	43.95	45.30	45.30	54.80	20.97%
Total Municipal Parking	91.05	91.90	92.75	101.80	9.76%
Solid Waste and Recycling (7700)					
City Coordinator					
Finance Department	3.90	3.65	3.65	-	-100.00%
Total City Coordinator	3.90	3.65	3.65	-	-100.00%
Public Works					
Solid Waste	114.90	109.90	115.90	126.50	9.15%
Total Public Works	114.90	109.90	115.90	126.50	9.15%
Total Solid Waste and Recycling	118.80	113.55	119.55	126.50	5.81%
Independent Boards - For Information Only					
Board of Estimate and Taxation	2.00	2.00	2.00	2.00	0.00%
Library Board	358.89	358.89	357.99	355.70	-0.64%
MCDA	163.50	157.00	158.00	150.63	-4.66%
Municipal Building Commission	61.00	59.00	15.00	66.50	343.33%
Neighborhood Revitalization Program ⁹	18.00	16.00	15.00	13.00	-13.33%
Park Board ¹⁰	566.16	574.55	583.00	877.79	50.56%
Youth Coordinating Board ¹¹	32.25	28.50	28.50	40.40	41.75%
Total Independent Boards	1,201.80	1,195.94	1,159.49	1,506.02	29.89%
Total All Funds	4,969.81	5,121.28	5,233.77	5,662.66	8.19%

¹ The adopted 2002 for the Department of Health and Family Support includes the addition of 3.0 FTEs for the program Welcoming New Arrivals.

² The Finance Department General Fund FTEs increased significantly from 2001 to 2002 due to a reorganization of the department. These are not new FTEs, but are FTEs which have been reallocated from other funds.

³ In the Inspections Department the adopted 2002 budget has added the Minneapolis Geographic Information System (GIS) program for 5.0 FTEs.

⁴ To accommodate the Convention Center expansion the adopted 2002 budget provides additional staff (13.0 FTEs) for the 75% increase in the

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	1999	2000	2001	2002	
	Authorized	Authorized	Authorized	Adopted	% Change

facility size and occupancy rate.

⁵ Public Works Radio Shop was moved from the Permanent Improvement Fund into the Property Services Fund. 2.0 FTEs were also added by Infrastructure Gap Decision Packages.

⁶ As part of the Combined Sewer Overflow Team Decision Package, 3.0 FTEs were added.

⁷ Personnel (4.0 FTEs) were appropriated during 2001 in the License Department's Parking & Traffic Control division for the Right of Way Obstruction fee program in affiliation with Public Works.

⁸ The Council adopted the Parking Services Business Plan Decision Package which adds 6.0 FTEs.

⁹ The Neighborhood Revitalization Program eliminated a vacant Neighborhood Specialist position and did not renew the Project Internship position for a reduction of 2.0 FTEs.

¹⁰ The Park Board FTEs changed drastically from 2001 authorized to 2001 Adopted because seasonal and/or part time workers were included in the FTE count starting in 2002.

¹¹ The Youth Coordinating Board expanded, with State and Federal Funding, the Father Program and the Healthy Start Program, and two contract

City of Minneapolis Capital Budget Narrative Overview

Capital Improvement Budget Development

The City has a five-year capital improvement plan. Annually, departments prepare and modify capital improvement proposals. Capital improvement proposals are reviewed by the Budget Coordination Unit, the City Planning Commission and the Capital Long-Range Improvements Committee (CLIC).

The Capital Long-Range Improvement Committee is a citizen advisory committee to the Mayor and City Council. The committee is authorized to have 33 appointed members, composed of two members per Council Ward and seven at-large members appointed by the Mayor. The committee elects a Chair and Vice Chair and breaks itself into two programmatic task forces of approximately the same number of members. Each task force elects a Chair and Vice Chair. Collectively, these six elected members form the Executive Committee and represent CLIC in meetings with the Mayor and City Council.

The two task forces are currently titled "Transportation and Property Services" and "Government Management, Health and Safety and Human Development". The task forces receive and review all Capital Budget Requests (CBR's) for their program areas as submitted by the various City departments, independent boards and commissions.

During two all day meetings, departments and boards who prepared the CBR's formally present their needs and offer explanations for their requests. Task force members then rate all proposals using a rating system with several specific criteria and create a numerical ranking for each project. Highest ranking priorities are then balanced against available resources by year to arrive at a cohesive five year capital improvements program recommendation to the Mayor.

For this five year plan covering years 2002 - 2006, there were 130 CBR's reviewed and rated, nine CBR's not rated and a review of the ongoing Public Safety Initiative Program. The total requested capital budget for the five years was \$644,392,000.

CLIC'S recommendations serve as the basis from which the Mayor and City Council's decisions are made. The Mayor makes recommendations on the capital budget as well as the operating budget. The Council adopts the five-year capital plan simultaneously with the operating budget.

Highlights of the 2002-2006 Capital Improvement Plan

Property Tax Supported –Public Works. The 2002 adopted budget includes \$16.3 million in base funding for Public Works capital. The Capital Improvement Program (CIP) will add \$1.0 million annually in base funding for infrastructure "gap" closure, beginning in 2003 through 2006. From 1999 to 2001, \$5.0 million of base funding has been added to the "gap closure program.

Below is a summary of the 2002-2006 adopted CIP for Public Works infrastructure “gap” closure program.

Adopted 2002-2006 CIP for Public Works (in thousands)					
	2002	2003	2004	2005	2006
Base Program	\$16,301	\$16,791	\$16,874	\$17,440	\$17,087
Infrastructure “Gap” Closure Program	\$0 ¹	\$1,000	\$2,000	\$3,000	\$4,000
Total	\$16,301	\$17,791	\$18,874	\$20,440	\$21,087

Property Tax Supported—Park Board. The budget includes \$4.9 million in funding for Park Board capital. This includes \$1.9 million for the base program and \$3.0 million for the first year of the “gap” closure program for the Parks. The \$3.0 million for “gap” closure is included in the Park Board 2002 property tax levies, an increase of \$1.5 million from 2001.

Utility Fee Supported. The budget includes \$1.0 million in additional water and sewer related infrastructure expenditures “gap closure” as planned. This investment continues the City’s commitment to closing the infrastructure “gap” for water and sewer services. The water and sewer 5-year utility rate schedule approved as part of the 2001 budget reflected this planned investment.

¹ The permanent improvement tax levy was increased by \$1 million in 2002 to replace the one-time \$1 million General Fund transfer in 2001. This was done to ensure the continuity of the gap closure program.

Relationship between the Capital and Operating Budgets

As part of the CLIC process, Departments and Independent Boards identify capital projects which effect their operating costs in many cases. They identify some of the aspects of the projects which may increase or decrease operating costs. As part of the 2002-2006, these are the self-reported effects of adopted capital projects (please refer to this sections glossary for definitions of abbreviations):

Project Name	Submitting Department or Board	Comments
Animal Shelter	Licenses and Consumer Services – Animal Control	Approximately \$100,000 in additional operating costs are identified relating to personnel, utilities and repairs.
Arts in Public Places	City Coordinator – Office of Cultural Affairs	Considerable costs relating to the maintenance and repair of public art have been identified.
Athletic Field Renovation	Park Board	Not reported
Avenue of the Arts Streetscape Downtown 1 st -12 th	Public Works – Engineering Services	Not reported
Building Security and Fire Systems	Park Board	Not reported
Central Avenue NE (27 th – 37 th Avenue NE)	Public Works – Engineering Services	Not reported
Chain of Lakes Water Quality Improvements – Phase 2	Public Works – Sewer	\$5,000 in increased personnel costs cited.
Combined Sewer Overflow Improvements – Phase 2	Public Works – Sewer	Maintenance of these improvements will not require any substantial increase in the overall budget of the City's Sewer Maintenance department.
Community and Neighborhood	Park Board	Not reported

Project Name	Submitting Department or Board	Comments
Center Rehabilitation		
Como Avenue Southeast	Public Works – Engineering Services	Not reported
Complete SCADA System	Public Works – Water	Reported as cost neutral
Council Chambers Renovation Project	Public Works – Property Services	Not reported
CSAH Paving Program	Public Works – Engineering Services	Not reported
Diseased Tree Program	Park Board	Not reported
East 38 th Street	Public Works – Engineering Services	Not reported
Facilities Project – Hiawatha	Public Works	Not reported
Facilities Repair and Improvement	Public Works	The majority of the projects included in the program are of small scale and do not provide significant operational savings. The key operational savings achieved by yearly investment in facilities is to keep operational costs from significantly increasing in the future.
15 th Avenue SE	Public Works – Engineering Services	Not reported
Forensic Laboratory	Police	\$139,000 in additional operating costs identified relating to utilities and staffing
Franklin Library Historic Preservation/Improvement/Expansion	Library Board	Approximately \$400,000 in additional operating costs identified relating to utilities, equipment and maintenance and service staffing.
Gates and Manholes	Public Works – Water	Slight decrease reported

Project Name	Submitting Department or Board	Comments
Gym Floor Replacement	Park Board	Not reported
Hennepin Avenue Streetscape Improvement Initiative	Public Works – Engineering Services	Not reported
Hiawatha/Minnehaha Railroad Project	Public Works – Engineering Services	Not reported
HVAC Improvements	Park Board	Not reported
Huron Boulevard at Fulton Street SE, Intersection Redesign	Public Works - Engineering Services	Not reported
I-35W (42 nd Street – Crosstown)	Public Works – Engineering Services	Not reported
Implementation of US EPA Storm Water Regulations	Public Works – Sewer	\$5,000 – This program is set up to meet the requirements of the Federal Clean Water Act. The US EPA has mandated that all cities with a population of 100,000 and greater initiate programs to improve the quality of storm water run off. The legal mechanism is the issuance of a National Pollutant Discharge Elimination System (NPDES) permit. Failure to abide by the permit will put the City at risk for penalties under the Clean Water Act, including fines and citizen's lawsuits.
Lake Street Reconstruction & Streetscape (segments 1-3)	Public Works – Engineering Services	Not reported
Large Gate & Valve Replacement	Public Works – Water	Not reported
Large Watermain Cleaning and Lining	Public Works – Water	Not reported
LaSalle	Public Works	Not reported

Project Name	Submitting Department or Board	Comments
Avenue South	– Engineering Services	
Life Safety Improvements (City Hall)	Municipal Building Commission	Approximately \$30,000 in additional operating costs related to staffing and repairs. Additional commentary: Hennepin County funded \$312,000 and \$230,000 in previous years that has not been matched by the City of Minneapolis. The lack of adequate fire alarms and sprinklers at the City Hall Courthouse received increased media attention in 1999.
Linden Hills Library Renovation and Expansion	Library Board	Approximately \$210,000 in additional operating costs were reported, including maintenance and service personnel, and repairs, equipment and utilities.
Manhole Repair/ Replacement	Public Works – Water	Not reported
Mechanical Systems Upgrade (City Hall)	Municipal Building Commission	Operational cost savings will only be significantly achieved when all phases of project are complete. Currently, the City of Minneapolis and Hennepin County are on differing funding schedules for this project. Agency request reflects the recommended funding schedules of the City of Minneapolis and Hennepin County in their respective capital budgeting processes. Increasing air supply to the building by 40% will increase steam and chilled water consumption proportionally. This cost increase will be offset by efficiency improvements of the new systems. All units will be DDC controlled and all units will have variable speed drives and high efficiency motors. Exhaust systems will have energy recovery capabilities. Areas of the building that are not occupied will be programmed to off-hour parameters. Other potential soft cost savings could be achieved through fewer sick days by employees, higher productivity, and fewer work compensation claims related to indoor air quality.
Miscellaneous Segments	Public Works – Engineering Services	Not reported
New Fire Station #14	Fire	\$42,000 in additional operating costs identified relating to utilities and repairs
New 40 Gallon Southwest Reservoir	Public Works – Water	Slight increase reported.

Project Name	Submitting Department or Board	Comments
Nicollet Avenue South Phase II	Public Works – Engineering Services	Not reported
Northeast Waterpark	Park Board	Not reported
Off Leash Recreation Areas	Park Board	Not reported
Park Board Capital Storm Drain	Public Works – Sewer	A thorough inventory of existing Park Board storm drain system is needed before a maintenance analysis can be done.
Park Board Infrastructure Gap Projects	Park Board	Not reported
Parking Lot Rehabilitation	Park Board	Not reported
Parkway Paving	Public Works – Field Services	Not reported
Parkway Paving Gap	Public Works – Field Services	Not reported
Pierre Bottineau Community Library	Library Board	Approximately \$510,000 in additional operating costs were identified, including maintenance and service personnel and related utilities and repair costs.
Repayment of NRP Loan	Park Board	Not reported
Richfield Road	Public Works – Engineering Services	Not reported
Roof Repair & Replacement	Public Works – Water	Not reported
Roof Replacement	Park Board	Not reported
Rotunda Repairs	Municipal Building Commission	The majority of the work is a one time expense with considerable life without new investment. Example is the stained glass. The request reflects the recommended funding schedules of the City of Minneapolis and Hennepin County in existing capital budgeting processes. The floor once repaired should be repaired immediately if a problem develops. There

Project Name	Submitting Department or Board	Comments
		will be minimal reduction in annual electrical usage with new lighting fixtures.
Nokomis Community Library Improvements	Library Board	Approximately \$340,000 in additional operational costs were identified, including maintenance and service personnel, utilities and equipment.
Rehabilitation of Shelter Buildings	Park Board	Not reported
Service Center Rehabilitation	Park Board	Not reported
Site and Tot Lot Rehabilitation	Park Board	Not reported
Sixth Avenue North	Public Works – Engineering Services	Not reported
Snelling Avenue Extension	Public Works – Engineering Services	Not reported
Southeast Minneapolis Industrial (Phase II)	Public Works – Engineering Services	Not reported
Space Management – Functional Improvements	Finance – Space and Asset Management	Not reported
Storm Tunnel, Sanitary Tunnel & Sanitary Sewer Rehabilitation	Public Works – Sewer	Not reported
Storm & Sewer Work on Street Renovation Program	Public Works – Sewer	\$300 – Assuming that this project results in 300 feet of new storm drain, and that each foot of storm drain costs \$1.00 to maintain then the total additional maintenance cost is \$300 per year.
Street Renovation Program	Public Works – Engineering Services	The renovation program is an important program because by investing a little money up front, the life of pavement is extended 15 to 20 years. A mill and overlay is much less expensive than a total

Project Name	Submitting Department or Board	Comments
		reconstruction project. This program is one way to narrow the infrastructure gap that exists today.
Street Renovation Program Gap	Public Works – Engineering Services	Not reported
Tenth Street South	Public Works – Engineering Services	Not reported
Tennis Court Rehabilitation	Park Board	Not reported
Third Avenue South “Avenue of the Arts” Neighborhood Roadway	Public Works – Engineering Services	Not reported
Third Avenue South “Avenue of the Arts” Neighborhood Streetscape	Public Works – Engineering Services	Not reported
Third Avenue South “Avenue of the Arts” Roadway	Public Works – Engineering Services	Not reported
27 th Avenue South	Public Works – Engineering Services	Not reported
Ultra Filtration Program	Public Works – Water	Reported \$550,000 in unspecified increased operational costs
Urban Village Public Infrastructure	Public Works – Engineering Services	\$1,125 – assuming that this project results in 300 feet of new storm drain, and that each foot of storm drain costs \$0.75 to maintain, then the total additional maintenance cost is \$225 per year, totaling \$1,125 over 5 years.
Water Meter Replacement	Public Works – Water	Not reported
Water Treatment Residuals Management	Public Works – Water	Not reported
Watermain Replacement	Public Works – Water	Not reported

Project Name	Submitting Department or Board	Comments
and/or Cleaning and Lining		
West Broadway Avenue Streetscape	Public Works – Engineering Services	Not reported

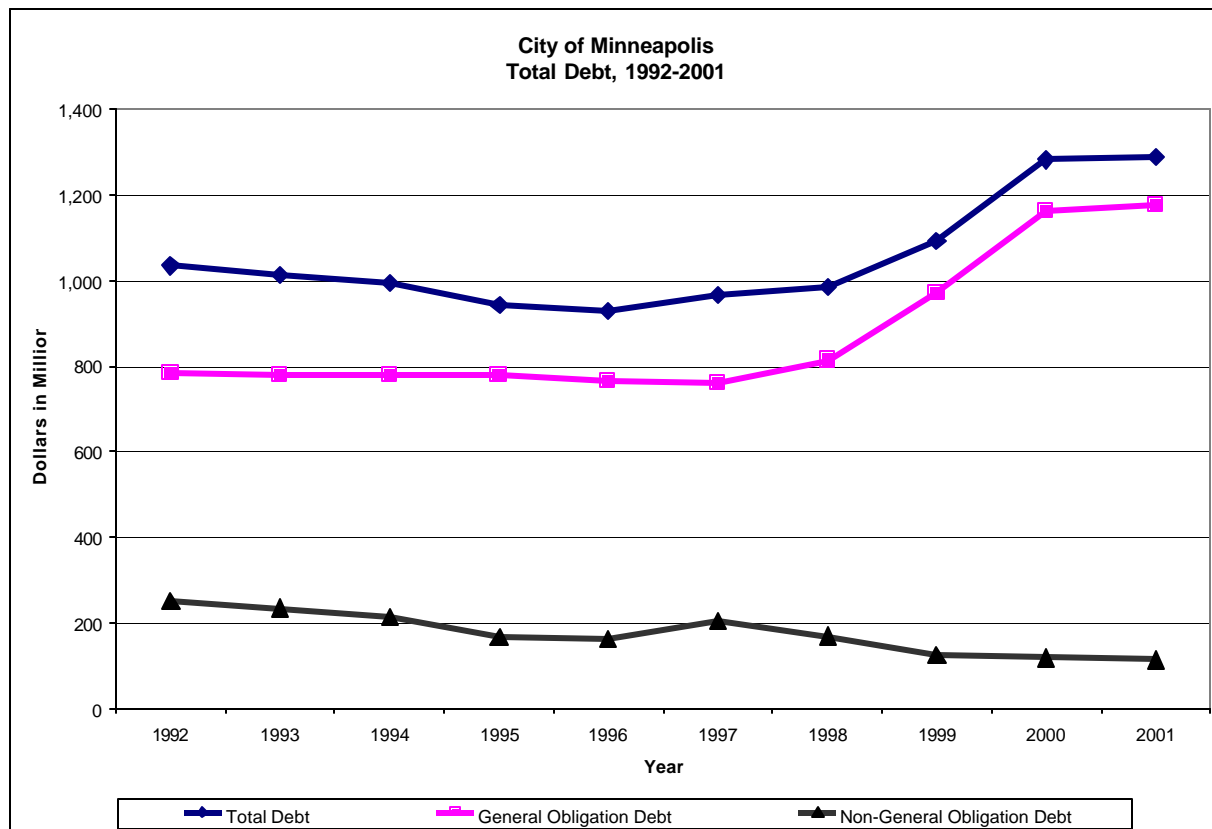
City Debt

Minneapolis' total general obligation debt increased from \$1.164 billion at 12/31/2000 to \$1.175 billion at 12/31/2001.

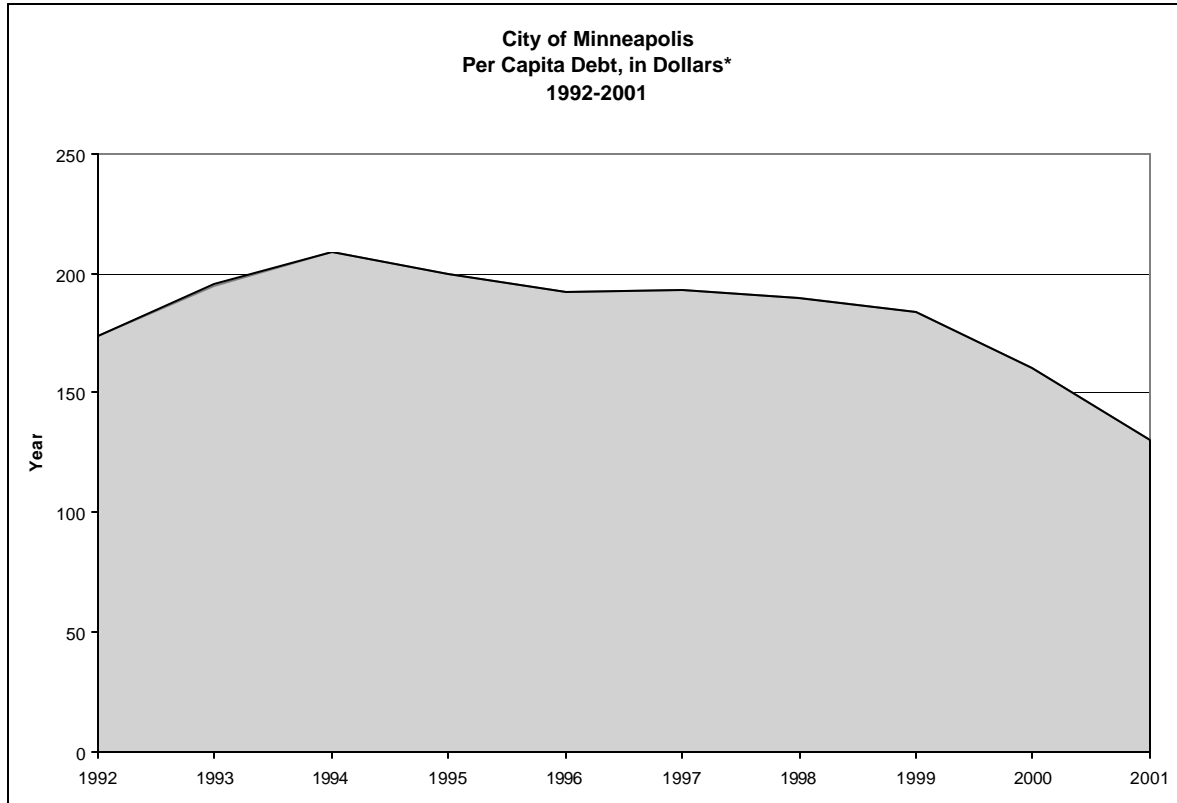
Management of the City's debt involves consideration not only of the absolute amount of debt, but also attention to yearly trends in the relationship of the debt to other financial measures. For purposes of this presentation, Mortgage Revenue bonds and General Agency Reserve Fund System bonds of the Minneapolis Community Development Agency are not included as City Debt.

Debt Trends

The accompanying chart shows a ten year history of the total City debt level for years 1992 - 2001. The total includes general obligation debt, backed by the full faith and credit of the City, and non-general obligation debt, which currently includes only tax increment revenue bonds.



The chart showing general obligation debt per capita suggests that on a per-person basis, the general obligation debt supported by property taxes peaked in 1994 and has been decreasing ever since. Part of the reduction in 2000 and 2001 is due to the census increasing the population from 368,383 to 382,618, but this type of debt has continued to fall during this timeframe and is currently at its lowest level in ten years.



* Figures shown are adjusted indebtedness, which represents the total general obligation indebtedness of the City less that indebtedness supported by revenues other than general property taxes.

The following information details the Year 2001 Bond Sales:

August

In August, the City issued \$93,000,000 of General Obligation Various Purpose fixed rate bonds supporting the five year capital plan and also issued \$9,245,000 of General Obligation Improvement bonds for several special assessment projects.

The various purpose bonds were for construction activities as follows:

\$11,102,000	Sewer & Flood Mitigation Projects
6,225,000	Water Works Projects
15,000,000	Parking Ramp – East LRT
25,620,000	Calling/Restructuring Variable Rate Bonds
6,000,000	Fleet Equipment Purchases
2,050,000	Park Improvements
5,800,000	Park Board – Fort Snelling Complex
2,003,000	Library Improvements
436,500	Municipal Building Commission Projects
5,518,000	Information Technology Projects
11,045,500	Public Works and Miscellaneous Projects
500,000	Park Board Diseased Trees
1,700,000	Public Safety Initiative Projects

October

In October, the City issued \$36,400,000 of General Obligation Convention Center variable rate bonds for the final phase of the Minneapolis Convention Center Expansion project.

November

In November, the City issued \$15,275,000 of Taxable General Obligation Tax Increment fixed rate bonds and \$1,100,000 of General Obligation Tax Increment Bonds for the West Side Milling project and \$4,500,000 of General Obligation Tax Increment Bonds for the Humboldt Greenway project.

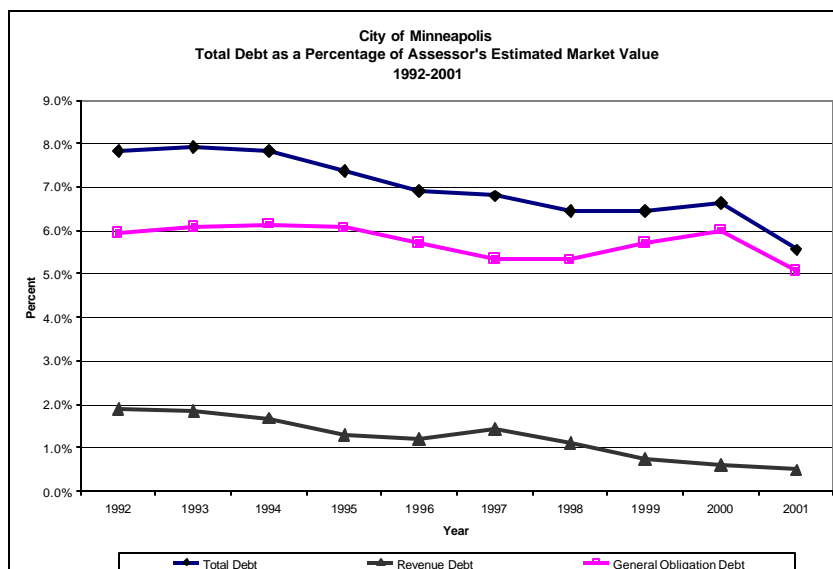
Debt Capacity – Total Debt

The ratio of total outstanding debt to the Minneapolis City Assessor's market value of taxable property decreased to an estimated 5.5 percent in 2001, from 6.6 percent the previous year.

The primary goal of the City's debt management is maintaining the City's ability to incur debt at minimal interest rates without endangering the City's ability to finance essential City services. The policy focuses on a revenue/debt ratio approach and calls for the City to closely monitor the absolute amounts and year-to-year trends of key financial ratios. The policy states that the City should limit the issuance of new bonded debt so as to make improvements in the key financial ratios over time.

The key management ratio used in monitoring total debt is total debt outstanding as a percent of estimated full market value of Minneapolis' taxable property.

The data from 1992 - 1994 shows the highest total debt/market ratio even while the total debt level was decreasing each year. This fact was due to declining market valuations experienced in the early 1990's. From 1994 - 1999, the ratio's favorable downward trend reflects a recovery in property valuations at the same time the total debt level was stable to slightly increasing. Total Debt levels increased significantly in 2000 and to a lesser degree in 2001 but the impacts were offset by a continuing increase in the market value of the City's taxable property.



Computation of the City's Legal Debt Margin

The following is the computation of the legal debt margin, included in the City's most recent Comprehensive Annual Financial Report for December 21, 2000. The computation has not changed substantively.

INSERT

Debt Service and Debt Reduction Program

Included in the 2002 budget is \$900,000 for the City's debt reduction program. The debt reduction program is a plan to reduce the City's reliance on debt for funding on-going public works capital needs. The plan calls for an additional \$900,000 in base funding each year for 10 years in order to position the City for pay-as-you-go for capital expenditures. Since 1999, the City will have added \$3.6 million for debt reduction, including the \$900,000 for 2002 budget.

Glossary of Terms & Abbreviations for the Capital Program

CLIC - Capital Long-Range Improvement Committee – a committee of up to 33 private citizens appointed by the 13 Council members (2 per Ward) and Mayor (7). The committee reviews Capital proposals and recommends priorities for capital spending within specified resource parameters.

PSI - Public Safety Initiative - a special program set up to address costs associated with the regional 800 megahertz emergency response radio system and other Public Safety related capital needs.

REVENUE RESOURCE RELATED DESCRIPTIONS:

PI TAX - Permanent Improvement Tax Levy - a separately identified tax levy used to provide “pay as you go” resources for capital projects and associated operating cost center expenses. Pay as you go refers to using existing cash and available fund balances to pay project expenses in lieu of borrowing.

NDB - Net Debt Bonds – property tax supported bonds issued to finance general City infrastructure improvements. Debt service is paid by taxes collected for the annual Bond Redemption Levy.

CDBG - Community Development Block Grant - a Federal Grant program resource.

MSA - Municipal State Aid - refers to gas tax dollars distributed to local governments for use on State designated Municipal State Aid streets - usually major thoroughfares.

ASSM - Assessments - improvements paid for partially or wholly by property owners.

NON APPROP - Non Appropriated – reflects cost participation from County, State or Federal dollars.

Enterprise Bonds/Revenue - bonds related to the Sewer, Water and Parking enterprises of the City. Debt Service is paid for by user fees charged for these enterprise services. Enterprise revenues are “pay as you go” sources anticipated to be available in the enterprise funds.

REIMB - refers to Capital work performed by divisions of Public Works for which reimbursements are received from other City departments, outside government agencies or private businesses.

ACRONYMS & ABBREVIATIONS USED IN PROJECT TITLES:

HVAC - Heating, Ventilation and Air Conditioning

NRP – Neighborhood Revitalization Program

CSAH – County State-Aid Highway – a County project leveraging a local share from Minneapolis.

HCRRA – Hennepin County Regional Railroad Authority

Glossary of Terms & Abbreviations for the Capital Program

ACRONYMS & ABBREVIATIONS USED IN PROJECT TITLES - continued:

BNSF – Burlington Northern Santa Fe railroad

LED – Light Emitting Diode (example - pedestrian signal crossing lights)

Henn/Lyn – Hennepin/Lyndale Avenues

US EPA – United States Environmental Protection Agency

SCADA – Supervisory Control and Data Acquisition – water system controls.

MPD – Minneapolis Police Department

SUBMITTING AGENCY OR DEPARTMENT ABBREVIATIONS:

PW – Public Works

Reg Svcs – Regulatory Services

MBC – Municipal Building Commission

ITS – Information & Technology Services

City Coord – City Coordinator

MCDA – Minneapolis Community Development Agency

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
ART IN PUBLIC PLACES							
HD01	Art in Public Places	230	220	230	240	270	1,190
Total Art in Public Places		230	220	230	240	270	1,190
MUNICIPAL BUILDING COMMISSION							
GM07	Life Safety Improvements	220	220	220	220	220	1,100
GM08	Mechanical Systems Upgrade	320	500	500	560	560	2,440
GM09	Ground Floor Public Restrooms	0	0	0	0	0	0
GM10	Rotunda Repairs	166	0	0	0	0	166
GM11	Tower and Interior Court Elevators	0	0	0	0	0	0
Total Municipal Building Commission		706	720	720	780	780	3,706
LIBRARY BOARD							
HD03	Pierre Bottineau Community Library Relocation	241	0	0	0	0	241
HD04	Northeast Library Expansion/Remodeling	0	0	0	0	0	0
HD05	Roosevelt Community Library Improvements	0	0	0	0	0	0
HD06	Webber Park Library Expansion*	0	0	0	0	0	0
HD08	Sumner Community Library Expansion/Remodeling/Preservation	0	0	0	0	0	0
HD10	Linden Hills Library Renovation and Expansion	336	0	0	0	0	336
HD11	East Lake Expansion/Remodeling*	0	0	0	0	0	0
HD12	North Regional Library Improvements*	0	0	0	0	0	0
HD13	Franklin Library Historic Preservation/Improvement/Expansion	0	1,000	0	0	0	1,000
HD14	Southeast Community Library Improvements*	0	0	0	0	0	0
HD15	Nokomis Community Library Improvements	0	0	0	0	1,600	1,600
Total Library Board		577	1,000	0	0	1,600	3,177
PARK BOARD							
HD21	Community & Neighborhood Center Rehabilitation	0	1,570	2,800	3,000	4,225	11,595
HD22	Site and Tot Lot Rehabilitation	1,675	800	1,825	800	450	5,550
HD23	Rehabilitation of Shelter Buildings	0	0	0	1,200	400	1,600
HD24	Athletic Field Renovation	500	495	750	500	750	2,995
HD25	Service Center Rehabilitation	0	175	150	0	0	325

* - Funded by Special Referendum, amounts not included in the five year capital improvements program.

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
PARK BOARD - continued							
HD26	Tennis Court Rehabilitation	150	150	150	300	300	1,050
HD27	Gym Floor Replacement	80	80	225	150	75	610
HD29	HVAC Improvements	85	135	235	225	100	780
HD30	Diseased Tree Program	500	500	500	500	500	2,500
HD34	Grant Matching Funds	0	0	0	0	0	0
HD35	Loring Art Center	0	0	0	0	0	0
HD36	Northeast Waterpark	1,500	1,500	0	0	0	3,000
HD37	Building Security and Fire Systems	0	0	75	75	50	200
HD38	Contingency	0	0	0	0	0	0
HD41	Off Leash Recreation Areas	50	50	50	0	0	150
HD43	Repayment of NRP Loan	100	0	0	0	0	100
HD44	Parking Lot Rehabilitation	80	200	200	200	200	880
HD51	Roof Replacement	130	195	340	300	0	965
HDXX	Park Board Infrastructure Gap Projects	570	1,070	620	670	870	3,800
Total Park Board		5,420	6,920	7,920	7,920	7,920	36,100
PUBLIC WORKS DEPARTMENT							
FACILITY IMPROVEMENTS							
GM01	Facilities Repair and Improvements	1,500	1,500	1,500	1,500	1,500	7,500
GM02	Public Works Facilities Project - Hiawatha	2,560	1,466	2,754	5,353	3,799	15,932
Total Facility Improvements		4,060	2,966	4,254	6,853	5,299	23,432
STREET PAVING							
T01	Parkway Paving	1,100	1,100	1,100	1,300	1,300	5,900
T01G	Parkway Paving Gap	0	0	0	350	380	730
T02	Miscellaneous Segments Program	0	226	0	1,018	0	1,244
T03	Street Renovation Program	4,542	7,223	6,061	4,033	5,115	26,974
T03G	Street Renovation Program Gap	0	953	1,246	2,332	2,521	7,052
T04	CSAH Paving Program	1,050	850	0	1,000	1,000	3,900
T06G	Urban Village Public Infrastructure	300	0	0	0	0	300
T08	Snelling Avenue Extension	0	0	0	0	452	452
T11	Alley Resurfacing & Retaining Wall Rehabilitation	180	245	188	247	0	860
T16	Southeast Minneapolis Industrial (Phase II)	0	2,960	4,787	0	0	7,747

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
STREET PAVING - continued							
T17	I-35W & Lake St. Interchange Reconstruction	0	0	0	0	0	0
T20	I-35W (42nd Street - Crosstown)	485	485	485	485	485	2,425
T21a	Third Avenue South "Avenue of the Arts" Roadway	2,958	0	0	0	0	2,958
T21c	Third Avenue South "Avenue of the Arts" Neighborhood Roadway	844	0	0	0	0	844
T23	Hiawatha/Minnehaha Railroad Project	157	0	0	0	0	157
T24	Central Avenue NE (27th - 37th Ave NE)	2,971	0	0	0	0	2,971
T25G	Nicollet Avenue South Phase II	0	3,579	0	0	0	3,579
T26	Tenth Street South	0	2,206	0	0	0	2,206
T27	Huron Blvd @ Fulton St SE, Intersection Redesign	0	0	124	0	0	124
T32	15th Avenue SE	0	0	2,392	0	0	2,392
T34	LaSalle Avenue South	0	0	2,705	0	0	2,705
T35	27th Avenue S	0	0	0	0	5,156	5,156
T36	Richfield Road	0	0	2,577	0	0	2,577
T37	Como Avenue Southeast	0	0	0	2,865	0	2,865
T38	East 38th Street	0	0	0	2,894	0	2,894
T40	Sixth Avenue North	0	0	0	1,440	0	1,440
T91	Loring GreenWay, Infrastructure Gap Project	556	0	0	0	1,500	2,056
R01	Reimbursable Paving Projects	3,000	3,000	3,000	3,000	3,000	15,000
Total Street Paving Projects		18,143	22,827	24,665	20,964	20,909	107,508
STREETSCAPES							
T10	West Broadway Avenue Streetscape	5,627	0	0	0	0	5,627
T12	Lake St. Reconstruction & Streetscape (Segment 1)	290	846	1,073	0	0	2,209
T13	Lake St. Reconstruction & Streetscape (Segment 2)	0	0	252	1,437	0	1,689
T14	Lake St. Reconstruction & Streetscape (Segment 3)	10	321	1,329	769	0	2,429
T15	Hennepin Ave Streetscape Improvement Initiative	3,715	0	0	0	0	3,715
T21b	Third Avenue South "Avenue of the Arts" Neighborhood Streetscape	2,099	0	0	0	0	2,099
T21d	Avenue of the Arts Streetscape Downtown 1st - 12th	0	0	0	0	0	0
Total Streetscape Projects		11,741	1,167	2,654	2,206	0	17,768
SIDEWALK PROGRAM							
T58	Defective Hazardous Sidewalks and Complete Gaps in the System	1,627	1,738	1,825	1,916	2,012	9,118

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
NEAR NORTH INFRASTRUCTURE							
NN01	Near Northside Redevelopment Project	7,925	10,244	15,566	9,795	3,375	46,905
BRIDGES							
T41	Major Bridge Repair and Rehabilitation	200	200	200	200	200	1,000
T42G	East River Parkway Bridge	0	0	653	0	0	653
T43	Chicago Avenue South Bridge	0	1,843	0	0	0	1,843
T44	Pleasant Avenue Bridge	0	0	0	0	0	0
T45	Fremont Avenue South Bridge	0	0	0	0	555	555
T46	First Avenue South Bridge over HCRRA	0	0	1,677	0	0	1,677
T47	Plymouth Avenue/BNSF, Bassett Creek	0	1,237	0	0	0	1,237
T48	Stevens Avenue Bridge	0	0	0	0	0	0
T49	Camden Avenue Bridge Rehabilitation	0	0	0	1,233	0	1,233
T50	St. Anthony Parkway Bridge over BNSF	0	0	972	0	0	972
T51G	10th Avenue SE Bridge Arch Rehabilitation	0	0	0	921	0	921
T52	Cedar Lake Parkway Bridge	0	0	0	0	0	0
TX7	Nicollet Avenue Bridge from Lake St. to 29th St.	0	0	0	0	3,930	3,930
Total Bridge Projects		200	3,280	3,502	2,354	4,685	14,021
TRAFFIC CONTROL & STREET LIGHTING							
T54	New Traffic Signals	170	290	0	100	100	660
T56	Dinkytown Bypass - Phase 1	0	0	0	0	0	0
T61	LED Replacement Program	0	0	0	0	1,000	1,000
T62	Computerized Traffic Signal Control Expansion	62	73	121	149	82	487
T63	Controller Conversion	397	500	500	200	500	2,097
T63G	Controller Conversion Gap	0	0	0	300	350	650
T64	Priority Vehicle Control System	0	0	425	425	425	1,275
T65	Traffic Signal, Signing & Lighting Improvements	344	396	432	425	391	1,988
T65G	Traffic Signal, Signing & Lighting Improvements Gap	0	0	0	0	0	0
T75	Adaptive Control Expansion	0	0	0	300	0	300
T78	Parkway Street Lighting Replacement	0	0	0	0	0	0
T79	Residential Lighting Replacement - Como	0	0	0	0	0	0
R04	Reimbursable Transportation Projects	500	500	500	500	500	2,500
Total Traffic Control & Street Lighting Projects		1,473	1,759	1,978	2,399	3,348	10,957

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
BIKE TRAILS							
T57	Cedar Lake Trail (Phase 3B)	0	0	0	0	300	300
T59G	Commuter Bicycle Route System	110	200	300	492	400	1,502
T60	Henn/Lyn Bicycle Project (Loring Bikeway)-Phase 1	574	0	0	0	0	574
TX5	18th Avenue NE Bikeway	0	110	0	0	0	110
Total Bike Trail Projects		684	310	300	492	700	2,486
SEWER							
PS01	Storm Tunnel, Sanitary Tunnel & Sanitary Sewer Rehabilitation	1,000	1,650	3,100	3,300	4,000	13,050
PS02	Miscellaneous Storm Drains	200	200	200	220	220	1,040
PS03	Storm & Sewer Work on Street Renovation Program	1,113	0	746	556	630	3,045
PS04	Implementation of US EPA Storm Water Regulations	200	250	250	250	250	1,200
PS05	Combined Sewer Overflow Improvements - Phase 2	0	0	1,000	500	500	2,000
PS08	Chain of Lakes Water Quality Improvements - Phase 2	150	150	250	0	0	550
PSPKBD	Park Board Capital Storm Drain	500	600	700	800	900	3,500
R02	Reimbursable Sewer and Storm Drain Projects	3,000	3,000	3,000	3,000	3,000	15,000
Various	Flood Mitigation Projects	7,125	3,355	5,620	2,545	1,525	20,170
Total Sewer Fund Projects		13,288	9,205	14,866	11,171	11,025	59,555
WATER							
IC1	Fridley Softening Plant Modification	0	0	0	0	0	0
ID4	New 40 Million Gallon Southwest Reservoir	0	0	0	2,000	11,000	13,000
IE1	Gates and Manholes	0	75	80	85	90	330
IIA1	Water Treatment Residuals Management	500	500	500	0	0	1,500
IIA1	Large Gate & Valve Replacement	190	200	210	220	230	1,050
IIA2	Watermain Replacement and/or Cleaning and Lining	1,900	2,687	3,323	5,200	5,400	18,510
IIA3	Water Meter Replacement	0	330	200	0	0	530
IIA4	Large Watermain Cleaning and Lining	490	1,188	1,732	3,520	3,615	10,545
IIA5	Manhole Repair/Replacement	145	150	155	160	165	775
IIG3	Roof Repair & Replacement	0	0	0	100	0	100
IIG9	Complete SCADA System	2,000	0	0	0	0	2,000
UP01	Ultrafiltration Program	0	20,000	25,000	27,540	41,000	113,540
R03	Reimbursable Water Projects	2,000	2,000	2,000	2,000	2,000	10,000
Total Water Fund Projects		7,225	27,130	33,200	40,825	63,500	171,880

CITY OF MINNEAPOLIS
2002 - 2006 CAPITAL BUDGET AS ADOPTED BY THE CITY COUNCIL

Project ID	Project Title	2002	2003	2004	2005	2006	TOTAL
							(in thousands)
PARKING							
T67	Residential Parking Program	150	150	150	150	150	750
T70	Bicycle Parking	30	30	30	30	35	155
T72	Northside Parking Ramp	0	0	0	0	15,000	15,000
T73	East Loop Distributor Ramp	15,000	0	0	0	0	15,000
Total Parking Fund Projects		15,180	180	180	180	15,185	30,905
Total Public Works Department Projects		81,546	80,806	102,990	99,155	130,038	494,535
MISCELLANEOUS PROJECTS							
GM03	MPD Forensic Laboratory	0	0	0	0	800	800
GM04	Regulatory Services - Space Improvements	0	0	0	0	0	0
GM05	New Fire Station #14 - see Public Safety Initiative detail sheet	0	0	0	0	0	0
GM06	Space Management - Functional Improvements	200	200	200	200	200	1,000
GM12	Presentation, Information and Communications Systems	0	0	0	0	0	0
GM13	Council Chambers Renovation Project	430	0	0	0	0	430
GM14	Information & Technology Data Center	0	0	0	0	0	0
HS03	Animal Shelter	2,000	0	0	0	0	2,000
HS05	Fire Training Campus Classroom/Vehicle Storage Facility	0	0	0	0	0	0
Total Miscellaneous Projects		2,630	200	200	200	1,000	4,230
PUBLIC SAFETY INITIATIVE*							
PSI01	800 Megahertz Radio System	7,751	8,803	0	0	0	16,554
PSI02	Expand Police Precinct #3	2,500	2,500	0	0	0	5,000
PSI03	Remodel Fire Station #6	2,750	0	0	0	0	2,750
PSI04	Downtown Command Precinct Station	2,734	0	0	0	0	2,734
PSI05	New Fire Station #14	0	0	0	0	0	0
PSI06	Police Facility Study	150	0	0	0	0	150
PSI07	Security Enhancements	0	4,263	0	0	0	4,263
Total Public Safety Initiative		15,885	15,566	0	0	0	31,451
* Amounts represent current revised program - including prior year appropriations.							
TOTAL CAPITAL BUDGET ADOPTED BY THE CITY COUNCIL		106,994	105,432	112,060	108,295	141,608	574,389

ART IN PUBLIC PLACES FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD01	Art in Public Places	230	0	0	0	230	0
2003			220	0	0	0	220	0
2004			230	0	0	0	230	0
2005			240	0	0	0	240	0
2006			270	0	0	0	270	0
Total			1,190	0	0	0	1,190	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	230	0	0	0	230	0
2003	220	0	0	0	220	0
2004	230	0	0	0	230	0
2005	240	0	0	0	240	0
2006	270	0	0	0	270	0
Total Art in Public Places	1,190	0	0	0	1,190	0

MUNICIPAL BUILDING COMMISSION FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	GM07	Life Safety Improvements	220	0	0	0	220	254
2003			220	0	0	0	220	254
2004			220	0	0	0	220	254
2005			220	0	0	0	220	254
2006			220	0	0	0	220	254
Total			1,100	0	0	0	1,100	1,270
2002	GM08	Mechanical Systems Upgrade	320	0	0	0	320	690
2003			500	0	0	0	500	690
2004			500	0	0	0	500	690
2005			560	0	0	0	560	690
2006			560	0	0	0	560	690
Total			2,440	0	0	0	2,440	3,450
2002	GM09	Ground Floor Public Restrooms	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	GM10	Building Rotunda Repairs	166	0	0	0	166	195
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			166	0	0	0	166	195
2002	GM11	Tower & Interior Court Elevators	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	706	0	0	0	706	1,139
2003	720	0	0	0	720	944
2004	720	0	0	0	720	944
2005	780	0	0	0	780	944
2006	780	0	0	0	780	944
Total Municipal Building Commission	3,706	0	0	0	3,706	4,915

LIBRARY BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD03	Pierre Bottineau Community Library Relocation	241	0	0	0	241	0
2003			0	0	0	0	0	1,600
2004			0	0	0	0	0	324
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			241	0	0	0	241	1,924
2002	HD04	Northeast Library Expansion/ Remodeling	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	1,000
Total			0	0	0	0	0	1,000
2002	HD05	Roosevelt Community Library Improvements	0	0	0	0	0	0
2003			0	0	0	0	0	2,000
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	2,000
2002	HD06	Webber Park Library Expansion	0	0	0	0	0	0
2003			0	0	0	0	0	1,000
2004			0	0	0	0	0	1,000
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	2,000
2002	HD08	Sumner Community Library Expansion/Remodeling/Preserv	0	0	0	0	0	0
2003			0	0	0	0	0	2,300
2004			0	0	0	0	0	1,800
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	4,100
2002	HD10	Linden Hills Library Renovation and Expansion	336	0	0	0	336	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			336	0	0	0	336	0
2002	HD11	East Lake Expansion/Remodeling	0	0	0	0	0	0
2003			0	0	0	0	0	600
2004			0	0	0	0	0	2,000
2005			0	0	0	0	0	1,420
2006			0	0	0	0	0	0
Total			0	0	0	0	0	4,020

LIBRARY BOARD FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD12	North Regional Library Improvements	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	300
2005			0	0	0	0	0	2,000
2006			0	0	0	0	0	1,660
Total			0	0	0	0	0	3,960
2002	HD13	Franklin Library Historic Preservation/Impr/Expansion	0	0	0	0	0	0
2003			1,000	0	0	0	1,000	400
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			1,000	0	0	0	1,000	400
2002	HD14	Southeast Community Library Improvements	0	0	0	0	0	0
2003			0	0	0	0	0	300
2004			0	0	0	0	0	2,000
2005			0	0	0	0	0	340
2006			0	0	0	0	0	0
Total			0	0	0	0	0	2,640
2002	HD15	Nokomis Community Library Improvements	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	2,000
2006			1,600	0	0	0	1,600	200
Total			1,600	0	0	0	1,600	2,200

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	577	0	0	0	577	0
2003	1,000	0	0	0	1,000	8,200
2004	0	0	0	0	0	7,424
2005	0	0	0	0	0	5,760
2006	1,600	0	0	0	1,600	2,860
Total Library Board	3,177	0	0	0	3,177	24,244

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD21	Community and Neighborhood Center Rehabilitation	0	0	0	0	0	0
2003			1,570	0	0	0	1,570	0
2004			2,800	0	0	0	2,800	0
2005			3,000	0	0	0	3,000	0
2006			4,225	0	0	0	4,225	0
Total			11,595	0	0	0	11,595	0
2002	HD22	Site & Tot Lot Rehabilitation	1,675	0	0	0	1,675	0
2003			800	0	0	0	800	0
2004			1,825	0	0	0	1,825	0
2005			800	0	0	0	800	0
2006			450	0	0	0	450	0
Total			5,550	0	0	0	5,550	0
2002	HD23	Rehabilitation of Shelter Buildings	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			1,200	0	0	0	1,200	0
2006			400	0	0	0	400	0
Total			1,600	0	0	0	1,600	0
2002	HD24	Athletic Field Renovation	500	0	0	0	500	0
2003			495	0	0	0	495	0
2004			750	0	0	0	750	0
2005			500	0	0	0	500	0
2006			750	0	0	0	750	0
Total			2,995	0	0	0	2,995	0
2002	HD25	Service Center Rehabilitation	0	0	0	0	0	0
2003			175	0	0	0	175	0
2004			150	0	0	0	150	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			325	0	0	0	325	0
2002	HD26	Tennis Court Rehabilitation	150	0	0	0	150	0
2003			150	0	0	0	150	0
2004			150	0	0	0	150	0
2005			300	0	0	0	300	0
2006			300	0	0	0	300	0
Total			1,050	0	0	0	1,050	0
2002	HD27	Gym Floor Replacement	80	0	0	0	80	0
2003			80	0	0	0	80	0
2004			225	0	0	0	225	0
2005			150	0	0	0	150	0
2006			75	0	0	0	75	0
Total			610	0	0	0	610	0

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD29	HVAC Improvements	85	0	0	0	85	0
2003			135	0	0	0	135	0
2004			235	0	0	0	235	0
2005			225	0	0	0	225	0
2006			100	0	0	0	100	0
Total			780	0	0	0	780	0
2002	HD30	Diseased Tree Removal	0	0	500	0	500	0
2003			0	0	500	0	500	0
2004			0	0	500	0	500	0
2005			0	0	500	0	500	0
2006			0	0	500	0	500	0
Total			0	0	2,500	0	2,500	0
2002	HD34	Grant Matching Funds	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	HD35	Loring Art Center	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	HD36	Northeast Waterpark	1,500	0	0	0	1,500	0
2003			1,500	0	0	0	1,500	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			3,000	0	0	0	3,000	0
2002	HD37	Building Security and Fire Systems	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			75	0	0	0	75	0
2005			75	0	0	0	75	0
2006			50	0	0	0	50	0
Total			200	0	0	0	200	0
2002	HD38	Contingency	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HD41	Off Leash Recreation Areas	50	0	0	0	50	0
2003			50	0	0	0	50	0
2004			50	0	0	0	50	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			150	0	0	0	150	0
2002	HD43	Repayment of NRP Loan	100	0	0	0	100	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			100	0	0	0	100	0
2002	HD44	Parking Lot Rehabilitation	80	0	0	0	80	0
2003			200	0	0	0	200	0
2004			200	0	0	0	200	0
2005			200	0	0	0	200	0
2006			200	0	0	0	200	0
Total			880	0	0	0	880	0
2002	HD51	Roof Replacement	130	0	0	0	130	0
2003			195	0	0	0	195	0
2004			340	0	0	0	340	0
2005			300	0	0	0	300	0
2006			0	0	0	0	0	0
Total			965	0	0	0	965	0
2002	HDXX	Park Board Infrastructure Gap	570	0	0	0	570	0
2003		Projects per agreement last year	1,070	0	0	0	1,070	0
2004			620	0	0	0	620	0
2005			670	0	0	0	670	0
2006			870	0	0	0	870	0
Total			3,800	0	0	0	3,800	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	4,920	0	500	0	5,420	0
2003	6,420	0	500	0	6,920	0
2004	7,420	0	500	0	7,920	0
2005	7,420	0	500	0	7,920	0
2006	7,420	0	500	0	7,920	0
Total Park Board	33,600	0	2,500	0	36,100	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

FACILITY IMPROVEMENTS

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	GM01	Facilities Repair and Improvements	1,500	0	0	0	1,500	0
2003			1,500	0	0	0	1,500	0
2004			1,500	0	0	0	1,500	0
2005			1,500	0	0	0	1,500	0
2006			1,500	0	0	0	1,500	0
Total			7,500	0	0	0	7,500	0
2002	GM02	Public Works Facilities Project - Hiawatha	2,560	0	0	0	2,560	0
2003			1,466	0	0	0	1,466	0
2004			2,754	0	0	0	2,754	0
2005			5,353	0	0	0	5,353	0
2006			3,799	0	0	0	3,799	0
Total			15,932	0	0	0	15,932	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	4,060	0	0	0	4,060	0
2003	2,966	0	0	0	2,966	0
2004	4,254	0	0	0	4,254	0
2005	6,853	0	0	0	6,853	0
2006	5,299	0	0	0	5,299	0
Total Facility Improvements	23,432	0	0	0	23,432	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREET PAVING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T01	Parkway Paving	1,000	0	100	0	1,100	0
2003			1,000	0	100	0	1,100	0
2004			1,000	0	100	0	1,100	0
2005			1,150	0	150	0	1,300	0
2006			1,150	0	150	0	1,300	0
Total			5,300	0	600	0	5,900	0
2002	T01G	Parkway Paving Gap	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			350	0	0	0	350	0
2006			350	0	30	0	380	0
Total			700	0	30	0	730	0
2002	T02	Miscellaneous Segments Program	0	0	0	0	0	0
2003		(9th Ave Southeast-put on hold)	226	0	0	0	226	0
2004		2002 Net Debt of \$335 moved to T24	0	0	0	0	0	0
2005			900	0	118	0	1,018	0
2006			0	0	0	0	0	0
Total			1,126	0	118	0	1,244	0
2002	T03	Street Renovation Program	3,666	0	876	0	4,542	1,113
2003	(2002 - Como North, E & W 36th Street)		5,771	0	1,452	0	7,223	0
2004			5,349	0	712	0	6,061	697
2005		Non Approp for T03 & T03G comes from	3,357	0	676	0	4,033	556
2006		Sewer Fund - Project PS03.	4,376	0	739	0	5,115	229
Total			22,519	0	4,455	0	26,974	2,595
2002	T03G	Street Renovation Program Gap	0	0	0	0	0	0
2003			800	0	153	0	953	0
2004			1,047	0	199	0	1,246	49
2005			1,874	0	458	0	2,332	0
2006			2,150	0	371	0	2,521	401
Total			5,871	0	1,181	0	7,052	450
2002	T04	CSAH Paving Program	300	0	750	0	1,050	3,000
2003			100	0	750	0	850	3,000
2004			0	0	0	0	0	0
2005			250	0	750	0	1,000	3,000
2006			250	0	750	0	1,000	3,000
Total			900	0	3,000	0	3,900	12,000
2002	T06G	Urban Village Public	300	0	0	0	300	0
2003		Infrastructure	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			300	0	0	0	300	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

2002	T08	Snelling Avenue Extension	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			358	0	94	0	452	0
Total			358	0	94	0	452	0
2002	T11	Alley Resurfacing and	180	0	0	0	180	0
2003		Retaining Wall Rehabilitation	183	0	62	0	245	0
2004			139	0	49	0	188	0
2005			185	0	62	0	247	0
2006			0	0	0	0	0	0
Total			687	0	173	0	860	0
2002	T16	Southeast Minneapolis Industrial	0	0	0	0	0	0
2003		(Phase II)	0	1,628	0	1,332	2,960	0
2004			0	2,384	220	2,183	4,787	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	4,012	220	3,515	7,747	0
2002	T17	I-35W & Lake St. Interchange	0	0	0	0	0	0
2003		Reconstruction	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005		(Insufficient MSA Capacity for	0	0	0	0	0	0
2006		\$2 Million request for 2003)	0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T20	I-35W (42nd Street-Crosstown)	17	468	0	0	485	0
2003			17	468	0	0	485	0
2004			17	468	0	0	485	0
2005			17	468	0	0	485	0
2006			17	468	0	0	485	0
Total			85	2,340	0	0	2,425	0
2002	T21a	Third Avenue South	261	2,697	0	0	2,958	0
2003		"Avenue of the Arts" Roadway	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			261	2,697	0	0	2,958	0
2002	T21c	Third Avenue South	0	753	91	0	844	0
2003		"Avenue of the Arts"	0	0	0	0	0	0
2004		Neighborhood Roadway	0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	753	91	0	844	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

2002	T23	Hiawatha/Minnehaha Railroad	47	110	0	0	157	919
2003		Project	0	0	0	0	0	0
2004		2002 Net Debt of \$87 moved to T24	0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			47	110	0	0	157	919
2002	T24	Central Ave NE	452	2,519	0	0	2,971	288
2003		(27th to 37th Ave NE)	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			452	2,519	0	0	2,971	288
2002	T25G	Nicollet Avenue South Phase II	0	0	0	0	0	0
2003			738	2,364	477	0	3,579	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			738	2,364	477	0	3,579	0
2002	T26	Tenth Street South	0	0	0	0	0	0
2003			306	1,606	294	0	2,206	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			306	1,606	294	0	2,206	0
2002	T27	Huron Blvd at Fulton St SE	0	0	0	0	0	0
2003		Intersection Redesign	0	0	0	0	0	0
2004			31	93	0	0	124	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			31	93	0	0	124	0
2002	T32	15th Avenue SE	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			459	1,549	384	0	2,392	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			459	1,549	384	0	2,392	0
2002	T34	LaSalle Avenue South	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			692	1,898	115	0	2,705	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			692	1,898	115	0	2,705	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

2002	T35	27th Avenue South	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			1,125	3,441	590	0	5,156	0
Total			1,125	3,441	590	0	5,156	0
2002	T36	Richfield Road	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			650	1,914	13	0	2,577	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			650	1,914	13	0	2,577	0
2002	T37	Como Avenue Southeast	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			544	2,139	182	0	2,865	0
2006			0	0	0	0	0	0
Total			544	2,139	182	0	2,865	0
2002	T38	East 38th Street	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			658	1,824	412	0	2,894	0
2006			0	0	0	0	0	0
Total			658	1,824	412	0	2,894	0
2002	T40	Sixth Avenue North	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			400	880	160	0	1,440	0
2006			0	0	0	0	0	0
Total			400	880	160	0	1,440	0
2002	T91	Loring Greenway, Infrastructure Gap Project	556	0	0	0	556	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			1,500	0	0	0	1,500	0
Total			2,056	0	0	0	2,056	0
2002	R01	Reimbursable Paving Projects	0	0	0	3,000	3,000	0
2003			0	0	0	3,000	3,000	0
2004			0	0	0	3,000	3,000	0
2005			0	0	0	3,000	3,000	0
2006			0	0	0	3,000	3,000	0
Total			0	0	0	15,000	15,000	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	6,779	6,547	1,817	3,000	18,143	5,320
2003	9,141	6,066	3,288	4,332	22,827	3,000
2004	9,384	8,306	1,792	5,183	24,665	746
2005	9,685	5,311	2,968	3,000	20,964	3,556
2006	11,276	3,909	2,724	3,000	20,909	3,630
Total Street Paving	46,265	30,139	12,589	18,515	107,508	16,252

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREETSCAPES

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T10	West Broadway Avenue	0	0	5627	0	5627	0
2003		Streetscape	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	5,627	0	5,627	0
2002	T12	Lake St. Reconstruction &	290	0	0	0	290	9,708
2003		Streetscape (Segment 1)	106	0	740	0	846	0
2004			0	0	1,073	0	1,073	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			396	0	1,813	0	2,209	9,708
2002	T13	Lake St. Reconstruction &	0	0	0	0	0	0
2003		Streetscape (Segment 2)	0	0	0	0	0	0
2004			197	0	55	0	252	0
2005			0	0	1,437	0	1,437	0
2006			0	0	0	0	0	0
Total			197	0	1,492	0	1,689	0
2002	T14	Lake St. Reconstruction &	10	0	0	0	10	8,642
2003		Streetscape (Segment 3)	321	0	0	0	321	0
2004			53	0	1,276	0	1,329	0
2005			0	0	769	0	769	0
2006			0	0	0	0	0	0
Total			384	0	2,045	0	2,429	8,642
2002	T15	Hennepin Ave Streetscape	0	0	3,715	0	3,715	0
2003		Improvement Initiative	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	3,715	0	3,715	0
2002	T21b	Third Avenue South	0	0	2,099	0	2,099	0
2003		"Avenue of the Arts"	0	0	0	0	0	0
2004		Neighborhood Streetscape	0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	2,099	0	2,099	0
2002	T21d	Avenue of the Arts Streetscape	0	0	0	0	0	0
2003		Downtown 1st - 12th	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	300	0	11,441	0	11,741	18,350
2003	427	0	740	0	1,167	0
2004	250	0	2,404	0	2,654	0
2005	0	0	2,206	0	2,206	0
2006	0	0	0	0	0	0
Total Streetscapes	977	0	16,791	0	17,768	18,350

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

SIDEWALK PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T58	Defective Hazardous Sidewalks and Complete Gaps in the System	104	0	1,523	0	1,627	0
2003			138	0	1,600	0	1,738	0
2004			145	0	1,680	0	1,825	0
2005			152	0	1,764	0	1,916	0
2006			160	0	1,852	0	2,012	0
Total			699	0	8,419	0	9,118	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	104	0	1,523	0	1,627	0
2003	138	0	1,600	0	1,738	0
2004	145	0	1,680	0	1,825	0
2005	152	0	1,764	0	1,916	0
2006	160	0	1,852	0	2,012	0
Total Sidewalk Program	699	0	8,419	0	9,118	0

NEAR NORTH INFRASTRUCTURE

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	NN01	Near Northside Redevelopment Project	3,325	0	0	4,600	7,925	0
2003			3,059	0	1,660	5,525	10,244	0
2004			1,846	0	2,170	11,550	15,566	0
2005			1,770	0	2,175	5,850	9,795	0
2006			0	0	2,175	1,200	3,375	0
Total			10,000	0	8,180	28,725	46,905	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	3,325	0	0	4,600	7,925	0
2003	3,059	0	1,660	5,525	10,244	0
2004	1,846	0	2,170	11,550	15,566	0
2005	1,770	0	2,175	5,850	9,795	0
2006	0	0	2,175	1,200	3,375	0
Total Near North Infrastructure	10,000	0	8,180	28,725	46,905	0

Note: Other/Transfers will be appropriated as agreements are approved for these miscellaneous sources.

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

BRIDGES

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T41	Major Bridge Repair and Rehabilitation	200	0	0	0	200	0
2003			200	0	0	0	200	0
2004			200	0	0	0	200	0
2005			200	0	0	0	200	0
2006			200	0	0	0	200	0
Total			1,000	0	0	0	1,000	0
2002	T42G	East River Parkway Bridge	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			653	0	0	0	653	585
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			653	0	0	0	653	585
2002	T43	Chicago Avenue South Bridge	0	0	0	0	0	0
2003			408	1,161	274	0	1,843	1,022
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			408	1,161	274	0	1,843	1,022
2002	T44	Pleasant Avenue Bridge	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T45	Fremont Avenue South Bridge	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			454	0	0	101	555	0
Total			454	0	0	101	555	0
2002	T46	First Avenue South Bridge over HCRRA	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			267	983	315	112	1,677	963
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			267	983	315	112	1,677	963
2002	T47	Plymouth Avenue/BNSF, Bassett Creek	0	0	0	0	0	0
2003			306	0	0	931	1,237	170
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			306	0	0	931	1,237	170

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

2002	T48	Stevens Avenue Bridge	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T49	Camden Avenue Bridge	0	0	0	0	0	0
2003		Rehabilitation	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			35	1,198	0	0	1,233	2,973
2006			0	0	0	0	0	0
Total			35	1,198	0	0	1,233	2,973
2002	T50	St. Anthony Parkway Bridge	0	0	0	0	0	0
2003		over BNSF	0	0	0	0	0	0
2004			734	0	238	0	972	3,698
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			734	0	238	0	972	3,698
2002	T51G	10th Avenue SE Bridge Arch	0	0	0	0	0	0
2003		Rehabilitation	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			234	687	0	0	921	4,762
2006			0	0	0	0	0	0
Total			234	687	0	0	921	4,762
2002	T52	Cedar Lake Parkway Bridge	0	0	0	0	0	0
2003			0	0	0	0	0	2,786
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	2,786
2002	TX7	Nicollet Avenue Bridge from	0	0	0	0	0	0
2003		Lake St. to 29th St.	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			770	3,160	0	0	3,930	0
Total			770	3,160	0	0	3,930	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	200	0	0	0	200	0
2003	914	1,161	274	931	3,280	3,978
2004	1,854	983	553	112	3,502	5,246
2005	469	1,885	0	0	2,354	7,735
2006	1,424	3,160	0	101	4,685	0
Total Bridges	4,861	7,189	827	1,144	14,021	16,959

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T54	New Traffic Signals	170	0	0	0	170	0
2003			53	187	0	50	290	0
2004			0	0	0	0	0	0
2005			50	0	0	50	100	0
2006			50	0	0	50	100	0
Total			323	187	0	150	660	0
2002	T56	Dinkytown Bypass - Phase I	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T61	LED Replacement Program	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			1,000	0	0	0	1,000	0
Total			1,000	0	0	0	1,000	0
2002	T62	Computerized Traffic Signal Control Expansion	2	30	0	30	62	0
2003			3	70	0	0	73	0
2004			4	117	0	0	121	0
2005			4	145	0	0	149	0
2006			3	79	0	0	82	0
Total			16	441	0	30	487	0
2002	T63	Controller Conversion	397	0	0	0	397	0
2003			500	0	0	0	500	0
2004			500	0	0	0	500	0
2005			200	0	0	0	200	0
2006			500	0	0	0	500	0
Total			2,097	0	0	0	2,097	0
2002	T63G	Controller Conversion Gap	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			300	0	0	0	300	0
2006			350	0	0	0	350	0
Total			650	0	0	0	650	0
2002	T64	Priority Vehicle Control System	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			25	400	0	0	425	0
2005			25	400	0	0	425	0
2006			25	400	0	0	425	0
Total			75	1,200	0	0	1,275	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	T65	Traffic Signal, Signing & Lighting Improvements	260	58	0	26	344	0
2003			280	42	0	74	396	0
2004			312	43	0	77	432	0
2005			290	85	0	50	425	0
2006			300	17	0	74	391	0
Total			1,442	245	0	301	1,988	0
2002	T65G	Traffic Signal, Signing & Lighting Improvements Gap	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T75	Adaptive Control Expansion	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			150	150	0	0	300	1,200
2006			0	0	0	0	0	0
Total			150	150	0	0	300	1,200
2002	T78	Parkway Street Lighting Replacement	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	T79	Residential Lighting Replacement - Como	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	R04	Reimbursable Transportation Projects	0	0	0	500	500	0
2003			0	0	0	500	500	0
2004			0	0	0	500	500	0
2005			0	0	0	500	500	0
2006			0	0	0	500	500	0
Total			0	0	0	2,500	2,500	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	829	88	0	556	1,473	0
2003	836	299	0	624	1,759	0
2004	841	560	0	577	1,978	0
2005	1,019	780	0	600	2,399	1,200
2006	2,228	496	0	624	3,348	0
Total Traffic Control & Street Lighting	5,753	2,223	0	2,981	10,957	1,200

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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BIKE TRAILS

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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2002	T57	Cedar Lake Trail (Phase 3B)	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			300	0	0	0	300	0
Total			300	0	0	0	300	0
2002	T59G	Commuter Bicycle Route System	0	0	0	110	110	1,957
2003			200	0	0	0	200	1,912
2004			300	0	0	0	300	0
2005			492	0	0	0	492	3,126
2006			400	0	0	0	400	0
Total			1,392	0	0	110	1,502	6,995
2002	T60	Henn/Lyn Bicycle Project	574	0	0	0	574	1,093
2003		(Loring Bikeway)-Phase 1	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	700
Total			574	0	0	0	574	1,793
2002	TX5	18th Avenue NE Bikeway	0	0	0	0	0	0
2003			110	0	0	0	110	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			110	0	0	0	110	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	574	0	0	110	684	3,050
2003	310	0	0	0	310	1,912
2004	300	0	0	0	300	0
2005	492	0	0	0	492	3,126
2006	700	0	0	0	700	700
Total Bike Trails	2,376	0	0	110	2,486	8,788

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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PUBLIC WORKS DEPARTMENT GENERAL INFRASTRUCTURE FUNDING SUMMARY COUNCIL ADOPTED

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	16,171	6,635	14,781	8,266	45,853	26,720
2003	17,791	7,526	7,562	11,412	44,291	8,890
2004	18,874	9,849	8,599	17,422	54,744	5,992
2005	20,440	7,976	9,113	9,450	46,979	15,617
2006	21,087	7,565	6,751	4,925	40,328	4,330
Total PW General Infrastructure	94,363	39,551	46,806	51,475	232,195	61,549

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2002	PS01a	Storm Tunnel Rehabilitation	0	200	0	200	0
2003			0	500	0	500	0
2004			1,500	0	0	1,500	0
2005			1,500	0	0	1,500	0
2006			1,700	0	0	1,700	0
Total			4,700	700	0	5,400	0
2002	PS01b	Sanitary Tunnel Rehabilitation	0	500	0	500	0
2003			0	750	0	750	0
2004			0	1,000	0	1,000	0
2005			0	1,000	0	1,000	0
2006			0	1,100	0	1,100	0
Total			0	4,350	0	4,350	0
2002	PS01c	Sanitary Sewer Rehabilitation	0	300	0	300	0
2003			0	400	0	400	0
2004			0	600	0	600	0
2005			0	800	0	800	0
2006			0	1,200	0	1,200	0
Total			0	3,300	0	3,300	0
2002	PS02	Miscellaneous Storm Drains	0	200	0	200	0
2003			0	200	0	200	0
2004			0	200	0	200	0
2005			0	220	0	220	0
2006			0	220	0	220	0
Total			0	1,040	0	1,040	0
2002	PS03	Storm & Sewer Work on Street Renovation Program (see T03&T03G Paving Projects)	1,000	113	0	1,113	0
2003			0	0	0	0	0
2004			685	61	0	746	0
2005			0	556	0	556	0
2006			630	0	0	630	0
Total			2,315	730	0	3,045	0
2002	PS04	Implementation of US EPA Storm Water Regulations	0	200	0	200	0
2003			0	250	0	250	0
2004			0	250	0	250	0
2005			0	250	0	250	0
2006			0	250	0	250	0
Total			0	1,200	0	1,200	0
2002	PS05	Combined Sewer Overflow Improvements - Phase 2	0	0	0	0	1,000
2003			0	0	0	0	1,000
2004			1,000	0	0	1,000	0
2005			500	0	0	500	0
2006			500	0	0	500	0
Total			2,000	0	0	2,000	2,000

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2002	PS08	Chain of Lakes Water Quality Improvements - Phase 2	0	150	0	150	0
2003			0	150	0	150	0
2004			0	250	0	250	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			0	550	0	550	0
2002	PS31	Flood Area # 24, 25	0	0	0	0	0
2003			0	0	0	0	0
2004			0	0	0	0	0
2005			0	390	0	390	0
2006			0	0	0	0	0
Total			0	390	0	390	0
2002	PS39	Flood Area # 33, 38, 39	0	850	0	850	0
2003			0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			0	850	0	850	0
2002	PS54	Pump Station to Minnehaha Creek (29,30)	2,000	0	0	2,000	0
2003			0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			2,000	0	0	2,000	0
2002	PS55	E. 37th St. & Columbus Ave - Pond (12, 21, 22)	3,975	0	0	3,975	0
2003			1,015	0	0	1,015	0
2004			1,865	0	0	1,865	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			6,855	0	0	6,855	0
2002	PS56	Crystal Lake New Storm Drain (5)	0	300	0	300	0
2003			1,600	0	0	1,600	0
2004			1,600	0	0	1,600	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			3,200	300	0	3,500	0
2002	PS57	Lake Hiawatha New Storm Drain (27)	0	0	0	0	0
2003			0	0	0	0	0
2004			1,375	0	0	1,375	0
2005			1,375	0	0	1,375	0
2006			0	0	0	0	0
Total			2,750	0	0	2,750	0

SEWER FUND FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2002	PS59	New Storm Drains - 35W (18)	0	0	0	0	0
2003			0	300	0	300	0
2004			780	0	0	780	0
2005			780	0	0	780	0
2006			775	0	0	775	0
Total			2,335	300	0	2,635	0
2002	PS60	Richfield Road	0	0	0	0	0
2003			0	440	0	440	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	0	0	0	0
Total			0	440	0	440	0
2002	PS61	Flood Area #43	0	0	0	0	0
2003			0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	550	0	550	0
Total			0	550	0	550	0
2002	PS62	Flood Area #46	0	0	0	0	0
2003			0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	200	0	200	0
Total			0	200	0	200	0
2002	PSPKBD	Park Board Capital Storm Drain	0	500	0	500	0
2003			0	600	0	600	0
2004			0	700	0	700	0
2005			0	800	0	800	0
2006			0	900	0	900	0
Total			0	3,500	0	3,500	0
2002	R02	Reimbursable Sewer and Storm Drain Projects	0	0	3,000	3,000	0
2003			0	0	3,000	3,000	0
2004			0	0	3,000	3,000	0
2005			0	0	3,000	3,000	0
2006			0	0	3,000	3,000	0
Total			0	0	15,000	15,000	0

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
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FUNDING SUMMARY BY YEAR	SEWER BONDS	SEWER REVENUE	REIMB	TOTAL	NON APPROP
2002	6,975	3,313	3,000	13,288	1,000
2003	2,615	3,590	3,000	9,205	1,000
2004	8,805	3,061	3,000	14,866	0
2005	4,155	4,016	3,000	11,171	0
2006	3,605	4,420	3,000	11,025	0
Total Sewer Fund	26,155	18,400	15,000	59,555	2,000

Notes:

PS01a - In 2001, \$2,000 of funding was advanced from the approved plans for years 2002 and 2003 for storm tunnel replacement in the Near North project, therefore the revised budget has been reduced to \$200 and \$500 respectively.

PS03 was reduced by \$315 in 2004 to match the total requested for the related T03 & T03G Street

Renovation Program for 2002 - 2006 - see Street Paving section.

PS55 was reduced by \$1,435 in 2004 to keep 2002-2005 net total resources in line with last year's approved plan.

WATER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2002	IB1	St. Paul/Minneapolis Interconnection (No funding was requested - feasibility study underway)	0	0	0	0
2003			0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			0	0	0	0
Total			0	0	0	0
2002	IC1	Fridley Softening Plant Modification	0	0	0	0
2003			0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			0	0	0	0
Total			0	0	0	0
2002	ID4	New 40 Million Gallon Southwest Reservoir	0	0	0	0
2003			0	0	0	0
2004			0	0	0	0
2005			2,000	0	0	2,000
2006			11,000	0	0	11,000
Total			13,000	0	0	13,000
2002	IE1	Gates and Manholes	0	0	0	0
2003			0	75	0	75
2004			0	80	0	80
2005			0	85	0	85
2006			0	90	0	90
Total			0	330	0	330
2002	IIA1	Water Treatment Residuals Management	0	500	0	500
2003			0	500	0	500
2004			0	500	0	500
2005			0	0	0	0
2006			0	0	0	0
Total			0	1,500	0	1,500
2002	IIE1	Large Gate & Valve Replacement	0	190	0	190
2003			0	200	0	200
2004			0	210	0	210
2005			0	220	0	220
2006			0	230	0	230
Total			0	1,050	0	1,050
2002	IIE2	Watermain Replacement/Cleaning and Lining	1,900	0	0	1,900
2003			2,687	0	0	2,687
2004			3,323	0	0	3,323
2005			5,200	0	0	5,200
2006			5,400	0	0	5,400
Total			18,510	0	0	18,510

WATER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2002	IIE3	Water Meter Replacement	0	0	0	0
2003			0	330	0	330
2004			0	200	0	200
2005			0	0	0	0
2006			0	0	0	0
Total			0	530	0	530
2002	IIE4	Large Watermain Cleaning and Lining	0	490	0	490
2003			0	1,188	0	1,188
2004			0	1,732	0	1,732
2005			0	3,520	0	3,520
2006			0	3,615	0	3,615
Total			0	10,545	0	10,545
2002	IIE5	Manhole Repair/Replacement	0	145	0	145
2003			0	150	0	150
2004			0	155	0	155
2005			0	160	0	160
2006			0	165	0	165
Total			0	775	0	775
2002	IIG3	Roof Repair & Replacement	0	0	0	0
2003			0	0	0	0
2004			0	0	0	0
2005			0	100	0	100
2006			0	0	0	0
Total			0	100	0	100
2002	IIG9	Complete SCADA System	0	2,000	0	2,000
2003			0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			0	0	0	0
Total			0	2,000	0	2,000
2002	UP01	Membrane Filtration	0	0	0	0
2003			20,000	0	0	20,000
2004			25,000	0	0	25,000
2005			27,540	0	0	27,540
2006			41,000	0	0	41,000
Total			113,540	0	0	113,540
2002	R03	Reimbursable Water Projects	0	0	2,000	2,000
2003			0	0	2,000	2,000
2004			0	0	2,000	2,000
2005			0	0	2,000	2,000
2006			0	0	2,000	2,000
Total			0	0	10,000	10,000

WATER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	WATER BONDS	WATER REVENUE	REIMB	TOTAL
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FUNDING SUMMARY BY YEAR	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2002	1,900	3,325	2,000	7,225
2003	22,687	2,443	2,000	27,130
2004	28,323	2,877	2,000	33,200
2005	34,740	4,085	2,000	40,825
2006	57,400	4,100	2,000	63,500
Total Water Fund	145,050	16,830	10,000	171,880

PARKING FUND FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PARKING BONDS	PARKING REVENUE	CITY TOTAL	NON APPROP
2002	T67	Residential Parking Program	0	150	150	0
2003			0	150	150	0
2004			0	150	150	0
2005			0	150	150	0
2006			0	150	150	0
Total			0	750	750	0
2002	T70	Bicycle Parking	0	30	30	0
2003			0	30	30	0
2004			0	30	30	0
2005			0	30	30	0
2006			0	35	35	0
Total			0	155	155	0
2002	T72	Northside Parking Ramp	0	0	0	0
2003			0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			15,000	0	15,000	0
Total			15,000	0	15,000	0
2002	T73	East Loop Distributor Ramp	15,000	0	15,000	0
2003			0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			0	0	0	0
Total			15,000	0	15,000	0

FUNDING SUMMARY BY YEAR	PARKING BONDS	PARKING REVENUE	CITY TOTAL	NON APPROP
2002	15,000	180	15,180	0
2003	0	180	180	0
2004	0	180	180	0
2005	0	180	180	0
2006	15,000	185	15,185	0
Total Parking Fund	30,000	905	30,905	0

**PUBLIC WORKS DEPARTMENT
FIVE YEAR CAPITAL PROGRAM SUMMARY
BY SOURCE OF FUNDING
COUNCIL ADOPTED**

GENERAL INFRASTRUCTURE IMPROVEMENTS FUNDING SUMMARY BY YEAR		PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002		16,171	6,635	14,781	8,266	45,853	26,720
2003		17,791	7,526	7,562	11,412	44,291	8,890
2004		18,874	9,849	8,599	17,422	54,744	5,992
2005		20,440	7,976	9,113	9,450	46,979	15,617
2006		21,087	7,565	6,751	4,925	40,328	4,330
Total Public Works General Infrastructure Improvements		94,363	39,551	46,806	51,475	232,195	61,549

ENTERPRISE FUND CAPITAL* FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2002	23,875	6,818				5,000	35,693	1,000
2003	25,302	6,213				5,000	36,515	1,000
2004	37,128	6,118				5,000	48,246	0
2005	38,895	8,281				5,000	52,176	0
2006	76,005	8,705				5,000	89,710	0
Total Public Works Enterprise Fund Capital	201,205	36,135	0	0	0	25,000	262,340	2,000

* - Enterprise funds include Sewer, Water and Parking.

CONSOLIDATED PUBLIC WORKS FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2002	23,875	6,818	16,171	6,635	14,781	13,266	81,546	27,720
2003	25,302	6,213	17,791	7,526	7,562	16,412	80,806	9,890
2004	37,128	6,118	18,874	9,849	8,599	22,422	102,990	5,992
2005	38,895	8,281	20,440	7,976	9,113	14,450	99,155	15,617
2006	76,005	8,705	21,087	7,565	6,751	9,925	130,038	4,330
Total Public Works Department Projects	201,205	36,135	94,363	39,551	46,806	76,475	494,535	63,549

MISCELLANEOUS PROJECTS IN THE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	GM03	MPD Forensic Laboratory	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			800	0	0	0	800	0
Total			800	0	0	0	800	0
2002	GM04	Regulatory Services - Space Improvements	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	GM05	New Fire Station #14 CLIC recommends putting this in the Public Safety Initiative. See PSI05 for 2003.	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	GM06	Space Management - Functional Improvements	200	0	0	0	200	0
2003			200	0	0	0	200	0
2004			200	0	0	0	200	0
2005			200	0	0	0	200	0
2006			200	0	0	0	200	0
Total			1,000	0	0	0	1,000	0
2002	GM12	Presentation, Information and Communications Systems (PICS), Phase I, II	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	GM13	Council Chambers Renovation Project	430	0	0	0	430	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			430	0	0	0	430	0
2002	GM14	Information & Technology Data Center	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0

MISCELLANEOUS PROJECTS IN THE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	HS03	Animal Shelter	2,000	0	0	0	2,000	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			2,000	0	0	0	2,000	0
2002	HS05	Fire Training Campus Classroom/ Vehicle Storage Facility	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	2,630	0	0	0	2,630	0
2003	200	0	0	0	200	0
2004	200	0	0	0	200	0
2005	200	0	0	0	200	0
2006	1,000	0	0	0	1,000	0
Total Miscellaneous Projects	4,230	0	0	0	4,230	0

PUBLIC SAFETY INITIATIVE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	PSI01	800 Megahertz Radio System	6,791	0	0	960	7,751	0
2003			8,803	0	0	0	8,803	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			15,594	0	0	960	16,554	0
2002	PSI02	Expand Police Precinct #3 (Revised program & estimate in 2001)	2,500	0	0	0	2,500	0
2003			2,500	0	0	0	2,500	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			5,000	0	0	0	5,000	0
2002	PSI03	Remodel Fire Station #6 (Revised program & estimate in 2001)	2,750	0	0	0	2,750	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			2,750	0	0	0	2,750	0
2002	PSI04	Downtown Command Precinct Station (Revised program & estimate in 2001)	2,734	0	0	0	2,734	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			2,734	0	0	0	2,734	0
2002	PSI05	New Fire Station #14 (GM05) CLIC Recommended funding Station \$4,263 in 2003. Mayor moved funding to PSI07. (See Council notes below)	0	0	0	0	0	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			0	0	0	0	0	0
2002	PSI06	Police Facility Study (New program incorporated in 2001)	150	0	0	0	150	0
2003			0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			150	0	0	0	150	0
2002	PSI07	Security Enhancements (Mayor initiative in 2001)	0	0	0	0	0	0
2003			4,263	0	0	0	4,263	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
Total			4,263	0	0	0	4,263	0

PUBLIC SAFETY INITIATIVE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002	14,925	0	0	960	15,885	0
2003	15,566	0	0	0	15,566	0
2004	0	0	0	0	0	0
2005	0	0	0	0	0	0
2006	0	0	0	0	0	0
Total Public Safety Initiative	30,491	0	0	960	31,451	0

Notes:

Amounts identified in 2002 include all prior year authorizations (\$3,925) and revised and recommended 2002 plans.

Total funding of \$32,612 was approved for the Public Safety Initiative for 2001 - 2005, this amount is not being formally modified at this point in time. The unallocated balance of this program \$1,161 has been tentatively reserved for New Fire Station #14.

CITY OF MINNEAPOLIS
FIVE YEAR CAPITAL PROGRAM SUMMARY
BY SOURCE OF FUNDING
COUNCIL ADOPTED

GENERAL INFRASTRUCTURE IMPROVEMENTS FUNDING SUMMARY BY YEAR		PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002		25,234	6,635	15,281	8,266	55,416	27,859
2003		26,351	7,526	8,062	11,412	53,351	18,034
2004		27,444	9,849	9,099	17,422	63,814	14,360
2005		29,080	7,976	9,613	9,450	56,119	22,321
2006		32,157	7,565	7,251	4,925	51,898	8,134
Total General Infrastructure Improvements		140,266	39,551	49,306	51,475	280,598	90,708

PUBLIC SAFETY INITIATIVE FUNDING SUMMARY BY YEAR		PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2002		14,925	0	0	960	15,885	0
2003		15,566	0	0	0	15,566	0
2004		0	0	0	0	0	0
2005		0	0	0	0	0	0
2006		0	0	0	0	0	0
Total Public Safety Initiative		30,491	0	0	960	31,451	0

ENTERPRISE FUND CAPITAL* FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2002	23,875	6,818				5,000	35,693	1,000
2003	25,302	6,213				5,000	36,515	1,000
2004	37,128	6,118				5,000	48,246	0
2005	38,895	8,281				5,000	52,176	0
2006	76,005	8,705				5,000	89,710	0
Total Enterprise Fund Capital	201,205	36,135	0	0	0	25,000	262,340	2,000

* - Enterprise funds include Sewer, Water and Parking.

CONSOLIDATED CITY-WIDE CAPITAL FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2002	23,875	6,818	40,159	6,635	15,281	14,226	106,994	28,859
2003	25,302	6,213	41,917	7,526	8,062	16,412	105,432	19,034
2004	37,128	6,118	27,444	9,849	9,099	22,422	112,060	14,360
2005	38,895	8,281	29,080	7,976	9,613	14,450	108,295	22,321
2006	76,005	8,705	32,157	7,565	7,251	9,925	141,608	8,134
Total City-Wide Capital - All Sources	201,205	36,135	170,757	39,551	49,306	77,435	574,389	92,708

CITY OF MINNEAPOLIS

FIVE YEAR CAPITAL INVESTMENT ALLOCATION

COUNCIL ADOPTED

COMMISSION/BOARD/DEPARTMENT	2002-2006 TOTAL*	PERCENT OF TOTAL
	(in thousands)	
ART IN PUBLIC PLACES	1,190	0.2%
MUNICIPAL BUILDING COMMISSION	3,706	0.6%
LIBRARY BOARD	3,177	0.6%
PARK BOARD	36,100	6.3%
PUBLIC WORKS DEPARTMENT		
- FACILITY IMPROVEMENTS	23,432	4.1%
- STREET PAVING	107,508	18.7%
- STREETSCAPES	17,768	3.1%
- SIDEWALK PROGRAM	9,118	1.6%
- NEAR NORTH INFRASTRUCTURE	46,905	8.2%
- BRIDGES	14,021	2.4%
- TRAFFIC CONTROL & STREET LIGHTING	10,957	1.9%
- BIKE TRAILS	2,486	0.4%
- SEWER	59,555	10.4%
- WATER	171,880	29.9%
- PARKING	30,905	5.4%
PUBLIC WORKS DEPARTMENT TOTAL	494,535	86.1%
MISCELLANEOUS PROJECTS	4,230	0.7%
PUBLIC SAFETY INITIATIVE	31,451	5.5%
TOTAL CITY-WIDE CAPITAL PROGRAM	574,389	100.0%

* - Represents the total Five Year Council Adopted program - all City funding sources

2002 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
GM01	Facilities Repair and Improvements	Public Works	1,500	1,500	1,500	1,500
GM02	Public Works Facilities Project - Hiawatha	Public Works	4,700	4,140	2,560	2,560
GM04	Regulatory Services - Space Improvements	Reg Svcs	1,909	0	0	0
GM06	Space Management - Functional Improvements	Finance	631	200	200	200
GM07	Life Safety Improvements	MBC	220	220	220	220
GM08	Mechanical Systems Upgrade	MBC	320	320	320	320
GM10	Bldg Rotunda Repairs & Maintenance	MBC	166	166	166	166
GM12	Presentation, Information & Communication Systems	City Clerk	530	0	0	0
GM13	Council Chambers Renovation Project	City Clerk	430	430	430	430
GM14	Information & Technology Data Center	ITS	989	0	0	0
HD01	Art in Public Places	City Coord	230	230	230	230
HD03	Pierre Bottineau Community Library Relocation	Library Board	241	241	241	241
HD05	Roosevelt Community Library Improvements	Library Board	300	300	0	0
HD08	Sumner Community Library Expn/Remod/Preserv	Library Board	260	260	0	0
HD10	Linden Hills Library Renovation and Expansion	Library Board	336	336	336	336
HD13	Franklin Library Historic Preserv/Impr/Expansion	Library Board	300	300	0	0
HD22	Site & Tot Lot Rehabilitation	Park Board	1,675	1,675	1,675	1,675
HD24	Athletic Field Renovation	Park Board	500	500	500	500
HD26	Tennis Court Rehabilitation	Park Board	150	150	150	150
HD27	Gym Floor Replacement	Park Board	80	80	80	80
HD29	HVAC Improvements	Park Board	85	85	85	85
HD30	Diseased Tree Removal	Park Board	500	500	500	500
HD34	Grant Matching Funds	Park Board	200	0	0	0
HD35	Loring Art Center	Park Board	500	0	0	0
HD36	Northeast Waterpark	Park Board	1,500	1,500	1,500	1,500
HD38	Contingency	Park Board	100	0	0	0
HD41	Off Leash Recreation Areas	Park Board	50	50	50	50
HD43	Repayment of NRP Loan	Park Board	150	100	100	100
HD44	Parking Lot Rehabilitation	Park Board	80	80	80	80
HD51	Roof Replacement	Park Board	130	130	130	130
HDXX	Park Board Infrastructure Gap Projects	Mayor	0	0	570	570
HS03	Animal Shelter	Licenses	2,000	1,908	2,000	2,000
IIA1	Water Treatment Residuals Management	Water Works	500	500	500	500
IIIE1	Large Gate & Valve Replacement	Water Works	190	190	190	190
IIIE2	Watermain Replacement and/or Cleaning and Lining	Water Works	1,900	1,900	1,900	1,900
IIIE3	Water Meter Replacement	Water Works	0	0	0	0
IIIE4	Large Watermain Cleaning & Lining	Water Works	490	490	490	490
IIIE5	Manhole Repair/Replacement	Water Works	145	145	145	145
IIG9	Complete SCADA System	Water Works	2,000	2,000	2,000	2,000
NN01	Near Northside Redevelopment Project	MCDA	7,647	7,647	9,245	7,925
PS01a	Storm Tunnel Rehabilitation	Sewer	200	200	200	200
PS01b	Sanitary Tunnel Rehabilitation	Sewer	500	500	500	500
PS01c	Sanitary Sewer Rehabilitation	Sewer	300	300	300	300
PS02	Miscellaneous Storm Drains	Sewer	200	200	200	200
PS03	Storm & Sewer Work on Street Renovation Program	Sewer	1,113	1,113	1,113	1,113
PS04	Implementation of US EPA Storm Water Regulations	Sewer	200	200	200	200
PS05	Combined Sewer Overflow Improvements - Phase 2	Sewer	1,000	0	0	0
PS08	Chain of Lakes Water Quality Improvements - Phase 2	Sewer	150	150	150	150
PS39	Flood Area #33, 38, 39	Sewer	850	850	850	850
PS54	Pump Station to Minnehaha Creek (29, 30)	Sewer	2,000	2,000	2,000	2,000
PS55	E. 37th St. & Columbus Ave - Pond (12, 21, 22)	Sewer	3,975	3,975	3,975	3,975
PS56	Crystal Lake New Storm Drain (5)	Sewer	300	300	300	300

2002 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
PSPKBD	Park Board Capital Storm Drain	Sewer	500	500	500	500
PSI	Public Safety Initiative	Public Works	15,885	15,885	15,885	15,885
R01	Reimbursable Paving Projects	Public Works	3,000	3,000	3,000	3,000
R02	Reimbursable Sewer & Storm Drain Projects	Sewer	3,000	3,000	3,000	3,000
R03	Reimbursable Water Projects	Water Works	2,000	2,000	2,000	2,000
R04	Reimbursable Transportation Projects	Public Works	500	500	500	500
T01	Parkway Pavings	Public Works	1,100	1,100	1,100	1,100
T01G	Parkway Paving	Public Works	350	0	0	0
T02	Miscellaneous Segments Program	Public Works	1,815	378	378	0
T03	Renovation Program	Public Works	8,181	4,722	4,542	4,542
T04	CSAH Cooperative Projects	Public Works	1,050	1,050	1,050	1,050
T06G	Urban Village	Public Works	300	300	300	300
T10	West Broadway Avenue Streetscape	Public Works	5,627	5,627	5,627	5,627
T11	Alley Resurfacing and Retaining Wall Rehabilitation	Public Works	0	0	180	180
T12	Lake St. Reconstruction & Streetscape (Segment 1)	Public Works	290	290	290	290
T14	Lake St. Reconstruction & Streetscape (Segment 3)	Public Works	10	10	10	10
T15	Hennepin Ave Streetscape Improvement Initiative	Public Works	3,715	3,715	3,715	3,715
T20	I-35W (42nd Street-Crosstown)	Public Works	485	485	485	485
T21a	Third Ave S "Avenue of Arts" Roadway	Public Works	2,958	2,958	2,958	2,958
T21b	Third Ave S "Avenue of Arts" Neigh Streetscape	Public Works	2,099	0	2,099	2,099
T21c	Third Ave S "Avenue of Arts" Neigh Roadway	Public Works	844	844	844	844
T23	Hiawatha/Minnehaha Railroad Project	Public Works	244	244	244	157
T24	Central Ave NE (27th to 37th Ave NE)	Public Works	2,549	2,549	2,549	2,971
T27	Huron Blvd at Fulton St. SE Intersect Redesign	Public Works	124	0	0	0
T41	Major Bridge Repair and Rehabilitation	Public Works	200	200	200	200
T54	New Traffic Signals	Public Works	170	170	170	170
T58	Defective Hazardous Sidewalks and Complete	Public Works	1,654	1,654	1,654	1,627
T59G	Commuter Bicycle Route System	Public Works	110	110	110	110
T60	Henn/Lyn Bicycle Project (Loring Bikeway)-Phase 1	Public Works	574	574	574	574
T62	Computerized Traffic Signal Control Expansion	Public Works	62	62	62	62
T63	Controller Conversion	Public Works	500	500	500	397
T65	Traffic Signal, Signing & Lighting Improvements	Public Works	344	344	344	344
T67	Residential Parking Program	Public Works	150	150	150	150
T70	Bicycle Parking	Public Works	30	30	30	30
T73	East Loop Distributor Ramp	Public Works	15,000	15,000	15,000	15,000
T91	Loring Greenway, Infrastructure Gap Project	Public Works	556	556	556	556
TX5	18th Avenue NE Bikeway	Public Works	110	0	0	0
Totals			120,508	106,568	108,487	106,994

2003 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
GM01	Facilities Repair and Improvements	Public Works	1,500	1,500	1,500	1,500
GM02	Public Works Facilities Project - Hiawatha	Public Works	4,300	1,758	1,466	1,466
GM05	New Fire Station #14 - see Public Safety Initiative	Fire Dept	4,263	See PSI05	See PSI07	See PSI05&07
GM06	Space Management - Functional Improvements	Finance	611	200	200	200
GM07	Life Safety Improvements	MBC	220	220	220	220
GM08	Mechanical Systems Upgrade	MBC	560	500	500	500
GM14	Information & Technology Data Center	ITS	1,159	0	0	0
HD01	Art in Public Places	City Coord	240	220	220	220
HD13	Franklin Library Historic Preserv/Impr/Expansion	Library Board	1,600	1,600	1,000	1,000
HD21	Community & Neighborhood Center Rehabilitation	Park Board	1,570	1,570	1,570	1,570
HD22	Site & Tot Lot Rehabilitation	Park Board	800	800	800	800
HD24	Athletic Field Renovation	Park Board	495	495	495	495
HD25	Service Center Rehabilitation	Park Board	175	175	175	175
HD26	Tennis Court Rehabilitation	Park Board	150	150	150	150
HD27	Gym Floor Replacement	Park Board	80	80	80	80
HD29	HVAC Improvements	Park Board	135	135	135	135
HD30	Diseased Tree Removal	Park Board	500	500	500	500
HD34	Grant Matching Funds	Park Board	200	0	0	0
HD35	Loring Art Center	Park Board	500	0	0	0
HD36	Northeast Waterpark	Park Board	1,500	1,500	1,500	1,500
HD38	Contingency	Park Board	150	0	0	0
HD41	Off Leash Recreation Areas	Park Board	50	50	50	50
HD44	Parking Lot Rehabilitation	Park Board	200	200	200	200
HD51	Roof Replacement	Park Board	195	195	195	195
HDXX	Park Board Infrastructure Gap Projects	Mayor	0	0	1,070	1,070
IC1	Fridley Softening Plant Modification	Water Works	3,000	0	0	0
IE1	Gates and Manholes	Water Works	75	75	75	75
IIA1	Water Treatment Residuals Management	Water Works	500	500	500	500
IIE1	Large Gate & Valve Replacement	Water Works	200	200	200	200
IIE2	Watermain Replacement and/or Cleaning and Lining	Water Works	2,687	2,687	2,687	2,687
IIE3	Water Meter Replacement	Water Works	330	330	330	330
IIE4	Large Watermain Cleaning & Lining	Water Works	1,188	1,188	1,188	1,188
IIE5	Manhole Repair/Replacement	Water Works	150	150	150	150
UP01	Membrane Filtration	Water Works	20,000	20,000	20,000	20,000
NN01	Near Northside Redevelopment Project	MCDA	10,602	10,602	10,244	10,244
PS01a	Storm Tunnel Rehabilitation	Sewer	500	500	500	500
PS01b	Sanitary Tunnel Rehabilitation	Sewer	750	750	750	750
PS01c	Sanitary Sewer Rehabilitation	Sewer	400	400	400	400
PS02	Miscellaneous Storm Drains	Sewer	200	200	200	200
PS04	Implementation of US EPA Storm Water Regulations	Sewer	250	250	250	250
PS05	Combined Sewer Overflow Improvements - Phase 2	Sewer	1,000	0	0	0
PS08	Chain of Lakes Water Quality Improvements - Phase 2	Sewer	150	150	150	150
PS55	E. 37th St. & Columbus Ave - Pond (12, 21, 22)	Sewer	1,015	1,015	1,015	1,015
PS56	Crystal Lake New Storm Drain (5)	Sewer	1,600	1,600	1,600	1,600
PS59	New Storm Drains - 35W (18)	Sewer	300	300	300	300
PS60	Richfield Road	Sewer	440	440	440	440
PSPKBD	Park Board Capital Storm Drain	Sewer	600	600	600	600

2003 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
PSI	Public Safety Initiative	Various	11,303	15,566	15,566	15,566
R01	Reimbursable Paving Projects	Public Works	3,000	3,000	3,000	3,000
R02	Reimbursable Sewer & Storm Drain Projects	Sewer	3,000	3,000	3,000	3,000
R03	Reimbursable Water Projects	Water Works	2,000	2,000	2,000	2,000
R04	Reimbursable Transportation Projects	Public Works	500	500	500	500
T01	Parkway Pavings	Public Works	1,100	1,100	1,100	1,100
T01G	Parkway Paving	Public Works	350	0	0	0
T02	Miscellaneous Segments Program	Public Works	540	226	226	226
T03	Renovation Program	Public Works	7,846	7,223	7,223	7,223
T03G	Renovation Program	Public Works	953	953	953	953
T04	CSAH Cooperative Projects	Public Works	850	850	850	850
T11	Alley Resurfacing and Retaining Wall Rehabilitation	Public Works	245	245	245	245
T12	Lake St. Reconstruction & Streetscape (Segment 1)	Public Works	846	846	846	846
T14	Lake St. Reconstruction & Streetscape (Segment 3)	Public Works	321	321	321	321
T16	Southeast Minneapolis Industrial (Phase II)	Public Works	2,960	2,960	2,960	2,960
T17	I-35W & Lake St. Interchange Reconstruction	Public Works	2,000	0	0	0
T20	I-35W (42nd Street-Crosstown)	Public Works	485	485	485	485
T21d	Avenue of the Arts Streetscape Downtown 1st - 12th	Public Works	6,000	0	6,000	0
T25G	Nicollet Avenue South Phase II	Public Works	3,579	3,579	3,579	3,579
T26	Tenth Street South	Public Works	2,206	2,206	2,206	2,206
T41	Major Bridge Repair and Rehabilitation	Public Works	200	200	200	200
T43	Chicago Avenue South Bridge	Public Works	1,843	1,843	1,843	1,843
T47	Plymouth Avenue/BNSF, Bassett Creek	Public Works	1,237	1,237	1,237	1,237
T54	New Traffic Signals	Public Works	290	290	290	290
T58	Defective Hazardous Sidewalks and Complete	Public Works	1,738	1,738	1,738	1,738
T59G	Commuter Bicycle Route System	Public Works	200	200	200	200
T62	Computerized Traffic Signal Control Expansion	Public Works	73	73	73	73
T63	Controller Conversion	Public Works	500	500	500	500
T65	Traffic Signal, Signing & Lighting Improvements	Public Works	396	396	396	396
T67	Residential Parking Program	Public Works	150	150	150	150
T70	Bicycle Parking	Public Works	30	30	30	30
TX5	18th Avenue NE Bikeway	Public Works	0	110	110	110
Totals			123,831	105,612	111,432	105,432

2004 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
GM01	Facilities Repair and Improvements	Public Works	1,500	1,500	1,500	1,500
GM02	Public Works Facilities Project - Hiawatha	Public Works	5,600	824	2,754	2,754
GM06	Space Management - Functional Improvements	Finance	468	200	200	200
GM07	Life Safety Improvements	MBC	220	220	220	220
GM08	Mechanical Systems Upgrade	MBC	560	500	500	500
GM11	Tower & Interior Court Elevators	MBC	202	0	0	0
GM14	Information & Technology Data Center	ITS	1,490	0	0	0
HD01	Art in Public Places	City Coord	240	230	230	230
HD04	Northeast Library Expansion/Remodeling	Library Board	350	350	0	0
HD05	Roosevelt Community Library Improvements	Library Board	340	340	0	0
HD13	Franklin Historic Renovation	Library Board	340	340	0	0
HD15	Nokomis Community Library Improvements	Library Board	600	600	0	0
HD21	Community & Neighborhood Center Rehabilitation	Park Board	2,800	2,800	2,800	2,800
HD22	Site & Tot Lot Rehabilitation	Park Board	1,825	1,825	1,825	1,825
HD24	Athletic Field Renovation	Park Board	750	750	750	750
HD25	Service Center Rehabilitation	Park Board	150	150	150	150
HD26	Tennis Court Rehabilitation	Park Board	150	150	150	150
HD27	Gym Floor Replacement	Park Board	225	225	225	225
HD29	HVAC Improvements	Park Board	235	235	235	235
HD30	Diseased Tree Removal	Park Board	500	500	500	500
HD34	Grant Matching Funds	Park Board	200	0	0	0
HD37	Building Security & Fire Systems	Park Board	75	75	75	75
HD38	Contingency	Park Board	200	0	0	0
HD41	Off Leash Recreation Areas	Park Board	50	50	50	50
HD44	Parking Lot Rehabilitation	Park Board	200	200	200	200
HD51	Roof Replacement	Park Board	340	340	340	340
HDXX	Park Board Infrastructure Gap Projects	Mayor	0	0	620	620
IE1	Gates and Manholes	Water Works	80	80	80	80
IIA1	Water Treatment Residuals Management	Water Works	500	500	500	500
IIE1	Large Gate & Valve Replacement	Water Works	210	210	210	210
IIE2	Watermain Replacement and/or Cleaning and Lining	Water Works	3,323	3,323	3,323	3,323
IIE3	Water Meter Replacement	Water Works	200	200	200	200
IIE4	Large Watermain Cleaning & Lining	Water Works	1,732	1,732	1,732	1,732
IIE5	Manhole Repair/Replacement	Water Works	155	155	155	155
UP01	Membrane Filtration	Water Works	25,000	25,000	25,000	25,000
NN01	Near Northside Redevelopment Project	MCDA	16,666	16,666	15,566	15,566
PS01a	Storm Tunnel Rehabilitation	Sewer	1,500	1,500	1,500	1,500
PS01b	Sanitary Tunnel Rehabilitation	Sewer	1,000	1,000	1,000	1,000
PS01c	Sanitary Sewer Rehabilitation	Sewer	600	600	600	600
PS02	Miscellaneous Storm Drains	Sewer	200	200	200	200
PS03	Storm & Sewer Work on Street Renovation Program	Sewer	1,061	746	746	746
PS04	Implementation of US EPA Storm Water Regulations	Sewer	250	250	250	250
PS05	Combined Sewer Overflow Improvements - Phase 2	Sewer	1,000	1,000	1,000	1,000
PS08	Chain of Lakes Water Quality Improvements - Phase 2	Sewer	250	250	250	250
PS55	E. 37th St. & Columbus Ave - Pond (12, 21, 22)	Sewer	3,300	1,865	1,865	1,865
PS56	Crystal Lake New Storm Drain (5)	Sewer	1,600	1,600	1,600	1,600
PS57	Lake Hiawatha New Storm Drain (27)	Sewer	1,375	1,375	1,375	1,375
PS59	New Storm Drains - 35W (18)	Sewer	780	780	780	780
PSPKBD	Park Board Capital Storm Drain	Sewer	700	700	700	700
R01	Reimbursable Paving Projects	Public Works	3,000	3,000	3,000	3,000
R02	Reimbursable Sewer & Storm Drain Projects	Sewer	3,000	3,000	3,000	3,000
R03	Reimbursable Water Projects	Water Works	2,000	2,000	2,000	2,000

2004 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
R04	Reimbursable Transportation Projects	Public Works	500	500	500	500
T01	Parkway Pavings	Public Works	1,100	1,100	1,100	1,100
T01G	Parkway Paving	Public Works	350	0	0	0
T03	Renovation Program	Public Works	5,019	6,061	6,061	6,061
T03G	Renovation Program	Public Works	1,295	1,246	1,246	1,246
T11	Alley Resurfacing and Retaining Wall Rehabilitation	Public Works	188	188	188	188
T12	Lake St. Reconstruction & Streetscape (Segment 1)	Public Works	1,073	1,073	1,073	1,073
T13	Lake St. Reconstruction & Streetscape (Segment 2)	Public Works	252	252	252	252
T14	Lake St. Reconstruction & Streetscape (Segment 3)	Public Works	1,329	1,329	1,329	1,329
T16	Southeast Minneapolis Industrial (Phase II)	Public Works	4,787	4,787	4,787	4,787
T20	I-35W (42nd Street-Crosstown)	Public Works	485	485	485	485
T27	Huron Blvd at Fulton St. SE Intersect Redesign	Public Works	0	124	124	124
T32	15th Avenue SE	Public Works	2,392	2,392	2,392	2,392
T34	LaSalle Avenue South	Public Works	2,705	2,705	2,705	2,705
T36	Richfield Road	Public Works	2,577	2,577	2,577	2,577
T41	Major Bridge Repair and Rehabilitation	Public Works	200	200	200	200
T42G	East River Parkway Bridge	Public Works	653	653	653	653
T46	First Avenue South Bridge over HCRRA	Public Works	1,677	1,677	1,677	1,677
T50	St. Anthony Parkway Bridge over BNSF	Public Works	972	972	972	972
T58	Defective Hazardous Sidewalks and Complete	Public Works	1,825	1,825	1,825	1,825
T59G	Commuter Bicycle Route System	Public Works	300	300	300	300
T62	Computerized Traffic Signal Control Expansion	Public Works	121	121	121	121
T63	Controller Conversion	Public Works	500	500	500	500
T64	Priority Vehicle Control System	Public Works	425	425	425	425
T65	Traffic Signal, Signing & Lighting Improvements	Public Works	432	432	432	432
T67	Residential Parking Program	Public Works	150	150	150	150
T70	Bicycle Parking	Public Works	30	30	30	30
Totals			120,429	112,240	112,060	112,060

2005 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
GM01	Facilities Repair and Improvements	Public Works	1,500	1,500	1,500	1,500
GM02	Public Works Facilities Project - Hiawatha	Public Works	6,000	4,383	5,353	5,353
GM06	Space Management - Functional Improvements	Finance	1,035	200	200	200
GM07	Life Safety Improvements	MBC	220	220	220	220
GM08	Mechanical Systems Upgrade	MBC	560	560	560	560
GM09	Ground Floor Public Bathrooms	MBC	78	0	0	0
GM11	Tower & Interior Court Elevators	MBC	203	0	0	0
GM14	Information & Technology Data Center	ITS	83	0	0	0
HD01	Art in Public Places	City Coord	250	240	240	240
HD04	Northeast Library Expansion/Remodeling	Library Board	1,680	1,680	0	0
HD21	Community & Neighborhood Center Rehabilitation	Park Board	3,000	3,000	3,000	3,000
HD22	Site & Tot Lot Rehabilitation	Park Board	800	800	800	800
HD23	Rehabilitation of Shelter Buildings	Park Board	1,200	1,200	1,200	1,200
HD24	Athletic Field Renovation	Park Board	500	500	500	500
HD26	Tennis Court Rehabilitation	Park Board	300	300	300	300
HD27	Gym Floor Replacement	Park Board	150	150	150	150
HD29	HVAC Improvements	Park Board	225	225	225	225
HD30	Diseased Tree Removal	Park Board	500	500	500	500
HD34	Grant Matching Funds	Park Board	250	0	0	0
HD37	Building Security and Fire Systems	Park Board	75	75	75	75
HD38	Contingency	Park Board	200	0	0	0
HD44	Parking Lot Rehabilitation	Park Board	200	200	200	200
HD51	Roof Replacement	Park Board	300	300	300	300
HDXX	Park Board Infrastructure Gap Projects	Mayor	0	0	670	670
ID4	New 40 Million Gallon Southwest Reservoir	Water Works	2,000	2,000	2,000	2,000
IE1	Gates and Manholes	Water Works	85	85	85	85
IIE1	Large Gate & Valve Replacement	Water Works	220	220	220	220
IIE2	Watermain Replacement and/or Cleaning and Lining	Water Works	5,200	5,200	5,200	5,200
IIE4	Large Watermain Cleaning & Lining	Water Works	3,520	3,520	3,520	3,520
IIE5	Manhole Repair/Replacement	Water Works	160	160	160	160
IIG3	Roof Repair & Replacement	Water Works	100	100	100	100
UP01	Membrane Filtration	Water Works	34,000	27,540	27,540	27,540
NN01	Near Northside Redevelopment Project	MCDA	9,935	9,935	9,795	9,795
PS01a	Storm Tunnel Rehabilitation	Sewer	1,500	1,500	1,500	1,500
PS01b	Sanitary Tunnel Rehabilitation	Sewer	1,000	1,000	1,000	1,000
PS01c	Sanitary Sewer Rehabilitation	Sewer	800	800	800	800
PS02	Miscellaneous Storm Drains	Sewer	220	220	220	220
PS03	Storm & Sewer Work on Street Renovation Program	Sewer	556	556	556	556
PS04	Implementation of US EPA Storm Water Regulations	Sewer	250	250	250	250
PS05	Combined Sewer Overflow Improvements - Phase 2	Sewer	500	500	500	500
PS31	Flood Area # 24,25	Sewer	390	390	390	390
PS57	Lake Hiawatha New Storm Drain (27)	Sewer	1,375	1,375	1,375	1,375
PS59	New Storm Drains - 35W (18)	Sewer	780	780	780	780
PSPKBD	Park Board Capital Storm Drain	Sewer	800	800	800	800
R01	Reimbursable Paving Projects	Public Works	3,000	3,000	3,000	3,000
R02	Reimbursable Sewer & Storm Drain Projects	Sewer	3,000	3,000	3,000	3,000
R03	Reimbursable Water Projects	Water Works	2,000	2,000	2,000	2,000

2005 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
R04	Reimbursable Transportation Projects	Public Works	500	500	500	500
T01	Parkway Pavings	Public Works	1,850	1,300	1,300	1,300
T01G	Parkway Paving	Public Works	350	350	350	350
T02	Miscellaneous Segments Program	Public Works	1,078	1,018	1,018	1,018
T03	Renovation Program	Public Works	4,274	4,033	4,033	4,033
T03G	Renovation Program	Public Works	2,332	2,332	2,332	2,332
T04	CSAH Cooperative Projects	Public Works	1,000	1,000	1,000	1,000
T11	Alley Resurfacing and Retaining Wall Rehabilitation	Public Works	247	247	247	247
T13	Lake St. Reconstruction & Streetscape (Segment 2)	Public Works	1,437	1,437	1,437	1,437
T14	Lake St. Reconstruction & Streetscape (Segment 3)	Public Works	769	769	769	769
T20	I-35W (42nd Street-Crosstown)	Public Works	485	485	485	485
T37	Como Avenue Southeast	Public Works	2,865	2,865	2,865	2,865
T38	East 38th Street	Public Works	2,894	2,894	2,894	2,894
T40	Sixth Avenue North	Public Works	1,440	1,440	1,440	1,440
T41	Major Bridge Repair and Rehabilitation	Public Works	200	200	200	200
T44	Pleasant Avenue Bridge	Public Works	908	0	0	0
T49	Camden Avenue Bridge Rehabilitation	Public Works	1,233	1,233	1,233	1,233
T51G	10th Avenue SE Bridge Arch Rehabilitation	Public Works	921	921	921	921
T54	New Traffic Signals	Public Works	100	100	100	100
T58	Defective Hazardous Sidewalks and Complete	Public Works	1,916	1,916	1,916	1,916
T59G	Commuter Bicycle Route System	Public Works	492	492	492	492
T62	Computerized Traffic Signal Control Expansion	Public Works	149	149	149	149
T63	Controller Conversion	Public Works	200	200	200	200
T63G	Controller Conversion Gap	Public Works	300	300	300	300
T64	Priority Vehicle Control System	Public Works	425	425	425	425
T65	Traffic Signal, Signing & Lighting Improvements	Public Works	425	425	425	425
T67	Residential Parking Program	Public Works	150	150	150	150
T70	Bicycle Parking	Public Works	30	30	30	30
T75	Adaptive Control Expansion	Public Works	300	300	300	300
Totals			119,970	108,475	108,295	108,295

2006 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
GM01	Facilities Repair and Improvements	Public Works	2,000	1,500	1,500	1,500
GM02	Public Works Facilities Project - Hiawatha	Public Works	4,600	4,849	3,799	3,799
GM03	MPD Forensic Laboratory	Police Dept	8,083	800	800	800
GM06	Space Management - Functional Improvements	Finance	1,035	200	200	200
GM07	Life Safety Improvements	MBC	220	220	220	220
GM08	Mechanical Systems Upgrade	MBC	560	560	560	560
HD01	Art in Public Places	City Coord	350	270	270	270
HD15	Nokomis Community Library Improvements	Library Board	1,600	1,600	1,600	1,600
HD21	Community & Neighborhood Center Rehabilitation	Park Board	4,225	4,225	4,225	4,225
HD22	Site & Tot Lot Rehabilitation	Park Board	450	450	450	450
HD23	Rehabilitation of Shelter Buildings	Park Board	400	400	400	400
HD24	Athletic Field Renovation	Park Board	750	750	750	750
HD26	Tennis Court Rehabilitation	Park Board	300	300	300	300
HD27	Gym Floor Replacement	Park Board	75	75	75	75
HD29	HVAC Improvements	Park Board	100	100	100	100
HD30	Diseased Tree Removal	Park Board	500	500	500	500
HD34	Grant Matching Funds	Park Board	250	0	0	0
HD37	Building Security and Fire Systems	Park Board	50	50	50	50
HD38	Contingency	Park Board	200	0	0	0
HD44	Parking Lot Rehabilitation	Park Board	200	200	200	200
HDXX	Park Board Infrastructure Gap Projects	Mayor	0	0	870	870
HS05	Fire Training Campus Classroom/Vehicle Storage	Fire Dept	3,206	0	0	0
ID4	New 40 Million Gallon Southwest Reservoir	Water Works	11,000	11,000	11,000	11,000
IE1	Gates and Manholes	Water Works	90	90	90	90
IIE1	Large Gate & Valve Replacement	Water Works	230	230	230	230
IIE2	Watermain Replacement and/or Cleaning and Lining	Water Works	5,400	5,400	5,400	5,400
IIE4	Large Watermain Cleaning & Lining	Water Works	3,615	3,615	3,615	3,615
IIE5	Manhole Repair/Replacement	Water Works	165	165	165	165
UP01	Membrane Filtration	Water Works	41,000	41,000	41,000	41,000
NN01	Near Northside Redevelopment Project	MCDA	3,375	3,375	3,375	3,375
PS01a	Storm Tunnel Rehabilitation	Sewer	1,700	1,700	1,700	1,700
PS01b	Sanitary Tunnel Rehabilitation	Sewer	1,100	1,100	1,100	1,100
PS01c	Sanitary Sewer Rehabilitation	Sewer	1,200	1,200	1,200	1,200
PS02	Miscellaneous Storm Drains	Sewer	220	220	220	220
PS03	Storm & Sewer Work on Street Renovation Program	Sewer	630	630	630	630
PS04	Implementation of US EPA Storm Water Regulations	Sewer	250	250	250	250
PS05	Combined Sewer Overflow Improvements - Phase 2	Sewer	500	500	500	500
PS59	New Storm Drains - 35W (18)	Sewer	775	775	775	775
PS61	Flood Area #43	Sewer	550	550	550	550
PS62	Flood Area #46	Sewer	200	200	200	200
PSPKBD	Park Board Capital Storm Drain	Sewer	900	900	900	900
R01	Reimbursable Paving Projects	Public Works	3,000	3,000	3,000	3,000
R02	Reimbursable Sewer & Storm Drain Projects	Sewer	3,000	3,000	3,000	3,000
R03	Reimbursable Water Projects	Water Works	2,000	2,000	2,000	2,000
R04	Reimbursable Transportation Projects	Public Works	500	500	500	500
T01	Parkway Pavings	Public Works	1,850	1,300	1,300	1,300
T01G	Parkway Paving	Public Works	380	380	380	380
T03	Renovation Program	Public Works	6,111	5,115	5,115	5,115
T03G	Renovation Program	Public Works	2,922	2,521	2,521	2,521
T04	CSAH Cooperative Projects	Public Works	1,000	1,000	1,000	1,000
T08	Snelling Avenue Extension	Public Works	452	452	452	452
T20	I-35W (42nd Street-Crosstown)	Public Works	485	485	485	485

2006 CAPITAL BUDGET DECISION SUMMARY

Project ID	Project Title	Submitting Agency or Department	Capital Budget Request	CLIC Recommended	Mayor Recommended	Council Adopted
T35	27th Avenue South	Public Works	5,156	5,156	5,156	5,156
T41	Major Bridge Repair and Rehabilitation	Public Works	200	200	200	200
T45	Fremont Avenue South Bridge	Public Works	555	555	555	555
T48	Stevens Avenue Bridge	Public Works	975	0	0	0
T54	New Traffic Signals	Public Works	100	100	100	100
T56	Dinkytown Bypass - Phase I	Public Works	600	0	0	0
T57	Cedar Lake Trail (Phase 3B)	Public Works	300	300	300	300
T58	Defective Hazardous Sidewalks and Complete	Public Works	2,012	2,012	2,012	2,012
T59G	Commuter Bicycle Route System	Public Works	400	400	400	400
T61	LED Replacement Program	Public Works	1,000	1,000	1,000	1,000
T62	Computerized Traffic Signal Control Expansion	Public Works	82	82	82	82
T63	Controller Conversion	Public Works	650	500	500	500
T63G	Controller Conversion Gap	Public Works	350	350	350	350
T64	Priority Vehicle Control System	Public Works	425	425	425	425
T65	Traffic Signal, Signing & Lighting Improvements	Public Works	391	391	391	391
T65G	Traffic Signal, Signing & Lighting Improvements Gap	Public Works	100	0	0	0
T67	Residential Parking Program	Public Works	150	150	150	150
T70	Bicycle Parking	Public Works	35	35	35	35
T72	Northside Parking Ramp	Public Works	15,000	15,000	15,000	15,000
T78	Parkway Street Lighting Replacement	Public Works	700	0	0	0
T79	Residential Lighting Replacement - Como	Public Works	1,289	0	0	0
T91	Loring Greenway, Infrastructure Gap Project	Public Works	1,500	1,500	1,500	1,500
TX7	Nicollet Avenue Bridge from Lake St. to 29th St.	Public Works	3,930	3,930	3,930	3,930
Totals			159,654	141,788	141,608	141,608

LIBRARY REFERENDUM CAPITAL PROGRAM

COUNCIL ADOPTED

CENTRAL LIBRARY STATUS:	<u>Amounts (whole \$)</u>
2001 Central Library Appropriation	1,760,200
2001 Projected Expenditures:	
City	268,600
Library (a)	<u>125,000</u>
Total 2001 Projected Expenditures	<u>(393,600)</u>
2001 Ending Balance	1,366,600
2002 Estimated Expenditures:	
Interim Operations (b)	3,877,000
Demolition (c)	1,105,500
Architectural/Engineering (d)	5,900,000
Construction Management (e)	600,000
Other Professional Services (f)	300,000
Project Management	<u>550,000</u>
Total 2002 Estimated Expenditures	<u>(12,332,500)</u>
2002 Ending Balance before Budget Increase	(10,965,900)
Council Adopted 2002 Capital Budget Increase	<u><u>10,965,900</u></u>

- (a) Estimated expenditures by year end 2001
- (b) Includes rent, tenant improvements and other costs
- (c) Assumes most demolition occurs after November 2002
- (d) Proposal amount
- (e) Contract amount including some additional services
- (f) Insurance, survey, geotechnical, etc.

CITY ASSESSOR

MISSION STATEMENT

The Department of Assessor serves the citizens of the City of Minneapolis by cost-efficiently administering the classification and valuation of real estate property in an accurate and equitable manner as prescribed by law, while performing related duties as directed by governing authorities – contributing to proper property taxation supporting government planning and funding.

BUSINESSES

Perform the assessment function for all real estate and appropriate personal property

The department's external customers are:

1. Minneapolis property owners
2. Hennepin County Taxpayer Services
3. Minnesota Department of Revenue
4. General public especially real estate professionals

The internal customers are:

1. Finance Department
2. MCDA
3. Planning
4. Inspections

The assessment function is implicitly tied to all City goals by providing funding of service activities in all departments. It is directly tied to the goal, *"increase the City's population and tax base by developing and supporting housing choices citywide through preservation of existing housing and new construction."* A second goal that relates to the Department is, *"provide an efficient, effective results-oriented City government that has a clearly defined role in relationship to other levels of government."*

SERVICE ACTIVITIES AND KEY PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
1. Estimate the value of all taxable property and maintain property descriptions.	Average assessment to sale ratio of 94% Informal and formal appeals are 2.5% or less of total taxable parcels Inspect 25% of parcels each year.
2. Classification and processing of parcels and owners qualifying for homestead status, exempt status or special classifications	Meet 100% of state and county deadlines in the assessment calendar. Submit assessment roll change orders to Hennepin County that total less than 2.5% of taxable parcels.
3. Respond to all formal owner/taxpayer valuation appeals. and requests for property reviews.	Net total reduction because of formal appeals will be less than 5% of total market value appealed. Achieve 70% of appeals upheld by local, county appeal boards or Tax Court. Resolve 70% of informal appeals prior to those appeals advancing to a formal appeal. Respond to taxpayer requests for reviews within 5 days of receipt.
4. Support of City initiatives, Property Tax Programs, Minneapolis School District and other City Departments.	Participation in several enterprise projects, including Chair of <i>Technology Steering Committee</i> ; <i>Nature of Change</i> ; <i>Rewards and Recognition</i> ; <i>Real Estate Advisory Board</i> . Tax base growth of 21.9% from 2000 to 2001 supports all programs and financial strength of the City. Maintaining the Assessment function at the city vs. county level provides both tangible and intangible benefits with the same cost to perform the services.
5. Verify and maintain records of property transfers.	Receive information and enter into appropriate databases within five days of receipt. Maintain level of accuracy at over 97%.

CHALLENGES

CHALLENGE 1: Work force planning – Many experienced staff members will be eligible for retirement over the next three years.

Strategies:

The Department has been able to recruit several experienced appraisers at the entry level and two experienced individuals for the Management Team from outside the Department. One individual left and there have been two internal promotions, which will provide opportunities for the experienced entry level staff. Two members of the Management Team are expected to retire at the end of 2001, with recruitment planning or internal training plans underway at present.

Progress:

All Management Team positions are filled. Other vacancies within the department are either filled or in the process of recruitment/interviewing.

CHALLENGE 2: The Central Business District is approaching another period of overbuilding, resulting in an increase in vacancy rates and decrease in rental levels.

Strategies:

In contrast with previous years' assessments, the 2000 assessment for Class A and high Class B properties in the CBD had slight reductions in value to reflect softening market conditions. This assessment was nearly unchanged from 2000 to 2001.

Progress:

Valuation appeals from the 2000 assessment have generally not reached any resolution and the 2001 assessment will be one to two years from now before appeals are disposed of. It is anticipated that the proactive approach towards recognizing a softening market may result in more cases being dismissed and/or lower settlements in the remaining cases.

CHALLENGE 3: Implementing new technology that is in alignment with the City's Enterprise Vision of sharing information with other departments/agencies and the public. The Department is in the third phase of Business Process Reengineering (BPR).

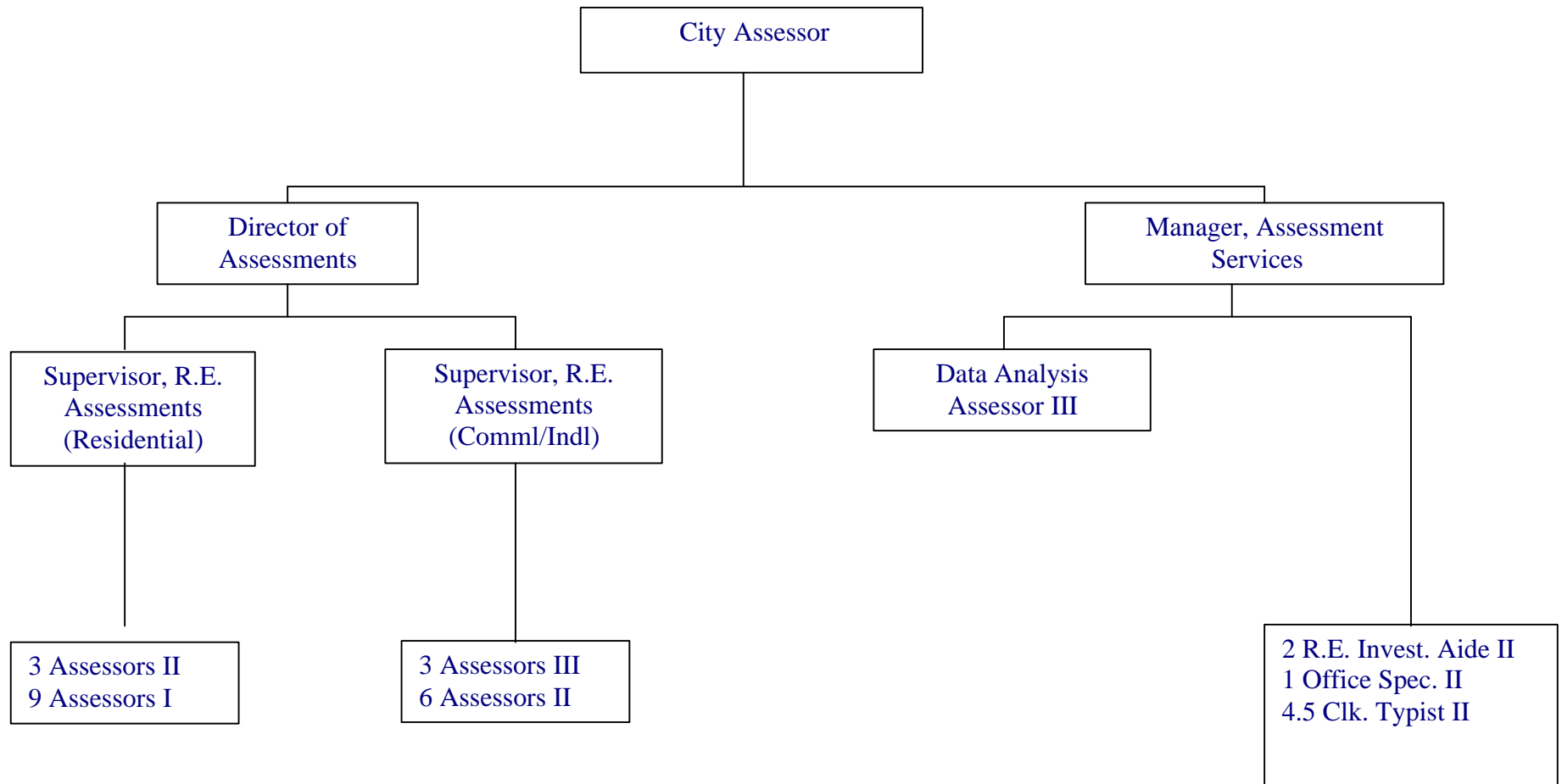
Strategies:

The Department is working with ITS, the software vendor and a systems integrator to implement Govern software. Funding is from SISP with a probable need for a request for some additional funds to complete the project.

Progress:

The new system "went live" on August 20, 2001. The conversion was successful and the department and ITS are currently working on corrections and data clean up.

ORGANIZATIONAL CHART
MINNEAPOLIS DEPARTMENT OF ASSESSOR
(With staff change proposed in 2002 Budget)



ASSESSOR Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	0	140	500	500	0.0%	0
Contractual Services	210,772	260,111	194,196	197,795	1.9%	3,599
Equipment	0	2,528	1,000	1,000	0.0%	0
Fringe Benefits	393,875	371,008	410,274	428,428	4.4%	18,154
Operating Costs	153,133	135,028	129,268	145,281	12.4%	16,013
Salaries and Wages	1,831,703	1,818,915	1,860,135	1,815,037	-2.4%	-45,098
Total for General Fund - City	2,589,483	2,587,729	2,595,373	2,588,041	-0.3%	-7,332
Total for ASSESSOR	2,589,483	2,587,729	2,595,373	2,588,041	-0.3%	-7,332

ASSESSOR

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	7,966	3,597	1,000	1,000	0.0%	0
Operating Transfers In	20,000	0	0	0	0.0%	0
Other Misc Revenues	0	90	0	0	0.0%	0
Property Taxes	113,146	134,344	95,000	130,000	36.8%	35,000
Total for General Fund - City	141,112	138,031	96,000	131,000	36.5%	35,000
Total for ASSESSOR	141,112	138,031	96,000	131,000	36.5%	35,000

ASSESSOR
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	39.00	38.00	37.00	35.50	-4.1%	(1.50)

Explanation of Changes 2001 to 2002 Budget:

- One Secretary position and one half of a Clerk Typist II were eliminated through a Target Strategy for 2002.
- The Department's budget is over 85% salaries and benefits.
- This revenue budget includes a \$35,000 increase in Payment in Lieu of Taxes (PILOT) revenue.
- The only increases in expenditures are in the liability premium, which experienced a 38.06% increase, and property services rent, which increased 3.0%.

CITY ATTORNEY

MISSION STATEMENT

The mission of the City Attorney's Office is to deliver high quality, cost-effective legal services that are responsive to the City's adopted policies, goals, and objectives; to assist the City in managing its financial exposure to claims brought against the City; and to promote public safety by aggressively prosecuting all gross misdemeanor, misdemeanor and petty misdemeanor crimes that occur in the City.

BUSINESSES

The businesses of the City Attorney's Office are:

Prosecute livability and other crimes that occur in the City so that crime is reduced and the residents' feeling of safety within our community is increased

Provide a broad range of high quality, cost-effective legal services to the City's elected officials, departments, and independent boards and commissions so that the City's policy objectives are achieved and the City's liability exposure is minimized

Relevance to the City's Goals:

These businesses reflect a comprehensive range of municipal legal services – both civil and criminal - which directly impact all the City's adopted goals.

Customers served by these businesses:

Criminal Division

The Criminal Division has two internal customers – the State and the City of Minneapolis. The State is an internal customer by virtue of our enforcement of State petty misdemeanor, misdemeanor and gross misdemeanor laws. The City of Minneapolis is an internal customer by virtue of our enforcement of the City's ordinances. Both the State and the City are primary customers.

Primary external customers include crime victims and our community. Secondary external customers include our partners in Hennepin County's criminal justice system.

Civil Division

The elected officials of the City are the clients of the Civil Division. This is based on City Charter, Chapter 3, Section 7; the City's adopted Legal Services Protocol; and the Rules of Professional Responsibility. Depending on the nature of the service being provided and the applicability of the attorney-client privilege, the City's independent boards and commissions, departments, and individual City employees may also be "clients" and, therefore, also may be primary internal customers. More typically, the City's independent boards and

commissions, department and employees are the Civil Division's secondary internal customers. Because of the unique attorney-client relationship between the City Attorney's Office and its clients, the Civil Division typically does not have external clients, but the Division has external customers. These customers are the citizens of Minneapolis who are the indirect beneficiaries of the services provided by the Civil Division.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
<i>PROSECUTE LIVABILITY AND OTHER CRIMES THAT OCCUR IN THE CITY</i>	
1. Aggressive Prosecution of Offenders under the City Attorney's Office jurisdiction.	<p><i>Prosecute 100% of all identified chronic offenders under the City Attorney's Office jurisdiction.</i></p> <ul style="list-style-type: none"> Percentage of chronic offenders identified by the Minneapolis Police Department and the Minneapolis City Attorney's Office were prosecuted: <ul style="list-style-type: none"> 2000 100% 2001 100% (as of 8/31/01) <p><i>50% of all offenders prosecuted by the Special Prosecutions Team will not reoffend within 12 months.</i></p> <ul style="list-style-type: none"> Percentage of all former STOP offenders identified by the Minneapolis City Attorney's Office who did not re-offend: <ul style="list-style-type: none"> 2000 56% <p><i>Staff all necessary courtrooms.</i></p> <ul style="list-style-type: none"> Daily average of courtrooms to be staffed: <ul style="list-style-type: none"> 2000 33.46 2001 33.73 Number of attorney positions available to staff courtrooms: <ul style="list-style-type: none"> 2000 33 2001 34 <p><i>Limit bench complaints regarding staffing to less than 1% of Minneapolis Division 1 calendars.</i></p> <ul style="list-style-type: none"> 2000: less than 1% of the Division 1 calendars. 2001: less than 1% of the Division 1 calendars.

<p>2. Proactive Involvement in Improving the Criminal Justice System</p>	<p><i>Maintain active involvement with the Criminal Justice Coordinating Committee (CJCC) and its Integrated Systems Advisory Board (ISAB).</i></p> <ul style="list-style-type: none"> • 2000: The City Attorney and/or Deputy City Attorney attended all CJCC meetings. The Office had involvement in the CJCC's preparation of the Chronic Offender Study and ISAB's plan for CriMNet. The Chronic Offender study resulted in a demonstration project in the 3rd precinct. The ISAB plan for CriMNet positions the County and the City to integrate their criminal justice data systems with the state-wide system once the state-wide "backbone" for the integrated Criminal Justice System is funded and built. <p><i>Continue partnerships with the Hennepin County District Court to improve efficiency in the court system.</i></p> <ul style="list-style-type: none"> • Initiated a pre-screening of all cases that allows each case to be called and resolved in open court. • Created the "Minneapolis Community Impact Calendar", which focuses on the prosecution of livability crimes in all parts of the City. Since the initiation of the Minneapolis Community Impact Calendar, the average time that a case takes from initiation to resolution was significantly reduced: <ul style="list-style-type: none"> • Average time between first appearance and second appearance <ul style="list-style-type: none"> • 1999 38 days • 2000 14 days (71% reduction) • Average time a case takes from initiation to resolution <ul style="list-style-type: none"> • 1999 28.62 days • 2000 18.47 days (35% reduction) • Another measure of reduction in court process delays is the number of bench warrants issued for non-appearance. Since the creation of the Minneapolis Community Impact Calendar, there has been a reduction in bench warrants issued.
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2. Proactive Involvement in Improving the Criminal Justice System *continued..*

- Percent of cases where defendant failed to make appearance (bench warrant issued):
 - 1999 22.1%
 - 2000 15.4% (30% decrease)
- The time between the non-appearance and the return to court has also been reduced.
 - Average number of days between issuance of bench warrant and return to court:
 - 1999 105.2 days
 - 2000 51.3 days (54% decrease)
- Focus on Sentence To Serve (STS) as a sanction for livability crimes.
 - Percent livability crimes where sentence to service was part of the resolution
 - 1999 1.2%
 - 2000 5.4% (318% increase)
 - Percent of STS served within six months of imposition of sentence.
 - 1999 39.1%
 - 2000 69.1% (77% increase)

The Office also worked extensively with the District Court to decrease the time it takes drunk driving cases to process through the court system.

- The average length of time for resolution has improved:
 - 1999 38 days
 - 2000 26 days
- The percentage of cases disposed of within 45 days:
 - 1999 67.1%
 - 2000 81.0%
- The percentage of cases disposed within 60 days:
 - 1999 75.0%
 - 2000 92.1%
- The percentage of cases disposed within 75 days:
 - 1999 82.5%

<p>2. Proactive Involvement in Improving the Criminal Justice System <i>continued..</i></p>	<ul style="list-style-type: none"> • 2000 95.3% <p><i>Work with the Hennepin County District Court Administrator to facilitate resolution of matters at the Violations Bureau.</i></p> <ul style="list-style-type: none"> • Worked extensively with the Violations Bureau to add authority for the Violations Bureau to resolve low-level traffic cases in order to minimize the number of these cases that appear on court calendars. • Revised guidelines to assure consistency. • Increased the number of routine traffic cases resolved at the Violations Bureau, allows the Minneapolis Community Impact Calendar to focus on livability crimes. • Reduction in moving violations sent to court from Violations Bureau: <ul style="list-style-type: none"> • 1999 2,954 • 2000 2,639 (11% reduction) • Reduction in parking cases sent to court from Violations Bureau <ul style="list-style-type: none"> • 1999 2,878 • 2000 1,336 (53% reduction) • <i>Active participation in the Third Precinct Community Court Calendar.</i> • Percentage of Community Court cases that are handled by the City Attorney's Office (gross misdemeanors and misdemeanors): <ul style="list-style-type: none"> • 2000: 66% • 2001: 93% (as of 8/31/01) • Number of City Attorney cases addressed by the Third Precinct Community Court Calendar: <ul style="list-style-type: none"> • 2000: 165 • 2001: 413 (as of 8/31/01)
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<p>3. Active Collaboration with Neighborhoods on Community Justice.</p>	<p><i>Complete community mediation within 60 days of referral.</i></p> <ul style="list-style-type: none"> • Number of Cases Mediated: <ul style="list-style-type: none"> • 2000: 64 • 2001: 49 (as of 8/31/01) • Average length of time from referral to completion: <ul style="list-style-type: none"> • 2000: 25 days • 2001: 28.3 days (as of 8/31/01) <p><i>Ensure no breach of conditions of agreement over a one-year period.</i></p> <ul style="list-style-type: none"> • Agreements breached: <ul style="list-style-type: none"> • 2000: 1 • 2001: 0 (as of 8/31/01) • Percent of mediated agreements in where conditions were breached within one year of agreement: <ul style="list-style-type: none"> • 2000 .02% • 2001 0% (as of 8/31/01) <p><i>Respond to continued requests for the City Attorney's Office involvement in neighborhood restorative justice programs.</i></p> <ul style="list-style-type: none"> • Assistant City Attorneys are assigned to the neighborhood restorative justice programs to screen and refer cases appropriate for the individual programs. • The Office worked extensively with the CCNP program to improve the case referral process. <ul style="list-style-type: none"> • Adjusted personnel conducting screening and instituted daily calendar screening. • Created feedback program to determine reason why each time an eligible case was not referred. <ul style="list-style-type: none"> • Number of cases screened for referral to CCNP: <ul style="list-style-type: none"> • 2000: 1,296 • 2001: 2,480 (as of 8/31/01) • Number of cases accepted into program:
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<p>3. Active Collaboration with Neighborhoods on Community Justice <i>continued</i></p>	<ul style="list-style-type: none"> • 2000: 35 • 2001: 92 (as of 8/31/01) <ul style="list-style-type: none"> • The Office worked with the Powderhorn Park Restorative Justice Program to broaden the types of cases referred to the program. <ul style="list-style-type: none"> • Number of cases referred to the Program: <ul style="list-style-type: none"> • 2000: 122 • 2001: 307 (as of 8/31/01)
<p>PROVIDE HIGH QUALITY, COST EFFECTIVE LEGAL SERVICES TO THE CITY'S ELECTED OFFICIALS, DEPARTMENTS AND INDEPENDENT BOARDS</p>	
<p>4. Respond to requests for services from elected officials, City departments and City staff.</p>	<p><i>Assign requests for legal services within one working day of receipt of the request, claim, or notice.</i></p> <ul style="list-style-type: none"> • Data for 2000: Number of requests for service received: 1,467 Percent assigned within one working day: 93% (1374 out of 1467) <p><i>Staff all council and committee meetings.</i></p> <ul style="list-style-type: none"> • Data for 2000: Percent of meetings staffed: 100% (The City Attorney's Office staffed the Council meetings, Committee of the Whole, standing committees, and the Executive Committee.) <p><i>Draft contracts on routine matters within 14 days and non-routine matters within 7 days.</i></p> <ul style="list-style-type: none"> • Data for 2000: Number of contracts drafted: 208 Percent drafted within 14 days: 100% (24) Percent drafted within 7 day: 100% (10) Percent drafted per client schedule: 100% (87) Number of contracts reviewed: 208 <p>In order to measure performance relating to this type of service, the Office will develop a new performance measure for 2002.</p>
<p>5. Respond to requests for services from the City's independent boards and commissions.</p>	<p><i>Assign requests for legal services within one working day of receipt of the request, claim, or notice.</i></p> <ul style="list-style-type: none"> • Data for 2000: Number of requests received: 58 Percent assigned within one working day: 96% (56 out of 58)

<p>5. Respond to requests for services from the City's independent boards and commissions <i>continued.</i></p>	<p><i>Draft contracts on routine matters within 14 days and non-routine matters within 7 days.</i></p> <ul style="list-style-type: none"> Data for 2000: Number of contracts reviewed/drafted: 50 Percent drafted within 14 days: 100% (5) Percent drafted within 7 days: 0 requested <p>In order to measure performance relating to these other contract service requests, the Office will develop a new performance measure for 2002.</p>
<p>6. Provide legal services in support of the City's risk management policies.</p>	<p><i>Develop Case Management Plan for each filed lawsuit within 60 days after filing.</i></p> <ul style="list-style-type: none"> Data for 2000: Number of cases filed: 120 Percent Case Management Plan developed within 60 days: 100% (120) <p><i>Litigate to conclusion 35% of all matters filed in federal or state court.</i></p> <ul style="list-style-type: none"> Data for 2000: Number of filed matters litigated to conclusion in state or federal court: 33% (39 out of 120) <p><i>Prevail on at least 95% of all City contracts that are challenged in court.</i></p> <ul style="list-style-type: none"> Data for 2000: Percent of contracts upheld: 100% (One case was upheld in Court, and the other settled in City's favor). <p><i>Provide training on legal issues, schedule training with affected departments 90 days in advance of delivery.</i></p> <ul style="list-style-type: none"> Data for 2000: Number of employees trained in sexual harassment training: 1000 Percent of sessions scheduled within 90 days of delivery: 100% (40) Number of Minneapolis Police Department officers receiving use of force training: 500 Percent of sessions scheduled within 90 days of delivery: 100% (34) <p><i>Reduce City's liability over a 3-5 year term for those</i></p>

<p>6. Provide legal services in support of the City's risk management policies <i>continued..</i></p>	<p><i>matters for which training was conducted by the City Attorney's Office.</i></p> <ul style="list-style-type: none"> • Data for 2000: Since this measurement was established last year, it is too early to assess the success of the Office's training initiatives. Nonetheless, current figures indicate that the number of cases and total liability is down. For example, in the area of police misconduct, the number of police cases filed in state and federal court is down from 69 in 1998 to 20 in 2000, and total liability payout is down from \$1.9 million in 1998 to \$724,000 in 2000.
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CHALLENGES

CHALLENGE 1: The City Attorney's Office Criminal Division needs effective technological systems to manage its prosecution caseload on a day-to-day basis to provide meaningful case information to the public and to interconnect with the CriMNet system.

Strategies:

The City Attorney's Office (CAO) addressed this challenge by undertaking an extensive Request for Proposal (RFP) process utilizing staff from CAO, ITS and a representative from Hennepin County Attorney's Office who has been extensively involved with CriMNet. Only 2 of the proposals received met the ITS technology requirements.

Using the RFP responses, the City Attorney's Office and ITS staff prepared a cost estimate for total system implementation, including ITS costs, and determined that it could be as high as \$1.5 million (in 2000 dollars).

Progress:

The City Attorney's Office application for a federal grant to purchase a new case management system was not successful, but the department continues to pursue other grant opportunities to implement the project.

CHALLENGE 2: A significant number of positions in the Criminal Division are funded with federal block grant dollars. Federal funds, however, are not a reliable long-term source of funding and a permanent solution must be found to avoid a more expensive "fix" in the future. The challenge will be to continue aggressive prosecution of livability offenses and support of restorative justice programs with other funding sources.

Strategies:

The City has capitalized on the availability of federal block grant dollars to fund increased prosecution of livability crime. These monies have funded additional prosecutors and support staff so that the City Attorney's Office could more aggressively prosecute livability crime in Minneapolis. They financed the Top Offender Program, which addresses chronic misdemeanor offenders; provided additional resources to screen all cases before the first court appearance, which has increased consistency in case handling; and increased the number of prosecutors available to prosecute livability crimes. These efforts have resulted in earlier resolution of cases, thus increasing community feelings of safety and system responsiveness to crime.

In 2000, approximately 51,080 cases were handled by 33.5 FTE positions for an average of 1,525 cases per position. This is in sharp contrast to the American Bar

Association standard for public defenders of 400 misdemeanor cases per attorney per year. The State standards for Minnesota Public Defenders are 400 misdemeanors per year or 250-300 gross misdemeanors per year.

Through recent staff additions, the City Attorney's Office has reduced the average caseload per attorney; however, the caseload is not yet near a level that would allow for the most aggressive efforts on each case. Further, additional demands continue to be placed upon Criminal Division attorneys. Many have liaison assignments to law enforcement agencies or community groups that require time and commitment. Hennepin County District Court initiatives such as "fast tracking" DWI's and the new Domestic Court place more demands on attorneys to be available for trial within 45 days of a defendant's first appearance. Additional strains on staffing will result with the opening of Hennepin County's Public Safety Facility.

This issue is driven by the possibility that federal funding for these positions may not be available under the new administration in Washington and/or because of competing demands for federal block grant dollars. Without an alternative funding source, the City would not have adequate prosecution resources to continue its aggressive prosecution of livability crimes.

Progress:

The Office has cut average case processing time in half. Shortening the time to process a case through the court system has decreased other system costs. For example, when the time between court appearances is shorter, more defendants appear on their court dates. There has been a 30% decrease in the issuance of bench warrants, which decreases costs at many levels across the criminal justice system. The City Attorney's Office focuses on getting results in the prosecution of livability crimes that are meaningful to the public. The City Attorney's Office has succeeded in increasing the sentences in livability crimes to include a three-fold increase in offenders' Sentence to Serve (STS) time. This means that livability crimes offenders are spending more hours picking up litter, painting graffiti and giving back to the community in other ways.

Although we cannot provide comprehensive statistical information, the City Attorney's Office has strong anecdotal evidence of increased community satisfaction. The domestic violence advocacy community is very pleased with the reorganization of the Domestic Abuse Team and our increased coordination with the police and community organizations. CCNP is equally pleased with the Office's reorganization of that program's case processing, which has resulted in nearly a 50% increase in case referrals. The Powderhorn Restorative Justice Project is pleased with its strong liaison and court referral services.

CHALLENGE 3: Domestic violence continues to challenge our community and threaten many of our women and children. Over 20,000 "911" calls in Minneapolis are identified as "domestic". Domestic assault arrests continue to rise, and the Minneapolis-Hennepin County Homeless Task Force recently found that more than one-half of the families studied were forced out of their homes by domestic violence. Prosecution of these domestic assault cases requires a coordinated response from the criminal justice system.

Strategies:

In recognition of the serious nature of domestic violence crimes, and the unique dynamics involved in prosecution of these crimes, the City Attorney's Office has reassigned additional resources to the Domestic Abuse Prosecution Team (DAT). The Office is engaged with other partners in the criminal justice system to better address systems issues, including those arising from the new Domestic Violence Court.

Progress:

The City Attorney's Office has added additional resources to address domestic violence crimes. Further, prior to the creation of the Domestic Violence Court, domestic violence case arraignments (1st appearances) and pre-trials were held in a number of courtrooms scattered throughout the Hennepin County Government Center. These appearances now occur in one courtroom, which allows the Domestic Abuse Prosecution Team to assign prosecutors to all appearances.

DAT prosecutors began handling all domestic violence appearances on April 1, 2001. We have already seen enhancements to prosecution as a result. Cases that should be upgraded to gross misdemeanors or felonies are being evaluated within the first 24 hours of the case's arrival in court. In the past, this process took up to two weeks. In addition, the prosecutors are able to make more consistent and appropriate requests for bail and conditions of release in each case.

CHALLENGE 4: The City's elected officials have aggressively addressed the livability of its neighborhoods and commercial areas. The Department of Regulatory Services' (DRS) programs have been created to foster livability everywhere in the City. If the City Attorney's Office is not able to provide comprehensive legal services in support of these programs, the resources provided to the Regulatory Services Department cannot be fully utilized and the City's livability goals may not be fully achieved.

Strategies:

Neighborhood livability, problem properties, and protection of the natural and built environment are important City policies and goals requiring concentrated activity by the Department of Regulatory Services (DRS). In 1999, the City Attorney's Office reallocated current staff and received additional budget resources to address the service needs of DRS and created its Code Compliance Unit. This Unit is responsible for day-to-day support of the DRS and its Licenses and Inspections Divisions. The charge to the Unit is to focus legal resources to comprehensively address the City's identified enforcement priorities.

DRS has developed an extensive work plan which identifies the need for an increased level of legal services, especially litigation support, in conducting administrative hearings and providing timely legal advice. This challenge is further impacted not only by the DRS's re-focusing and re-prioritizing its activities to address the City's identified goals, but also by external factors, such as the continued aging of the City's housing stock, and the increased willingness of landlords and commercial property owners to challenge the City's regulatory decisions.

Progress:

Progress is measured in three ways

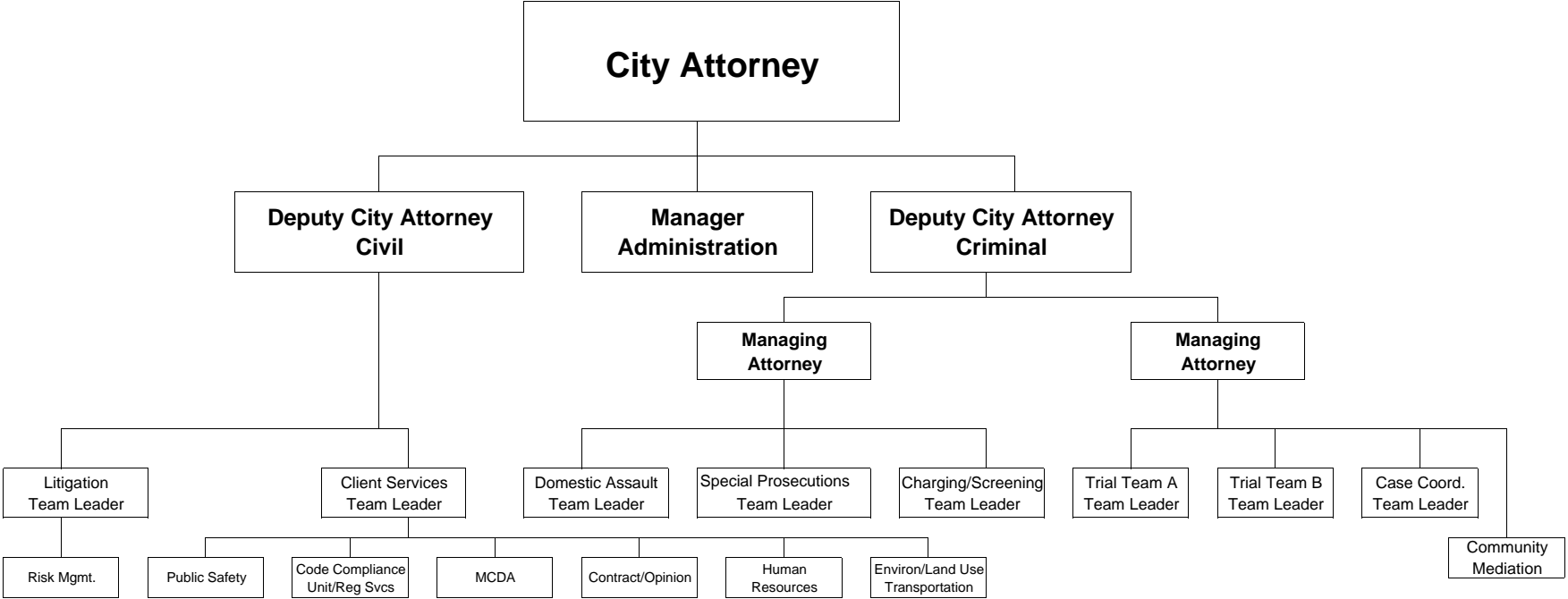
1. Assisting in the coordination and prioritization of enforcement activities by participating in a number of work teams including CAP; 1st Ward, 4th Ward and Citywide PP Teams; Nuisance Business Team; Northside Crime Initiative; and the Downtown Entertainment Security Task Force
2. Supporting day-to-day enforcement activities
3. Supporting new initiatives such as the administrative law judge (ALJ) project, and the bench warrant initiative project, and the Tenant Remedies Act Pilot Project.

In 2000, 1,684 cases were referred to the City Attorney's Office for prosecution of Code (housing, zoning, health, licensing) violations; 14 matters were referred to the City Attorney's Office for ALJ hearings, 4 of these matters were heard before an ALJ, 3 matters were either settled or withdrawn, and 7 are pending.

The Office designed a strategy to address housing related livability problems utilizing the Tenant Remedies Act (TRA) to secure compliance with the directives of the Inspections Division. Criteria for initiating a TRA were developed and reviewed with the Inspections Division. Candidates for a TRA action are reviewed regularly.

The Office also has assisted the DRS by proposing new or amended ordinances. In addition, the City Attorney's Office has been instrumental in developing a proposed administrative adjudication system.

City of Minneapolis



ATTORNEY Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	1,598	0	0	0	0.0%	0
Contractual Services	669,159	743,198	685,327	816,439	19.1%	131,112
Equipment	16,923	719	1,322	8,322	529.5%	7,000
Fringe Benefits	521,980	537,034	555,404	625,558	12.6%	70,154
Operating Costs	203,394	171,530	56,117	69,453	23.8%	13,336
Salaries and Wages	2,451,285	2,627,327	2,749,934	2,835,599	3.1%	85,665
Total for General Fund - City	3,864,337	4,079,808	4,048,104	4,355,371	7.6%	307,267
Internal Service Funds						
Contractual Services	645,180	599,784	409,970	409,970	0.0%	0
Equipment	38,071	3,812	0	0	0.0%	0
Fringe Benefits	491,835	544,181	629,226	738,373	17.3%	109,147
Operating Costs	214,450	213,664	50,520	51,832	2.6%	1,312
Salaries and Wages	2,543,043	2,590,266	3,021,876	3,131,724	3.6%	109,848
Total for Internal Service Funds	3,932,579	3,951,707	4,111,592	4,331,899	5.4%	220,307
Special Revenue Funds						
Contractual Services	142,848	0	0	0	0.0%	0
Fringe Benefits	63,976	100,248	149,917	157,622	5.1%	7,705
Salaries and Wages	323,870	498,349	741,091	307,237	-58.5%	-433,854
Total for Special Revenue Funds	530,693	598,598	891,008	464,859	-47.8%	-426,149
Total for ATTORNEY	8,327,609	8,630,113	9,050,704	9,152,129	1.1%	101,425

ATTORNEY

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	26,446	29,580	4,400	20,000	354.5%	15,600
Total for General Fund - City	26,446	29,580	4,400	20,000	354.5%	15,600
Internal Service Funds						
Charges for Service	259,006	227,333	200,000	300,000	50.0%	100,000
Total for Internal Service Funds	259,006	227,333	200,000	300,000	50.0%	100,000
Special Revenue Funds						
Federal Government	75,000	0	646,946	325,000	-49.8%	-321,946
State Government	110,328	289,481	67,000	138,000	106.0%	71,000
Total for Special Revenue Funds	185,328	289,481	713,946	463,000	-35.1%	-250,946
Total for ATTORNEY	470,781	546,393	918,346	783,000	-14.7%	-135,346

ATTORNEY

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ATTORNEY						
General Fund - City						
Salaries and Wages	0	0	0	-96,000	0.0%	-96,000
Total for General Fund - City	0	0	0	-96,000		-96,000
Total for ATTORNEY	0	0	0	-96,000		-96,000
CIVIL DIVISION						
Internal Service Funds						
Contractual Services	644,933	599,784	409,970	409,970	0.0%	0
Equipment	38,071	3,812	0	0	0.0%	0
Fringe Benefits	491,835	544,181	629,226	738,373	17.3%	109,147
Operating Costs	214,450	213,664	50,520	51,832	2.6%	1,312
Salaries and Wages	2,543,043	2,590,266	3,021,876	3,131,724	3.6%	109,848
Total for Internal Service Funds	3,932,332	3,951,707	4,111,592	4,331,899	5.4%	220,307
Total for CIVIL DIVISION	3,932,332	3,951,707	4,111,592	4,331,899	5.4%	220,307
CRIMINAL DIVISION						
General Fund - City						
Capital Outlay	1,598	0	0	0	0.0%	0
Contractual Services	669,159	743,198	685,327	816,439	19.1%	131,112
Equipment	16,923	719	1,322	8,322	529.5%	7,000
Fringe Benefits	521,980	537,034	555,404	625,558	12.6%	70,154
Operating Costs	203,394	171,530	56,117	69,453	23.8%	13,336
Salaries and Wages	2,451,285	2,627,327	2,749,934	2,931,599	6.6%	181,665
Total for General Fund - City	3,864,337	4,079,808	4,048,104	4,451,371	10.0%	403,267
Special Revenue Funds						
Contractual Services	142,848	0	0	0	0.0%	0
Fringe Benefits	63,976	100,248	149,917	157,622	5.1%	7,705
Salaries and Wages	323,870	498,349	741,091	307,237	-58.5%	-433,854
Total for Special Revenue Funds	530,693	598,598	891,008	464,859	-47.8%	-426,149
Total for CRIMINAL DIVISION	4,395,030	4,678,406	4,939,112	4,916,230	-0.5%	-22,882
WORKERS COMPENSATION						
Internal Service Funds						
Contractual Services	248	0	0	0	0.0%	0
Total for Internal Service Funds	248	0	0	0		0
Total for WORKERS COMPENSATION	248	0	0	0		0
Total for ATTORNEY	8,327,609	8,630,113	9,050,704	9,152,129	1.1%	101,425

ATTORNEY

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Criminal	63.33	61.83	65.83	63.83	-3.0%	(2.00)
Civil	42.67	43.67	47.67	47.67		-
FTE's	106.00	105.50	113.50	111.50	-1.8%	(2.00)

Explanation of Changes 2001 to 2002 Budget:

- Exception requests were granted for increases in the Victim Services contract (\$100,000), rent for the Public Safety Facility (\$27,512), and additional computers, faxes, and printers (\$7,000).
- Increases in fringe benefits were largely caused by higher health insurance premiums.
- The City Attorney received half the expected Federal Block Grant revenue for 2001. The grant for 2002 is also expected to be less than the amount applied for.
- The General Fund target reductions eliminate 4.0 FTEs in the Criminal Division. This includes one Assistant Attorney I, one Clerk Typist II, one Office Support Specialist, and one Paralegal.
- The Federal Grant Fund target reduction eliminates the Community Mediation Program. This comprises a 2.0 FTE total cut for one Community Mediator and one Case Investigator. The Paralegal position that was funded by Federal grants will be funded by the General Fund.
- The Council moved to restore the all positions eliminated by the General Fund Target reduction and restore the Paralegal position originally funded by the grant funds.
- The Council further amended the Local Law Enforcement Block Grant allocation, appropriating \$325,000 to the City Attorney's Office.
- An additional \$96,000 cut to the City Attorney's General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

CITY COUNCIL

MISSION STATEMENT

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.

BUSINESSES

- ◆ Conduct regularly scheduled Council meetings, committee meetings and public hearings to carry out the policies of the City.
- ◆ Carry out objectives and outcomes in eleven goal areas in accordance with Year 2001 City Goals as adopted by the City Council on August 10, 2000.
- ◆ Resolve citizen concerns and complaints.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
Build Community	<p>Increase safety and confidence in the city of Minneapolis through effective and efficient law enforcement and prosecution, and criminal justice system reform.</p> <p>Strengthen the participation of all citizens, including children, in the economic and civic life of the community.</p> <p>Reduce the negative environmental impacts of the Airport, while maintaining the economic benefits of the Airport for Minneapolis.</p>

<p>Strengthen Markets</p>	<p>Increase the city's population and tax base by developing and supporting housing choices citywide through preservation of existing housing and new construction.</p> <p>Position the city in the world marketplace to grow diverse, resilient economy.</p> <p>Create strong vital commercial corridors citywide through mixed-use development, including a variety of businesses and creative housing.</p> <p>Make downtown a great place to live, work, play and do business.</p>
<p>Keep the City Clean and Healthy</p>	<p>Improve public transportation to get people to jobs, school, fun and other daily activities.</p> <p>Preserve, enhance and create a sustainable natural and historic environment citywide.</p> <p>Keep the City Clean and Healthy – Strengthen our city through infrastructure investments.</p>
<p>Provide Strong Leadership and Management</p>	<p>Provide an efficient effective, results-oriented city government that has a clearly defined role in relationship to other levels of government.</p>

CITY COUNCIL
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Fringe Benefits	161,258	166,775	179,242	187,197	4.4%	7,955
Operating Costs	22,291	22,292	22,291	30,776	38.1%	8,485
Salaries and Wages	821,270	816,459	831,961	831,310	-0.1%	-651
<i>Total for General Fund - City</i>	1,004,819	1,005,526	1,033,494	1,049,283	1.5%	15,789
Total for CITY COUNCIL	1,004,819	1,005,526	1,033,494	1,049,283	1.5%	15,789

CITY COUNCIL
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	13.00	13.00	13.00	13.00		-

Explanation of changes from 2001 to 2002 budget:

- The 2002 operating expense budget reflects an increase for liability insurance.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut of which City Council Department's pro-rated amount is \$25,000.

DEPARTMENT OF CIVIL RIGHTS

MISSION STATEMENT

To eliminate discriminatory practices that has an adverse affect on the health, welfare, peace and safety of the citizens of Minneapolis

BUSINESSES

- Investigate and resolve discrimination complaints.
- Promote equal opportunity and affirmative action through quality programs of education, economic development and contract compliance.
- Serve as a professional resource in the area of Civil Rights within City Hall and the community we serve.
- Support the Minneapolis Commission on Civil Rights.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
<i>Administration/ Commission on Civil Rights who serves:</i> <ul style="list-style-type: none">• Persons who complain of discrimination in the City of Minneapolis.• Contractors who do business with the City of Minneapolis and those who impact the hiring of protected classes.• Small and underutilized women and minority-owned businesses.• Mayor, City Council, City Departments, EEOC, and community organizations and service agencies.	
1. Reduce discriminatory practices in Minneapolis, [e.g. employment, housing, racial profiling] through enforcement, mediation, and conciliation.	<ul style="list-style-type: none">• Increase the number of complaints filed with the Department.• Increase the number of community outreach activities that provide information about our services, resources, and activities that address problems of discrimination and civil rights.• Maintain goal of 6 closures per month for each investigator.• Increase percentage of cases resolved through mediation or conciliation.

	<ul style="list-style-type: none"> • Decrease time for in-take process to within 24 hours of inquiry. • Document and report training activities for investigators.
2. Establish and monitor hiring and participation goals for City-sponsored projects/contracts to ensure that protected classes have an equal opportunity to benefit through employment and business activities.	<ul style="list-style-type: none"> • Document and report number/percentage if projects meeting hiring goals. • Provide a monthly update on all contractors with approved affirmative action plans. • Document and report number/percentage of non-complying contractors to Executive Director. • Increase the diversity of organizations contacted to assist us in meeting hiring goals. • Monitor and report compliance data on major City projects e.g. Near Northside and New Central Library Project. • Increase the number of desk audits. • Document and report number/percentage of City-sponsored projects meeting SUBP participation goals. • Increase the number of certified businesses enrolled in the SUBP program. • Document and report the number of Procurement Fairs, pre-bid meetings, and other related activities the City's goals for SUBP.
3. Ensure the efficient and effective administration of the Civil Rights Department	<ul style="list-style-type: none"> • Document and report the percentage/number of employees participating in training/education opportunities. • Document and report the percentage/number of employees participating in Performance Appraisal within the last year. • Solicit and evaluate number of Departments expressing satisfaction with MDCR in partnering projects. • Operate within budget. • Invoice promptly for service contracts with MCDA, MPHA, Park Board, Library Board, and EEOC. • Maintain full workforce. • Document and report activities on a quarterly and annual basis to Mayor, City Council, Departments heads, and community agencies and organizations. • Provide Commissioners with procedural and substantive information for improved operation.

<p>4. Strengthen and expand public information services to ensure that the community we serve, including new arrivals, is aware of the protections enforced by the Minneapolis Department of Civil Rights.</p>	<ul style="list-style-type: none"> • Publish information about our services in additional languages e.g. Somali and Arabic. • Attend and report on community meetings attended that address current issues e.g. racial profiling, discriminatory conduct towards Somali and persons of Islamic faith. • In collaboration with MCCR sponsor or co-sponsor at least two public forums on key community issues. • Increase the number of partnerships with community organizations. • Document and report the number of City departments participating with our Department in community celebrations. • Activate website and report number of persons accessing the website. • Document and report the number of partnerships established with organizations representing new arrivals. • Document and report media coverage of our Department's activities.
<p>5. Maintain an active involved Commission on Civil Rights.</p>	<ul style="list-style-type: none"> • Work with Commission to clarify and update policies, procedures, and Civil Rights Ordinance. • Meet regularly with the Commission Chairperson. • Attend monthly meetings of Commission. • Provide training and development opportunities • Recognize and reward Commissioners for their civil rights volunteer activities. • Provide Commissioners with a monthly update on Departmental activities. • Increase the involvement of Commissioners in community civic and cultural activities. • Increase the number of Commissioners regularly attending monthly meetings.

CHALLENGES

CHALLENGE 1: Strategic Planning [MAD]

We will meet with Management Analyst Division to discuss a 5-year strategic business plan with annual goals for our Department. The focus will be on

Strategies:

- Examination of our goals and objectives to determine if we are on target for our long range vision of a more visible Department actively linked to the community;
- Review of our methodology for evaluating our accomplishments/performance particularly as it related to new initiatives; and how we communicate our accomplishments/performance in our quarterly and annual reports.
- Review/examination of the Commission, its governing ordinance, and the breadth, effectiveness and utility of current policies and practices;
- A time & motion study; and
- An examination of our partnerships with community organizations and agencies as well as our interdepartmental partnerships.

CHALLENGE 2: Proposal for Project Revenue for on-site Compliance Monitor

Strategies:

With assistance from Management Analyst Division, we would like to explore a strategy for financing the cost of having an on-site monitor [e.g. Dick Kelly at the Convention Center] at each of the major projects [e.g. Central Library Project]. We currently are covering the cost for Near Northside on-site Departmental services out of our base-operating budget. Of course we would like to remedy that by having the Department reimbursed from the Near Northside Project [MPHA or MCDA]. Our costs include the salary of 1 FTE Contract Compliance Officer and the costs for other staff to attend and participate in meetings related to the project as well as the additional costs for newsletter and other forms of communication with community residents and pertinent agencies. A possible model exists with the state funding of arts.

CHALLENGE 3: Community in-take targeted at new arrivals

Strategies:

Our plan for an expanded community in-take program for complaints of discrimination includes evening and weekend access at a community location [tbd] as well as the identification and implementation of effective tools of communication with a ESL new arrival population. We need to partner with cultural organizations that can assist us in building and strengthening ties to the Somali, Arab, and minority communities. Increased access to MDCR services necessitates increases in the publication of our information in a greater variety of languages and translation services or other effective strategies for interpersonal communication with those whose first language is not English.

CHALLENGE 4: Financial Criteria Guidelines for MDCR participation in Community Activities that reflect and support departmental community outreach goals.

Strategies:

Each year the staff and Commissioners participate and attend important community functions e.g. the NAACP Annual Dinner, the Minority Economic Development Association [MEDA] Annual Gala, American Indian Chamber of Commerce Annual Dinner. These events are important and significant opportunities to provide visible support to the organizations that share and support our goals and evidence to the community at large that we are linked. The cost for attendance is born by the Department. The price of the individual tickets usually range from \$40 to \$75. When the Department purchases a table our name is listed in the program and the table is identified with our name as well. Prompt processing of our invoices is delayed when Finance questions the purpose of our participation. ***It would be helpful for the Director to have support for her discretion in making these commitments through formal approval by the City Council.*** The Minneapolis Office of Cultural Affairs faced this same dilemma and was given approval via Petion No. 266230 in September of 2000.

CHALLENGE 5: Partnering with other City departments

Strategies:

MDCR takes an active leadership position in City Hall in addressing civil rights concerns. Reducing (eventually eliminating) discriminatory conduct is a massive undertaking requiring the involvement of all City leaders. It is our intent to be a Gateway to City access for persons covered by the Civil Rights Ordinance. To that end we are inviting other Departments to join us in our community outreach activities e.g. cultural celebrations like Cinco de Mayo, community celebrations like the dedication of the new Minneapolis Urban League's Glover-Sudduth Training Center, etc. Initially we will start with Communications, Health and Family Support and Licensing.

CHALLENGE 6: Office expansion

Strategies:

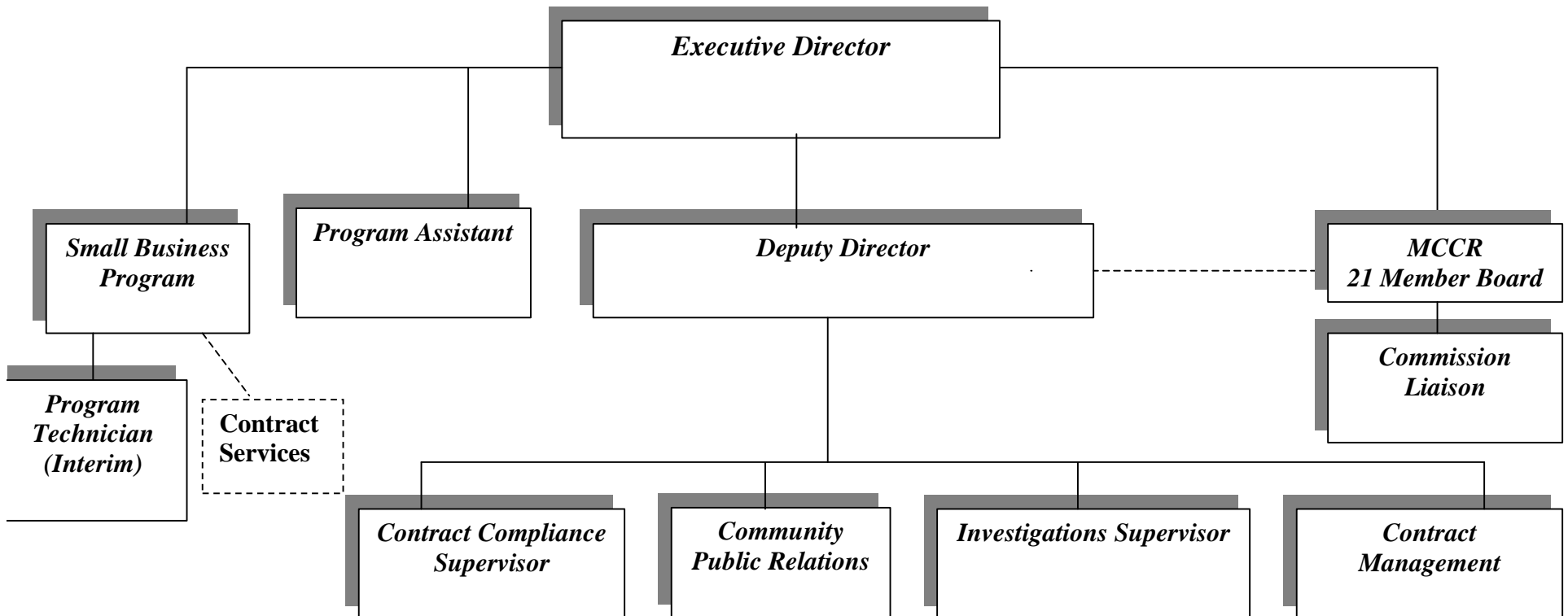
The adjacent offices of Public Works have moved to another building. We are talking with Planning about expanding into that space for Contract Compliance. Security and safety is also a concern. We have one door to our main office for entry and exit. Expansion would allow us another exit for emergency or security purposes.

CHALLENGE 7: Establish focus groups to review and evaluate Departmental goals and accomplishments

Strategies:

As we strengthen and expand our community partnerships and relationships, it is important that we have a way to receive feedback about our goals and performance. We plan to establish a focus group of key community leaders and past members of the MCCR to evaluate and support us.

MDCR Organizational Chart



CIVIL RIGHTS Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	370	0	1,250	10,000	700.0%	8,750
Contractual Services	137,261	255,166	332,229	240,818	-27.5%	-91,411
Equipment	55,036	5,790	41,600	27,000	-35.1%	-14,600
Fringe Benefits	186,811	224,254	243,101	273,339	12.4%	30,238
Operating Costs	110,991	124,382	82,584	107,780	30.5%	25,196
Salaries and Wages	879,991	1,070,463	1,032,681	1,019,188	-1.3%	-13,493
Total for General Fund - City	1,370,461	1,680,055	1,733,445	1,678,125	-3.2%	-55,320
Special Revenue Funds						
Capital Outlay	19	0	1,923	1,923	0.0%	0
Contractual Services	59,864	23,542	29,030	23,586	-18.8%	-5,444
Equipment	35	0	3,990	3,990	0.0%	0
Fringe Benefits	38,504	40,922	47,228	50,352	6.6%	3,124
Operating Costs	14,655	22,350	14,860	14,860	0.0%	0
Salaries and Wages	193,569	216,761	221,630	235,289	6.2%	13,659
Total for Special Revenue Funds	306,646	303,575	318,661	330,000	3.6%	11,339
Total for CIVIL RIGHTS	1,677,107	1,983,630	2,052,106	2,008,125	-2.1%	-43,981

CIVIL RIGHTS

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	116,667	445	182,000	215,500	18.4%	33,500
Other Misc Revenues	55,278	72,865	3,000	3,000	0.0%	0
<i>Total for General Fund - City</i>	171,944	73,310	185,000	218,500	18.1%	33,500
Special Revenue Funds						
Federal Government	40,583	0	0	46,500	0.0%	46,500
<i>Total for Special Revenue Funds</i>	40,583	0	0	46,500		46,500
Total for CIVIL RIGHTS	212,527	73,310	185,000	265,000	43.2%	80,000

CIVIL RIGHTS
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
General Fund - City						
Capital Outlay	370	0	1,250	10,000	700.0%	8,750
Contractual Services	137,261	255,166	332,229	240,818	-27.5%	-91,411
Equipment	55,036	5,790	41,600	27,000	-35.1%	-14,600
Fringe Benefits	98,867	139,488	105,803	98,853	-6.6%	-6,950
Operating Costs	110,991	124,382	82,584	107,780	30.5%	25,196
Salaries and Wages	435,488	631,368	412,506	343,668	-16.7%	-68,838
Total for General Fund - City	838,015	1,156,193	975,972	828,119	-15.1%	-147,853
Special Revenue Funds						
Capital Outlay	19	0	1,923	1,923	0.0%	0
Contractual Services	59,864	23,542	29,030	23,586	-18.8%	-5,444
Equipment	35	0	3,990	3,990	0.0%	0
Fringe Benefits	16,781	13,602	9,309	9,080	-2.5%	-229
Operating Costs	14,655	22,350	14,860	14,860	0.0%	0
Salaries and Wages	81,917	78,686	43,956	41,121	-6.4%	-2,835
Total for Special Revenue Funds	173,271	138,180	103,068	94,560	-8.3%	-8,508
Total for ADMINISTRATION	1,011,286	1,294,374	1,079,040	922,679	-14.5%	-156,361
COMPLAINT INVESTIGATION						
General Fund - City						
Fringe Benefits	34,357	39,318	54,066	72,741	34.5%	18,675
Salaries and Wages	144,652	194,187	253,114	263,425	4.1%	10,311
Total for General Fund - City	179,009	233,505	307,180	336,166	9.4%	28,986
Special Revenue Funds						
Fringe Benefits	6,374	10,822	22,181	22,985	3.6%	804
Salaries and Wages	28,424	55,937	91,032	100,720	10.6%	9,688
Total for Special Revenue Funds	34,797	66,759	113,213	123,705	9.3%	10,492
Total for COMPLAINT INVESTIGATION	213,806	300,264	420,393	459,871	9.4%	39,478
CONTRACT COMPLIANCE						
General Fund - City						
Fringe Benefits	53,586	45,448	83,232	101,745	22.2%	18,513
Salaries and Wages	299,851	244,909	367,061	412,095	12.3%	45,034
Total for General Fund - City	353,437	290,357	450,293	513,840	14.1%	63,547
Special Revenue Funds						
Fringe Benefits	15,349	16,498	15,738	18,287	16.2%	2,549
Salaries and Wages	83,229	82,138	86,642	93,448	7.9%	6,806
Total for Special Revenue Funds	98,578	98,636	102,380	111,735	9.1%	9,355
Total for CONTRACT COMPLIANCE	452,015	388,993	552,673	625,575	13.2%	72,902
Total for CIVIL RIGHTS	1,677,107	1,983,630	2,052,106	2,008,125	-2.1%	-43,981

CIVIL RIGHTS
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Civil Rights Administration	8.00	9.00	7.00	7.00	0.0%	-
Complaint Investigation	8.00	8.00	8.00	8.00	0.0%	-
Civil Rights Contracts	8.00	8.00	9.00	9.00	0.0%	-
FTE's	24.00	25.00	24.00	24.00	0.0%	-

Explanation of changes from 2001 to 2002 budget:

- The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation which is recognized as revenue in total at the City level.
- The adopted budget includes a reduction in professional services expenses as re-evaluated by the Department for a savings of \$80,000; and the revenue budget has been increased for service fees expected from outside agencies for \$80,000
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which Civil Rights' pro-rated amount is \$39,000.

CIVILIAN POLICE REVIEW AUTHORITY

MISSION STATEMENT

The Minneapolis Civilian Police Review Authority (hereinafter referred to as the "Authority") was established by the City of Minneapolis to provide a fair and impartial process for review of citizen complaints of misconduct by Minneapolis police officers. The Authority exists to promote the highest attainable standards of integrity and professionalism in our city's Police Department. Public confidence is strengthened by assuring that citizen complaints about police conduct are taken seriously, are carefully investigated and are reviewed by panels made up of citizens of the city.

The best interests of the people of the City of Minneapolis are promoted by the fair and thorough examination of the conduct of Minneapolis police officers. The goal of civilian involvement in review and disposition of citizen complaints is the improvement of the quality of police service in Minneapolis. This can only be achieved by treating all parties—complainants, witnesses and charged officers—fairly and with respect.

MAJOR INITIATIVES FOR 2002

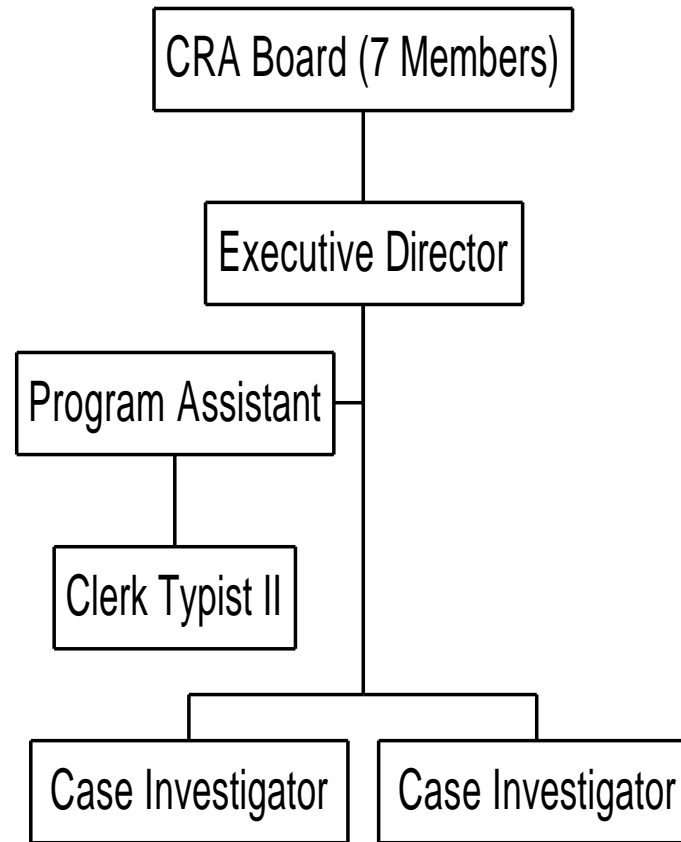
- ◆ Continue to maintain a fair and impartial process of review of citizen complaints of misconduct by Minneapolis police officers.
- ◆ Increase public awareness of the Authority.
- ◆ Encourage more mediations.
- ◆ Monitor and evaluate the Authority's performance.
- ◆ Continue to address racial profiling concerns.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
1. Receive, consider, investigate and make determinations regarding complaints brought by the public against Minneapolis police officers. This includes racial profiling complaints. <ul style="list-style-type: none">▪ Coordinate and monitor mediation of some complaints.▪ Conduct formal	<p>The Authority is guided by Administrative Rules established under the Ordinance: Investigations must be completed within 120 business days of the date the signed complaint was filed. In unusual circumstances they may be extended an additional 60 business days. After there is notice of a probable cause determination, the Authority must make reasonable efforts to commence and hold a hearing within 45 business days, but no longer than 60 business days.</p> <p>Within 30 business days of the closing of the hearing</p>

<p>administrative hearings.</p> <ul style="list-style-type: none"> ▪ Monitor and evaluate the Authority's performance through surveys sent to complainants and officers 	<p>record, the Hearing Panel must make Findings of Fact and Determination of the complaint. When a complaint is sustained and after a period for reconsideration, the Findings of Fact and Determination must be submitted to the Chief of Police to make a disciplinary determination. Within 30 days of the receipt of the record, the Chief must provide the Authority and the Mayor with a written explanation of his/her disciplinary decision.</p> <ul style="list-style-type: none"> ▪ For the year 1999, average length of investigation was 108 days. ▪ The Quality Service Audit: A two-year Report (1998-2000) indicated that both citizens and police officers give the CRA high ratings that indicate the CRA is perceived as being fair and not biased toward one side or the other. <p>For the year 2000, 102 formal complaints were issued and were investigated or mediated. The CRA also provided customer assistance to about 700 people by providing them with information about law and police procedures and direct assistance through referrals and listening.</p>
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CIVILIAN POLICE REVIEW AUTHORITY



CIVILIAN POLICE REVIEW AUTHORITY
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	53,409	54,860	82,416	83,176	0.9%	760
Fringe Benefits	63,790	67,928	55,784	60,750	8.9%	4,966
Operating Costs	29,910	29,345	33,169	37,173	12.1%	4,004
Salaries and Wages	315,453	321,590	264,744	266,605	0.7%	1,861
Total for General Fund - City	462,562	473,723	436,113	447,704	2.7%	11,591
Total for CIVILIAN POLICE REVIEW AUTHORITY	462,562	473,723	436,113	447,704	2.7%	11,591

CIVILIAN POLICE REVIEW AUTHORITY
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	7.00	7.00	5.00	5.00		-

Explanation of Changes 2001 to 2002 Budget:

- An exception request of \$760 was approved due to an increase in the annual office rent.
- The increase in operating costs is due to a higher liability premium rate charged to City departments for 2002.
- An additional \$10,000 cut to the Civilian Police Review General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

CITY CLERK

MISSION STATEMENT

Our mission is to be the information resource center for Council Members, City staff and the public for accurate and timely access to all official activities and publications.

BUSINESSES

Information Management

- Coordinate Council Committee activities
- Guide the City's management of electronic and paper records
- Maintain public access to current and past Council actions
- Provide historical and reference information for City departments
- Provide public access to City services through referrals and by answering questions about City policies and procedures
- Provide administrative services to the Council offices

Printing and mailing services for City departments

Elections and voter registration

Customers Served by these businesses:

- Elected officials
- Department Heads
- City staff
- General Public

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Performance Measure and Data for 2001		
<i>Information Management</i>			
Coordinate Council Committee activities	<u>Demand</u> - Average number of Council_committee coordinated, and number of agenda items per Committee Coordinator per year		
	1999	2000	2001
	Actual Level	Actual Level	Estimated Level

	28 meetings 30 30 366 agenda items 375 375 <u>Efficiency</u> - Percent of City Council actions for publication within 8 days (excluding holidays) of a City Council meeting 100% 100% 100%
Guide the City's management of electronic and paper records	<u>Demand</u> – Number of retrieved and re-filed records per year per FTE 2,474 2,500 2,500 <u>Efficiency</u> – Percent retrieval of requested records within two hours of receipt of request, with a percent customer satisfaction with turnaround time 100% 100% 100% 100% 100% 100%
Maintain public access to current and past Council actions Provide public access to City services through referrals and by answering questions about City policies and procedures	<u>Demand</u> - Number of service requests and inquiries including scanning, Code of Ordinances support, information research per 4 FTEs per year 900 Inquiries 950 950 600 Service requests 500 400 <u>Efficiency</u> – Percent of customer satisfaction with quality of the response and response time 98% 95% 95%
<i>Printing and mailing services for City departments</i>	<u>Demand</u> – Number of impressions per year per 4.7 FTEs 14.89 million 13.60 million 13.60 million <u>Efficiency</u> - Percent of orders completed within customer time frame with percent meeting quality expectations 98% 98% 98%

	<p><u>Demand</u> – Number of pieces of United States Postal Service (USPS) mail, and number of pieces of City interoffice mail processed per 0.7 FTE per year</p> <table><tr><td>1.3 million USPS</td><td>1.4 million</td><td>1.41 million</td></tr><tr><td>129,000 interoffice</td><td>129,000</td><td>129,000</td></tr></table> <p><u>Efficiency</u> – Percent of USPS mail sent out by the end of each work day</p> <table><tr><td>100%</td><td>100%</td><td>100%</td></tr></table>	1.3 million USPS	1.4 million	1.41 million	129,000 interoffice	129,000	129,000	100%	100%	100%			
1.3 million USPS	1.4 million	1.41 million											
129,000 interoffice	129,000	129,000											
100%	100%	100%											
<p><i>Elections and voter registration</i></p>	<p><u>Demand</u> – Two planned elections are conducted within established budget (cost per registered voter)</p> <table><tr><td>NA</td><td>\$4.56</td><td>\$4.20</td></tr></table> <p><u>Efficiency</u> – Percent of staff, procedures, equipment, supplies and materials in proper working condition by 7:00 am on election day</p> <table><tr><td>NA</td><td>98%</td><td>98%</td></tr></table> <p><u>Demand</u> - Number of voter registration cards entered into statewide voter registration system</p> <table><tr><td></td><td>83,269</td><td>20,222</td></tr></table> <p><u>Efficiency</u> - Entries per 4 FTE</p> <table><tr><td>NA</td><td>20,817</td><td>5,055</td></tr></table>	NA	\$4.56	\$4.20	NA	98%	98%		83,269	20,222	NA	20,817	5,055
NA	\$4.56	\$4.20											
NA	98%	98%											
	83,269	20,222											
NA	20,817	5,055											

CHALLENGES

CHALLENGE 1: The challenge is developing E-government solutions for transacting City business with the public, with other levels of government and within the City. This involves transcending current technology where our customers have access to government information but only limited ability to complete transactions. Implementing E-government involves developing policies, procedures and technology involving electronic signatures, electronic forms; electronic collection and payment of monies, and development of shared databases. Issues include training and promotion, security, data privacy, conformance with changing Federal and State laws, and developing policies consistent with the Minnesota Data Practices Act and City Records Management policies.

Strategies:

- Participated in writing an SISP funding proposal on e-government for 2000-2003. Money was forthcoming in a number of areas including security, infrastructure and e form development.
- Placed most City Clerk forms on the City's website including the absentee ballot application, election judge job application, block event, and domestic partner applications. Utility Billing has gone online with an interactive payment form.
- Attended a department head/division head seminar held at the Convention Center in April to discuss e government and priorities.
- Participated on a number of teams including a City News Service Team to create a list serve and a City Policy Committee studying how to place all City policies in one location on insite rather than in responsible department websites.
- Offered the City Clerk's Office as a pilot site for e government applications in the City.

Progress:

We are measuring success by the number of applications going onto the City website. Our goal is to ultimately create interactive e government including payments with residents of the City and electronic voting at City Council meetings.

CHALLENGE 2: The challenge is to insure that records created electronically are properly managed according to all legal requirements and easily accessible by current and future users. As more City information is created and stored electronically, the City must develop and manage enterprise tools and policies to meet the need in a cost-effective manner. These tools include imaging, document management, content management and the internet and intranet.

Strategies:

- Produced a project plan, “Business Coordination/Disaster Recovery”, for the 2000-2003 SISF that has gained preliminary acceptance and funding. Part of the plan involves the inventory of electronic systems that create and store records. The ultimate goal of the project is to ensure that a disaster recovery plan is in place for all of the City’s recordkeeping systems to ensure the access and use of these records for their lifetime.
- Began work with ITS to formulate a plan for the management of electronic records by developing an issues document to assist the planning for enterprise strategies. The document covered legal issues, evaluation, business process redesign, records management, access/retrieval and data practices.
- Currently participating in Minnesota State Archives Recordkeeping Metadata Development Committee; the goal of this committee is to develop a Minnesota Recordkeeping Metadata Standard. Metadata is the underlying or supporting data about records and information; it is data about data. It is important for ensuring access to records, providing a context for understanding records for ensuring that records are legally acceptable.

Progress:

The challenge is in the initial planning phase. The efforts listed above involve problem identification, plan development and finally the development of guidelines and standards.

CHALLENGE 3: In 2001, the City will begin purchasing digital and networkable copiers, printers, faxes and scanners; this new technology can be purchased in separate machines or with the four capabilities in one. The challenge will be to determine how each office could/should function in the future and purchase equipment that will fulfill the department's business needs. Another challenge will be determining how to administer the new multifunctional system centrally rather than the decentralized current system.

Strategies:

- Formed a team including City Clerk, Purchasing and ITS to discuss all aspects of going digital.
- Report titled "Digital Revolution of 2001" distributed on July 4 to appropriate City staff for information and comments.
- Two decision packages written for the 2001 budget process were denied.
- Mayor met with City Clerk and Assistant City Clerk in early April 2001 to express support for the concept of centralizing the purchase and management of a multifunctional digital equipment system without increasing appropriations.
- City Clerk requested Budget Office to assist in the process of devising an approach to digital that meets the Mayor's expectations.
- In mid April, Budget Director issued a memorandum to staff to internally discuss approaches to meet the Mayor's expectations.

Progress:

There has been continual progress during the past 15 months towards the concept of centralizing the purchase and management of digital office equipment

CHALLENGE 4: Elections and Registrations is proposing to move warehouse facilities and election eve functions to the yet to be designed Public Works facility at 25th and Hiawatha. The challenge will be to design the new facility to meet changing needs and train election judges to transport to the new facility rather than come to City Hall at the conclusion of each election.

Strategies:

An analysis of the Elections program has been identified and submitted to the architectural firm and Public Works. Public Works provided an update on March 25, 2001 and has assured the City Clerk's Office that Elections will be included in the planning for the new facility. However, it is still several years out. In anticipation of the new warehouse and new functions to be performed there, e.g., election night activities, new procedures have been developed and enacted that allow for greater use and access to the facility for Elections program needs.

Progress:

- Elections functional program has been developed and submitted.
- Progress reports have been provided to City Council.
- Procedures have been developed to utilize the warehouse for certain election night activities and are being developed for pick up of election supplies by election judges rather using City Hall.

A. 2. NEW CHALLENGES

New Challenge One: Planning for and redistricting the City of Minneapolis in a short time frame.

What is driving the issue? Why is this issue important?

State law requires that congressional, legislative and ward boundaries be redistricted based upon 2000 census data.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

It is anticipated that a significant amount of staff time will need to be devoted to redistricting activity. A City interdepartmental work team has been established to review past procedures, establish a budget, establish procedures for convening the Redistricting Commission, and to determine time lines to complete the process and determine roles and responsibilities. IGR is monitoring legislation and City staff is participating in redistricting work groups at the State level (Office of Secretary of State) and attending training on redistricting software.

New Challenge Two: A Presentation, Information and Communications System (PICS) project, Phase II, has been submitted in the 2002 Capital Budget process. The amount requested is \$529,672 to continue the 2001 PICS project that was not funded at the level necessary to bring a total audio video technology package in the City Council Chambers. If funded, the challenge will be to prepare product specifications, purchase and contract for the installation for a complex project in addition to the normal workload of the department.

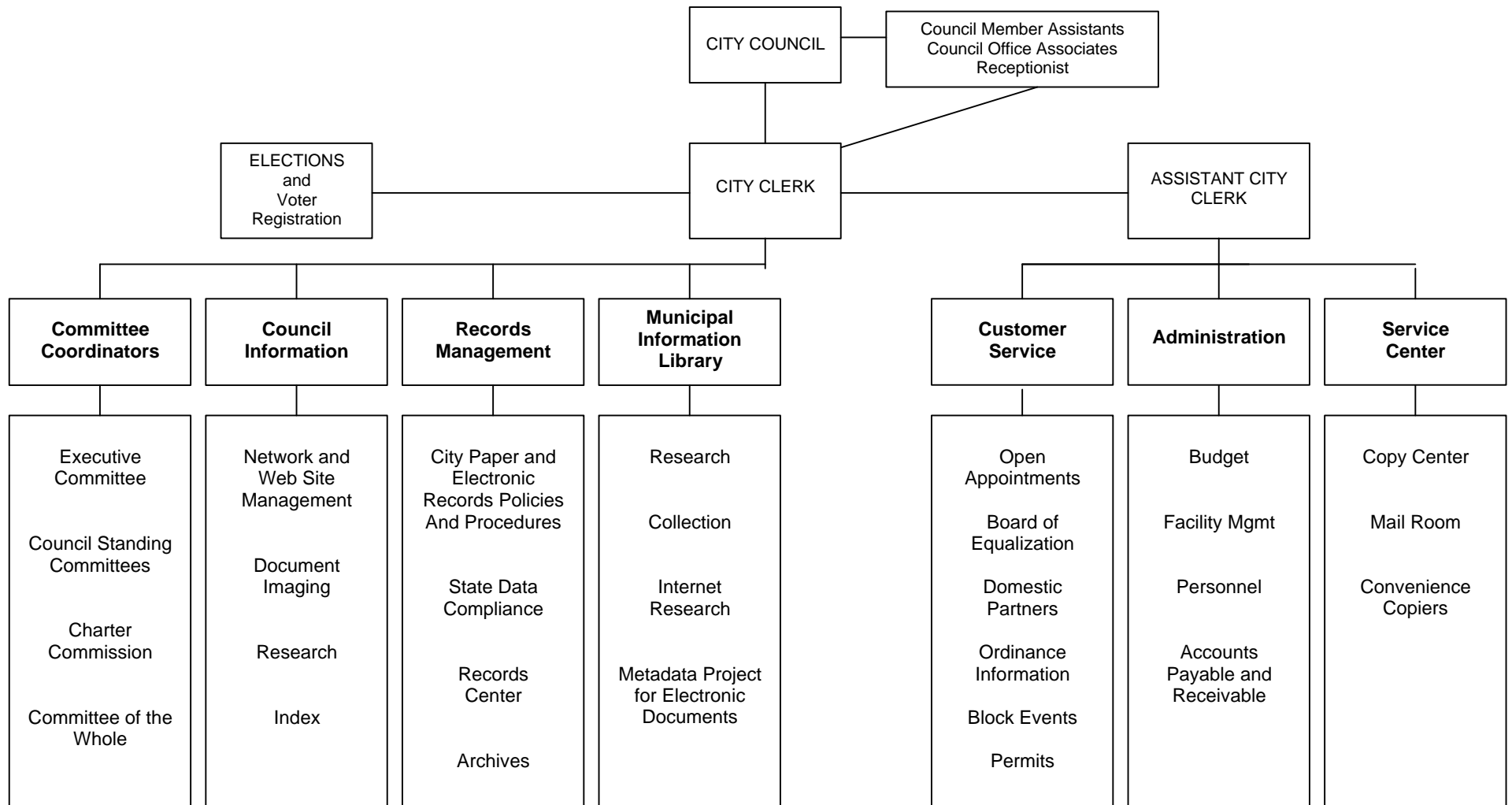
What is driving the issue? Why is addressing this new challenge important?

While the City Council Chambers will have significant audiovisual technology improvements installed by January 1, 2002, there are additional items needed to complete the proposed package. These include closed captioning capability, an optical character generator, one additional camera, mounting and telemetric remote control of the four cameras (the three original cameras no longer on tripods allow a staff decrease of 3.9 FTE), a DVD video recorder and player, lectern or lavalier microphones, aspect ratio conversion electronics and wireless and fixed microphones, engineering and installation.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

Implementation of PICS Phase II will be another major undertaking and will be a 2002 priority that may have a negative impact on other ongoing projects/businesses of the City Clerk's Office. To move ahead, the project must be full or partially funded in the 2002 capital process. Staff will present the proposal at CLIC hearing and to the Mayor and Council.

Minneapolis City Clerk 2002 Organization Chart



CITY CLERK

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	390,111	491,164	415,518	413,404	-0.5%	-2,114
Equipment	7,878	13,878	43,684	52,034	19.1%	8,350
Fringe Benefits	409,321	424,887	454,953	518,627	14.0%	63,674
Operating Costs	222,820	199,969	204,983	219,430	7.0%	14,447
Salaries and Wages	2,041,220	2,073,115	2,118,171	2,143,937	1.2%	25,766
Total for General Fund - City	3,071,350	3,203,012	3,237,309	3,347,432	3.4%	110,123
Internal Service Funds						
Contractual Services	701,235	711,598	744,718	813,668	9.3%	68,950
Equipment	79,010	50,082	95,000	223,000	134.7%	128,000
Fringe Benefits	46,099	46,714	57,725	59,360	2.8%	1,635
Operating Costs	290,752	202,227	283,163	284,704	0.5%	1,541
Salaries and Wages	170,332	160,307	181,552	182,398	0.5%	846
Total for Internal Service Funds	1,287,428	1,170,929	1,362,158	1,563,130	14.8%	200,972
Total for CITY CLERK	4,358,778	4,373,941	4,599,467	4,910,562	6.8%	311,095

CITY CLERK - ELECTIONS

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	174,436	184,739	200,192	233,627	16.7%	33,435
Equipment	6,517	2,755	5,000	15,717	214.3%	10,717
Fringe Benefits	69,197	73,623	78,459	87,234	11.2%	8,775
Operating Costs	21,722	26,463	21,254	31,772	49.5%	10,518
Salaries and Wages	500,297	634,283	604,763	626,014	3.5%	21,251
Total for General Fund - City	772,168	921,862	909,668	994,364	9.3%	84,696
Total for CITY CLERK - ELECTIONS	772,168	921,862	909,668	994,364	9.3%	84,696

CITY CLERK

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	11,183	9,842	7,500	3,500	-53.3%	-4,000
Charges for Service	11,800	10,800	15,000	13,000	-13.3%	-2,000
Licenses and Permits	18,083	19,469	15,000	15,000	0.0%	0
Other Misc Revenues	1,636	53,739	2,000	2,000	0.0%	0
Total for General Fund - City	42,702	93,850	39,500	33,500	-15.2%	-6,000
Internal Service Funds						
Charges for Service	1,455,542	1,349,647	1,466,237	1,626,300	10.9%	160,063
Gains	38,087	-2,722	0	0	0.0%	0
Other Misc Revenues	0	500	0	0	0.0%	0
Total for Internal Service Funds	1,493,629	1,347,425	1,466,237	1,626,300	10.9%	160,063
Total for CITY CLERK	1,536,331	1,441,275	1,505,737	1,659,800	10.2%	154,063

CITY CLERK - ELECTIONS **Revenue Information**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	0	2,174	9,000	1,000	-88.9%	-8,000
Charges for Service	148,380	230	83,000	67,500	-18.7%	-15,500
Local Government	0	0	0	95,700	0.0%	95,700
State Government	0	0	0	0	0.0%	0
Total for General Fund - City	148,380	2,404	92,000	164,200	78.5%	72,200
Total for CITY CLERK - ELECTIONS	148,380	2,404	92,000	164,200	78.5%	72,200

CITY CLERK

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
CENTRAL MAILING						
Internal Service Funds						
Contractual Services	487,321	500,857	512,656	571,106	11.4%	58,450
Fringe Benefits	7,651	8,046	8,372	9,387	12.1%	1,015
Operating Costs	4,763	4,266	4,038	4,179	3.5%	141
Salaries and Wages	24,400	25,724	26,323	27,739	5.4%	1,416
Total for Internal Service Funds	524,135	538,893	551,389	612,411	11.1%	61,022
Total for CENTRAL MAILING	524,135	538,893	551,389	612,411	11.1%	61,022
CITY CLERK - TOTAL						
General Fund - City						
Operating Costs	20	0	0	0	0.0%	0
Salaries and Wages	0	0	0	-78,000	0.0%	-78,000
Total for General Fund - City	20	0	0	-78,000		-78,000
Total for CITY CLERK - TOTAL	20	0	0	-78,000		-78,000
CITY CLERK OPERATIONS						
General Fund - City						
Contractual Services	390,111	491,164	415,518	413,404	-0.5%	-2,114
Equipment	7,878	13,878	43,684	52,034	19.1%	8,350
Fringe Benefits	409,321	424,887	454,953	518,627	14.0%	63,674
Operating Costs	222,800	199,953	204,983	219,430	7.0%	14,447
Salaries and Wages	2,041,220	2,073,115	2,118,171	2,221,937	4.9%	103,766
Total for General Fund - City	3,071,330	3,202,996	3,237,309	3,425,432	5.8%	188,123
Total for CITY CLERK OPERATIONS	3,071,330	3,202,996	3,237,309	3,425,432	5.8%	188,123
COPY CENTER						
General Fund - City						
Operating Costs	0	16	0	0	0.0%	0
Total for General Fund - City	0	16	0	0		0
Internal Service Funds						
Contractual Services	213,914	210,741	232,062	242,562	4.5%	10,500
Equipment	79,010	50,082	95,000	223,000	134.7%	128,000
Fringe Benefits	38,448	38,668	49,353	49,973	1.3%	620
Operating Costs	285,988	197,962	279,125	280,525	0.5%	1,400
Salaries and Wages	145,932	134,583	155,229	154,659	-0.4%	-570
Total for Internal Service Funds	763,293	632,036	810,769	950,719	17.3%	139,950
Total for COPY CENTER	763,293	632,052	810,769	950,719	17.3%	139,950
Total for CITY CLERK	4,358,778	4,373,941	4,599,467	4,910,562	6.8%	311,095

CITY CLERK - ELECTIONS
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>ELECTIONS & REGISTRATION</i>						
General Fund - City						
Contractual Services	174,436	184,739	200,192	163,192	-18.5%	-37,000
Equipment	6,517	2,755	5,000	5,000	0.0%	0
Fringe Benefits	69,197	73,623	78,459	87,234	11.2%	8,775
Operating Costs	21,722	26,463	21,254	26,602	25.2%	5,348
Salaries and Wages	500,297	634,283	604,763	616,636	2.0%	11,873
Total for General Fund - City	772,168	921,862	909,668	898,664	-1.2%	-11,004
Total for ELECTIONS & REGISTRATION	772,168	921,862	909,668	898,664	-1.2%	-11,004
<i>Redistricting</i>						
General Fund - City						
Contractual Services	0	0	0	70,435	0.0%	70,435
Equipment	0	0	0	10,717	0.0%	10,717
Operating Costs	0	0	0	5,170	0.0%	5,170
Salaries and Wages	0	0	0	9,378	0.0%	9,378
Total for General Fund - City	0	0	0	95,700		95,700
Total for Redistricting	0	0	0	95,700		95,700
Total for CITY CLERK - ELECTIONS	772,168	921,862	909,668	994,364	9.3%	84,696

CITY CLERK

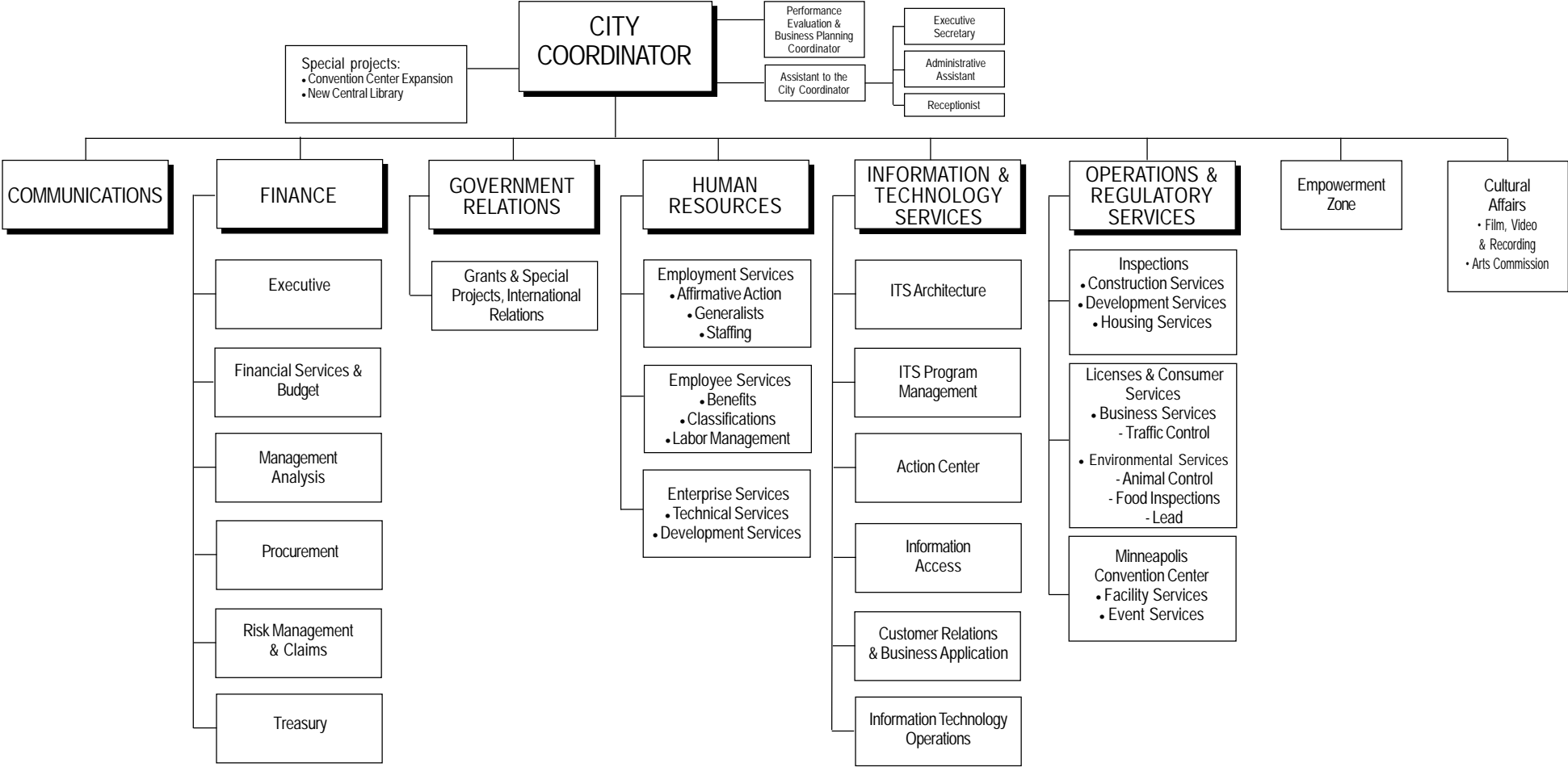
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Operations	47.85	47.75	46.00	46.00		-
Central Mailing	0.80	0.80	0.80	0.80		-
Central Copy Center	4.70	4.70	4.70	4.70		-
Elections and Registration	24.25	27.00	25.50	27.75	8.8%	2.25
FTE's	77.60	80.25	77.00	79.25	2.9%	2.25

Explanation of changes from 2001 to 2002 budget:

- Elections' revenue for sales has been adjusted to reflect fewer than expected election machine sales; service revenue includes 2002 negotiated contractual agreements with the school district.
- Personnel budget increases for 2002 include a one-time increase of 2.75 FTE's for additional election judges for the Governor election.
- Elections' contractual expense budget was reduced from a 2001 one-time increase for ballot printing for City elections.
- Election's Redistricting, determined from 2000 Census, will result in additional expenses of \$95,700 that will be equally offset with revenues from Hennepin County.
- Clerk office equipment expense budget increased for one-time in 2002 for a replacement scanner.
- The adopted budget includes a target strategy which reduces staffing to part time (0.5 FTE) of a Clerk Typist position.
- The adopted budget includes a one-time expense for the purchase of a digital copier to replace the Copy Center's analog copier - plus additions/replacements to the City-wide convenience copier system; this expense to Internal Service Funds of \$134,000 is offset by additional fee and paper revenues of \$134,000.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which the Clerk's pro-rated amount is \$78,000 and Elections' pro-rated amount is \$23,000.

2002 Organizational Chart



Total City Coordinator Departments Financial Summary and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Final Approved	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Department:						
Human Resources	56.50	56.50	58.50	59.50	1.7%	1.00
Finance Department	207.00	204.00	202.00	205.00	1.5%	3.00
Licenses & Consumer Services	116.25	116.25	127.25	131.25	3.1%	4.00
City Coordinator Administration	5.00	5.00	6.00	5.00	-16.7%	(1.00)
Office of Cultural Affairs		4.00	4.00	4.00	0.0%	-
Empowerment Zone		2.00	2.00	3.00	50.0%	1.00
Intergovernmental Relations	14.75	14.00	12.00	11.00	-8.3%	(1.00)
Communications	11.00	11.00	7.00	7.00	0.0%	-
Inspections	156.00	154.00	153.00	158.50	3.6%	5.50
Convention Center	141.40	141.40	201.20	213.60	6.2%	12.40
Information and Technology Services	66.35	67.35	79.85	81.85	2.5%	2.00
FTE's	774.25	775.50	852.80	879.70	3.2%	26.90

Expense by Object:

Salaries and Wages	32,402,752	32,946,421	37,969,715	41,330,772	8.9%	3,361,057
Contractual Services	25,790,612	28,482,739	32,250,496	38,275,573	18.7%	6,025,077
Operating Costs	2,696,780	2,728,953	2,952,911	4,754,275	61.0%	1,801,364
Fringe Benefits	7,392,406	7,459,224	8,685,461	10,586,652	21.9%	1,901,191
Equipment	1,942,959	2,335,896	1,904,570	2,234,935	17.3%	330,365
Capital Outlay	416,349	220,168	418,865	419,165	0.1%	300
Total Expense by Object:	70,641,858	74,173,401	84,182,018	97,601,372	15.9%	13,419,354

Expense by Fund:

General Fund	27,786,288	29,160,036	30,986,237	33,134,118	6.9%	2,147,881
Grants - Federal	2,058,252	2,212,214	2,886,607	6,373,251	120.8%	3,486,644
CDBG & UDAG Funds	1,481,582	1,263,463	2,207,740	2,177,000	-1.4%	(30,740)
Grants - Other	189,690	394,236	260,778	196,542	-24.6%	(64,236)
Convention Center Operations	16,576,165	17,807,917	21,331,802	26,628,710	24.8%	5,296,908
Police Department - Special Revenue	660	478	1,000	-	0.0%	(1,000)
Capital Improvements	455,143	497,433	616,295	1,255,798	103.8%	639,503
Sewer - Enterprise	99,631	111,037	116,173	113,086	-2.7%	(3,087)
Water - Enterprise	3,868,134	3,756,605	4,290,497	4,589,208	7.0%	298,711
Municipal Parking - Enterprise	2,397,372	2,491,680	2,770,248	3,356,287	21.2%	586,039
Solid Waste - Enterprise	195,627	173,370	210,825	172,856	-18.0%	(37,969)
Material & Lab - Internal Service	89,343	90,228	98,985	139,184	40.6%	40,199
Equipment - Internal Service	461,092	440,985	527,064	506,294	-3.9%	(20,770)
Property - Internal Service	131,534	108,358	92,682	102,974	11.1%	10,292
Stores - Internal Service	160,557	128,171	129,282	106,591	-17.6%	(22,691)
Information Technology - Internal Service	12,834,498	13,793,767	15,451,183	16,667,694	7.9%	1,216,511
Self-insurance - Internal Service	1,856,291	1,743,425	2,204,620	2,081,779	-5.6%	(122,841)
Total Expense by Fund:	70,641,859	74,173,403	84,182,018	97,601,372	15.9%	13,419,354

Expense by Department:

Human Resources	4,639,402	4,879,026	5,259,782	5,600,593	6.5%	340,811
Finance Department	13,638,661	13,432,290	14,921,027	15,827,102	6.1%	906,075
Licenses & Consumer Services	8,424,231	7,927,047	9,837,359	10,657,369	8.3%	820,010
City Coordinator Administration	424,433	454,357	590,952	501,738	-15.1%	(89,214)
Office of Cultural Affairs	54,925	370,778	379,386	507,909	33.9%	128,523
Empowerment Zone		514,516	251,466	3,638,719	1347.0%	3,387,253
Intergovernmental Relations	2,443,986	3,150,077	2,906,047	2,926,408	0.7%	20,361
Communications	778,687	672,914	744,173	752,881	1.2%	8,708
Inspections	11,215,107	11,549,496	11,855,560	13,459,583	13.5%	1,604,023
GMCVA	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%	(28,696)
Convention Center	11,801,199	12,527,914	14,600,210	19,861,506	36.0%	5,261,296
Information and Technology Services	12,726,928	13,690,288	16,405,061	17,465,265	6.5%	1,060,204
Total Expense by Department:	70,641,859	74,173,403	84,182,018	97,601,372	15.9%	13,419,354

Explanation of changes from 2001 to 2002 budget:

- The increase in the expense for the Empowerment Zone is due to recording the Federal Grant as part of the original budget. In 2000 and 2001 EZ grant funds were recorded when appropriated.

- The increase in the Convention Center personnel and operating budget is due to the Mayor's recommendation to accommodate the Convention Center expansion which will commence in April 2002.

CITY COORDINATOR'S OFFICE

MISSION STATEMENT

The mission of the City Coordinator's Office is to strengthen the performance of city government and ensure accountability to the people who live and work in Minneapolis.

BUSINESSES

The Businesses of the City Coordinator's Office are:

Decision Support: Assisting the Mayor and City Council in defining City policy and establishing priorities

Initiatives Management: Ensuring that the Mayor and Council's priorities are implemented

Performance Accountability: Providing Citizens, Mayor, Council, and Department Heads with accurate information to determine the value and productivity of City government

Customers Served by these businesses include:

- ♦ *Decision Support:*
 - ♦ Mayor and City Council
- ♦ *Initiatives Management:*
 - ♦ Mayor, City Council, Department Heads and Citizens
- ♦ *Performance Accountability:*
 - ♦ Mayor, Council and people who live and work in Minneapolis

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Performance Measure and Data for 2000
<i>Decision Support: Assisting the Mayor and City Council in defining City policy and establishing priorities</i>	
1. Strengthen enterprise core processes to enhance City governance and service delivery	<ul style="list-style-type: none">• Increase the number of departments that use performance measurement to manage their resources and communicate with elected officials and citizens.• Increase alignment among City Goals and department businesses and service activities.
2. Strengthen Management Systems	<ul style="list-style-type: none">• Measure satisfaction with management departments (Human Resources, ITS and Finance)

	by customer departments
<i>Initiatives Management: Ensuring that the Mayor and Council's priorities are implemented</i>	
3. Partner with the Library Board to oversee the program planning, design and construction of a New Central Library	<ul style="list-style-type: none"> • Confirm the project parameters and Library program with the Library Board and City Council • Increase citizen awareness about the project and gather their input and expectations
4. Manage the completion of the Minneapolis Convention Center	<ul style="list-style-type: none"> • Ensure the completion of the project is on time and within budget • Increase the number of events and visitors to the City
5. Create sustainable communities in Minneapolis' Empowerment Zone	<ul style="list-style-type: none"> • Number of new jobs at a livable wage in the EZ and the number of EZ residents employed in these jobs • Number of new and rehabilitated homes in the EZ
6. Promote Minneapolis as a center of arts and culture	<ul style="list-style-type: none"> • Increase the number of arts activities in the City • Increase the amount of private and grant funds supporting City arts and cultural programs
7. Mobilize City departments to implement Mayor and City Council Priorities	<ul style="list-style-type: none"> • Increase the success rate of interdepartmental teams that address citywide issues.
<i>Performance Accountability: Providing Citizens, Mayor, Council, and Department Heads with accurate information to determine the value and productivity of City government</i>	
8. Engage citizens in the evaluation of City government, its priorities, businesses and services	<ul style="list-style-type: none"> •
9. Assist departments in the development of business plans and performance measures which support citywide efforts and strengthen department management	<ul style="list-style-type: none"> •

CHALLENGES

CHALLENGE 1: How do we assist the Mayor and City Council in defining City government? What services should the City be providing and how much should the City spend on these services?

Strategies:

One of the City Coordinator's primary roles is to assist the Mayor and City Council in defining City policy and establishing priorities. The issue of what services should the City be providing and how much should the City spend on these services impacts all departments. To assist the City Coordinator in this role a new position, Performance Measurement and Business Planning Coordinator, was created and filled in April 2001. Additionally, performance measures and objectives for the City goals were developed and brought to the public to solicit their opinions in a series of community meetings. The citizen survey is underway and an annual report will be produced to increase citizen understanding and government accountability. At the beginning of the new term, Council orientation, strategic planning and goal setting will be the opportunity to define the City's direction and City government for the next four years.

In the FY2001 Budget, \$50,000 was allocated to the Coordinator's Office for the citizen survey and the Performance Evaluation and Business Planning Coordinator position was created from a reallocated FTE and funding.

Progress:

Progress is measured toward this challenge by completing the work plan steps: filling the Performance Measurement and Business Planning Coordinator position; citizens survey; annual report; performance measurement training for City staff, Mayor and Council; and citizen focus groups. In the future, the Citizen Survey and Focus groups will track accountability and trust measures.

CHALLENGE 2: How do we strengthen Minneapolis as an arts City? How do we deliver the arts as a basic service in Minneapolis?

Strategies:

The City of Minneapolis Office of Cultural Affairs (OCA) was established in November 1999. Its goal is to make arts accessible to city residents and attractive to people who visit Minneapolis by sponsoring and establishing programs, services and events. Additionally, OCA manages programs established by the Minneapolis Arts Commission. It also promotes and fosters film, video, production, recording and new media.

Progress:

In early 2001, the Minneapolis City Council unanimously approved the Arts Vision Statement and Policies presented by OCA. The Arts Vision Statement and Policies will serve as guiding principles providing a comprehensive and consistent approach to arts and cultural activities for the City of Minneapolis. The Arts Vision Statement identifies the City's commitment to the arts as a viable, economic contributor. The Vision Statement and Policies were created over the past year with input from 45 diverse participants representing City departments, arts organizations, public agencies, neighborhood associations, businesses and educational institutions. OCA programs include Art in Public Places, Neighborhood Gateways, Neighborhood Arts Program, Arts Resource Fair and Art in the Mayor's Office, Arts in the Parks, Minnesota Electronic Theater and ArtCity. OCA is developing a work plan to prioritize projects and to determine annual objectives. Successful implementation of these programs and the number of artists/people served by these programs measure the success of OCA.

CHALLENGE 3: How do we assist the people living in the Minneapolis Empowerment Zone with developing the skills and resources to participate in our vital economy and create a sustainable business community?**Strategies:**

Since 1999, the EZ has committed almost \$14 million in funding to achieve its mission, creating sustainable community through economic growth, affordable housing, education, job training and community services. Projects have included Agape Child Development Center, Coliseum Building, Midtown YWCA, Minneapolis Public Schools (Franklin, North, Roosevelt), Near North Redevelopment, Youth Trust, Park Plaza, Hawthorne Homestead Program, SBA One Stop Capital Shop, Minneapolis Employment & Training Program.

In addition to direct and leveraged funding the EZ has also utilized various tax credits and "extra" points in grant applications. The EZ is solely funded through grant money and is working with IGR to secure additional federal and state funds. The EZ has transferred resources to various vendors, including METP and MCDA to implement initiatives. Multiple partners from a variety of sectors, -- non-profit, banking, foundation, faith-based -- support the EZ and contribute dollars and ideas to assist our community's neediest citizens.

Progress:

To date the Minneapolis Empowerment Zone (EZ) has been awarded \$18.96 million in federal funding and the State of Minnesota has authorized \$8.8 million for the EZ demonstration projects. Reports on outcomes of goals (e.g., statistics for residents served, jobs created, jobs retained, job training programs, businesses receiving assistance) will be reported in late 2001 in an annual report. An outcomes committee is working to define and assess potential indicators. In addition, the number of partners and leverage dollars to support EZ-related projects will help measure progress.

CITY COORDINATOR
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
General Fund - City						
Contractual Services	61,533	88,601	132,082	124,727	-5.6%	-7,355
Equipment	1,552	5,371	3,400	1,400	-58.8%	-2,000
Fringe Benefits	53,409	51,269	71,048	50,024	-29.6%	-21,024
Operating Costs	29,977	30,104	33,206	35,010	5.4%	1,804
Salaries and Wages	277,962	279,012	351,216	312,577	-11.0%	-38,639
Total for General Fund - City	424,433	454,357	590,952	523,738	-11.4%	-67,214
Total for ADMINISTRATION	424,433	454,357	590,952	523,738	-11.4%	-67,214
Total for CITY COORDINATOR	424,433	454,357	590,952	523,738	-11.4%	-67,214

CITY COORDINATOR
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
OFFICE OF CULTURAL AFFAIRS						
General Fund - City						
Contractual Services	23,438	79,388	54,550	191,550	251.1%	137,000
Equipment	17,331	5,051	4,000	0	-100.0%	-4,000
Fringe Benefits	1,892	33,716	43,860	43,221	-1.5%	-639
Operating Costs	1,418	41,909	22,300	22,300	0.0%	0
Salaries and Wages	10,845	184,630	203,676	199,838	-1.9%	-3,838
Total for General Fund - City	54,925	344,694	328,386	456,909	39.1%	128,523
Special Revenue Funds						
Contractual Services	0	22,809	51,000	51,000	0.0%	0
Operating Costs	0	3,276	0	0	0.0%	0
Total for Special Revenue Funds	0	26,084	51,000	51,000	0.0%	0
Total for OFFICE OF CULTURAL AFFAIRS	54,925	370,778	379,386	507,909	33.9%	128,523
Total for CITY COORDINATOR	54,925	370,778	379,386	507,909	33.9%	128,523

CITY COORDINATOR
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
EMPOWERMENT ZONE						
Special Revenue Funds						
Contractual Services	0	387,946	104,520	3,404,520	3,157.3%	3,300,000
Equipment	0	4,779	5,000	14,360	187.2%	9,360
Fringe Benefits	0	16,106	19,365	22,360	15.5%	2,995
Operating Costs	0	9,856	14,500	14,500	0.0%	0
Salaries and Wages	0	95,829	108,081	182,979	69.3%	74,898
Total for Special Revenue Funds	0	514,516	251,466	3,638,719	1,347.0%	3,387,253
Total for EMPOWERMENT ZONE	0	514,516	251,466	3,638,719	1,347.0%	3,387,253
Total for CITY COORDINATOR	0	514,516	251,466	3,638,719	1,347.0%	3,387,253

CITY COORDINATOR Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	0	0	500	500	0.0%	0
Contributions	0	500	0	0	0.0%	0
<i>Total for General Fund - City</i>	0	500	500	500	0.0%	0
Special Revenue Funds						
Contributions	0	20,456	0	0	0.0%	0
Federal Government	0	587,728	0	3,553,488	0.0%	3,553,488
Local Government	0	0	20,000	20,000	0.0%	0
Operating Transfers In	0	0	31,000	0	-100.0%	-31,000
<i>Total for Special Revenue Funds</i>	0	608,184	51,000	3,573,488	6,906.8%	3,522,488
Total for CITY COORDINATOR	0	608,684	51,500	3,573,988	6,839.8%	3,522,488

CITY COORDINATOR ADMINISTRATION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Administration	5.00	5.00	6.00	5.00	-16.7%	(1)
Office of Cultural Affairs		4.00	4.00	4.00		-
Empowerment Zone		2.00	2.00	3.00	50.0%	1
FTE's	5.00	11.00	12.00	12.00		-

Explanation of changes from 2001 to 2002 budget:

- Empowerment Zone Special Revenue Funds show an increase in 2002 that reflects the expected recognition of Federal Grant funds as part of the original budget. In 2000 and 2001, grant funds were recorded when appropriated.
- One position, Performance Evaluation and Business Planning Coordinator, was moved from the City Coordinator's Administrative Division to the Financial Services and Budget Division.
- In addition to the budget schedule above, 1.0 FTE in the Office of Cultural Affairs, Public Arts Administrator (Administrative Assistant II) is being funded from the Capital Fund. It is expected that the authority for this position will be established by reallocation of available positions within the Coordinator area.
- The adopted budget includes as target strategies, non-personnel expense reductions for Administration (\$12,855), and Office of Cultural Affairs (\$17,000).
- The adopted budget includes \$150,000 funding for the Chorale Symposium for the Office of Cultural Affairs.
- The Council adopted budget for the Empowerment Zone includes the addition of 1.0 FTE for a Deputy Director of Finance / Management Analyst for a total non-general fund expense of \$70,207.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which Coordinator Administration's pro-rated amount is \$22,000.

COMMUNICATIONS DEPARTMENT

MISSION STATEMENT

The mission of the City of Minneapolis' Communications Department is to maximize ready access to accurate, timely and understandable information about Minnesota's largest city, taking every opportunity to showcase its successes. Access to this information is particularly important to certain audiences, including: Minneapolis residents; elected and staff City leadership; City employees; residents of the metropolitan area; the media; residents of Greater Minnesota; and those whose work is important to the quality of life of Minneapolitans.

BUSINESSES

The business of Communications, and resultant service activities, cut across all City departments horizontally. Communications requires a wholistic view of the organization, its mission and services. All City goals are in one way or another affected or enhanced by Communications' activities. Its businesses are listed here, in random order:

Maximizing understanding of City policies, activities, services and successes by all audience groups

Customers served by this business:

- City residents
- Those who do business, work, study or play in Minneapolis
- Elected leadership
- City Employees
- Media
- Great MN and other metro area residents

Advising City decision-makers and content experts in all areas of communications. Includes communications planning and fulfillment

Customers served by this business:

- Elected leadership
- Staff leadership
- Employees
- Media
- Residents

Providing interpretive and advocacy services to City customers who are hearing impaired.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Performance Measures and Data
Advising City decision-makers and content experts in all areas of communications effectiveness. Includes communications planning and fulfillment.	
1. Communications strategic planning; communications support of policy-makers' mandates, department needs, general trends	<p>Plan reflects program or situation's needs; plan is attainable within budget and time parameters; plan is on message, on time, on budget, with expected results. Measurement activities vary: participant surveys; general feedback; media review and placement count.</p> <ul style="list-style-type: none"> ▪ Percent of customers expressing satisfaction with communications services. ▪ Media log book audit. ▪ Number of placed stories with a positive or accurate view. ▪ Trend: increased number of leadership calls before responding to the media directly.
2. Communications counsel to City leadership, including crisis communications support and confidential services.	<p>Leadership is informed, practiced, prepared; feels confident in decisions and readiness for their communications role. Stay on message, put a human face on the organization. Measurement includes client satisfaction, media count, general perception.</p>
Maximizing understanding of City policies, activities, services and successes by all audience groups.	
3. Employee communications	<p>Better informed employees have improved "quality of work life;" information is clear, timely, congruent. Success linked to informed employee decisions, retention and general satisfaction. Employee communications benchmark survey in 2001.</p> <p>The percent of employee responses to "FYI" survey, 2001.</p> <ul style="list-style-type: none"> ▪ Satisfaction ▪ Editorial trends ▪ Distribution success
4. Publications systems and production management (i.e., IGR fact sheets).	<p>On time, on budget, on message; fits the needs of the audience (literacy, language, level of detail).</p>
5. Special projects and events (home tour, calendar)	<p>On time, on budget, on message; outcome as required. Measurement can include participant surveys, user feedback, participant counts, per unit cost/benefit analysis.</p>
6. Web content oversight and partnership	<p>Accurate, timely Web content that reflects City goals, projects, services and trends. Matches messages used in other venues; maximizes Web opportunity while reflecting standard practices and legal boundaries of the medium.</p>

CHALLENGES

CHALLENGE 1: Right-sizing and resource management. In all areas of the Communications Department demands for guidance and work of its professionals far outstrips staff availability. Flexibility in the face of changing priorities requires ready resources.

Strategies:

- 1) Recruited, hired, mentored new staff while “growing” existing staff professionally. Shift of Grants/Special Projects and Video Services from Communications, allowing a singular focus on the core businesses of the department.
- 2) Developed a detailed, user-friendly accounting system that should track expenditures by type (e.g., printing) and by project (e.g., Clean City).
- 3) Increased value of good professional counsel has meant an increased willingness to leverage resources throughout the organization (e.g., Communications will staff the project, think, plan, and oversee the work; recipient department or project pays a percentage of the out-of-pocket).
- 4) Shifted emphasis away from things, i.e., brochures, and “stuff,” onto strategic communications thinking (what can we do to solve the problem?).

Progress:

- 1) Accounting system – budget management has improved
- 2) Substantial decrease in expenditures for many large projects
- 3) “Real time” output has increased with full staffing now experienced in their roles. However, growing work volume and shifting priorities (can be daily) still diminishes our success at timely response. Volume continues to out strip capacity.
- 4) Open position to be filled by year end 2001.

CHALLENGE 2: Communicate City information to its residents. Provide clear, understandable and consistent information about City programs, activities, services and requirements, including items of general interest (snow removal) and items of specific interest (building permits).

Strategies:

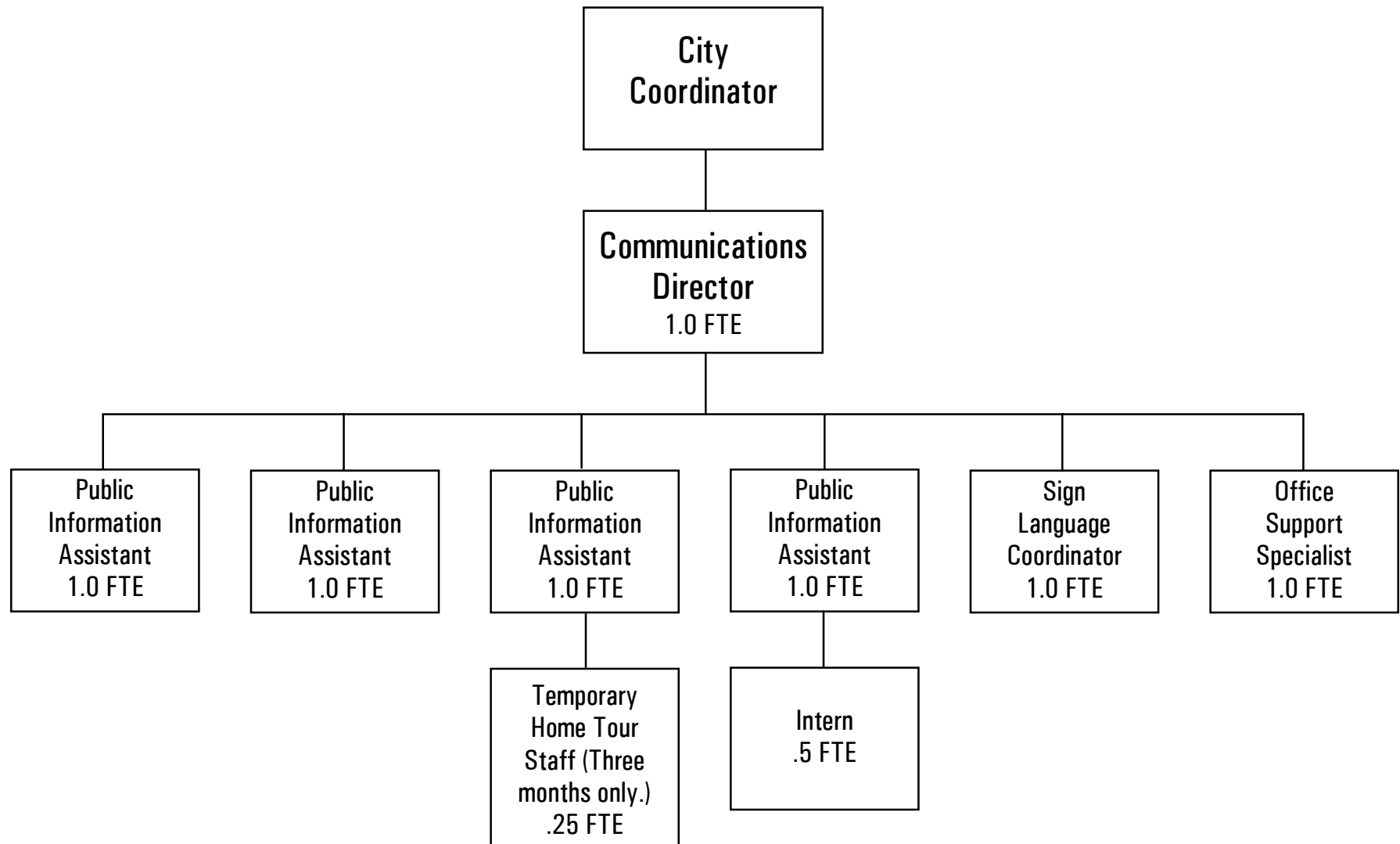
- 1) More than double media placement efforts by dedicating one professional to take the media lead in all cases
- 2) Continue to improve the annual City calendar
- 3) Meet with community newspaper editors and maximize opportunities with community newspaper; place well-designed, well-written advertisements in this venue as needed.
- 4) Writing and placing commentary work in Star Tribune
- 5) Continually exploring new ways to improve City's communications of snow emergency parking rules (stronger media strategy, Hispanic community strategy)
- 6) Increased participation by department in work of other City departments or programs to fine-tune materials for general public
- 7) Web content stewardship
- 8) Exploring new venues (i.e., Mpls faith community bulletins, single subject ad campaigns)

Progress: this area has proven to be our strongest in general.

- 1) Informal media audits – volume has doubled.
- 2) Resident survey responses (2,000 – 3,000 for calendar)
- 3) Community newspaper placements up
- 4) Towing statistics (unknown)
- 5) Requests for service from other City departments – volume continues to increase with appropriate work.

Department of Communications

2002 Organization Chart



COMMUNICATIONS Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	0	0	278,770	257,270	-7.7%	-21,500
Equipment	0	0	2,000	2,000	0.0%	0
Fringe Benefits	0	0	75,602	93,849	24.1%	18,247
Operating Costs	0	0	32,597	38,534	18.2%	5,937
Salaries and Wages	0	0	355,204	361,228	1.7%	6,024
Total for General Fund - City	0	0	744,173	752,881	1.2%	8,708
Total for COMMUNICATIONS	0	0	744,173	752,881	1.2%	8,708

COMMUNICATIONS **Revenue Information**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	0	0	165,000	165,000	0.0%	0
<i>Total for General Fund - City</i>	0	0	165,000	165,000	0.0%	0
Total for COMMUNICATIONS	0	0	165,000	165,000	0.0%	0

COMMUNICATIONS **Staffing Information and Notes**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	11.00	11.00	7.00	7.00		-

Explanation of changes from 2001 to 2002 budget:

- The 2000 to 2001 budget reflects a department reorganization which accounts for a transfer of 4.0 FTE's to ITS; the actual revenue for Communications was \$336,210 for 1999, and \$189,570 for 2000.
- Total personnel expense budget increase for 2002 reflects a position vacancy filled, and increases due to benefit and contract settlements.
- The adopted budget includes a target strategy budget reduction of \$21,500 in contractual services for re-evaluation and redesign of the Home Tour Program.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which Communications' pro-rated amount is \$18,000.

FINANCE DEPARTMENT

MISSION STATEMENT

The Finance Department provides leadership to the City of Minneapolis by protecting, planning and managing the use of its financial resources.

BUSINESSES

Executive Finance

Makes enterprise-level financial decisions; provides financial advice to the Mayor, City Council, departments and agencies; and represents the City to key external customers and partners.

Customer Served by this Business: City Council, Mayor, Department Heads and Managers

Financial Services and Budget

Provides capital and debt management; financial planning and budgeting; and financial and accounting transaction and financial reporting services (i.e., invoice processing, payroll, and reporting).

Customer Served by this Business: City Council, Mayor, City Managers

Management Consulting

Provides a wide range of management support services for elected officials and department managers to facilitate informed decision making and improvements in services, policies, procedures and processes.

Customer Served by this Business: City Council, Mayor, City Managers

Procurement

Provides procurement of required equipment, supplies, and services for the City and related boards including Contract Management and citywide space and asset management services.

Customer Served by this Business: City Departments and Agencies

Risk Management and Claims

This Division of Finance creates and promotes a safe and supportive work environment, preserves city assets, and reduces financial exposures.

Customer Served by this Business: City Managers; City employees involved with higher risk activities

Treasury

Ensures proper, accurate, and timely service activities for invoicing, collecting, receipting, depositing, forecasting, investing and disbursing all monies. Ensures that strong relationship management and customer services are at the forefront of each service activity.

Customer Served by this Business: Wholesale and retail customers of the City's utilities (water, sewer and solid waste); City departments and Agencies.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
Executive	
1. Provide strategic financial advice to City decision-makers and make certain enterprise-level decisions	Maintain highest credit ratings.
Treasury	
2. Ensure accurate and efficient cash management process.	<ul style="list-style-type: none">a. Accuracy rate of maintenance of City's vault balance: 99.9%b. Cash, coin and checks received by Treasury deposited within 24 hours: 90%c. Cash, coin and checks received by Treasury deposited within 72 hours: 10%d. Revenues collected by credit cards:e. Revenues collected electronically through ACH (automated clearing house):f. Delinquent receivables reported to collection agencies:g. Special assessment related revenues directly receipted:h. Cost per disbursement: by check; electronicallyi. % employees paid electronically:

	j. % vendor payments processed electronically:
3. Maintain and monitor external relationships with financial, investment and other professional organizations.	a. % applicable banking e-commerce utilized through main depository b. % depositories utilized for small investment opportunities and neighborhood programs
4. Effectively administer the City Utility Billing System	a. % actual meter readings: 90% b. % eligible accounts billed: 100% c. % maintenance on accounts: 100% d. % of all bills mailed: 100% e. % of all revenue collected: 97% <ul style="list-style-type: none"> <input type="checkbox"/> % collected electronically ACH: <input type="checkbox"/> % collected through credit cards: <ul style="list-style-type: none"> ❖ through Voice Response System: ❖ through Web Response System: f. Average time to respond to customer inquiries: 10 days g. % billing issues resolved: 99.9% h. Volume of calls annually <ul style="list-style-type: none"> <input type="checkbox"/> % calls completed under 3 minutes: <input type="checkbox"/> % calls completed under 7 minutes <input type="checkbox"/> number of calls per FTE
5. Invest all cash reserves on a daily basis for optimum yield, safety and liquidity.	a. % short term internal (liquidity) investment portfolio that achieve yields in excess of 90-day Treasury bill annualized: b. % external fixed income portfolio that is maintained at greater than 5% below the established benchmark:

Risk Management	
6. Work with Departments on education and compliance with federal and state legislation, rules and regulations in the area of loss prevention (OSHA) and claims administration (workers' compensation, re-employment and tort claims).	<ul style="list-style-type: none"> • With Departmental commitment and accountability, we will assist departments in reducing the overall claim exposures and reserves through measured loss prevention activities and outcomes. • Quarterly loss reports to the Departments.
7. Provide leadership on asset preservation (human & financial) including policies and practices to make behavioral changes throughout City Departments.	<ul style="list-style-type: none"> • Develop an actuarial-based cost allocation formula that factors in a department's claim loss experience, expenses, and reserves for budgeting purposes. With an objective to promote risk control. • Develop an ICMA Risk Mgmt. tool to collect insurance data, deductibles, commissions paid, and year-end claims reported and losses filed.
Procurement	
8. Manage the competitive procurement of supplies, materials and services in accordance with applicable state laws and city requirements	<ul style="list-style-type: none"> • Average completion from initial solicitation to Council approval on formal bids is 25 days. • Percentage of formal bids completed in 25 days • Number of individuals trained and percentage of satisfaction • Percentage of formal bids protested by vendors

9. Provide centralized contract management services including contract review, execution, maintenance, FISCOL coordination and City procedures.	<ul style="list-style-type: none"> • Timely and accurate review and processing of contracts including training and communications procedures • Percentage of contract completed according to guidelines • Annual training and updates provided
10. Provide Space Management services by coordinating short term and long term strategic space and asset management planning, and by developing City's policies, procedures and standards to promote fairness, equity, and clear and understandable processes.	<ul style="list-style-type: none"> • Timely response, needs determination and resolution to departments' space issues. Adoption of policies, procedures and standards by City Council. • City space/policy plans adopted • Response time to department needs determinations
Management Analysis	
11. Provide quality internal management consulting services and produce comprehensive accurate reports in a timely manner.	<p>For 2000:</p> <ul style="list-style-type: none"> • Number of requests for service: 14 • Formal reports to Mayor/City Council: 12 • Formal reports to customer departments: 7 • Percent of customers expressing satisfaction with MAD services: No data for 2000; data will be compiled in 2002 for 2001 performance

Financial Services & Budget	
13. Provide financial planning and budgeting services.	<ol style="list-style-type: none"> 1. Satisfactory ratings by internal customers (i.e., elected officials and departments). <ol style="list-style-type: none"> a. No data available for 2000 b. Data will be compiled in 2002 for 2001 performance 2. Obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Budgeting. <ol style="list-style-type: none"> a. Application submitted for 2001 Budget Document
14. Provide capital and debt management services.	<ol style="list-style-type: none"> 1. Satisfactory ratings by internal customers (i.e., elected officials, CLIC, and departments). <ol style="list-style-type: none"> a. No data available for 2000 b. Data will be compiled in 2002 for 2001 performance 2. Document and meet all debt/bond issuance reporting/compliance requirements. <ol style="list-style-type: none"> a. Not reported on for 2000 b. Data will be compiled in 2002 for 2001 performance
15. Provide financial and accounting services including accounts payable/invoice processing; payroll; capital project accounting; budget monitoring; and financial reporting.	<ol style="list-style-type: none"> 1. Satisfactory ratings by internal customers (i.e., elected officials, and departments). <ol style="list-style-type: none"> a. No data available for 2000 b. Data will be compiled in 2002 for 2001 performance 2. Achieve the Certificate for Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. <ol style="list-style-type: none"> a. Received the Award for the past 30-years

	b. Expect to receive the award for fiscal year-end 2000
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CHALLENGES

CHALLENGE 1: How does the City manage the anticipated decrease in downtown office space tax value to keep residential property from being overburdened with tax increases?

Strategies:

Downtown office space tax values did not decline in 2001 and is not expected to decline significantly in the near future. This is no longer considered a Challenge; however, it remains an important financial measure to be closely monitored along with other indicators of financial condition.

Progress:

Progress is measured by reports from the City Assessor, the MCDA, and Towle (a private real estate service).

CHALLENGE 2: The Minneapolis Community Development Agency is not financially viable in 3 - 5 years. How does the City reinvent the agency so that it meets the needs of the City and is financially viable?

Strategies:

In 2001 the Finance Department has restructured certain responsibilities of existing personnel so that additional analysis and staff support can be allocated to economic development events, decisions, and trends. No additional personnel or funding will be needed. While this issue remains a significant challenge for the City and, specifically, the MCDA, it will not remain a Challenge of the Finance Department.

Progress:

Progress on this Challenge will be made by the MCDA with the assistance of the Finance Department. Progress can be measured by the development and implementation of a long-term finance plan prepared by MCDA that balances the forecasted obligations of MCDA with its forecasted resources.

CHALLENGE 3: Utilizing and keeping abreast of appropriate technologies within financial constraints is an ongoing and increasing challenge.**Strategies:**

This Challenge is one that every City business faces, it is not unique to the Finance Department. For this reason it will not be listed among our Challenges for purposes of the Priorities 2002 process.

Progress:

The Finance Department has not maintained a measurement of progress for this Challenge.

CHALLENGE 4: In this labor market it is becoming increasingly more difficult to recruit new employees. The challenge is twofold: what do we internally need to do to attract well qualified employees; and secondly how does this extremely tight Twin Cities job market effect the City's economic development goals (how can we attract and maintain businesses if the regional labor force can not meet their business needs?)**Strategies:**

This Challenge is one that every City business faces. It is not unique to the Finance Department. For this reason it will not be listed among our Challenges for purposes of the Priorities 2002 process.

Progress:

The Finance Department has not maintained a measurement of progress for this Challenge.

NEW CHALLENGES

New Challenge One: Develop and implement finance plans for internal service funds to improve financial integrity of the enterprise.

What is driving the issue?

This issue is driven by the relatively large size of the cash deficits in the internal service funds. The amounts of these cash deficits threaten the financial integrity of the enterprise; and if left unattended, will result in a downgrade of the City's credit rating and a further reduction in our financial flexibility.

What strategy, including financial, will you incorporate to address this challenge?

The strategies used for this challenge will be to identify the reasons the deficits have occurred and the amount of the deficit by activity (equipment services, ITS, self insurance). Interdepartmental work groups will be enabled to develop plans and strategies that eliminate the deficits and assure financial integrity. Implementation of plans may require the approval of the City Council.

How does this challenge impact your business plan and service activities?

No additional personnel will be needed. However, the finance plans will recommend a combination of revenue raising and expenditure reductions that eliminate cash deficits.

New Challenge Two: Department efficiency, productivity and cohesiveness is challenged by a lack of physical proximity. Department personnel are located in more than 15 areas. These small work groups contribute to inefficient utilization of personnel, difficulty in maintaining consistent financial practices, difficulty in communications within businesses (divisions), and resistance to implementing change in policies and practices. In 2001 Department managers will work with the Space and Asset Management business to develop an interim plan to co-locate personnel on the M floor in City Hall beginning in early 2003 and make other interim plans to relocate business units within existing space to improve efficiencies where possible.

What is driving the issue?

To improve efficiency and productivity of all businesses in the Department so that we will contribute to the enterprise's need to reduce spending where possible without adverse impact on services.

What strategy, including financial, will you incorporate to address this challenge?

Significant progress on this challenge is not expected to occur in 2001 or 2002, except to develop interim plans to relocate small groups. Significant progress will occur by early 2003 when the Department returns to its original space and co-locates business units among other assigned space.

How does this challenge impact your business plan and service activities?

This challenge has caused the department to delay creating productivity and efficiency measures.

New Challenge Three: Improve accounting policies and practices so that annual and quarterly enterprise financial statements prepared in accordance with new accounting standards can be available in a timely manner without adverse audit comments.

What is driving the issue?

Accounting practices and policies are inconsistently applied and often do not use best practices. Accounting staff has not been adequately trained and has not been expected to use best practices.

What strategy, including financial, will you incorporate to address this challenge?

A restructuring of the financial services and budget business has been designed in 2001. The business is creating position descriptions and accounting disciplines that clearly define the roles and responsibilities. Three accounting manager positions will be filled by early summer. A consultant will be selected in mid-2001 to assist the business as it plans and prepares to implement the new accounting standards beginning in 2002.

Progress will be measured when management positions are filled; position descriptions are completed; staff understands roles and responsibilities; the consultant is selected and begins work; and accounting disciplines are implemented. Ultimately, progress will be measured by improvements in external and internal financial reports. These improvements will permit the reports to be prepared more timely, using fewer resources, and eliminating exceptions noted by the State Auditor.

How does this challenge impact your business plan and service activities?

Overcoming this challenge will lower our cost and improve the quality and timeliness of financial reporting.

New Challenge Four: The Department is challenged by other City businesses to improve financial reports from FISCOL or to find alternatives to FISCOL that deliver information that business need to support business planning and operations.

What is driving the issue?

Customer demands for better management information is driving this issue.

What strategy, including financial, will you incorporate to address this challenge?

The Department has begun to interview business leaders (department heads) to determine information requirements and methods currently used to create financial management information. On the basis of these surveys we will develop a strategy that may include some or all of the following: improved use of FISCOL (for interim or longer-term purposes) or alternatives to FISCOL. Progress will be measured by feedback received from customer businesses.

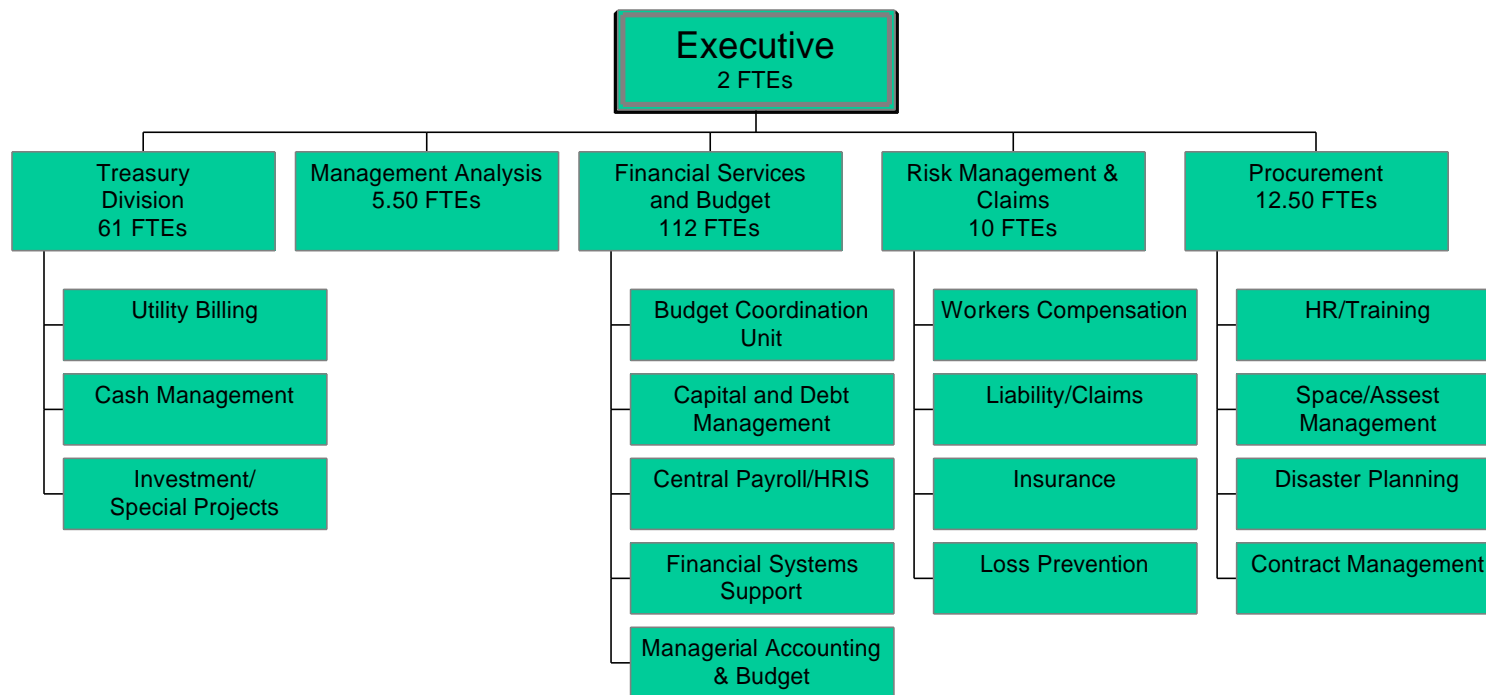
How does this challenge impact your business plan and service activities?

The impact on our business plan will be determined after completion of our survey of customers. However, we do not expect to require additional resources or to add service activities.

City of Minneapolis Finance Department

October 9, 2001

Total FTEs: 203



Please note this organizational chart does not reflect the Target Strategies or Decision Packages submitted by the Department as part of the 2002 budget process.

FINANCE DEPARTMENT

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Contractual Services	4,573	19,316	25,466	250,000	881.7%	224,534
Equipment	0	1,770	1,500	0	-100.0%	-1,500
Fringe Benefits	89,138	92,279	97,624	0	-100.0%	-97,624
Operating Costs	4,017	4,594	4,319	1,005,798	23,187.8%	1,001,479
Salaries and Wages	357,417	379,474	487,386	0	-100.0%	-487,386
Total for Capital Projects	455,143	497,433	616,295	1,255,798	103.8%	639,503
Enterprise Funds						
Capital Outlay	10,492	0	26,000	26,000	0.0%	0
Contractual Services	938,031	956,122	1,236,878	1,103,230	-10.8%	-133,648
Equipment	189,951	9,776	95,410	95,410	0.0%	0
Fringe Benefits	648,140	639,570	694,258	512,828	-26.1%	-181,430
Operating Costs	69,701	204,731	168,818	1,217,397	621.1%	1,048,579
Salaries and Wages	2,780,663	2,716,804	2,891,874	2,418,511	-16.4%	-473,363
Total for Enterprise Funds	4,636,979	4,527,003	5,113,238	5,373,376	5.1%	260,138
General Fund - City						
Capital Outlay	16,311	3,810	1,700	0	-100.0%	-1,700
Contractual Services	532,535	653,893	643,811	1,095,906	70.2%	452,095
Equipment	74,540	40,064	122,165	114,665	-6.1%	-7,500
Fringe Benefits	820,655	828,139	925,157	1,526,075	65.0%	600,918
Operating Costs	219,536	147,136	164,236	-3,152,688	-2,019.6%	-3,316,924
Salaries and Wages	3,829,042	3,953,446	3,964,605	6,204,302	56.5%	2,239,697
Total for General Fund - City	5,492,620	5,626,488	5,821,674	5,788,260	-0.6%	-33,414
Internal Service Funds						
Contractual Services	742,854	617,431	839,403	733,899	-12.6%	-105,504
Equipment	0	0	6,500	5,000	-23.1%	-1,500
Fringe Benefits	288,906	295,730	320,576	137,501	-57.1%	-183,075
Operating Costs	34,021	52,059	36,183	1,061,183	2,832.8%	1,025,000
Salaries and Wages	1,279,471	1,158,041	1,270,585	582,281	-54.2%	-688,304
Total for Internal Service Funds	2,345,252	2,123,261	2,473,247	2,519,864	1.9%	46,617
Special Revenue Funds						
Capital Outlay	0	0	1,165	1,165	0.0%	0
Contractual Services	25,397	30,709	128,498	111,296	-13.4%	-17,202
Fringe Benefits	120,882	119,581	142,014	95,831	-32.5%	-46,183
Operating Costs	1,604	3,154	4,904	268,486	5,374.8%	263,582
Salaries and Wages	560,784	504,661	619,992	413,026	-33.4%	-206,966
Total for Special Revenue Funds	708,667	658,105	896,573	889,804	-0.8%	-6,769
Total for FINANCE DEPARTMENT	13,638,661	13,432,290	14,921,027	15,827,102	6.1%	906,075

FINANCE DEPARTMENT

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	3,216	792	0	0	0.0%	0
Charges for Service	3,452,980	3,372,991	3,613,492	3,817,897	5.7%	204,405
Local Government	0	3,750	0	0	0.0%	0
Other Misc Revenues	4	80	0	0	0.0%	0
Total for Enterprise Funds	3,456,200	3,377,614	3,613,492	3,817,897	5.7%	204,405
General Fund - City						
Charges for Sales	7	178	0	0	0.0%	0
Charges for Service	146,915	89,911	86,700	86,700	0.0%	0
Interest	0	49,026	0	33,600	0.0%	33,600
Local Government	15,000	11,250	15,000	15,000	0.0%	0
Other Misc Revenues	3,468	54,925	1,500	1,500	0.0%	0
Total for General Fund - City	165,389	205,290	103,200	136,800	32.6%	33,600
Internal Service Funds						
Charges for Service	332,067	249,737	327,000	327,000	0.0%	0
Other Misc Revenues	0	0	0	19,329	0.0%	19,329
Total for Internal Service Funds	332,067	249,737	327,000	346,329	5.9%	19,329
Special Revenue Funds						
Contributions	3,000	1,630	0	0	0.0%	0
Total for Special Revenue Funds	3,000	1,630	0	0		0
Total for FINANCE DEPARTMENT	3,956,656	3,834,271	4,043,692	4,301,026	6.4%	257,334

FINANCE DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
Capital Projects						
Fringe Benefits	0	1,387	1,304	0	-100.0%	-1,304
Operating Costs	2,719	2,720	2,719	3,663	34.7%	944
Salaries and Wages	0	8,146	8,058	0	-100.0%	-8,058
Total for Capital Projects	2,719	12,253	12,081	3,663	-69.7%	-8,418
Enterprise Funds						
Contractual Services	1,034	0	0	0	0.0%	0
Fringe Benefits	0	1,309	1,304	0	-100.0%	-1,304
Operating Costs	31,718	31,720	31,718	42,725	34.7%	11,007
Salaries and Wages	0	7,684	8,058	0	-100.0%	-8,058
Total for Enterprise Funds	32,752	40,713	41,080	42,725	4.0%	1,645
General Fund - City						
Contractual Services	21,675	91,025	56,608	56,608	0.0%	0
Equipment	0	1,567	2,000	2,000	0.0%	0
Fringe Benefits	26,166	48,510	46,289	28,159	-39.2%	-18,130
Operating Costs	34,081	37,548	43,935	54,891	24.9%	10,956
Salaries and Wages	146,760	283,316	134,545	146,707	9.0%	12,162
Total for General Fund - City	228,682	461,966	283,377	288,365	1.8%	4,988
Internal Service Funds						
Fringe Benefits	0	1,308	1,304	0	-100.0%	-1,304
Operating Costs	4,374	3,384	3,378	3,514	4.0%	136
Salaries and Wages	0	7,684	8,058	0	-100.0%	-8,058
Total for Internal Service Funds	4,374	12,376	12,740	3,514	-72.4%	-9,226
Special Revenue Funds						
Fringe Benefits	479	2,682	4,275	3,300	-22.8%	-975
Operating Costs	1,511	1,512	1,511	2,035	34.7%	524
Salaries and Wages	3,317	15,820	25,262	17,714	-29.9%	-7,548
Total for Special Revenue Funds	5,306	20,013	31,048	23,049	-25.8%	-7,999
Total for ADMINISTRATION	273,833	547,321	380,326	361,316	-5.0%	-19,010
FINANCE DEPARTMENT						
Internal Service Funds						
Fringe Benefits	0	0	0	5,554	0.0%	5,554
Total for Internal Service Funds	0	0	0	5,554		5,554
Special Revenue Funds						
Contractual Services	0	0	0	-5,702	0.0%	-5,702
Total for Special Revenue Funds	0	0	0	-5,702		-5,702
Total for FINANCE DEPARTMENT	0	0	0	-148		-148

FINANCIAL SERVICES AND BUDGET

Capital Projects

FINANCE DEPARTMENT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FINANCIAL SERVICES AND BUDGET						
Capital Projects						
Contractual Services	4,573	19,316	25,466	250,000	881.7%	224,534
Equipment	0	1,770	1,500	0	-100.0%	-1,500
Fringe Benefits	89,138	90,891	96,320	0	-100.0%	-96,320
Operating Costs	1,298	1,874	1,600	1,002,135	62,533.4%	1,000,535
Salaries and Wages	357,417	371,329	479,328	0	-100.0%	-479,328
Total for Capital Projects	452,424	485,180	604,214	1,252,135	107.2%	647,921
Enterprise Funds						
Contractual Services	62,646	54,641	137,560	0	-100.0%	-137,560
Fringe Benefits	208,427	207,704	229,833	0	-100.0%	-229,833
Operating Costs	1,668	2,958	2,550	1,040,122	40,689.1%	1,037,572
Salaries and Wages	786,277	783,087	800,662	0	-100.0%	-800,662
Total for Enterprise Funds	1,059,018	1,048,390	1,170,605	1,040,122	-11.1%	-130,483
General Fund - City						
Capital Outlay	16,311	0	1,700	0	-100.0%	-1,700
Contractual Services	258,873	190,614	307,782	759,877	146.9%	452,095
Equipment	6,615	-94	99,400	91,900	-7.5%	-7,500
Fringe Benefits	536,100	514,616	585,151	1,153,768	97.2%	568,617
Operating Costs	130,530	36,009	45,251	-3,282,629	-7,354.3%	-3,327,880
Salaries and Wages	2,445,338	2,424,370	2,479,401	4,668,992	88.3%	2,189,591
Total for General Fund - City	3,393,766	3,165,514	3,518,685	3,391,908	-3.6%	-126,777
Internal Service Funds						
Contractual Services	54,428	56,747	105,504	0	-100.0%	-105,504
Equipment	0	0	1,500	0	-100.0%	-1,500
Fringe Benefits	180,907	176,259	182,455	0	-100.0%	-182,455
Operating Costs	2,602	585	2,050	1,026,914	49,993.4%	1,024,864
Salaries and Wages	720,921	642,816	742,700	0	-100.0%	-742,700
Total for Internal Service Funds	958,858	876,407	1,034,209	1,026,914	-0.7%	-7,295
Special Revenue Funds						
Capital Outlay	0	0	1,165	1,165	0.0%	0
Contractual Services	25,397	30,709	115,499	103,999	-10.0%	-11,500
Fringe Benefits	116,186	112,940	132,735	85,534	-35.6%	-47,201
Operating Costs	93	1,642	1,493	264,551	17,619.4%	263,058
Salaries and Wages	537,699	471,154	558,909	362,750	-35.1%	-196,159
Total for Special Revenue Funds	679,374	616,446	809,801	817,999	1.0%	8,198
Total for FINANCIAL SERVICES AND BUDGET	6,543,441	6,191,937	7,137,514	7,529,078	5.5%	391,564
MANAGEMENT ANALYSIS						
General Fund - City						
Contractual Services	8,449	11,217	29,927	29,927	0.0%	0
Equipment	438	1,816	2,500	2,500	0.0%	0
Fringe Benefits	58,062	56,215	62,115	75,176	21.0%	13,061

FINANCE DEPARTMENT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
MANAGEMENT ANALYSIS						
General Fund - City						
Operating Costs	17,096	13,575	23,000	23,000	0.0%	0
Salaries and Wages	299,038	288,686	307,540	358,671	16.6%	51,131
Total for General Fund - City	383,082	371,508	425,082	489,274	15.1%	64,192
Total for MANAGEMENT ANALYSIS	383,082	371,508	425,082	489,274	15.1%	64,192
PROCUREMENT						
General Fund - City						
Capital Outlay	0	3,810	0	0	0.0%	0
Contractual Services	108,042	226,990	103,563	103,563	0.0%	0
Equipment	53,924	36,775	6,800	6,800	0.0%	0
Fringe Benefits	105,409	108,606	120,541	145,165	20.4%	24,624
Operating Costs	19,414	21,481	25,075	25,075	0.0%	0
Salaries and Wages	484,795	502,886	595,506	520,604	-12.6%	-74,902
Total for General Fund - City	771,583	900,548	851,485	801,207	-5.9%	-50,278
Special Revenue Funds						
Contractual Services	0	0	12,999	12,999	0.0%	0
Fringe Benefits	4,218	3,959	5,004	6,997	39.8%	1,993
Operating Costs	0	0	1,900	1,900	0.0%	0
Salaries and Wages	19,769	17,687	35,821	32,562	-9.1%	-3,259
Total for Special Revenue Funds	23,987	21,646	55,724	54,458	-2.3%	-1,266
Total for PROCUREMENT	795,570	922,194	907,209	855,665	-5.7%	-51,544
RISK MANAGEMENT						
General Fund - City						
Contractual Services	10	0	0	0	0.0%	0
Total for General Fund - City	10	0	0	0		0
Internal Service Funds						
Contractual Services	688,426	560,684	733,899	733,899	0.0%	0
Equipment	0	0	5,000	5,000	0.0%	0
Fringe Benefits	107,999	118,163	136,817	131,947	-3.6%	-4,870
Operating Costs	27,045	48,090	30,755	30,755	0.0%	0
Salaries and Wages	558,550	507,541	519,827	582,281	12.0%	62,454
Total for Internal Service Funds	1,382,020	1,234,477	1,426,298	1,483,882	4.0%	57,584
Total for RISK MANAGEMENT	1,382,030	1,234,477	1,426,298	1,483,882	4.0%	57,584
TREASURY						
Enterprise Funds						
Contractual Services	22,650	18,317	22,319	22,319	0.0%	0
Equipment	0	0	450	450	0.0%	0
Fringe Benefits	34,223	28,258	32,627	512,357	1,470.3%	479,730
Operating Costs	3,306	2,545	4,550	4,550	0.0%	0

FINANCE DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
TREASURY						
Enterprise Funds						
Salaries and Wages	145,134	138,852	160,331	2,060,883	1,185.4%	1,900,552
Total for Enterprise Funds	205,313	187,971	220,277	2,600,559	1,080.6%	2,380,282
General Fund - City						
Contractual Services	135,486	134,048	145,931	145,931	0.0%	0
Equipment	13,564	0	11,465	11,465	0.0%	0
Fringe Benefits	94,919	100,173	111,061	123,807	11.5%	12,746
Operating Costs	18,415	38,522	26,975	26,975	0.0%	0
Salaries and Wages	453,112	454,189	447,613	509,328	13.8%	61,715
Total for General Fund - City	715,496	726,931	743,045	817,506	10.0%	74,461
Total for TREASURY	920,809	914,903	963,322	3,418,065	254.8%	2,454,743
UTILITY BILLING						
Enterprise Funds						
Capital Outlay	10,492	0	26,000	26,000	0.0%	0
Contractual Services	851,702	883,165	1,076,999	1,080,911	0.4%	3,912
Equipment	189,951	9,776	94,960	94,960	0.0%	0
Fringe Benefits	405,489	402,299	430,494	471	-99.9%	-430,023
Operating Costs	33,009	167,508	130,000	130,000	0.0%	0
Salaries and Wages	1,849,253	1,787,181	1,922,823	357,628	-81.4%	-1,565,195
Total for Enterprise Funds	3,339,896	3,249,929	3,681,276	1,689,970	-54.1%	-1,991,306
General Fund - City						
Fringe Benefits	0	21	0	0	0.0%	0
Total for General Fund - City	0	21	0	0		0
Total for UTILITY BILLING	3,339,896	3,249,950	3,681,276	1,689,970	-54.1%	-1,991,306
Total for FINANCE DEPARTMENT	13,638,661	13,432,290	14,921,027	15,827,102	6.1%	906,075

FINANCE
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Executive	3.00	7.00	6.00	2.00	-66.7%	(4.00)
Treasury	63.00	62.00	61.00	61.00	-	-
Procurement	10.00	9.00	9.00	12.50	38.9%	3.50
Management Analysis	5.00	5.00	5.00	5.50	10.0%	0.50
Risk Management	11.00	11.00	11.00	10.00	-9.1%	(1.00)
Financial Services & Budget	115.00	110.00	110.00	114.00	3.6%	4.00
FTE's	207.00	204.00	202.00	205.00	1.5%	3.00

Explanation of Changes 2001 to 2002:

- Three employees were added during budget year 2001: one Account Clerk II added for the Lane Use Oversight project (Council Action 2001R-231), one Accountant I added for the Central Library operations (Council Action 2001R-203), and one Accountant II added for Grants and Special Projects (reallocated within Coordinator's group).
- Two employees were reallocated to Human Resources, effective January 1, 2002.
- One position, Performance Evaluation and Business Planning Coordinator, was moved from the City Coordinator's Administrative Division to the Financial Services and Budget Division.
- Two positions were added for 2002 through Decision Packages. An Account Clerk II to work on the Convention Center Expansion project, which will be funded through sales tax revenue. Another position, An Accountant II, was added and funded through an offset in the Financial Services and Budget (Professional Services) budget.
- One Budget Analyst position was eliminated through a Target Strategy for 2002 as a result of technological efficiencies.
- The reduction in the Executive Division is attributed to the reallocation of Space and Asset Management to the Procurement Division, a reallocation of a position to Financial Services and Budget, and a Program Assistant reallocated to Procurement and Management Analysis.
- Another element in the Target Strategy include moving \$250,000 in expenses from the General Fund to the Water fund (Fund 7400); this Strategy element moves salaries to Fund 7400 to accurately represent time that employees spend on Utility Billing issues.
- A \$150,000 reduction was made to the Finance Department's base budget in order to comply with the Target Strategy amount requested by the Mayor.
- Due to a reorganization of divisions within Finance, some expenditure and revenue items may appear to have a significant increase or decrease. However, many of the increases or decreases are simply due to a change in the number of FTEs allocated to a certain organization/fund.
- The Council added \$250,000 to the Finance budget to cover expenses associated with the implementation of GASB 34.
- Significant swings in the 2002 budgeted expense levels for the Financial Services and Budget division are due to a technical reorganization of the department's accounting processes. Instead of the division incurring expense in numerous fund, the budgets were combined into the general fund and a contra expense account was created to offset the expense to the general fund.
- The 2002 adopted budget includes a target cut of \$135,000, which is the Finance Department's share of the City Coordinator's General Fund target cut.

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The mission of the Human Resources Department is to enable the City make the best decisions about its human capital investments.

BUSINESSES

We have three Human Resources business lines:

Provide employment services so that operating departments have diverse competent employees in the positions they need at the right time

- Customers served by this business: The primary customers are the departmental hiring authorities. The job applicants are also our customers.

Provide employee services so that employees receive competitive compensation, working conditions, supervision and challenging assignments to remain high performing employees

- Customers served by this business: The primary customers are the departmental managers and directors, but individual employees are also customers of this division.

Provide enterprise services so that the expectations of elected officials, department heads and citizens for organizational improvement can be realized

- Customers served by this business: Elected officials and department heads.

These businesses contribute to the second City goal, “*Strengthen the participation of all citizens, including children, in the economic and civic life of the community*”, and the eleventh City goal, “*Provide an efficient, effective, results-oriented City government that has a clearly defined role in relationship to other levels of government.*”

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Performance Measure and Data for 2000
Employment Services	
1. Help departments increase the racial, gender and disabled diversity within a respectful work environment.	<ul style="list-style-type: none">– Percent of protected class applicants on eligible list.– Number of feeder systems developed.– Number of community events held for special populations.– Number of consultations or complaints of discrimination, workplace mistreatment, etc.

2. Provide highly qualified, diverse candidates for employment in City departments, Park Board, and Library Board in a timely manner.	<ul style="list-style-type: none"> – Number of qualified applicants for hard-to-fill positions. – Percentage of managers expressing satisfaction with hiring process. – Average number of days to create an eligible list (sorted by types). – Average scores on Manager/Supervisor feedback survey for staffing function.
3. Conduct workforce action planning with each operating department.	<ul style="list-style-type: none"> – Number of departmental Workforce Action Plans completed. – Percentage of departments with a completed workforce action plan. – Percentage of departments reporting using their workforce action plan 6 months after its completion.
Employee Services	
4. Negotiate and administer fair and affordable collective bargaining agreements.	Percentage of collective bargaining agreements within the operational and financial parameters established by the Executive Committee.
5. Administer compensation and classification programs that provide for fair and equitable salaries.	<ul style="list-style-type: none"> – Percentage of position audits completed within 60 days. – Percent of job titles reviewed for proper classification and compensation
6. Provide employees and supervisors with training that teaches them the enterprise competencies they need to perform their jobs.	<ul style="list-style-type: none"> – Average number of hours of training provided to each employee for enterprise competencies. – Results of training participant satisfaction surveys – Percent of employees/managers expressing satisfaction with the process.
7. Design and manage employee benefit plans, and assure compliance with all applicable laws.	<ul style="list-style-type: none"> – Scope and cost of City benefit packages compared to similar public jurisdictions. – Number of sustained complaints regarding compliance with federal and state IRS regulations regarding benefits. – Percent of employees who participate in voluntary benefit programs. – Percent of employees expressing satisfaction with choice and cost of benefits.

Enterprise Services	
8. Direct all HR functions so that each department can make the best decisions about their human capital investments.	<ul style="list-style-type: none"> – Survey results from customer departments about quality of services provided by HRGs.
9. Administer programs (ADR, RTW/Job Bank) and investigate complaints in order to assure fair & equitable treatment for all employees.	<ul style="list-style-type: none"> – Number of days required to investigate and resolve employee complaints. – Number of referrals or requests to ADR. – Percent of closure. – Percent of employees placed within 3 days.
10. Use information technology to insure ease of access for up-to-date applicant and employment records and management reports.	<ul style="list-style-type: none"> – Percent of employee updates and number of data audits completed within one payroll cycle. – Timeliness, accuracy and ease of access for standard HRIS management reports.

CHALLENGES

CHALLENGE 1: The City of Minneapolis will hire over 600 new employees each year for the next several years. Given the current labor market of record low unemployment, the demand for more technical and productive skill sets, and competitive wages, we must streamline our staffing process so good candidates can be hired quickly. Our current recruitment and selection processes take far too long and discourage competent candidates from remaining interested in city employment.

Strategies:

We redesigned the workflow from a vertical model with bottlenecks and redundancies to a horizontal model that requires more ownership of each employee. We eliminated the ATS shadow computer system that required dual data entry. We ended our contract with the Minneapolis Board of Education that required different processes and customized tests. We installed a Competency Management automated database. We charged the Human Resource Generalists (HRGs) with the higher level staffing duties in each department, and detailed one of the HRGs to manage the entire function. We began installing the online job application. We created some standard tools, checklists and processes and documented them on a common directory; and we designed and now routinely collect customer feedback at the end of each eligible list completion.

Progress:

Our most significant measure is the number of days required to create an eligible list. Our target goal is an average of 35 days to create an eligible list. The re-emergence of the Rule of Three caused this average in INCREASE to as high as 100 days.

We regularly get feedback from the hiring supervisor once we complete the eligible list and this feedback provides guidance on how to improve in future attempts.

CHALLENGE 2: To assist customer departments in proactively managing the pending retirement of a large number of employees in their workforce including employees in key managerial and technical positions. Moreover, we face this challenge in a period when the supply of labor is not keeping pace with the demand. Employers are increasingly forced to compete for highly skilled employees through higher wages, more flexible benefits, improved work environments, etc.

At the same time HR needs to help customer departments continuously improve the competencies of current employees through training and development efforts so they are prepared for promotions and the jobs of the future.

Strategies:

We established the Workforce Planning Project Team to help operating departments maintain an unbroken chain of service delivery. From the workforce action plans completed to date, we were able to identify citywide trends that signal major HR needs of the future (e.g., more aggressive recruiting, more cadet and OJT programs). We created a new position, Workforce Planning Coordinator, to oversee the completion of all plans and implementation. We are revising our service agreements to include the key action plans contained in the Workforce Action Plans.

We negotiated additional benefits for employees, including earlier health care coverage for new hires, wellness benefits, insurance information and referral, and long term disability insurance. We reorganized the HR department so that one of our three divisions focuses on enterprise development.

We are designing an Executive Development Program that will help create the city leaders of tomorrow. We are using funds from the Training and Development division to fund part of this new initiative. We also transferred an FTE from ITS so that we would have a more comprehensive approach to employee training. We now mandate training for new supervisors and managers and notify their department heads when they fail to attend.

Progress:

- The number of completed Workforce Action Plans
- Types of new benefits offered, and sign-up rates for voluntary benefits
- Attendance rates at new supervisors/managers training
- Number of applicants interested in Executive Development
- Number of feeder systems created to support major turnover areas

CHALLENGE 3: To substantially increase the recruitment efforts of the City in underrepresented communities. To revise management systems and deploy new technology in order to provide a more qualified and diverse pool of candidates to City departments for selection to fill significant vacancies created by high vacancy rates, hard to fill vacancies, and retiring workforce.

Strategies:

We have dramatically improved our involvement in community events and job fairs, particularly at community centers frequented by people of color. We used the Affirmative Action Roundtable to help form our recruitment strategy and gather customer feedback on diversity issues. We designed and purchased many new materials to improve our image when recruiting (e.g. new display, small gifts, resource materials, postcard updates, etc.). We created several short videos about hard-to-fill jobs and the Mayor's Top Ten Reasons to Work for the City. These play regularly on cable TV and at job fairs. We mount comprehensive recruitment campaigns when we are hiring a large class of employees (e.g. laborers, fire cadets). Many departments now provide "recruiters" for special job fairs. We transferred an FTE from Affirmative Action to Recruiting. We have overspent our recruiting budget significantly, but are hoping to have savings elsewhere to cover the costs.

Progress:

- Number of applicants per vacancy
- Number of protected class applicants per vacancy for under-represented positions
- Number of job interest cards collected at job fairs and community events
- Customer feedback on evaluation forms after each eligible list is created

CHALLENGE 4: To improve our service delivery system in Human Resources to better serve our customers utilizing the HR Generalist model. To determine the best structure for the HR Department that will allow us to deliver high quality service, reflecting our key initiatives. To successfully assist departments in resolving their human resource management issues through comprehensive understanding at the HR Generalist level of the customer department's business needs.

Strategies:

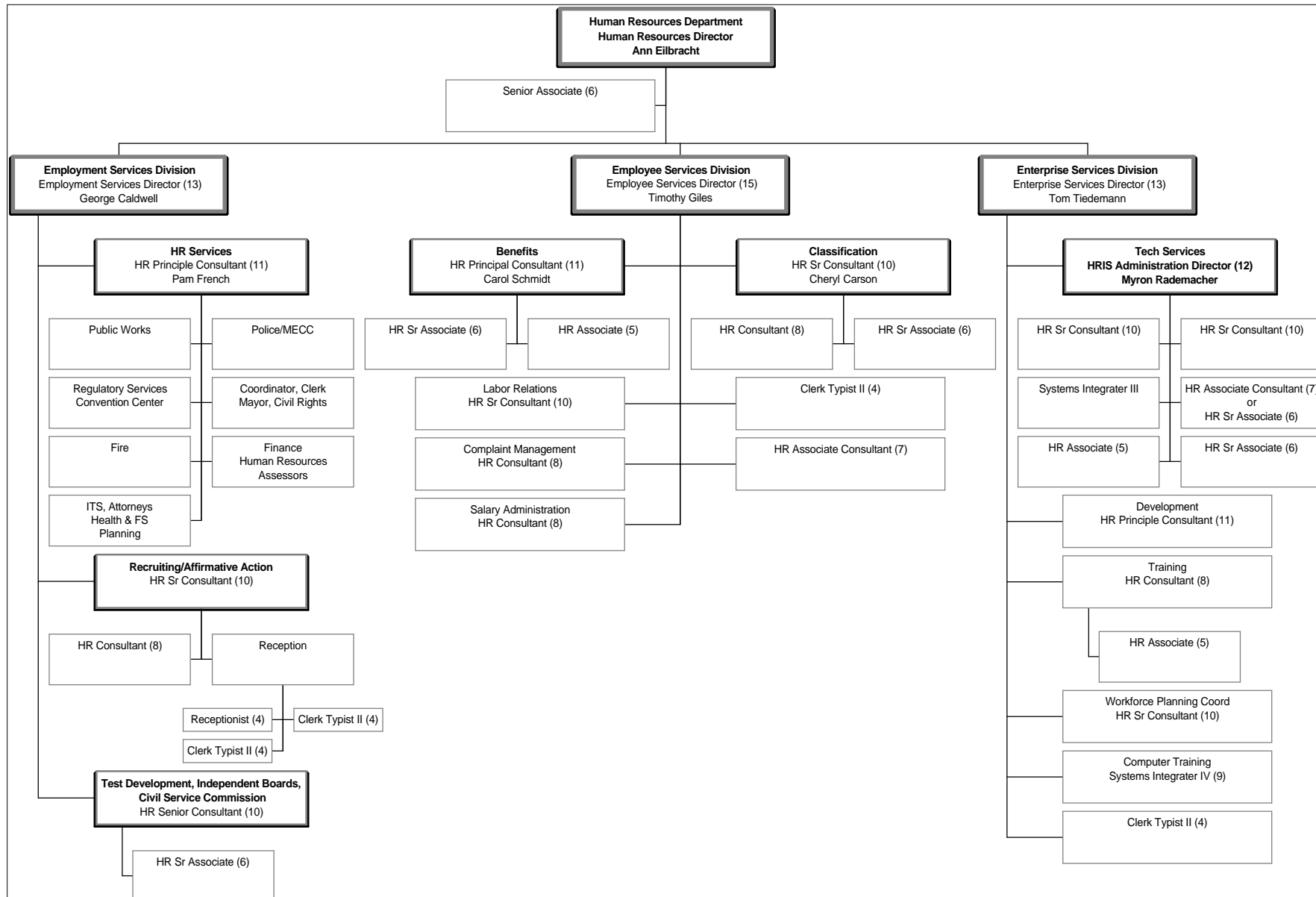
We went through several HR employee involvement processes to decide on the best service delivery structure for the department. This new structure provides for three divisions, designed along business lines (employment services, employee services, and enterprise services). We created four new positions to support our service delivery including HR Services Manager, Workforce Planning Coordinator, Recruitment Supervisor, and a Complaint Resolution Specialist.

Our new HR Generalist model integrates the staffing function under the departmental HRG. The new model assigns one HRG for each large department. Each HRG also has at least one full-time support staff, more if they support a larger department.

By the end of the year, Myron Rademacher, Manager of HRIS, will report to HR, and Diane Perry has already been transferred from ITS to the Enterprise division. We transferred \$20,000 and all routine financial duties to the Finance Department.

Progress:

Internal Consultant surveys sent to operating department managers providing feedback on HRGs.



HUMAN RESOURCES

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	730,494	815,828	769,993	760,417	-1.2%	-9,576
Equipment	39,074	99,805	5,500	5,500	0.0%	0
Fringe Benefits	537,923	537,837	586,749	676,105	15.2%	89,356
Operating Costs	263,968	281,111	279,211	316,983	13.5%	37,772
Salaries and Wages	2,550,288	2,597,272	2,833,080	3,010,234	6.3%	177,154
Total for General Fund - City	4,121,747	4,331,853	4,474,533	4,769,239	6.6%	294,706
Internal Service Funds						
Contractual Services	62,651	76,001	290,844	370,868	27.5%	80,024
Equipment	0	0	3,600	3,600	0.0%	0
Fringe Benefits	57,246	66,843	76,932	74,714	-2.9%	-2,218
Operating Costs	13,397	6,674	21,727	13,493	-37.9%	-8,234
Salaries and Wages	270,427	312,807	329,954	302,699	-8.3%	-27,255
Total for Internal Service Funds	403,722	462,324	723,057	765,374	5.9%	42,317
Special Revenue Funds						
Contractual Services	-0	0	0	0	0.0%	0
Fringe Benefits	10,731	11,270	11,741	13,178	12.2%	1,437
Operating Costs	9,913	6,266	10,731	10,984	2.4%	253
Salaries and Wages	35,877	38,252	39,720	41,818	5.3%	2,098
Total for Special Revenue Funds	56,520	55,788	62,192	65,980	6.1%	3,788
Total for HUMAN RESOURCES	4,581,989	4,849,965	5,259,782	5,600,593	6.5%	340,811

HUMAN RESOURCES

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	547	243	300	300	0.0%	0
Charges for Service	119,625	394,000	391,875	96,550	-75.4%	-295,325
Other Misc Revenues	40,914	5,469	46,750	7,250	-84.5%	-39,500
Total for General Fund - City	161,085	399,712	438,925	104,100	-76.3%	-334,825
Internal Service Funds						
Charges for Service	17,394	103,093	0	0	0.0%	0
Interest	-164	0	0	0	0.0%	0
Other Misc Revenues	217	-217	0	0	0.0%	0
Total for Internal Service Funds	17,447	102,876	0	0		0
Special Revenue Funds						
Charges for Sales	0	140	0	0	0.0%	0
Contributions	0	2,250	2,250	2,250	0.0%	0
Other Misc Revenues	9,051	6,215	0	10,000	0.0%	10,000
Total for Special Revenue Funds	9,051	8,605	2,250	12,250	444.4%	10,000
Total for HUMAN RESOURCES	187,583	511,193	441,175	116,350	-73.6%	-324,825

HUMAN RESOURCES

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
AFFIRMATIVE ACTION						
General Fund - City						
Contractual Services	6,152	0	0	0	0.0%	0
Equipment	7,039	0	0	0	0.0%	0
Fringe Benefits	42,753	0	0	0	0.0%	0
Operating Costs	13,344	0	0	0	0.0%	0
Salaries and Wages	225,422	0	0	0	0.0%	0
Total for General Fund - City	294,710	0	0	0		0
Total for AFFIRMATIVE ACTION	294,710	0	0	0		0
CLASSIFICATION						
General Fund - City						
Contractual Services	5,624	0	0	0	0.0%	0
Fringe Benefits	29,157	0	0	0	0.0%	0
Operating Costs	1,026	0	0	0	0.0%	0
Salaries and Wages	161,386	0	0	0	0.0%	0
Total for General Fund - City	197,193	0	0	0		0
Special Revenue Funds						
Contractual Services	-0	0	0	0	0.0%	0
Total for Special Revenue Funds	-0	0	0	0		0
Total for CLASSIFICATION	197,193	0	0	0		0
HR ADMINISTRATION						
General Fund - City						
Contractual Services	263,262	350,513	268,366	283,790	5.7%	15,424
Equipment	9,488	17,765	0	0	0.0%	0
Fringe Benefits	47,288	199,932	43,972	25,877	-41.2%	-18,095
Operating Costs	98,798	136,679	111,331	161,503	45.1%	50,172
Salaries and Wages	244,244	995,269	270,745	173,195	-36.0%	-97,550
Total for General Fund - City	663,081	1,700,158	694,414	644,365	-7.2%	-50,049
Special Revenue Funds						
Operating Costs	0	2,250	0	0	0.0%	0
Total for Special Revenue Funds	0	2,250	0	0		0
Total for HR ADMINISTRATION	663,081	1,702,408	694,414	644,365	-7.2%	-50,049
HR EMPLOYEE SERVICES						
General Fund - City						
Contractual Services	38,776	31,203	47,385	47,385	0.0%	0
Equipment	2,994	0	0	0	0.0%	0
Fringe Benefits	45,372	77,189	79,679	113,640	42.6%	33,961
Operating Costs	25,405	21,388	30,635	35,635	16.3%	5,000
Salaries and Wages	217,585	408,338	428,390	544,173	27.0%	115,783
Total for General Fund - City	330,131	538,118	586,089	740,833	26.4%	154,744

HUMAN RESOURCES

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
HR EMPLOYEE SERVICES						
Internal Service Funds						
Contractual Services	62,651	76,001	290,844	190,868	-34.4%	-99,976
Equipment	0	0	3,600	3,600	0.0%	0
Fringe Benefits	54,154	65,804	76,932	48,878	-36.5%	-28,054
Operating Costs	2,270	6,674	21,727	13,493	-37.9%	-8,234
Salaries and Wages	258,337	304,690	329,954	185,503	-43.8%	-144,451
Total for Internal Service Funds	377,412	453,169	723,057	442,342	-38.8%	-280,715
Total for HR EMPLOYEE SERVICES	707,543	991,287	1,309,146	1,183,175	-9.6%	-125,971
HR EMPLOYMENT SERVICES						
General Fund - City						
Contractual Services	260,681	265,994	195,411	204,411	4.6%	9,000
Equipment	12,810	30,160	5,500	5,500	0.0%	0
Fringe Benefits	149,247	178,222	376,320	355,236	-5.6%	-21,084
Operating Costs	76,955	86,715	90,910	80,910	-11.0%	-10,000
Salaries and Wages	629,616	820,823	1,674,803	1,456,381	-13.0%	-218,422
Total for General Fund - City	1,129,310	1,381,915	2,342,944	2,102,438	-10.3%	-240,506
Internal Service Funds						
Fringe Benefits	3,093	1,039	0	0	0.0%	0
Operating Costs	11,127	0	0	0	0.0%	0
Salaries and Wages	12,090	8,117	0	0	0.0%	0
Total for Internal Service Funds	26,310	9,156	0	0		0
Special Revenue Funds						
Fringe Benefits	10,731	11,270	11,741	13,178	12.2%	1,437
Operating Costs	9,913	4,016	10,731	10,984	2.4%	253
Salaries and Wages	35,877	38,252	39,720	41,818	5.3%	2,098
Total for Special Revenue Funds	56,521	53,538	62,192	65,980	6.1%	3,788
Total for HR EMPLOYMENT SERVICES	1,212,140	1,444,608	2,405,136	2,168,418	-9.8%	-236,718
HR ENTERPRISE SERVICES						
General Fund - City						
Contractual Services	132,380	164,374	258,831	224,831	-13.1%	-34,000
Equipment	1,471	5,075	0	0	0.0%	0
Fringe Benefits	34,983	39,340	86,778	181,352	109.0%	94,574
Operating Costs	30,826	35,439	46,335	38,935	-16.0%	-7,400
Salaries and Wages	157,337	165,803	459,142	836,485	82.2%	377,343
Total for General Fund - City	356,998	410,032	851,086	1,281,603	50.6%	430,517
Internal Service Funds						
Contractual Services	0	0	0	180,000	0.0%	180,000
Fringe Benefits	0	0	0	25,836	0.0%	25,836

HUMAN RESOURCES

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
HR ENTERPRISE SERVICES						
Internal Service Funds						
Salaries and Wages	0	0	0	117,196	0.0%	117,196
Total for Internal Service Funds	0	0	0	323,032		323,032
Total for HR ENTERPRISE SERVICES	356,998	410,032	851,086	1,604,635	88.5%	753,549
HR GENERALIST						
General Fund - City						
Contractual Services	430	0	0	0	0.0%	0
Fringe Benefits	149,557	0	0	0	0.0%	0
Operating Costs	11,564	0	0	0	0.0%	0
Salaries and Wages	725,219	0	0	0	0.0%	0
Total for General Fund - City	886,770	0	0	0		0
Total for HR GENERALIST	886,770	0	0	0		0
HRIS						
General Fund - City						
Contractual Services	23,189	3,744	0	0	0.0%	0
Equipment	5,271	46,804	0	0	0.0%	0
Fringe Benefits	39,566	43,153	0	0	0.0%	0
Operating Costs	6,048	890	0	0	0.0%	0
Salaries and Wages	189,479	207,039	0	0	0.0%	0
Total for General Fund - City	263,553	301,631	0	0		0
Total for HRIS	263,553	301,631	0	0		0
Total for HUMAN RESOURCES	4,581,989	4,849,965	5,259,782	5,600,593	6.5%	340,811

HUMAN RESOURCES

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Administration	3.00	3.00	3.00	2.00	-33.3%	(1.00)
Employment Services	31.50	33.50	34.50	30.00	-13.0%	(4.50)
Enterprise Services	7.00	7.00	8.00	15.50	93.8%	7.50
Employee Services	15.00	13.00	13.00	12.00	-7.7%	(1.00)
FTE's	56.50	56.50	58.50	59.50	1.7%	1.00

Explanation of Changes 2001 to 2002 Budget:

- The computer training program was transferred to HR during 2001, with 1.0 FTE moved from ITS to HR. This amounts to a 2002 increase of \$180,000 in contractual services in the Internal Service Fund. For 2002, 2.0 FTEs from Finance/HRIS are being transferred to HR.
- The Employees Assistance Program is expected to increase \$15,000 to reflect the higher number of City employees used to calculate the 2002 premium.
- As part of the target strategy, 2.0 FTEs are being eliminated in the Employment Services division. Improvements in work processes and technology allow for this reduction. The target strategy also includes \$96,550 in additional revenue from the Minneapolis Public Schools for the extension of the contract with HR.
- HR's General Fund expenditure budget was reduced \$60,000 to fund the HRIS upgrade.
- The HR ADR budget (Fund 6900) was adjusted to reflect the previous year's results. For the Final Budget, the Alternative Dispute Resolution (ADR) appropriation will be \$34,384.
- An additional \$111,000 cut to HR's General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

INFORMATION & TECHNOLOGY SERVICES

MISSION STATEMENT

Vision:

ITS will be a national leader by establishing a virtual City of Minneapolis.

Mission:

ITS will provide effective and reliable information services to support:

1. Efficient management of city government
2. Easy access to city products and services
3. Measurement of city business units' performance

BUSINESSES

Administration

Architecture

Action Center

Customer Relations and Business Application Support

Information & Technology Operations

Information Access

Program Management Division

Telecommunications and Media Services

Administration

Functions to ensure that the "business" of IT runs as smoothly and effectively as possible. Serves to coordinate the interfaces between ITS, Finance, and HR. Administers contracts for purchases, maintenance, staff augmentation and project staff. Prepares and presents budgets, and monitors variances against the approved operating and SISP plans for ITS. Manages vendor relationships. Manages and supports CIO administrative needs.

Customers served by this business

Internal ITS staff is the primary customer of Administration, however, Administration aids Finance and HR in inter related processes with these two divisions.

Architecture

ITS Architecture is a staff function in the ITS department whose primary role is to serve as the information technology officer for the department and the city. In this capacity the

business of Architecture is to understand the information technology and service needs of departmental customers, constituents and organizations requiring business interactions with the City of Minneapolis, and establish ways of satisfying identified business needs through the adoption and integration of appropriate technologies. ITS Architecture is also responsible for leading internal ITS operational process development and ongoing refinement. This responsibility includes departmental strategic and tactical planning, and regulation of operational policies and procedures.

Customers served by this business:

Architecture has equal customer responsibility for internal ITS divisions and staff, ITS supported City of Minneapolis departments and organizations, and constituents and businesses in the City of Minneapolis.

Action Center

Functions as the City's IT Help Desk and central point for all customer service requests. All customer requests for service, including calls for trouble resolution will be logged and routed for disposition to the appropriate organizations. Trouble resolution takes precedence over all other ITS activities.

Customers served by this business:

The Action Center's primary customer's are the City of Minneapolis employees that log onto CityNet and are supported by ITS. The Action Center has ITS Executive Management as a secondary customer as this business unit is responsible for identifying significant user issues and provides ITS support performance metrics.

Customer Relations and Business Application Support

The Division functions as the primary ITS interface to all City departments. The Divisions focus is on Customer relations, which includes defining and monitoring of service level agreements. Furthermore the division provides business-consulting services to all City Departments.

Customers served by this business:

Customer Relations' has primary customer responsibility for all City of Minneapolis departments that are supported by ITS. They have secondary customer responsibility to ITS Executive Management for monitoring and providing back ITS customer satisfaction.

Information Technology Operations

This Division's business is to implement and maintain the City's information technology infrastructure through five major service activities:

Telephony Services

Security Services

System and Infrastructure

Data Center Operations

Client Support

Customers served by this business:

Technical Operations has primary customer responsibility for all ITS supported City of Minneapolis departments and organizations. It has secondary customer responsibility for all external individuals and organizations that have a need to access the City of Minneapolis'

web site. Technical Operations also has secondary customer responsibility for county, state and federal agencies that need to share or transfer information with the City.

Information Access

Provides structure, guidelines, policies and technology for Web access to City information. The Division manages Internet and Intranet content and site design, develops and maintains web applications, supports the data warehouse and City Reporting System, and provides oversight for the City's telephone operators.

Customers served by this business:

Customers for Web services include all departments, constituents and organizations that require access to the City's intranet, extranet, or Internet to gather information or conduct business. Data warehouse and City Reporting serves most City of Minneapolis departments.

Program Management Division (PMD)

Translates City (RTSF/SISP) program goals into strategic direction and tactical business objectives, develops executable project plans from the business objectives and defines scope, resources, schedules, and budgets for the project plans. Manage project implementations.

Customers served by this business

The ITS Program Management Division serves all City of Minneapolis departments during business system implementation projects or upgrades of consequence. The Program Management Division is also currently available to assist City departments in initial business needs assessment and project justification for prospective business systems improvement.

Telecommunications and Media Services

Leads the City in developing and coordinating telecommunications provider activities including franchise management and service delivery. Also facilitates City departments use of cable, video and emerging technology resources.

Customers served by this business

Telecommunications serves the interests of City residences and businesses through introduction of competitive and additional telecom services. In this function they provide secondary customer support to new and existing telecommunications providers. Media Services provides customer service to all City of Minneapolis departments and elected official through communication of official meetings and publicized departmental goals.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
Administration	
Coordinates ITS finances, including operating and capital	Stay within annual budget.

budgets.	
Administers vendor professional services contracts, equipment maintenance contracts and hardware and software licenses and leases	
Coordinates and manages Human resource realignment:	Change the ratio of FTC to FTE staff from 40/60 to 25/75.
Processes vendor invoices.	Process within 20 days of invoice receipt for staff augmentation and project staff resources, and within 30 days for all others.
Architecture	
Develops and maintains a Strategic Information Services Plan that includes process, application, data and development methodologies that support city wide strategic business directions.	Ensure that a three-year strategic plan exists and is current.
Develops and maintains information architecture frameworks and standards.	Develop, implement, and publish information technology and service standards.
Monitors development of projects.	Ensure that technical and business interoperability requirements are addressed before commencing on a commercial or custom developed business system implementation.
Action Center	
Facilitates Customer communications	Broadcasts are validated per the ITS Customer Communications Process and approved broadcasts are generated per the request date(s).
Receives, records, dispatches and monitors requests for ITS services.	
Escalates trouble resolution as defined in ITS departmental policy to ensure timely communication to customer.	Service requests and "trouble tickets" (aka incident reports) are generated upon customer contact, and routed as defined in ITS policy.
Provides ongoing education and user guidance in the use of City standard software and enterprise applications	Level 1 "help desk" staff answer "how to" questions and provide first call resolution for 60% of incoming calls related to City standard office productivity tools.
Provides ITS Management information reporting	Generate defined weekly status reports for CIO, Directors and Managers and post electronically by Friday afternoon. Generate ad hoc reports as requested. Reports are posted on time.

Customer Relations and Business Application Support:	
Conducts customer satisfaction surveys.	Complete survey of all departments for overall customer satisfaction.
Manages service level agreements.	Monitor, review , and resolve issues relating to ITS performance against service level agreements.
Translates business needs to functional specifications.	Create documentation for review and enterprise prioritization.
Defines ITS services available to our customers.	Document and publish ITS services and delivery expectations.
Provides application maintenance and support.	Coordinate with ITS Operations to ensure 99% system availability.
Meets with City department management for advanced business planning.	Establish a scheduled meeting calendar with City department management.
Manage vendor contracts for enterprise business systems.	Ensure maintenance contracts exist and are adhered to.
Information Technology Operations:	
Telephony Services provides voice communications.	Assure 99% system availability.
Security Services electronically guards the City, internally and externally, against computer virus attacks and hacking attempts into the City's network and information resources.	Utilize network sniffer programs to assure that the internal network has not been breached.
Systems & Infrastructure, provides network planning, design and management, including server and database administration, backup /recovery planning and execution, storage management, and remote access administration.	Apply hardware and database monitoring software to detect infrastructure weaknesses that require system reconfiguration or additional equipment to provide fault tolerance.
Data Center Operations, provides printing services, batch processing, disaster recovery, production server installations, monitoring, and maintenance.	Monitor batch processing run logs to identify daily run issues, and server logs to assure proper server operation.
Client Support provides desktop support, - including workstation image standardization, electronic	Monitor service delivery metrics to assure that desktop support is adhering to commitments established in service level agreements with customers.

software distribution, desktop anti-virus management and software inventories.	
Information Access:	
Web Site Management provides web design, content management, and usability testing and site usage analysis as primary deliverables.	Follow ITS architecture standards and procedures.
Web development translates business requirements for a proposed business system into technical requirements that define user interface and data access needs for the system. This group designs, develops, tests and deploys production web applications	Develop projects in conjunction with Program Management Division.
Data Warehouse maintains the City's current platform for enterprise decision support information. The warehouse is used by a multitude of business systems for performance and status reporting.	Coordinate with ITS Operations to ensure 99% system availability.
City Telephone Operations provides operator support for businesses and constituents that call in through the City's main number.	Average abandonment rate not to exceed 6% Average hold times not to exceed 3 minutes.
Program Management Division (PMD):	
Develops executable project plans and budgets from the business objectives.	Identify key project management processes, develop and precisely execute to achieve success.
Delivers IT solutions integrated into the Enterprise infrastructure.	Deploy IT solutions fully integrated into the City's Enterprise Information Environment, which incorporate the appropriate ITS distributed information management technology and network infrastructure.
Combines appropriate enabling technology, existing IT applications/infrastructure & commercial products into cost effective IT solutions.	Leverage interdisciplinary business systems, enterprise architecture, Internet, intranet, and enterprise data modeling in deploying fully integrated citywide enterprise IT solutions.
Researches and proposes "Make vs Buy" decisions that deliver tactical IT solutions	Define, negotiate and refine business outcomes collaboratively with the customer.

through strategic project management.	
Directs the design, evaluation, selection and deployment of hardware, software, and network infrastructure to address specific project requirements.	Develop project plans and schedules collaboratively with IT Technical Operations, and Architecture to ensure all infrastructure requirements and technologies, and business service level commitments are met.
Mitigates risk on complex IT projects and citywide strategic IT initiatives through the effective use of industry research, feasibility studies, demonstration vehicles, production pilots, and business process modeling.	Focus on strict budget management procedures, contingency planning and risk assessment throughout project execution.
Assesses organizational, technological, and financial impact of migrating departmental business processes, applications and technology infrastructure to an enterprise City business model.	Deliver IT solutions that meet or exceed customer's (city departments/ITS) business/technical requirements and expectations.
Telecommunications and Media Services:	
Develops and administers coordinated telecommunication ordinance	Complete and Implement coordinated telecommunications ordinance.
Facilitates Institutional Network design	Complete design and start construction.
Manages telecomm franchise agreements and contracts.	Ensure compliance with franchise requirements.
Facilitates entry of providers of telecommunications services into the City.	Coordinate with City departments to streamline permitting process.
Manages the City's video services and production facility.	Ensure that City Council meetings and other City informational programs are delivered to audience via cable TV and the internet as scheduled.

CHALLENGES

CHALLENGE 1: E-government combines technology and new business processes to increase access to city information and data; quickly accept and process service requests; efficiently conduct transactions with citizens, local businesses, suppliers and other governmental units; and facilitate citizen participation. The challenge for the City is to quickly develop the business processes and the technology required to implement and support e-government. E-government will require the department to increase capacity, security, support, and reliability.

Strategies:

ITS Transferred existing resources and reallocated funds that were originally slated for other projects.

- For capacity we purchased and implemented EMC disk farms. We are in the process of upgrading our network backbone to Giga-EtherChannel (4gigabit) and increasing our bandwidth to the Internet.
- For security we implemented stronger internal security policies and implemented a SideWinder firewall for external security. This firewall has repelled numerous hacking attempts from all over the world. We also implemented SafeWord for multi level user authentication. Implemented VeriSign digital certificates to support secure transactions over the Internet (used for HR's job application and Utility Billing's IWR application to keep personal data secure).
- For support and reliability we are in the process of researching the possibility of outsourcing to provide 24X7 365 days a year uptime for our web site.
- We completed the streaming of audio and video for Council meetings through the Internet and Intranet project.

Progress:

ITS has made a lot of progress in preparing for large-scale Internet eGovernment business use. Security is solidly in place. The network has been carefully mapped, and we are presently working with vendors to increase our data pipeline to the Internet and to increase our internal network capacity from 100 megabits to 4 gigabits of data per second. Network monitoring tools. Comparing resource efficiencies industry-wide. Compared our environment for best practices.

CHALLENGE 2: Design, develop and deploy a City telecommunications infrastructure and to advance a citywide telecommunications-savvy community.

Strategies:

Negotiations are underway with Time Warner to build an institutional network. Franchise agreements were made with Metricom to bring high-speed (up to 128 kilobit) wireless Internet service to the City. Discussions are underway with City-Net which provides fiber optic infrastructures in the sewer systems.

Progress:

Our negotiations with Time Warner are progressing, but there are several points that need to get ironed out before a robust institutional network can be created. One significant point is Time Warner's insistence on providing the City with a fiber / cable hybrid network to connect all City of Minneapolis sites. This does not provide ITS with an optimum solution for evolving our network workstation platform from a PC to a Web browser. A related industry, like City-Net that provides dark fiber service, may be the catalyst for moving this project along.

Metricom is a good wireless technology solution at present. The contract has been completed; but the company is on the brink of bankruptcy, which poses an interesting twist. We are reviewing our position in the event that Metricom goes out of business. Initial indications are that we would inherit the wireless network that has been established in the City. Project plans were set up for the Metricom and Time Warner projects.

CHALLENGE 3: Increasing need for Service Level and Support: Specific City information must be consistently available 24 hours a day, 7 days a week to the core businesses (internal and external) and, with e-Government, the citizens of the City. This service must be provided through cost effective resource investments and practices.

Strategies:

Reviewed multiple options for addressing the need for 24X7 system availability. This included reviewing outsourcing web and/or application server hosting, building in hardware redundancy, and staffing for the required hours.

Progress:

We are exploring the cost of having our Web site hosted off site. We are also improving the fault tolerance, fail-over capability, and remote access and control of servers to provide capable 24X7 application availability without having to staff 24X7. The solution for this challenge should be known this year. Completion of the challenge will be paced by solution cost and budgetary constraints.

CHALLENGE 4: Obtaining and retaining adequate IT human resources and capital purchases to support City IT initiatives. The City IT enterprise strategy requires highly skilled IT professionals and IT capital investments shared among many projects. Integrating people and capital is key to supply and support efficient and reliable City information systems.

Strategies:

Partnered with Contract Management and signed on to use the IT professional lists created at the State of Minnesota, using their RFP process, for a new three-year master contract list. This partnership saved us many hours and thousands of dollars by not having to go through our own RFP process.

Working with HR to define, post, and hire several positions within the department; this includes the conversion of contract staff to FTE and posting and hiring management positions. Using the HR process is continuing to take months to fill each position.

Discussions underway with Finance to form a plan for capital purchases and improvements.

Progress:

All aspects of this challenge impact the finances of ITS. We are monitoring our budgetary expenses in these areas from previous years to determine our progress on this challenge.

NEW CHALLENGES

New Challenge One: The City of Minneapolis has an urgent need to create a functional business continuance plan. This project ultimately requires guidance and sponsorship from the City's Executive Management Team because all City departments need to understand their roles, responsibilities and ability to conduct business in the aftermath of a natural or physical catastrophe.

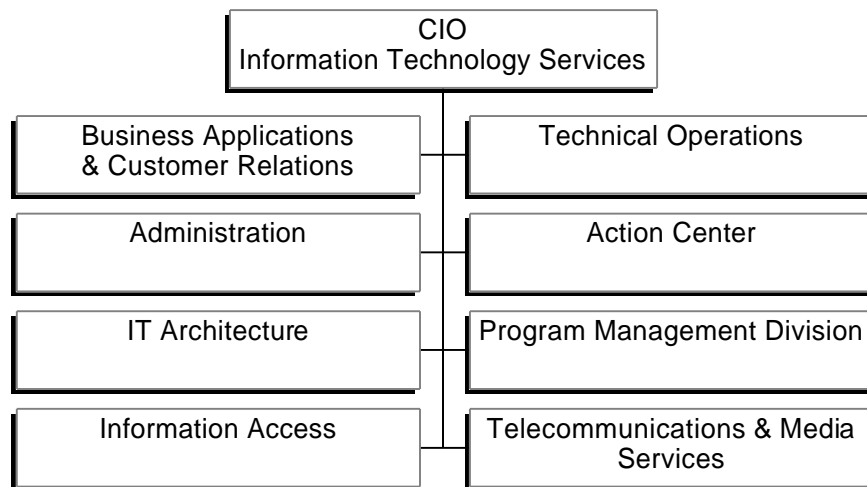
What is driving the issue?

ITS strongly feels that the City of Minneapolis would not be able to function with an adequate level of efficiency in the event of a large scale failure of the City's computer infrastructure, i.e. fire, unconsidered power failure, etc.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

Our business is to provide safe storage of business data and efficient transportation of this data for conversion into useful decision making information by our customers. A business continuance plan is necessary to execute our business. ITS will review current system infrastructure and identify opportunities to improve our ability to weather and recover from a disaster that could disable the City's computer network. We will review financial alternatives between providing an offsite backup data center within the City of Minneapolis and outsourcing some or all data center emergency functions. ITS will work with the City's Executive Management team to sponsor this as a formal project and define roles and responsibilities for all business units in the event of a large scale emergency.

City of Minneapolis
Information & Technology Services
2002



INFORMATION AND TECHNOLOGY SERVICES

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	0	0	717,756	717,523	-0.0%	-233
Equipment	0	0	57,000	55,000	-3.5%	-2,000
Fringe Benefits	0	0	36,957	65,494	77.2%	28,537
Operating Costs	0	0	65,254	56,254	-13.8%	-9,000
Salaries and Wages	0	0	220,582	251,716	14.1%	31,134
Total for General Fund - City	0	0	1,097,549	1,145,987	4.4%	48,438
Internal Service Funds						
Contractual Services	7,627,086	8,433,330	8,828,823	7,952,769	-9.9%	-876,054
Equipment	543,847	576,340	75,000	75,000	0.0%	0
Equipment Labor	53,707	56,405	0	0	0.0%	0
Fringe Benefits	686,388	737,151	973,772	1,214,455	24.7%	240,683
Operating Costs	704,570	611,098	792,716	1,973,000	148.9%	1,180,284
Salaries and Wages	3,111,330	3,275,965	4,637,201	5,104,054	10.1%	466,853
Total for Internal Service Funds	12,726,928	13,690,288	15,307,512	16,319,278	6.6%	1,011,766
Total for INFORMATION AND TECHNOLOGY S	12,726,928	13,690,288	16,405,061	17,465,265	6.5%	1,060,204

INFORMATION AND TECHNOLOGY SERVICES
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	0	0	4,600	4,600	0.0%	0
Contributions	0	0	297,500	297,500	0.0%	0
Franchise Fees	0	0	2,000,000	2,000,000	0.0%	0
Other Misc Revenues	0	0	900	900	0.0%	0
Total for General Fund - City	0	0	2,303,000	2,303,000	0.0%	0
Internal Service Funds						
Charges for Sales	11,026	105	3,168	1,800	-43.2%	-1,368
Charges for Service	1,922,324	1,546,538	1,449,132	1,493,300	3.0%	44,168
Interest	96	-2	0	0	0.0%	0
Other Misc Revenues	1,000	0	0	0	0.0%	0
Total for Internal Service Funds	1,934,447	1,546,641	1,452,300	1,495,100	2.9%	42,800
Total for INFORMATION AND TECHNOLOGY S	1,934,447	1,546,641	3,755,300	3,798,100	1.1%	42,800

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
Internal Service Funds						
Contractual Services	593,274	417,067	2,727,680	3,994,524	46.4%	1,266,844
Fringe Benefits	41,551	94,785	240,216	192,766	-19.8%	-47,450
Operating Costs	335,092	278,094	432,220	1,397,344	223.3%	965,124
Salaries and Wages	188,062	160,446	802,373	477,630	-40.5%	-324,743
Total for Internal Service Funds	1,157,980	950,393	4,202,489	6,062,264	44.3%	1,859,775
Total for ADMINISTRATION	1,157,980	950,393	4,202,489	6,062,264	44.3%	1,859,775
ARCHITECTURAL PLAN & MGMT						
Internal Service Funds						
Contractual Services	215,987	640,415	0	0	0.0%	0
Equipment	10,713	0	0	0	0.0%	0
Fringe Benefits	8,985	962	0	0	0.0%	0
Operating Costs	1,321	0	0	0	0.0%	0
Salaries and Wages	0	7,151	0	0	0.0%	0
Total for Internal Service Funds	237,005	648,528	0	0		0
Total for ARCHITECTURAL PLAN & MGMT	237,005	648,528	0	0		0
CUSTOMER RELATIONS AND BUS APPS						
Internal Service Funds						
Contractual Services	395,152	1,065,294	1,023,818	695,000	-32.1%	-328,818
Equipment	7,548	8,798	0	0	0.0%	0
Equipment Labor	13,596	11,765	0	0	0.0%	0
Fringe Benefits	175,308	167,765	193,070	215,515	11.6%	22,445
Operating Costs	18,050	2,591	19,680	25,000	27.0%	5,320
Salaries and Wages	808,719	851,139	1,020,359	1,124,746	10.2%	104,387
Total for Internal Service Funds	1,418,372	2,107,351	2,256,927	2,060,261	-8.7%	-196,666
Total for CUSTOMER RELATIONS AND BUS A	1,418,372	2,107,351	2,256,927	2,060,261	-8.7%	-196,666
INFORMATION ACCESS						
Internal Service Funds						
Contractual Services	22,060	67,680	684,960	487,300	-28.9%	-197,660
Equipment	20,867	24,258	0	0	0.0%	0
Equipment Labor	10,439	10,540	0	0	0.0%	0
Fringe Benefits	75,088	68,181	95,452	166,621	74.6%	71,169
Operating Costs	5,575	3,303	0	25,000	0.0%	25,000
Salaries and Wages	380,267	322,387	534,182	725,397	35.8%	191,215
Total for Internal Service Funds	514,295	496,349	1,314,594	1,404,318	6.8%	89,724
Total for INFORMATION ACCESS	514,295	496,349	1,314,594	1,404,318	6.8%	89,724
INFRASTRUCTURE MGMT						
Internal Service Funds						

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
INFRASTRUCTURE MGMT						
Internal Service Funds						
Contractual Services	311	0	0	0	0.0%	0
Total for Internal Service Funds	311	0	0	0		0
Total for INFRASTRUCTURE MGMT	311	0	0	0		0
IT OPERATIONS						
Internal Service Funds						
Contractual Services	3,485,921	3,991,845	3,134,008	2,476,957	-21.0%	-657,051
Equipment	399,984	71,179	0	0	0.0%	0
Equipment Labor	29,672	34,005	0	0	0.0%	0
Fringe Benefits	301,405	344,677	350,259	450,002	28.5%	99,743
Operating Costs	249,641	191,387	240,816	515,656	114.1%	274,840
Salaries and Wages	1,398,980	1,618,298	1,730,733	1,963,012	13.4%	232,279
Total for Internal Service Funds	5,865,602	6,251,390	5,455,816	5,405,627	-0.9%	-50,189
Total for IT OPERATIONS	5,865,602	6,251,390	5,455,816	5,405,627	-0.9%	-50,189
ITS ACTION CENTER						
Internal Service Funds						
Contractual Services	0	0	300,000	109,700	-63.4%	-190,300
Fringe Benefits	0	0	52,181	34,220	-34.4%	-17,961
Salaries and Wages	0	0	239,547	151,901	-36.6%	-87,646
Total for Internal Service Funds	0	0	591,728	295,821	-50.0%	-295,907
Total for ITS ACTION CENTER	0	0	591,728	295,821	-50.0%	-295,907
ITS ARCHITECTURE						
Internal Service Funds						
Contractual Services	0	0	50,000	40,000	-20.0%	-10,000
Fringe Benefits	0	0	14,730	51,778	251.5%	37,048
Operating Costs	0	0	5,000	5,000	0.0%	0
Salaries and Wages	0	0	100,681	221,446	119.9%	120,765
Total for Internal Service Funds	0	0	170,411	318,224	86.7%	147,813
Total for ITS ARCHITECTURE	0	0	170,411	318,224	86.7%	147,813
MEDIA AND CABLE SERVICES						
General Fund - City						
Contractual Services	0	0	717,756	717,523	-0.0%	-233
Equipment	0	0	57,000	55,000	-3.5%	-2,000
Fringe Benefits	0	0	36,957	65,494	77.2%	28,537
Operating Costs	0	0	65,254	56,254	-13.8%	-9,000
Salaries and Wages	0	0	220,582	251,716	14.1%	31,134
Total for General Fund - City	0	0	1,097,549	1,145,987	4.4%	48,438
Internal Service Funds						
Contractual Services	3,120	145	0	0	0.0%	0

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
MEDIA AND CABLE SERVICES						
Internal Service Funds						
Equipment	0	2,850	0	0	0.0%	0
Fringe Benefits	0	0	5,071	0	-100.0%	-5,071
Operating Costs	0	2,189	0	0	0.0%	0
Salaries and Wages	0	0	75,919	0	-100.0%	-75,919
Total for Internal Service Funds	3,120	5,185	80,990	0	-100.0%	-80,990
Total for MEDIA AND CABLE SERVICES	3,120	5,185	1,178,539	1,145,987	-2.8%	-32,552
PROGRAM MANAGEMENT OFFICE						
Internal Service Funds						
Contractual Services	2,911,261	2,250,885	908,357	149,288	-83.6%	-759,069
Equipment	104,736	469,255	75,000	75,000	0.0%	0
Equipment Labor	0	95	0	0	0.0%	0
Fringe Benefits	84,051	60,780	22,793	103,553	354.3%	80,760
Operating Costs	94,892	133,533	95,000	5,000	-94.7%	-90,000
Salaries and Wages	335,302	316,545	133,407	439,922	229.8%	306,515
Total for Internal Service Funds	3,530,243	3,231,092	1,234,557	772,763	-37.4%	-461,794
Total for PROGRAM MANAGEMENT OFFICE	3,530,243	3,231,092	1,234,557	772,763	-37.4%	-461,794
Total for INFORMATION AND TECHNOLOGY S	12,726,928	13,690,288	16,405,061	17,465,265	6.5%	1,060,204

INFORMATION AND TECHNOLOGY SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Administration	5.00	5.00	9.68	9.68		-
Action Center	-	-	3.00	3.00		-
Business Applications	11.00	11.00	15.00	15.00		-
IT Architecture	4.60	4.60	3.00	3.00		-
IT Operations	24.00	25.00	30.17	29.17	-3.3%	(1.00)
Information Access	21.75	21.75	11.00	11.00		-
Program Management	-	-	3.00	6.00	100.0%	3.00
Telecommunications and Media Services	-	-	5.00	5.00		-
FTE's	66.35	67.35	79.85	81.85	2.5%	2.00

Explanation of Changes 2001 to 2002 Budget:

- The computer training program was transferred ITS to HR during 2001. The complete computer training contract and 1.0 FTE were moved to HR.
- The Telecommunications and Media Services Department was moved to ITS from Communications for 2001 to better align functional and reporting responsibilities.
- Increase in General Fund salaries/benefits due to ITS Director position (formerly manager) in Telecommunications and Media Services Division, and increase in health insurance premiums.
- The approved target strategy includes a \$50,000 reduction in General Fund operating costs in Telecommunications and Media Services
- The Adopted Budget includes 5 Decision Packages summarized below:

1. GIS Application Continuation	\$563,000
2. Maintenance Contracts	\$586,000
3. Microsoft Licensing	\$853,000
4. Oracle Licensing	\$320,000
5. Program Mgmt (3.0 FTEs)	<u>(\$253,453)</u>
Total Internal Service Fund	\$2,068,547

- The conversion of 3.0 contractors to 3.0 FTEs for the Program Management decision package will save \$253,453 with the elimination of the \$100/hr average charge for outside contractors.
- The Council moved to restore \$24,000 in funding to the Minneapolis Telecommunication Network that was cut as part of the ITS target strategy.
- An additional \$26,000 cut to the ITS General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

INTERGOVERNMENTAL RELATIONS

A. MISSION STATEMENT

The Intergovernmental Relations-Grants & Special Projects department serves as a valuable and essential resource for the City in its policy development, priority setting, issue management, grant seeking and government relations initiatives. This department effectively represents the city policies and priorities at the international, federal, state and regional levels, as well as non-government partnerships.

B. BUSINESSES

Assist City leadership in the development of the City's strategic positioning at the federal, state and regional level by establishing realistic objectives and minimizing adverse impacts

Present a clear message of the policy position and service needs of Minneapolis to the federal, state and regional governments

Retain and defend local government authority

Provide leadership and direction to the City and its departments in the areas of grant seeking, writing and management

Facilitate the City's formal and informal relationships with its international colleagues

Customers served by this business:

- Minneapolis citizens
- City departments
- Mayor
- Council Members
- Legislature
- Congress
- National and State organizations designing public policy
- Governor and staff

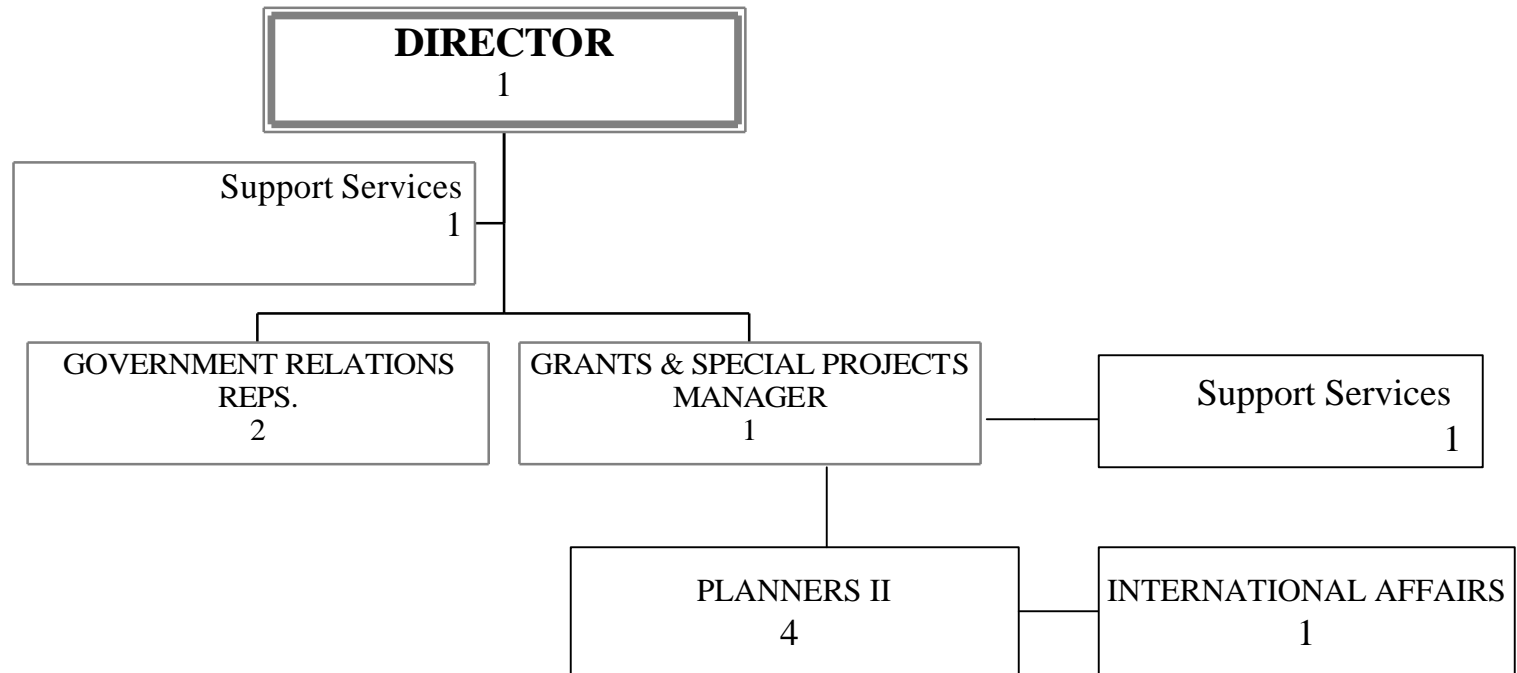
C. SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	/Performance Measure and Data for 2000
Assist City leadership in the development of the City's strategic positioning at the federal, state and regional level by establishing realistic objectives and minimizing adverse impacts	
1. Legislative Analysis: Identify issues and political concerns needing review and decision by the Mayor, Council and department heads.	Inclusion of Minneapolis Legislative delegation and Congressional representation in accomplishing legislative priorities. User feedback. Integrate State and City in the legislative process.
Present a clear message of the policy position and service needs of Minneapolis to the federal, state and regional governments	
2. Establish work teams and incorporate team research results into legislative package. Develop unique action plan for each priority.	Produce a clear, concise legislative package which incorporates team results, reflects City needs and is realistic and attainable.
3. Information Delivery: Federal, state and local lobbying advocating on behalf of Minneapolis interests as outlined and prioritized by the Council and Mayor.	Present information to affected state agencies, governor, federal agencies and City partners. Success of legislative priorities agenda and completion of comprehensive issue management strategy. User feedback. Success in retaining and defending local control.

Retain and defend local government authority	
4. 4. Information Resource: Present to the public a positive image of the City. Represent the City on boards, task forces, and numerous affinity organizations charged with designing public policy.	Number and participation of city elected officials and IGR staff on various boards and commissions: AMM, LMC, CJCC, North Metro Mayors, Suburban Mayors, Property Tax Study Group. Put a face on Minneapolis.
Provide leadership and direction to the City and its departments in the areas of grant seeking, writing and management	
5. Provide leadership and coordination to attract program revenues from external funding sources. Provide administrative management of Consolidated Plan funded projects, Agency 123 funded projects.	Percentage of grant-related revenue contributed to City revenue budget. Consider the amount of money applied for versus the amount of money received. Measure the applications to the City goals.
6. Lend technical assistance and training to City departments on grantor expectations, requirements, and performance reporting.	Minimize grant-related findings and exceptions in government audits. Ensure departments are confident in their grant expectations. User feedback.

Facilitate the City's formal and informal relationships with its international colleagues	
7. Assist foreign visitors to City government; assist City officials visiting foreign government; and assist citizen groups who support City relationships with foreign cities.	Value of international contacts to City government. Number of visitors to the City assisted by International Affairs. Increase the number of international activities in the City.

Intergovernmental Relations Organizational Chart



INTERGOVERNMENTAL RELATIONS

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	1,066,919	1,323,273	143,633	117,033	-18.5%	-26,600
Equipment	24,002	50,144	3,109	2,794	-10.1%	-315
Equipment Labor	235	0	0	0	0.0%	0
Fringe Benefits	200,153	180,801	85,143	95,516	12.2%	10,373
Operating Costs	172,016	170,931	70,081	61,918	-11.6%	-8,163
Salaries and Wages	1,015,888	911,950	433,484	455,004	5.0%	21,520
Total for General Fund - City	2,479,214	2,637,099	735,450	732,265	-0.4%	-3,185
Special Revenue Funds						
Contractual Services	441,019	1,051,839	1,919,560	1,926,460	0.4%	6,900
Fringe Benefits	43,853	21,743	42,407	47,458	11.9%	5,051
Operating Costs	25,809	2,073	28,878	11,978	-58.5%	-16,900
Salaries and Wages	232,778	110,237	179,752	208,247	15.9%	28,495
Total for Special Revenue Funds	743,459	1,185,892	2,170,597	2,194,143	1.1%	23,546
Total for INTERGOVERNMENTAL RELATIONS	3,222,673	3,822,991	2,906,047	2,926,408	0.7%	20,361

INTERGOVERNMENTAL RELATIONS

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	-28	70	150	150	0.0%	0
Charges for Service	336,111	169,613	0	0	0.0%	0
Contributions	286,553	292,707	0	0	0.0%	0
Franchise Fees	1,866,202	2,613,804	0	0	0.0%	0
Interest	99	-43	0	0	0.0%	0
Operating Transfers In	0	20,000	0	0	0.0%	0
Other Misc Revenues	9,607	135,539	16,350	15,500	-5.2%	-850
Sales and Other Taxes	0	1	0	0	0.0%	0
Total for General Fund - City	2,498,544	3,231,691	16,500	15,650	-5.2%	-850
Special Revenue Funds						
Contributions	-15,498	11,844	0	35,000	0.0%	35,000
Federal Government	0	0	481,035	481,035	0.0%	0
Interest	0	383	0	0	0.0%	0
Local Government	0	-12,469	0	0	0.0%	0
Operating Transfers In	57,375	0	0	0	0.0%	0
Other Misc Revenues	59,027	3,957	0	0	0.0%	0
State Government	0	250,000	208,581	208,581	0.0%	0
Total for Special Revenue Funds	100,904	253,714	689,616	724,616	5.1%	35,000
Total for INTERGOVERNMENTAL RELATIONS	2,599,448	3,485,405	706,116	740,266	4.8%	34,150

INTERGOVERNMENTAL RELATIONS
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
GRANTS AND SPECIAL PROJECTS						
General Fund - City						
Contractual Services	990,703	1,150,410	10,815	6,215	-42.5%	-4,600
Equipment	20,431	49,284	925	925	0.0%	0
Equipment Labor	235	0	0	0	0.0%	0
Fringe Benefits	147,146	128,483	28,458	36,466	28.1%	8,008
Operating Costs	130,124	128,250	19,138	11,429	-40.3%	-7,709
Salaries and Wages	741,294	631,122	138,728	162,358	17.0%	23,630
Total for General Fund - City	2,029,934	2,087,549	198,064	217,393	9.8%	19,329
Special Revenue Funds						
Contractual Services	441,019	1,051,839	1,919,560	1,926,460	0.4%	6,900
Fringe Benefits	43,853	21,743	42,407	47,458	11.9%	5,051
Operating Costs	25,809	2,073	28,878	11,978	-58.5%	-16,900
Salaries and Wages	232,778	110,237	179,752	208,247	15.9%	28,495
Total for Special Revenue Funds	743,459	1,185,892	2,170,597	2,194,143	1.1%	23,546
Total for GRANTS AND SPECIAL PROJECTS	2,773,393	3,273,441	2,368,661	2,411,536	1.8%	42,875
INTERGOVERNMENTAL RELATIONS						
General Fund - City						
Contractual Services	76,216	172,862	132,818	110,818	-16.6%	-22,000
Equipment	3,571	860	2,184	1,869	-14.4%	-315
Fringe Benefits	53,008	52,318	56,685	59,050	4.2%	2,365
Operating Costs	41,892	42,681	50,943	50,489	-0.9%	-454
Salaries and Wages	274,593	280,829	294,756	292,646	-0.7%	-2,110
Total for General Fund - City	449,280	549,550	537,386	514,872	-4.2%	-22,514
Total for INTERGOVERNMENTAL RELATIONS	449,280	549,550	537,386	514,872	-4.2%	-22,514
Total for INTERGOVERNMENTAL RELATIONS	3,222,673	3,822,991	2,906,047	2,926,408	0.7%	20,361

INTERGOVERNMENTAL RELATIONS
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	4.00	4.00	4.00	4.00		-

Explanation of changes from 2001 to 2002 budget:

- Contractual services budget was reduced for completion of a multi-year Federal lobbyist contract which began in 1999. In addition, State lobbyist contracts will be renewed in 2002.
- The adopted budget includes as a target strategy, reductions in non-personnel expenses for a total of \$16,315.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which IGR and Grants & Special Projects' pro-rated amount is \$17,000.

GRANTS AND SPECIAL PROJECTS
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	10.75	10.00	8.00	7.00	-12.5%	(1.00)

Explanation of changes from 2001 to 2002 budget:

- A vacant position (1.0 FTE) was reallocated to Finance, within the Coordinator group.
- The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation which is recognized as revenue at the City level.
- The revenue and expense amounts for 1999 and 2000 include departments which were moved to ITS in 2001 (Telecommunications and Media Services).
- The total personnel budget increased in 2002 as a result of position reclassifications and vacancies filled by transfers-in at higher step levels.
- The adopted budget includes a target strategy reduction in non-personnel expenses for a total of \$13,915.

Total Operations and Regulatory Services Departments

Financial Summary and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Final Approved	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Department:						
Licenses & Consumer Services	116.25	116.25	127.25	131.25	3.1%	4.00
Inspections	156.00	154.00	153.00	158.50	3.6%	5.50
Convention Center	141.40	141.40	201.20	213.60	6.2%	12.40
FTE's	413.65	411.65	481.45	503.35	4.5%	21.90
Expense by Object:						
Salaries and Wages	15,999,767	16,359,671	19,043,323	21,304,258	11.9%	2,260,935
Contractual Services	13,526,496	13,923,890	16,084,909	19,107,105	18.8%	3,022,196
Operating Costs	1,144,063	1,141,350	1,203,250	1,799,145	49.5%	595,895
Fringe Benefits	3,823,814	3,825,091	4,482,256	5,918,043	32.0%	1,435,787
Equipment	1,051,152	1,542,796	1,520,386	1,860,206	22.4%	339,820
Capital Outlay	389,546	216,358	390,000	392,000	0.5%	2,000
Total Expense by Object:	35,934,837	37,009,158	42,724,124	50,380,757	17.9%	7,656,633
Expense by Fund:						
General Fund	15,213,350	15,765,652	17,193,520	18,986,839	10.4%	1,793,319
Grants - Federal	1,820,920	1,576,265	2,024,894	2,070,052	2.2%	45,158
CDBG & UDAG Funds	673,924	116,296	200,000	202,000	1.0%	2,000
Grants - Other	7,359	12,641			0.0%	-
Convention Center Operations	16,295,499	17,532,614	21,031,205	26,263,805	24.9%	5,232,600
Municipal Parking - Enterprise	1,923,785	2,005,690	2,274,505	2,858,061	25.7%	583,556
Total Expense by Fund:	35,934,837	37,009,158	42,724,124	50,380,757	17.9%	7,656,633
Expense by Department:						
Licenses & Consumer Services	8,424,231	7,927,047	9,837,359	10,657,369	8.3%	820,010
Inspections	11,215,107	11,549,496	11,855,560	13,459,583	13.5%	1,604,023
GMCVA	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%	(28,696)
Convention Center	11,801,199	12,527,914	14,600,210	19,861,506	36.0%	5,261,296
Total Expense by Department:	35,934,837	37,009,158	42,724,124	50,380,757	17.9%	7,656,633

Operations and Regulatory Services – Convention Center

Mission Statement:

Created to foster economic growth and vitality, the Minneapolis Convention Center hosts activities and events to benefit and showcase Minneapolis.

Working together to deliver the highest level of service, we will lead the hospitality industry.

Primary Businesses:

Providing public assembly space and event related services

The convention center provides public assembly space and related services, including equipment, technological services, and event expertise to a variety of local, regional, national, and international clients so they can entertain, educate, and/or sell products to their clients and guests. These clients and their guests contribute to the economic vitality of the city of Minneapolis by purchasing goods and services and contributing to the tax base.

Relationship to the City Goals:

Strengthen Markets:

- The Minneapolis Convention Center is a key player in positioning the City in the world market place helping the City to grow our diverse, resilient economy by providing an up-to-date public assembly space and top notch event related service. The Convention Center attracts events and visitors which contributes significantly to the downtown economy and helps make downtown a great place to live, work, play and do business.

Key Enterprise Outcome Measures Influenced by the Convention Center:

1. Enhance the viability of the retail establishments downtown.
2. Increase the number of people attending events downtown.
3. Increase the number of visitors downtown.

Performance Data for Key Enterprise Outcome Measures:

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
\$ value of convention delegate spending	143,045,000	127,545,000	125,545,000	155,235,000	
# of people attending events at the convention center	995,258	1,000,243	1,000,500	1,394,500	

Primary Business: Providing public assembly space and event related services

(Service activities and performance measures sorted by business)

Service Activity: Event Services: Event Coordination, Production Services

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Attendance	995,258	1,000,243	1,000,500	1,394,500	
# of events	581	534	547	760	
Event days	1,082	1,199	1,200	1,675	
Exhibit Hall Occupancy	88.3%	83.00%	83.00%	75.00%	
Average delegate expenditure	900	925	925	925	
Total Convention delegate spending	143,045,000	127,545,000	125,545,000	155,235,000	

Service Activity: Facility Services: Business Services, Facility Operations, Safety and Security

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Annual operating expenses	11,623,613	12,157,611	12,937,974	19,419,806	
Annual earned revenue	9,617,752	8,892,139	9,450,865	14,401,926	

Service Activity: Tallmadge Building Operations

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Annual operating expenses	177,552	234,557	224,617	200,000	
Annual earned revenue	248,913	287,833*	290,000	290,000	
% Occupancy	95.36%	91.36%	89.21%	91.36%	

**From post closing audit adjusted accounts*

Service Activity: Parking Ramp Operations -- Effective FY 2002

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Annual operating expenses	NA	135,745	214,143	240,050	
Annual earned revenue	NA	25,845	12,200	60,000	

Key Challenges:

Challenge 1: Addressing staffing requirements that support timely and effective service delivery, including implementing flexible, customer focused options.

Strategies:

- Workforce planning in Regulatory Services
- Business Plan Objective: Implement customer service training program
- Reclassification of staff to reflect customer service values.

Progress:

- Completed the "Workforce Planning in the Department of Regulator Services" Report, a collaborative project conducted by Human Resources and Regulatory Services.
- Customer service training conducted for all employees through 2000 Regulatory Services Annual Conference.
- Customer Service Representatives received customer service training, Dealing with Diversity, Spanish Speaking Residents, Dealing with Difficult Customers

Challenge 1: Effectively managing an ongoing reorganization, expanding internal and external services to increase revenue and efficiencies, and maintaining the exceptional conditions and appearance of the Minneapolis Convention Center to ensure staff can meet the increasing service demands of our guests during the completion, opening, and operation of the expanded convention center.

Strategies:

Effectively Managing Ongoing Reorganization

- Increasing the frequency of all-staff meeting with the current primary focus being the reorganization process.
- Formalizing and increasing the frequency of Department Head informational meetings.
- Classification and Hiring of all appointed management positions.
- Developing Departmental work groups to assist with completing line level changes.
- Organizing a safety committee with regular meeting and representation from each MCC work group.
- Requesting additional FTE's for FY 2001.

Expanding Internal & External Services to Increase Revenue and Efficiencies

- Completing transition of Sales Staff to GMCVA.
- Combining all Event Production services into one comprehensive department.
- Surveying equivalent facilities across the US to compare current and proposed additional services.
- Examining the feasibility of providing internet service as part of Exhibitor Services.
- Examining the feasibility to provide an on-site business center for client utilization.
- Restructuring the MCC cable TV contract to reduce costs.
- Placing a secondary instant cash machine on premise for customer convenience.
- Working with EC's and Sales staff to substantially reduce accounts receivable.
- Continuing to transition to cost accounting.

Maintaining Exceptional Condition & Appearance of MCC

- Informing clients in advance of construction concerns that may affect the layout of their event.
- Working with construction management to utilize off-hours for construction that would have otherwise negatively impacted events.
- Increasing frequency of facility walk-throughs with concentration on construction site.
- Utilizing other equipment storage options to reduce the potential clutter in public areas.
- Utilizing off-site parking to accommodate exhibitor shipping pre-staging needs.
- Hiring a Facility Services Manager who's primary focus will be MCC maintenance.
- Routinely examining and when necessary modifying Expansion FF & E list to stay on the cutting edge of technology.
- Replacing facility carpet in advance of expansion completion to seamless transition to new facility.
- Refurbishing exterior ground equipment.

Effectively Managing Ongoing Reorganization

- Reviewing employee suggestion box feedback to measure all-staff meeting effectiveness.
- Comparing time-line for reclassification and hiring to actual outcome.
- Monitoring Monthly Personnel Budget Projections.
- Encouraging frank employee feedback.

Expanding Internal & External Services to Increase Revenue and Efficiencies

- Comparing time lines for service consolidation to actual outcome.
- Surveying equivalent facilities across the US to compare current and proposed additional services.
- Reviewing change in accounts receivable compared to previous periods.
- Reviewing final products (i.e. Event Profit and Loss Statements, RFP's for Services, etc.)

Maintaining Exceptional Condition & Appearance of MCC

- Reviewing specific feedback on client facility surveys and public comment.
- Redesigning customer feedback survey to more directly inquire about areas we can improve.
- Using feedback received during pre & post event client meetings.
- Comparing facility walk-through inspection results to operational and OSHA Standards.
- Tracking any customer refunds resulting from construction disruption.
- Comparing purchases and projects to Fiscal Year 2001 tactical timeline.

NEW Challenge: Properly positioning the Convention Center for post-opening operations.

What is driving the issue?

The pending completion of the Minneapolis Convention Center Expansion.

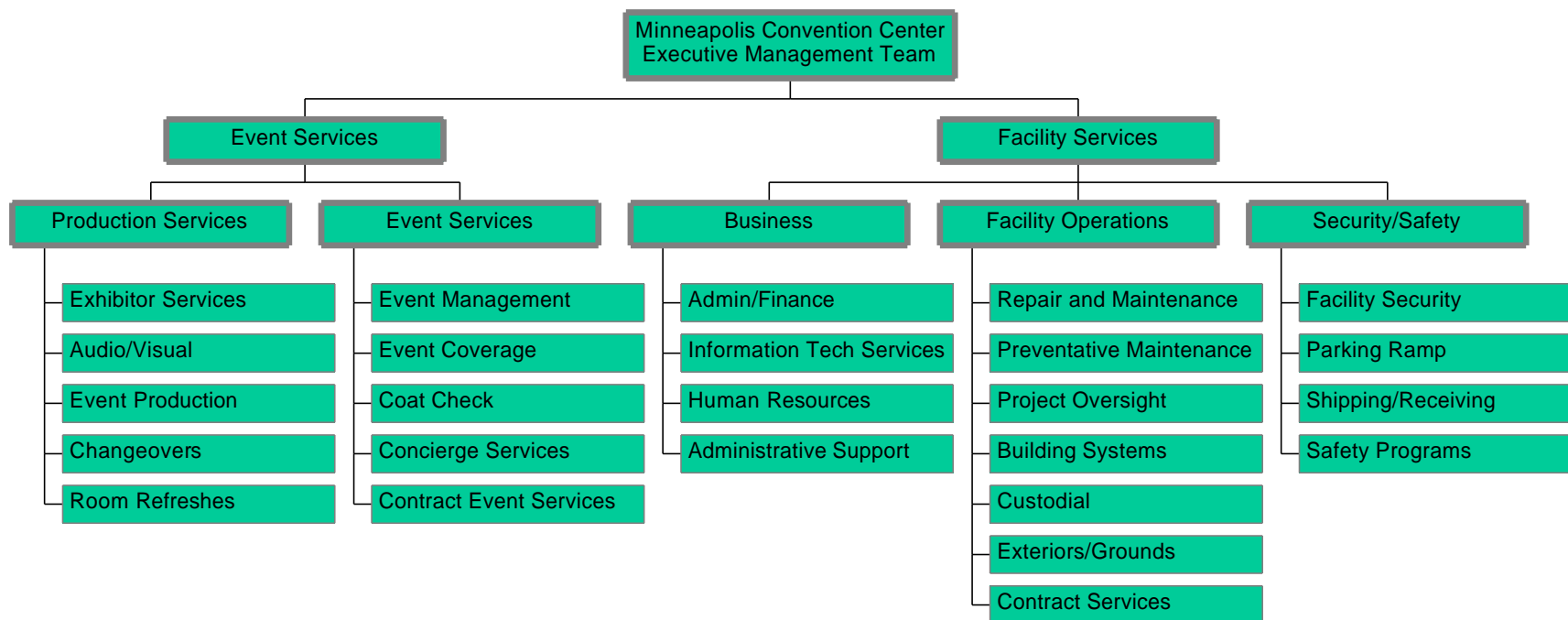
What strategy, including financial, will you incorporate to address this challenge?

- Development of Grand Opening including budget.
- Preparation of new Marketing Materials in Conjunction with the Greater Minneapolis Convention and Visitors Association.
- Transitioning our focus from the internal defined issues of opening the facility to reviewing external issues and preparing to take full advantage of the expanded center.
- Developing a post-opening Strategic Plan.

How does this challenge impact your business plan and service activities?

- This challenge is a natural result of our business plan and current expansion activity. It will result in a short term narrowing of our focus and a long-term need to redefine our direction. It should have a strong impact on our future business plans and has limited potential to impact our service activities.

Convention Center Organizational Functions



CONVENTION CENTER Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contractual Services	4,831,779	4,927,401	5,233,031	7,514,578	43.6%	2,281,547
Equipment	657,580	1,219,084	1,325,100	1,334,000	0.7%	8,900
Fringe Benefits	1,240,959	1,232,074	1,574,854	2,406,113	52.8%	831,259
Operating Costs	508,480	450,637	530,594	921,671	73.7%	391,077
Salaries and Wages	4,562,401	4,698,717	5,936,631	7,685,144	29.5%	1,748,513
Total for Special Revenue Funds	11,801,199	12,527,914	14,600,210	19,861,506	36.0%	5,261,296
Total for CONVENTION CENTER	11,801,199	12,527,914	14,600,210	19,861,506	36.0%	5,261,296

CONVENTION CENTER Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Charges for Service	2,941,367	2,416,505	3,008,000	4,366,689	45.2%	1,358,689
Contributions	1,000	0	0	0	0.0%	0
Interest	-871	0	0	0	0.0%	0
Other Misc Revenues	1,857,913	1,932,052	1,705,000	2,447,634	43.6%	742,634
Rents	5,067,256	4,857,260	5,295,930	7,937,603	49.9%	2,641,673
Sales and Other Taxes	44,798,134	48,325,891	48,200,000	48,682,000	1.0%	482,000
Total for Special Revenue Funds	54,664,800	57,531,708	58,208,930	63,433,926	9.0%	5,224,996
Total for CONVENTION CENTER	54,664,800	57,531,708	58,208,930	63,433,926	9.0%	5,224,996

GMCVA
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contractual Services	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%	-28,696
<i>Total for Special Revenue Funds</i>	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%	-28,696
Total for GMCVA	4,494,300	5,004,700	6,430,995	6,402,299	-0.4%	-28,696

GMCVA
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contributions	0	167,885	9,635	9,635	0.0%	0
<i>Total for Special Revenue Funds</i>	0	167,885	9,635	9,635	0.0%	0
Total for GMCVA	0	167,885	9,635	9,635	0.0%	0

CONVENTION CENTER

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Convention Center Operations	139.40	141.40	201.20	213.60	6.2%	12.40
FTE's	139.40	141.40	201.20	213.60	6.2%	12.40

Explanation of changes from 2001 to 2002 budget:

- Revenue increases for 2002 are attributed to Convention Center expansion for an approximate 70% increase in billable exhibit space commencing in April 2002 and an increase in services and space rates based on a 75% occupancy rate.
- Expenses for Equipment will be reduced in 2002 as the expense for painting the facility will be done in 2001.
- Personnel expenses increase as full staffing commences in the 4th Quarter 2001 and for the full year 2002.
- Personnel decreased in 2001 by 0.6 FTE's as a shared Sales Manager positioned moved to the Greater Minneapolis Convention & Visitors Association (GMCVA).
- Mayor recommended and Council adopted a one-time expense increase to the GMCVA budget of \$425,000 for the grand opening of the Convention Center expansion.
- The adopted budget provides for the addition of 13.0 FTEs for \$641,439 to have an adequate work force for the completed expansion, and \$3,179,365 for additional operating funds to accommodate the 75% increase in the facility physical size.

Operations and Regulatory Services -- Inspections

Mission Statement:

To work with stakeholders to protect building safety and promote community livability by consistently applying codes affecting the Minneapolis built environment through education, information, development review and inspections services.

Primary Businesses:

1. *Development Review Services*

To provide quality zoning and construction plan review to citizens, businesses, developers, contractors and design professionals so they can conform to applicable codes and regulations relating to life safety, health, and livability in an efficient and cost-effective manner.

2. *Construction Inspection Services*

To provide quality construction inspection services to citizens, businesses, developers, contractors and design professionals so they can conform to applicable codes and regulations relating to safety, health, and livability in an efficient and cost effective manner.

3. *Housing Inspection Services*

To provide quality education and consistent enforcement of the Housing Maintenance and other applicable codes to the community in order to maintain, improve and protect the housing stock and livability of the City.

Relationship to the City Goals:

Build Community: The Inspections Division works with residents and businesses in the City to protect and improve community livability. The Division emphasizes education, information, and responsiveness in collaborating with citizens to protect our built environment.

Strengthen Markets: The economic viability of the City is greatly influenced by development review, construction inspections, and housing inspection services provided by the Inspections Division. Inspections ensures building safety, guides land use and development, and resolves hazardous building and environmental conditions. These activities provide the foundation for economic stability and growth.

Keep the City Clean and Healthy: Inspections activities and programs, including Clean City, Housing Maintenance Code enforcement, Truth in Sale of Housing, Code Compliance, and Hazardous and Boarded Buildings, have a direct impact on the appearance of the community and on the health of the City's neighborhoods.

Provide Strong Leadership and Management: The Inspections Division is a leader in implementing business planning in the City. The Division completed its second business plan in 2000 and is currently implementing five business planning objectives:

- Increase effectiveness of communications with all stakeholders to promote a safe and livable community.
- Develop and sustain effective partnerships with all stakeholders to provide a collaborative environment to address community issues.
- Improve the working environment for all inspections employees, providing tools necessary to accomplish responsibilities of their current positions and future advancement.
- With policymakers, define a mix of service levels that aligns with the City's goals and reflects allocated resources.
- Provide services in response to customer needs.

Key Enterprise Outcome Measures Influenced by the Inspections Department:

1. Reduce opportunities for emergency situations and crime (i.e. vacant buildings)
2. Increase the number of renovated and converted buildings and the number of substandard housing units (i.e. boarded and vacant buildings) that are renovated and converted to viable housing units
3. Improve the quality of existing housing
4. Increase the percentage of private sector businesses that report doing business in the City
5. Decrease the number of citizens reporting concerns with graffiti and nuisance businesses

6. Increase public satisfaction with cleanliness of commercial corridors
7. Increase the percentage of cases where design or development guidelines and regulatory tools are being followed
8. Increase the percentage of citizens who view the corridors as vital and unique
9. Balance regulatory controls with a business friendly environment
10. Reduce illegal dumping and littering
11. Reduce the number of graffiti incidents
12. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services

Performance Data for Key Enterprise Outcome Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# of vacant and boarded buildings					
% of boarded buildings that are renovated					
Average housing stock rating					
% of businesses that report satisfaction with inspections services					
% of citizens reporting concerns with graffiti and nuisance businesses in commercial corridors					
% of citizens reporting satisfaction with cleanliness of commercial corridors					
% citizens who view the corridors as vital and unique					
% of cases where design or development guidelines and regulatory tools are followed					
# of incidents of illegal dumping and littering					
# of graffiti incidents					

Explanation of Key Performance Data:

With the exception of one of these performance measures - # vacant and boarded buildings, which is reported under the Hazardous and Boarded Buildings Program service activity – all of the measures above and many of the measures appearing under service activities are being reviewed and studied for possible incorporation into the Inspections Division performance measurement system. In order to provide valid, meaningful data for these measures, the Division will need to define how this data can be collected and establish processes for data collection, analysis, and reporting.

Operations and Regulatory Services -- Inspections

Primary Business: Development Review Services

(Service activities and performance measures sorted by business)

Service Activity: Provide development review services, including zoning, plan review, and permit issuance.

Description:

Assist customers in complying with state laws and city ordinances related to building construction and land use. Issue all building, plumbing, mechanical, electrical, elevator, zoning, and other building construction permits.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Number of plans reviewed		2,886	2,600		
Number of zoning applications processed	497	493	500		
Number of permits issued	63,500	57,000	55,000		
Permits issued per reviewer					
\$ value of permits issued	\$944 million	\$1.16 billion			
Revenue received	\$11.5 million	\$13.8 million	\$12.1 million	\$11.8 million	
# permits issued/plans reviewed during "Homeowners Night"		14	300		
% customers expressing satisfaction with development review services					

Explanation of Key Performance Measures: In 2000, the Division held an open house to present its new one – stop permit center, and initiated Homeowners Night on selected Monday evenings. In 2001, the Inspections permit center is open every Monday evening (4:30 – 7 PM). In 2001, the new expedited plan review process will allow the Division to provide better service to larger projects and shorten wait times.

Service Activity: Provide zoning and sign inspections

Description: Respond to customer requests for zoning inspections. Inspect signs for adherence to zoning codes.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Number of customer service requests received		465 zoning 64 sign			
Number of inspections conducted		96 zoning 64 sign	75 zoning		
Number of inspections per inspector					
% cases brought into voluntary compliance					
Average time between initial inspection and abatement					

Explanation of Key Performance Measures:

Primary Business: Construction Inspection Services

(Service activities and performance measures sorted by business)

Service Activity: Provide construction inspection services to ensure a safe built environment.

Description:

Provide construction inspections services to citizens, businesses, and contractors so they can conform to applicable codes and regulations relating to safety, health, and livability. Inspect new construction and remodeling activities in building, site alteration, wrecking, stucco/plastering, street use, electrical, elevator, plumbing, and mechanical permits. Coordinate the issuance of certificates of occupancy to assure compliance with codes prior to public occupancy.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Demand for construction inspections		171,000			
Number of construction inspections conducted		76,570	80,000		
Average number of inspections per inspector					
Number of certificates of occupancy issued		741			
Number of violations					
% violations brought into voluntary compliance					
% customers expressing satisfaction with inspections services					

- **Explanation of Key Performance Measures:** In the last 4 years, requests for building inspections have increased by over 50 percent while staffing has not increased. Although productivity has increased, the service level gap has continued to grow. (Note: based on the number of permits issued in 2000, on average we should have completed 171,000 inspections; however, only 76,570 were done). In the 2001 budget, a decision package was submitted to attempt to close this service gap. However, revisions made to the decision package added additional inspection requirements for unpermitted work and 4 FTE's. Certificates of Occupancy include: 2 schools, 4 Daycares, 717 dwelling units (56 SFD's), 5 office buildings, 1 restaurant, and 8 parking garages

Service Activity: Conduct Truth in Sale of Housing Program (TISH)

Description: To improve the City's housing stock, maintain affordable housing, and promote public safety by eliminating identified hazards through the truth and sale of housing evaluation/inspection process.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Number of TISH certificates of approval issued		4,372	4,000		
Number of violations identified to be corrected		26,515	24,000		
Average \$ value/home of violations					
Average number of days to process TISH certificate of approval					

Explanation of Key Performance Measures: Since 1999, the TISH program has conducted 17,595 evaluations and identified 68,697 hazardous violations. Upon correction of those hazards, the Inspections Division has been able to issue over 11,000 certificates of approval to new homeowners.

The identification of hazards includes the requirement to certify critical building systems as safe to operate. The building systems evaluated are heating, electrical, plumbing and structural. This requirement lead to the certification of nearly 800 heating plants, over 200 water heaters, 170 electrical services and 75 structural systems.

One of the most astounding discoveries during the 33 months of the program, is the number of homes that are still without operable smoke detectors. Over 11,000 smoke detectors have been installed and/or made operable. Homes previously were without this simple, basic safety feature which have proven to dramatically save lives.

Revenue

Two basic fees support the program: 1) Filing fees and 2) Permit fees. Since 1999 the program has collected the following revenue:

Filing Fees	\$ 378,900
Permits	<u>550,000</u>

Total Revenue \$ 928,900

Service Activity: Provide education and information on building codes

Description:

Communicate with community partners, citizens, and customers to promote building safety and livability and provide education on how to meet building codes through written and verbal means and Inspections web site.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# requests for information					
# Communications produced and distribution levels					
# partnerships with community organizations					
# hits to the inspections website					
languages in which basic information is provided		English, Spanish, Somali			
% customers expressing satisfaction with information received					

Explanation of Key Performance Measures: Inspections has enhanced its web site over the past year with improved graphics, information and applications that can be downloaded and printed, and email forms for customers to request services and provide feedback on our services.

Service Activity: Provide competency cards.

Description:

Provide testing services to contractors in order to prove their competency in specific trades. Provide competency cards to those passing the test.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# competency cards issued	6,500	5,500	5,500	5,500	

Revenue/cost ratio
Rework issue

Explanation of Key Performance Measures:

Primary Business: Housing Inspections services

(Service activities and performance measures sorted by business)

Service Activity: Conduct inspections for customer service requests to ensure compliance with the Housing Maintenance Code and other applicable codes.

Description: Conduct routine inspections for environmental nuisance type violations on residential properties, vacant lots, and commercial properties. Provide specialized services for CAP, Problem Properties Task Forces, City Wide Inspector Assignment, Citizen Inspections, Board and Lodging, Graffiti Removal, New Arrival Initiative, and other special neighborhood inspection projects.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# Housing cases addressed	48,835	54,000	58,000	58,000	
Average # cases per inspector					
Average # days to respond to customer service requests	5	6	6	6	
% cases brought into voluntary compliance	52	58	55	55	
% cases brought into compliance through admin/judicial action	11.5	20	20	20	
# of cases requiring reinspection due to noncompliance with initial orders					
Satisfaction with services					

Explanation of Key Performance Measures:

Service Activity: License rental properties.

Description: Conduct systematic inspections of rental properties to ensure preservation of the housing supply.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Number of rental licenses issued		16,000	16,000		
% rental properties inspected annually					
% violations brought into voluntary compliance					
# rental licenses revoked					
# licenses reinstated after remedial action					

Explanation of Key Performance Measures:

Service Activity: Conduct hazardous and boarded buildings program.

Description: Remove hazardous structures to protect public safety. Administer the fire escrow program in compliance with State Statute to assure fire – damaged buildings are either repaired or removed using insurance funding available. Administer the code compliance program on condemned buildings and moved structures to allow occupancy only after buildings are in compliance with code and local ordinances.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# hazardous buildings boarded		148			
and \$ value of assessments		\$44,440 assessed			
# of hazardous buildings demolished (249 program and emergency demolitions)		18 (249 program) 20 emergency			
# boarded buildings rehabbed		13 67 pending			
% Neighborhood organizations expressing satisfaction with process					
% cases where inspections recommendation was followed					
# emergencies (fires & crimes) occurring in vacant buildings					
# bldgs open to trespass		159			
# buildings condemned due to boarding		90			
Number of code compliance certificates issued		118	160		
Number of fire escrow accounts processed & escrowed funds		45 \$280,000	60		

Explanation of Key Performance Measures:

Service Activity: Provide leadership to ensure a Clean City

Description:

The Clean City campaign includes identifying regional partners, developing and implementing the campaign, developing a media blitz, organizing citywide and neighborhood events, the Northside inspections sweep and an awards program.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# requests for service		5,108			
# proactive inspections		27,845			
# violations/orders issued		34,216			
# sensitive surface graffiti removal cases		315 50,703 sq. ft.			
% citizens reporting satisfaction with city cleanliness					
% citizens reporting that graffiti is a major challenge for their neighborhood					
# incidents of illegal dumping					
\$ cost of trash clean up					
\$ cost of graffiti abatement					
Avg. # days in which graffiti is					

removed

\$ value of outside funding/in
kind contributions received

Explanation of Key Performance Measures:

Service Activity: Collect special assessments for providing extraordinary city services.

Description:

Assessment of the costs of rubbish removal, grass cutting, hazardous trees, boarding buildings, and towing inoperable vehicles. The Inspections Division orders private contractors to remove these violations if they are not abated by property owners after appropriate notices are given.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# and \$ value of special assessments processed		5,985 \$1,079,345	\$1.1 million		

Explanation of Key Performance Measures: For 2001, a 5% decline in special assessments is estimated due to weather changes in decrease in grass cutting. Total levy estimated at \$1.1 million, including inoperable vehicle towing and boarded buildings. The Vacant Building Registration Program was implemented in September 2001; under this program, unpaid registrations will also be assessed.

Service Activity: Partner with internal and external customers to provide innovative ideas and enterprise solutions supporting Regulatory Services and city-wide business processes and operations. Provide for the efficient and effective administration of the Inspections Department.

Description: Implement and support business planning and process improvements through customer input, process reform, and innovative technology. Administer the Division's operations in fleet, finance, work force planning, customer relations, space planning, and records management.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
# customer service training sessions provided to employees		All emps. Attended customer service training			
% employees participating in training and education opportunities		68%	80%		
% Employees expressing satisfaction with their employer					
A current business plan in place		Yes			
% of business plan initiatives implemented					
Affirmative Action goals met		Yes			
% positions with performance expectations and standards					
% customers expressing satisfaction with access to inspections services and problem resolution					

Explanation of Key Performance Measures: Business Plan for Inspections completed in August, 2000; Workforce Plan for Regulatory Services completed in 2001; Remote Inspector Pilot Project implemented in 2001. For 2002, it is projected that Remote Inspector will be implemented for inspectors in Construction Inspections Services Division and Phase 2 of Zoning Process Redesign and automation will be completed.

Key Challenges:

CHALLENGE 1: Develop consensus with policymakers on priorities for Regulatory Services that are aligned with the City's overall goals.

Strategies:

- Reorganization of inspections services to Division of Construction Inspection Services Remote Inspector Pilot Project begun; inspections performance reports developed
- Business Plan Objective: Organize geographical inspections service teams.
- Propose a 2001 budget decision package to partially close the service delivery gap between request for building inspections and the number of inspections that can be done with existing staff levels. In the last 4 years, request for building inspections have increase by over 50 percent while staffing has not increase. Although productivity has increase, the service level gap has continued to grow. (Note: based on the number of permits issued in 2000, on average we should have completed 171,000 inspections; however, only 76,570 were done). In the 2001 budget, the following modifications made to the decision package added more inspections:
 - Added a new program and resources for unpermitted work (4 FTE's)
 - Added a new Vacant Building Registration Program with 2 FTE's
 - Added 2 entry level FTE's (Program Aides) for zoning
 - Requested additional budget resources of strategic hiring model in Housing inspections for essential positions with relatively high turnover.

Progress:

- Reorganization of construction inspections services completed; Remote Inspector Pilot Project in implementation; Construction Inspections performance reports completed
- Progress measured on completion of tasks associated with reorganization, Remote Inspector Pilot Project, and number and usefulness of reports completed.
- Tactical plan completed for Business Plan objective to organize geographical inspection service teams.
- Recruitment process underway for unpermitted work program and zoning positions.
- Vacant Building Registration Program ordinance adopted and business procedures being developed.
- Strategic hiring model implemented in Housing Inspections Division.

CHALLENGE 2: Addressing staffing requirements that support timely and effective service delivery, including implementing flexible, customer focused options.

Strategies:

- Workforce planning in Regulatory Services
- Business Plan Objective: Implement customer service training program
- Reclassification of staff to reflect customer service values.

Progress:

- Completed the "Workforce Planning in the Department of Regulator Services" Report, a collaborative project conducted by Human Resources and Regulatory Services.
- Customer service training conducted for all employees through 2000 Regulatory Services Annual Conference.
- Customer Service Representatives received customer service training, Dealing with Diversity, Spanish Speaking Residents, Dealing with Difficult Customers

CHALLENGE 3: Providing inspection, investigation, coordination and disciplinary hearing services with limited staff and other resources in a time of transition from traditional business operations to a diverse, customer focused, high technology business culture in an expanding business economy.

Strategies:

- Reorganization of Inspections services to Division of Construction Inspection Services
- Remote Inspector Pilot Project begun; inspections performance reports developed
- Inspections Business Plan objective: Organize geographical inspections service teams.
- Inspections proposed a 2001 budget decision package to partially close the service delivery gap between requests for building inspections and the number of inspections that can be done with existing staff levels. In the last four years, requests for building inspections have increased by over 50 percent while staffing has not increased. Although productivity has increased, the service level gap has continued to grow. (Note: based on the number of permits issued in 2000, on average we should have completed 171,000 inspections; however, only 76,570 were done). In the 2001 budget, the following modifications made to this decision package added more inspections:
 - Added a new program and resources for unpermitted work (4 FTE's)
 - Added a new Vacant Building Registration Program with 2 FTE's
 - Added 2 entry level FTE's (Program Aides) for zoning
- Requested additional budget resources for strategic hiring model in Housing Inspections for essential positions with relatively high turnover.

Progress:

- Reorganization of construction inspections services completed; Remote Inspector Pilot Project in implementation; Construction Inspections performance reports completed.
- Progress measured on completion of tasks associated with reorganization, Remote Inspector Pilot Project, and number and usefulness of reports completed.
- Tactical plan completed for Business Plan objective to organize geographical inspection service teams.
- Recruitment process underway for unpermitted work program and zoning positions
- Vacant Building Registration Program ordinance adopted and business procedures being developed
- Strategic hiring model implemented in Housing Inspections division

Challenge 3-A: Acquiring and utilizing space and new technologies to provide tools and resources to staff so that they can effectively and efficiently provide service to our customers.

Strategies:

- Funding allocated for space remodeling to increase effectiveness of one stop shopping development review services on PSC 3rd floor.
- Using existing operating funds, reconfigure space on PSC 4th floor to provide additional space for Construction Inspections Services utilizing the "hoteling" concept to increase efficient use of space. Capital funds were requested for remodeling of the PSC 4th floor to meet minimum City standards.
- Funding allocated through GIS to reengineer the Zoning application / zoning business process to improve customer service and data currency and accuracy.
- Remote Inspector Pilot Project (see *new challenge* number one below)
- Implementation of KIVA Request for Services application in Environmental Management Division.
- *Implementation of Enterprise Data Quality Project – providing accurate, timely data that is owned by Regulatory Services through improvements to business processes, training, and data clean up*

Progress:

- Each strategy has a schedule for implementation and progress is monitored by steering committees.
- Completed Request for Services implementation in Environmental Management Division.
- *Remote Inspector Pilot Project underway in Construction Inspection Services (CIS) division of Inspections*
- *Business analysis underway of Regulatory Services stewardship roles in enterprise land information, current business processes, and recommendations for improving business processes and data*

New Challenge One: Problem Properties Case Manager

What is driving the issue? Why is addressing this new challenge important?

- An increase in the number of problem property requests for service from elected officials.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- It would enhance both since it is missing component now. Greater coordination of the many players involved in such cases, better outcomes, better service to elected officials who would have a single point of contact.

New Challenge Two: Administrative Penalty Orders

What is driving the issue? Why is addressing this new challenge important?

- The need to deal with penalties for violations by business operators in a timely way .

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- It enhances our ability to enforce more effectively. Implementation of APO's will allow us a new tool to address violators that we currently do not have.

New Challenge One: Remote Inspector

What is driving the issue? Why is addressing this new challenge important?

- The 2002 decision package proposal for Remote Inspector is to equip each field inspector in Regulatory Services with a mobile computer capable of real time interaction with the office based City's BIIS/KIVA system, allowing field inspectors to enter inspection results and access electronically stored information. The Inspections Division is currently conducting a Pilot Project to test a remote inspection application, connectivity, and devices. This project is funded through SISP and we anticipate that funding will be sufficient to provide remote access for Construction Inspections Services (CIS) inspectors only.
- Currently, inspection results are either entered using an inefficient and time consuming paper based system or not entered at all, and all queries related to field inspections must be done from the office, requiring additional delays in determining and executing the appropriate action. Further, there exists no field activity tracking system that can be readily accessed by an Inspector or any other concerned party regarding any permitted activity or licensed entity. An interactive computerized field inspection system resolves these problems.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- This is the next logical step in fully utilizing the major commitment of the KIVA computer application, and a cost benefit analysis will be done within the Remote Inspector Pilot Project to justify the necessary further expenditures required to bring this to fruition. Computerized field inspection is expected to greatly increase the efficiency and productivity of the field inspectors, allowing the department to meet the increasing performance expectations without additional human resources.

Operations and Regulatory Services – GIS Business Services Division

Mission Statement:

To facilitate efficient and effective delivery of city services by providing easy access to an interactive system of City-wide geographic-based data, maps and other images.

Primary Business:

Manage Minneapolis' Geographic Information System

Relationship to the City Goals:

Providing Enterprise GIS services to the City enhances the City's goal "Provide an efficient, effective, and results oriented City government that has a clearly defined role in relationship to other levels of government." An interactive system of Citywide geographic-based data, will help achieve our objective under that goal to "Optimize information and technology to transform city services."

Primary Business: Manage Minneapolis' Geographic Information System.

Service Activity: Coordinate the management of enterprise GIS data.

Description: This service activity includes the development of operating policies, standards and best practices that ensure high integrity shared spatial data and optimal use of GIS capability. Promoting department processes that support data accuracy and ensuring proper stewardship of the data is a key component of a successful GIS.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
% data elements where data stewards have been identified and stewardship agreements have been reached				80 % of the Departments representing data elements currently identified by GPOG	
% data quality tied to business process -- improve accuracy of information				50 % of Departments who steward enterprise data	
% new data provisioned into the enterprise				100 % of the enterprise data identified by new GIS users	

Explanation of Key Performance Measures:

Service Activity: Work with customer departments and the public to define and implement their geographic analysis needs.

Description: This service activity includes the operation of a GIS service bureau that provides basic maps and document production services as well as more detailed analysis and programming to meet customer needs. It also includes providing training and coaching to departments to support thereon-going GIS needs.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Planned	2002 Approved
Assist departments and elected officials in using the technology to make better informed decisions.				30- 40 % of all city departmen ts	
% users reporting that the GIS website is easy to use and that data is readily available				80% of Web application trained users	
# Requests for services received				100 % of requests met-- if the non- enterprise data is available	
For repeat departments -- assist the departments in bringing the technology into there departments including staff resources				90 % of the repeat request customers	

Explanation of Key Performance Measures:

b

Key Challenges:

New Challenge 1: Manage the transition from GIS 2000 deployment to a fully supported institutionalized GIS across the City.

What is driving the issue? Why is addressing this new challenge important?

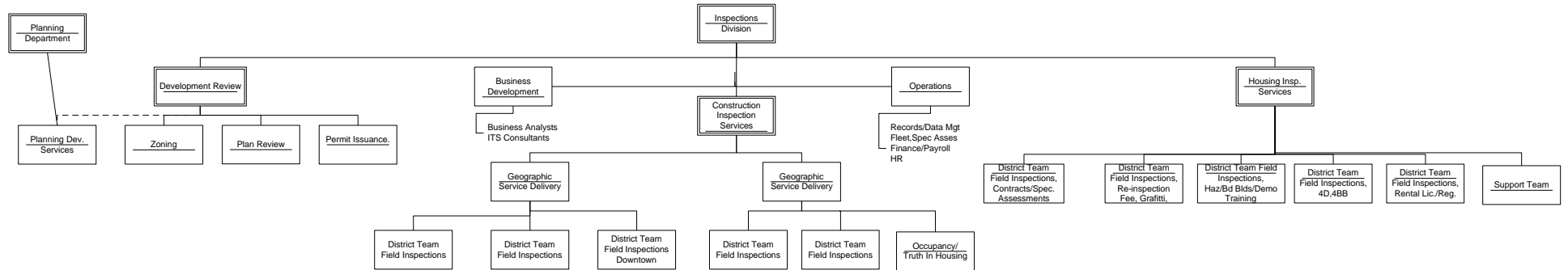
- At the end of 2001, the GIS 2000 Program, which is a capital development project will transition to the GIS Business Services Division.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

Strategies:

- Work to develop and maintain operating policies, standards and best practices to provide guidance and ensure customer departments have clear expectations of the roles and responsibilities of the GIS office.
- Work with city departments to develop data stewardship agreements that define their role maintaining the integrity of the data.

- Assist city departments to determine where GIS can improve opportunities for analysis and to define complex GIS application requirements.
- Formalize relationships with the County, MetroGIS, the State and adjacent municipalities where needed to establish GIS data sharing and management standards.



Inspections Division

10/18/01

INSPECTIONS

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	73,940	100,062	190,000	190,000	0.0%	0
Contractual Services	1,729,813	2,070,761	1,959,629	2,625,722	34.0%	666,093
Equipment	326,549	188,679	115,900	115,900	0.0%	0
Fringe Benefits	1,515,879	1,549,074	1,622,497	2,002,460	23.4%	379,963
Operating Costs	302,799	358,440	350,871	513,235	46.3%	162,364
Salaries and Wages	6,950,521	7,166,184	7,416,663	7,810,266	5.3%	393,603
Total for General Fund - City	10,899,501	11,433,200	11,655,560	13,257,583	13.7%	1,602,023
Special Revenue Funds						
Capital Outlay	315,606	116,296	200,000	202,000	1.0%	2,000
Total for Special Revenue Funds	315,606	116,296	200,000	202,000	1.0%	2,000
Total for INSPECTIONS	11,215,107	11,549,496	11,855,560	13,459,583	13.5%	1,604,023

INSPECTIONS

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	449,316	1,159	2,000	2,000	0.0%	0
Charges for Service	311,154	560,543	425,000	535,000	25.9%	110,000
Fines and Forfeits	25,651	28,721	25,000	35,000	40.0%	10,000
Licenses and Permits	13,300,495	15,395,250	13,697,000	13,871,686	1.3%	174,686
Other Misc Revenues	19,615	7,149	26,000	8,000	-69.2%	-18,000
Rents	0	36,425	0	0	0.0%	0
Special Assessments	907,051	1,073,194	940,000	1,370,000	45.7%	430,000
Total for General Fund - City	15,013,282	17,102,441	15,115,000	15,821,686	4.7%	706,686
Special Revenue Funds						
Charges for Service	6,440	0	10,000	0	-100.0%	-10,000
Total for Special Revenue Funds	6,440	0	10,000	0	-100.0%	-10,000
Total for INSPECTIONS	15,019,722	17,102,441	15,125,000	15,821,686	4.6%	696,686

INSPECTIONS

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	156.00	154.00	153.00	158.50	3.6%	5.50

Explanation of changes from 2001 to 2002 budget:

- An additional appropriation of \$300,000 for the Clean City program has been included in the 2002 budget for Graffiti removal and public relations.
- The personnel budget includes labor contract settlements for building inspectors that result in a 12% cumulative increase: 5% in 2002 and 7% in 2001.
- Revenues budgeted for 2002 have decreased by \$1.3 million due to forecasted reductions in downtown construction projects.
- The adopted budget includes a target strategy increase to revenue for \$772,000; this revenue increase is based on fee structure and technology-based service level enhancements.
- The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation which is recognized as revenue at the City level.
- The adopted budget includes a Clean City Initiative program for an expense increase of \$96,000 which includes a part time (0.5 FTE) administrative assistant.
- The adopted budget provides \$750,000 for the Minneapolis Geographic Information System (GIS) program including an increase of 5.0 FTEs.
- The Council directs that the position, duties and authority of the Zoning Administrator be transferred from the Director of the Inspections Division to the Planning Director. The Planning Director shall consult with the Finance Officer, Budget Director, Human Resources Director, and the City Attorney to address the financial, legal and personnel issues raised by such a transfer, and report to the City Council in the first quarter of 2002 on Council actions necessary to implement this transfer.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut of which Inspection Department's pro-rated amount is \$310,000.

Operations and Regulatory Services – Licenses and Consumer Services

Mission Statement:

To promote the livability and commercial vitality of Minneapolis for its residents, businesses and visitors, ensuring community health, safety, welfare, environmental quality, and economic well being.

Primary Businesses:

1. *Business Licenses*
Ensuring compliance with business standards and consumer protection.
2. *Traffic Control*
Facilitating the movement of pedestrians and vehicles in a safe and orderly manner
3. *Environmental Management*
Protecting and enhancing the air, water, land and other natural resources.
4. *Lead Hazard Control / Healthy Housing*
Preventing and responding to childhood lead poisoning
5. *Food Safety – Environmental Health*
Protecting citizens from food born illnesses
6. *Animal Control*
Facilitating relationships between citizens and animals

Relationship to the City Goals:

Build Community:

- Business Licensing works with citizens and businesses in order promote economic life of the community while enforcing safety and business standards.
- Environmental Management increases the safety and confidence in the City of Minneapolis through enforcement of environmental laws, regulations, guidelines and codes. The department enhances citizen participation in the life of the community by educating citizens concerning their impact on the environment.
- Children who are poisoned by lead often have diminished I.Q. levels while having an increased rate of behavior problems including violent behavior. Protecting children from lead poisoning and rapidly remediating the lead hazards when children are poisoned increases those children's ability to be a positive participant now and as an adult in the economic and civic life of the community.
- Food Safety enforces codes and educates businesses concerning food safety strengthening their role in the economic life of their community.
- Effective Animal Control contributes to the City's goal to Build Community by increasing public safety, enforcing laws against irresponsible owners and dangerous animals and preventing animal cruelty.

Strengthen Markets:

- Business Licensing makes it possible for businesses, residents, and Visitors to successfully and productively co-exists which helps position the City in the world market place. Furthermore, Business Licensing assists businesses and ensures compliance with standards to create a level playing field for downtown businesses helping downtown to be a great place to live, work, play and do business.

- Traffic Control is an essential part of making downtown a great place to live especially during the coming years as traffic is disrupted to make way for LRT, technology and utility service upgrades and re-routes, new construction, Clean City projects and Special Events.
- Environmental Management promotes the City's goal of making downtown a great place to live, work, play and do business by insuring downtown businesses do not create environmental hazards and, if they do create an environmental hazard, the department monitors, regulates and collaborates with other government agencies with Hazmat clean up.
- Lead Hazard Control educates and provides services to Federally Assisted Housing programs concerning lead hazards and new federal lead regulations to ensure the agencies impacted by the regulation are able to comply with the regulations while still developing new construction and preserving existing housing choices citywide.
- Downtown is a great place to live, work, play and do business in part due to the abundant and diverse choices of food establishments. Food Safety aggressively works with these businesses to ensure the public's safety as it pertains to food.

Keep the City Clean and Healthy:

- Business Licensing regulates Taxi services and coordinates private transportation with public transportation through taxis, ChairCab (Handicap Accessible cabs) and Ride Share Programs to improve public transportation and protect consumers. Enforcing litter requirements on business to assist in keeping the City clean.
- Traffic Control is critical to improving public transportation to get people to jobs, school, fun, and other daily activities.
- Environmental Management has been the lead department in protecting, preserving and improving air, water and soil resources of the City which enhances and creates a sustainable natural environment citywide.
- Older buildings remodeled to accommodate housing and historic dwellings often have significant lead levels. Lead Hazard Control works closely with property owners, funding agencies, and the Historic Preservation agency to preserve the historic significance of a building while protecting people from potential lead hazards.
- Food Safety - Environmental Health works with licensed businesses to keep garbage and refuse areas and parking lots clean enhancing neighborhood livability. Food Safety's regulatory and educational efforts aid in assuring visitors and citizens have safe dining experiences.

Key Enterprise Outcome Measures Influenced by Licenses and Consumer Services:

1. Increase the percentage of private sector business that report satisfaction with doing business in the City
2. Balance regulatory controls with a business friendly environment
3. Decrease the number of citizens reporting concerns with graffiti and nuisance businesses
4. Decrease downtown congestion
5. Increase citizen satisfaction with the water quality of City's lakes, creeks, and the Mississippi River
6. Improve water quality as tracked by improved City performance on Standard Water Quality Indicators
7. Reduce the number of polluted sites in Minneapolis
8. Reduce the number of violations of the City's noise ordinance
9. Reduce toxins in the air
10. Improve the quality of existing housing
11. Increase the City's participation in strategic partnerships to improve the health of Minneapolis residents
12. Increase % citizens and business owners who report feeling safe in their neighborhoods and in commercial corridors
13. Reduce opportunities for emergency situations and crime
14. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services

Performance Data for Key Enterprise Outcome Measures:

	1999 Actual	2000 Actual	2001 Estimated YTD	2002 Projected	2002 Approved
% businesses reporting satisfaction with business licensing				Data planned for 2003 budget	
% citizens who consider nuisance businesses a problem in their neighborhood			To be measured in Citizens Survey		
% citizens expressing satisfaction with how the City addresses problem businesses			To be measured in Citizens Survey		
% business licensing violations brought into voluntary compliance			To be measured in Citizens Survey		
% downtown businesses reporting congestion as a significant issue					
% citizens reporting satisfaction with the City's efforts to protect the environment			To be measured in Citizens Survey		
% citizens who consider noise as a problem in their neighborhood			To be measured in Citizens Survey		
Average water quality rating of City Lakes	B	B	Data not available until 2002	Trends indicate systems will improve or maintain	
Creeks	NA	NA	Indicators show systems will improve or maintain		
River	NA	Full use supported but threatened			
Number of existing open polluted sites (brownfields) in Minneapolis	172	153	183 YTD	Can not estimate	
# of complaints regarding violation of the City's noise ordinance	NA	NA	250 YTD	Trends indicate a decrease with education and enforcement programs	
Average air quality rating OR # times air quality rating exceeded x	0 events Air Quality Index	0 events Air Quality Index	2 events Air Quality Index	Can not estimate	
# of dwelling units made lead-safe	135	134	110	130	
Number of EBL cases (Elevated levels of lead in the blood)	77	120	100	100	
# food borne illness outbreaks	1	2	4		
# dogs declared dangerous		370	400		
# complaints regarding barking dogs	1544	1727	1700		
% citizens that report satisfaction with animal control services			To be measured in Citizens Survey		

Primary Business: Business Licenses

(Service activities and performance measures sorted by business)

Service Activity: License commercial businesses to ensure businesses operate in compliance with ordinances and statutes.

Description: Collect and keep on file for public access, applications, insurance policies and bonds, along with fees for over 120 categories of business licenses.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of Business license applications		11,140	11,000	11,000	
# of Business licenses issued		9,900*	10,000	10,000	
% of delinquent licenses**		6.2%	12%**	9%**	
% of licensed businesses expressing satisfaction with license services					
# of ethnic businesses					
Average cost per license application		149.92	169.72	173	
Average revenue per license		314.82	351.97	355	

Explanation of Key Performance Measures:

*In 2000, False Alarms were no longer entered as licenses and Building Contractor licenses were taken over by the State.

**Delinquent licenses also include businesses in ownership transition. Increase appears due to software changes, and failure of some old licenses to be inactivated, rather than true increase in delinquent licenses.

Service Activity: Investigate license violations and take enforcement action

Description: Negotiate remedial action agreements to correct problems with businesses, often involving administrative fine and/or license suspension. Collect evidence and put together license revocation cases for bad business operators.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# violations issued			Data not available. To be implemented in 2002.		
Number of TAC Hearings		25	30	30	
% successful agreements reached (problem addressed)		84%	87%	87%	
# of license revocations (ALJ process)		4	2 done, 3 in process	4	
Avg. cost per revocation			\$3,400	\$5,000	
# businesses receiving more than 5 administrative violations in one year			Data not available. To be implemented in 2002.		

Explanation of Key Performance Measures:

Service Activity: Provide business regulation information to citizens and businesses.

Description: Make business regulation information available to citizens and businesses. Collect required information about licensed businesses and make it available to the public. There are new ways of doing business, such as E-Business, and there are new customers, such as a new immigrant population, that create ever-changing demands on the department.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of customer service requests for information			Data not available. To be implemented in 2002.		
% phone					
% walk-in					
% email					
% of clients satisfied with information services			Data not available. To be implemented in 2002.		
languages in which information is translated and provided			2		
# hits to licenses' website			Data not available. To be implemented in 2002.		

Explanation of Key Performance Measures:

In 2001, Business Licenses participated in Somali Business Seminars and created a "How to License a Business" information pamphlet in Somali.

Service Activity: Facilitate the coordination of interdepartmental teams to address specific city livability issues (Coordinated Action Program –CAP)

Description:

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved

Primary Business: Traffic Control

(Service activities and performance measures sorted by business)

Service Activity: Direct traffic, assuring pedestrian safety, and smooth traffic flow

Description: Traffic control is provided during rush hours, at construction sites and many special events at the Metrodome, Target Center and Convention Center.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of accidents occurring where TCA's were posted	0	0	0		
# of hours of traffic control services provided	10,862	12,438.75	15,000		
# hrs staffing rush hour	1996	2645	4,700		
# hrs staffing special events	8,866	9,793.75	10,300		
Avg. cost per rush hour	36,546.26	48,429.95	86,057.00		
# requests for services	Not Documented	Not Documented	Not Documented		

Explanation of Key Performance Measures:

Service Activity: Enforce parking laws in the City and collect revenue from parking meters

Description: Enforcement includes meters, critical parking areas, snow bans, snow emergencies, abandoned vehicles, rush hour restrictions and commercial parking zones.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Avg. # citations per TCA	9561	8190	8833		
Avg. coin revenue per TCA	175,309.88	146,916.32	177,912.00		
Total Coin revenue	4,382,746.99	4,113,656.91	4,600,00.00		
# of snow emergencies	5	6	5		
# of snow emergency citations	17,372	29,037	19,000		
# of abandoned vehicle complaints	2,386	5,078	5,500		
# of rush hour restriction violation citations	12,577	13,165	15,000		

Explanation of Key Performance Measures:

Primary Business: Environmental Management

(Service activities and performance measures sorted by business)

Service Activity: Manage Environmental Programs related to improving the air, water and soil resources of the City of Minneapolis

Description**Performance Measures**

	1999 Actual	2000 Actual	2001 Estimated (YTD)	2002 Projected	2002 Approved
# requests for service	893	926	(792)		
% requests for services closed	893	926	(577)		
% companies reporting reduction in toxic emissions	44.8% (13/29) 3 had no-change	Data NA until 2002	Data NA Until 2003 Trends indicate continued overall reductions in total	Trends indicate continued overall reductions in total TRI emissions	

TRI emissions				
# of Brownfield sites closed : new sites open for current year	72:73	69:50	(28:48 YTD)	
Total revenue generated in fees and permits	\$386,736	\$779,711	(\$109,165) PCAB \$ absent	
Revenue per inspector (6 inspectors)	\$64,456	\$129,952	(\$18,194)	
Avg. cost per inspector	NA	NA	\$56,518	\$61,373
% improvement in avg. water quality indices				System quality expected to maintain or improve
creeks	NA	NA	Data not available until 2002, system quality expected to maintain or improve	
lakes	+2%	+4%		
River	NA	NA		

Explanation of Key Performance Measures:

Brownfield Sites: Economic Development often drives Site clean up; therefore the number of Brownfield sites and clean ups should not increase significantly. Any new sites are likely to be more costly and complicated to clean up.

Service Activity: Provide effective response to environmental emergencies

Description:

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of environmental emergencies			Not available, implementing record management for 2002		
% water contamination	Not available	Not available			
% spills on land					
% toxic air releases					
Total Cost per emergency	Not available	Not available	Not available, implementing record management for 2002		
\$ amount recuperated / charged to violator	Not available	Not available	Not available, implementing record management for 2002		

Explanation of Key Performance Measures: These measures have not been implemented to date. They are to be incorporated into KIVA RFS as a record management system for tracking number of incidences, type of incidences, cost per incidence, and cost recovered from a responsible party when identified.

Primary Business: Lead Hazard Control – Healthy Housing

(Service activities and performance measures sorted by business)

Service Activity: Respond to childhood lead poisoning/Elevated Blood Lead (EBL) cases as mandated by the State of Minnesota

Description: The City of Minneapolis Lead Hazard Control program responds to reported cases of children with blood lead levels 20 ug/dl and higher or with levels 15 ug/dl and higher for 90 days.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Number of EBL cases	77	120	100	100	
% of cases where initial response time met state standards	N/A	N/A	N/A		
Average length of time cases remain open	10 Mo.	9 Mo.	9 Mo.		
# of EBL risk assessments	84	142	125	130	
# of EBL risk assessments per FTE	21	35	31	32	
Average Cost per EBL risk assessment	1500	1500	1500	1500	
Total number of orders brought into compliance	135	134	110	130	
# of condemnations	2	3	2	3	
% of orders brought into compliance <i>without</i> federal funding	37%	30%	30%	30%	
% of orders brought into compliance with federal lead grant assistance	63%	70%	70%	70%	

Explanation of Key Performance Measures:

Service Activity: Special projects and grant funded activities

Description: The City of Minneapolis Lead Hazard Control program has received federal and state grant funds since 1994 totaling 10 million dollars to date. These funds have allowed the program to reduce condemnation of housing units from over 30 per year to zero units in the past few years.

Performance Measures- Lead Hazard Control / Healthy Housing

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of dwelling units made lead-safe	212	260	128	150	
Average cost per dwelling unit	6000	5700	5700	5000	
# of non-EBL lead risk assessments per FTE	169	83	80	90	
Total \$ amount for property owner matching funds	5250	36660	1398	50000	
Number of education and outreach events	1200	1300	300	1000	
# of Risk Assessments provided to other organizations	0	0	25	300	
Total lead risk assessment revenue	0	0	15000	75000	
# of Indoor Air Quality (IAQ) requests for service	10	20	100	100	

Explanation of Key Performance Measures

Primary Business: Food Safety – Environmental Health

(Service activities and performance measures sorted by business)

Service Activity: Enforce Minneapolis' environmental health ordinances

Description: Enforce city food and beverage ordinances, lodging and boarding code, Health and Sanitation code, and pool code through a uniform inspection system for licensed facilities. Also includes body piercing and tattoo and suntan facility licensing.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of licensed food facilities	2382	2334	2359	2370	
Total number of inspections					
# food related	3510	3222	3500	3600	
# other inspections	405	445	500	525	
# reinspections required	100 (estimate)	187	230	290+	
# of alleged food borne illness complaints received	107	109	160	175	
# of confirmed food borne illness (FBI) outbreaks	1	2	4		
# emergency closures	4	6	6		
# voluntary closures	6	19	5		
Total revenue					
Avg. cost per business					

Explanation of Key Performance Measures: We expect more foodborne illness complaints due the Food Code requirement for management to report customer complaints to the regulatory authority. We are seeing more confirmation of foodborne illness due the increased testing abilities of the State Health Lab.

Service Activity: Provide training and public information to prevent environmental health violations

Description: Provide training and public information to prevent unsafe food, beverage, pool and boarding and lodging conditions. Review plans for new food facilities to promote a safe operating environment. Staff the food safety advisory committee.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of Food Manager Certification (FMC) courses offered & recertification	38 (2 Spanish)	33 (2 Spanish 1 Somali)	34 (4 Spanish 1 Somali)	34 (4 Spanish 1 Somali)	
# of FMCs issued	675	664	650	650	
# of Food Handler courses offered	16	8	35	45	
# offered in Spanish			6	8	
# of food handlers trained	377	158	450	500	
Cost vs. Revenue of classes offered					
# Businesses receiving env. health news letters	NA	1915	2196	2196	

Explanation of Key Performance Measures:

Primary Business: Animal Control

(Service activities and performance measures sorted by business)

Service Activity: Enforcement of animal control ordinance and state statute

Description: Protect the community from animal bites and other hazards and nuisances created by irresponsible pet ownership through enforcement of animal control ordinances and state statute. This service activity also addresses other health and safety issues such as rabies control.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of licensed animals	13,435	12,518	13,000		
# of service responses					
% service requests at off-leash areas	17,865	17,550	17,750		
# of service responses per FTE	1,116	1,132	1,109		
Average response time to complaints					
Average cost per service response	\$65.17	\$68.37	\$67.60		
# of animal bites reported	556	516	550		
# of animals deemed dangerous	290	370	400		
# of off leash permits	NA	NA	2050		
# Hearings	138	170	190		

Explanation of Key Performance Measures:
Off Leash Permit program started in 2001.

Service Activity: Manage the operations of the City's Animal Shelter

Description: The Animal Shelter facility provides sheltering, appropriate care and veterinary services for all impounded animals.

Performance Measures – Animal Control

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# of impounded animals sheltered	6,277	5,367	5,350		
Avg. # shelter days of potentially adoptable animals	10.23	10.91	10.40		
Avg. cost per animal	No Data Currently Available	No Data Currently Available	No Data Currently Available		
% placement rate	42%	55%	55%		
# animals placed through partnerships with animal rescue groups	325	543	525		
# of volunteer hours at the shelter	308	485	525		

Explanation of Key Performance Measures:

- **Impounded Animals Sheltered** is actually lower than the actual number of animals sheltered, by about 500 - 600 animals per year. The reason is that the former does not include deceased animals, animals euthanized at contract vets, animals returned to owners, animals release into the wild, etc.
- **Average # of shelter days for potentially adoptable animals** is a sizable but select group of animals because it is not inclusive of all living animals because some are immediately euthanized owing to health or behavior problems. Note: there is a mandatory 5 day hold period for stray

animals, i.e. on average we are only holding adoptable animals 5 days longer than mandated by state law.

Key Challenges:

Challenge 1: Addressing staffing requirements that support timely and effective service delivery, including implementing flexible, customer focused options.

Strategies:

- Workforce planning in Regulatory Services
- Business Plan Objective: Implement customer service training program
- Reclassification of staff to reflect customer service values.

Progress:

- Completed the “Workforce Planning in the Department of Regulatory Services” Report, a collaborative project conducted by Human Resources and Regulatory Services.
- Customer service training conducted for all employees through 2000 Regulatory Services Annual Conference.
- Customer Service Representatives received customer service training, Dealing with Diversity, Spanish Speaking Residents, Dealing with Difficult Customers

Challenge 3-B: Recruiting and retaining qualified staff.

Strategies

- Workforce planning in Regulatory Services
- Business plan objective: Implement customer service training program
- Reclassification of staff to reflect customer service values.

Progress

- Completed the “Workforce Planning in the Department of Regulatory Services” Report, a collaborative project conducted by Human Resources and Regulatory Services.
- Customer service training conducted for all employees through 2000 Regulatory Services Annual Conference
- Customer Service Representatives received customer service training – Dealing with Diversity, Spanish Speaking Residents, Dealing with Difficult Customers

Challenge 3-C: Acquiring and utilizing space and new technologies to provide tools and resources to staff so that they can effectively and efficiently provide service to our customers.

Strategies:

- Funding allocated for space remodeling to increase effectiveness of one stop shopping development review services on PSC 3rd floor.
- Using existing operating funds, reconfigure space on PSC 4th floor to provide additional space for Construction Inspections Services utilizing the “hoteling” concept to increase efficient use of space. Capital funds were requested for remodeling of the PSC 4th floor to meet minimum City standards.
- Funding allocated through GIS to reengineer the Zoning application / zoning business process to improve customer service and data currency and accuracy.
- Remote Inspector Pilot Project (see challenge number one above)
- Implementation of KIVA Request for Services application in Environmental Management Division.

Progress:

- Each strategy has a schedule for implementation and progress is monitored by steering committees.
- Completed Request for Services implementation in Environmental Management Division.

Challenge 3-D: Arriving at a consensus with policymakers on priorities for the Division's work that are in alignment with and best work towards achieving the City's overall goals.

Strategies:

- Business plan objective developed: With policy makers, define a mix of service levels that aligns with the City's goals and reflects allocated resources.

Progress:

- A detailed tactical plan has been developed to communicate with policy makers:
- Communicate to policymakers the core products and services we deliver
- Ascertain various individual and group policymaker priorities and goals (surveys, study sessions, priorities process, etc.
- Determine if citywide goals apply to our business
- Analyze collected policymaker priorities and goals
- Feedback and verify policymaker goals along with Inspections recommendations
- Document final understanding of priorities
- Build an operational plan for inspections programs using priorities process to address policymaker goals
- Incorporate operational plan into Inspections programs and budget for the next year

CHALLENGE 4: Creating a new Environmental Services Division as part of the overall reorganization of Regulatory Services to ensure safe food and water, healthy homes, a clean outdoor environment and animal protection.

Strategies:

- A weekly meeting with Section Managers has been critical to coordinating the activities of the four units within Environmental Services.
- A space plan has been created which consolidates Environmental Management, Food Safety, and Lead Control into one functional space.
- Positions are being filled with Inspectors that meet the Department's Workforce Plan. Interview panels consist of members from the various units.
- All inspectors in Food Safety, Lead Hazard Control and Environmental Management are now or soon will be Code Compliance officers.
- Geographic Service Delivery will be implemented in 2001 by the units.
- Safe Drinking Water and Healthy Housing work teams are planned with core members from Environmental, Food and Lead.

Progress:

- In 2001, a reporting structure has been successfully implemented and accepted through out the sections of Environmental Services. Section Managers report to the Deputy Director and the Deputy Director reports to the Director of Licenses and Consumer Services.

New Challenge One: Problem Properties Case Manager

What is driving the issue? Why is addressing this new challenge important?

An increase in the number of problem property requests for service from elected officials.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

It would enhance both since it is missing component now. Greater coordination of the many players involved in such cases, better outcomes, and better service to elected officials who would have a single point of contact.

New Challenge Two: Administrative Penalty Orders

What is driving the issue? Why is addressing this new challenge important?

- The need to deal with penalties for violations by business operators in a timely way

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- It enhances our ability to enforce more effectively. Implementation of APO's will allow us a new tool to address violators that we currently do not have.

New Challenge Four: Long term funding is needed for the Lead Hazard Control program to eradicate Childhood Lead Poisoning and to meet the goal of a Lead Safe Minneapolis by 2010.

What is driving the issue? Why is this issue important?

- The City and its partners have a goal of ending Childhood Lead Poisoning by 2010. Childhood Lead Poisoning is completely preventable however in some Minneapolis Neighborhoods 25% of the children have elevated blood lead levels. Childhood lead poisoning can decrease intelligence, cause significant behavior problems, and increase violence and criminal activity and damage major organs. City Staff and partners have established a workable plan to make Minneapolis The Lead Hazard Control program is primarily grant funded including staff. The current grant funding for lead activities and staff will end in 2003. The program needs stable funding at minimum for staff and mandated activities.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- With out additional funding for staff and program, our ability to address the number one child environmental health threat, meet state mandated activity levels, and prevent condemnation due to lead will be seriously compromised. A Long Term Lead Funding Work Group with partners from MCDA, MPHA, Health and Family Support, and the Lead Program has been established. This group has developed a report, Healthy Homes, Healthy Families, Healthy Communities, which identifies the roles of government, community and residents. This document was presented to PS&RS and Health and Human Service Committees. Per the Committees' recommendations we will seek a greater financial partnership with the County in responding to EBL cases and including lead hazard control in the Affordable Housing budget. The report received approval and support from both committees with the adoption of our 4 recommendations. Committee members added a 5th recommendation. They are as follows:
 - Increase the General Fund Lead program appropriation by \$250,000 to fully meet operational costs and ensure program continuity when current federal funds are no longer available in 2003.
 - Initiate federal. State and county lobbying efforts to generate additional resources from a renewed intergovernmental commitment to Childhood Lead Poisoning Prevention.
 - Support bonding, tax incentives and / or other financial tools as vehicles to encourage extensive rehabilitation and abatement
 - Implement the recommendations of the Comprehensive Lead Plan report, including the development of a Lead Network, which will result in greater resources focused on lead control activities in the City.
 - Include long term funding requests and strategies in the Priorities process.

New Challenge Five: New Animal Shelter

What is driving the issue? Why is this issue important?

- The current animal shelter is an old, inefficient and decrepit facility that requires replacement by the construction of a new facility. This action has been delayed for years by issues regarding the appropriate siting, and the unavailability of land in a competitive growth economy. The delays have increased the cost of a new facility beyond the current allocated budget. Additional monies must be procured to successfully complete the replacement of the shelter. The current shelter is inadequate to meet the needs of the program. There is insufficient space for the animals and the work environment

is unsuitable for the staff. Other adoption programs show a reluctance to take our animals since the threat of disease spread is ever present in the inadequate current facility. The need is immediate due to the deteriorating condition of the current aging facility.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- An interdepartmental team (Animal Control, MCDA, PW) has been formed to address the persistent obstacles that have plagued this initiative, and act as an advocate. Animal control has exponentially become a livability issue within the City, and increased expectations of service cannot be achieved until a functional facility has been built.

New Challenge Six: Properly positioning the Convention Center for post-opening operations.

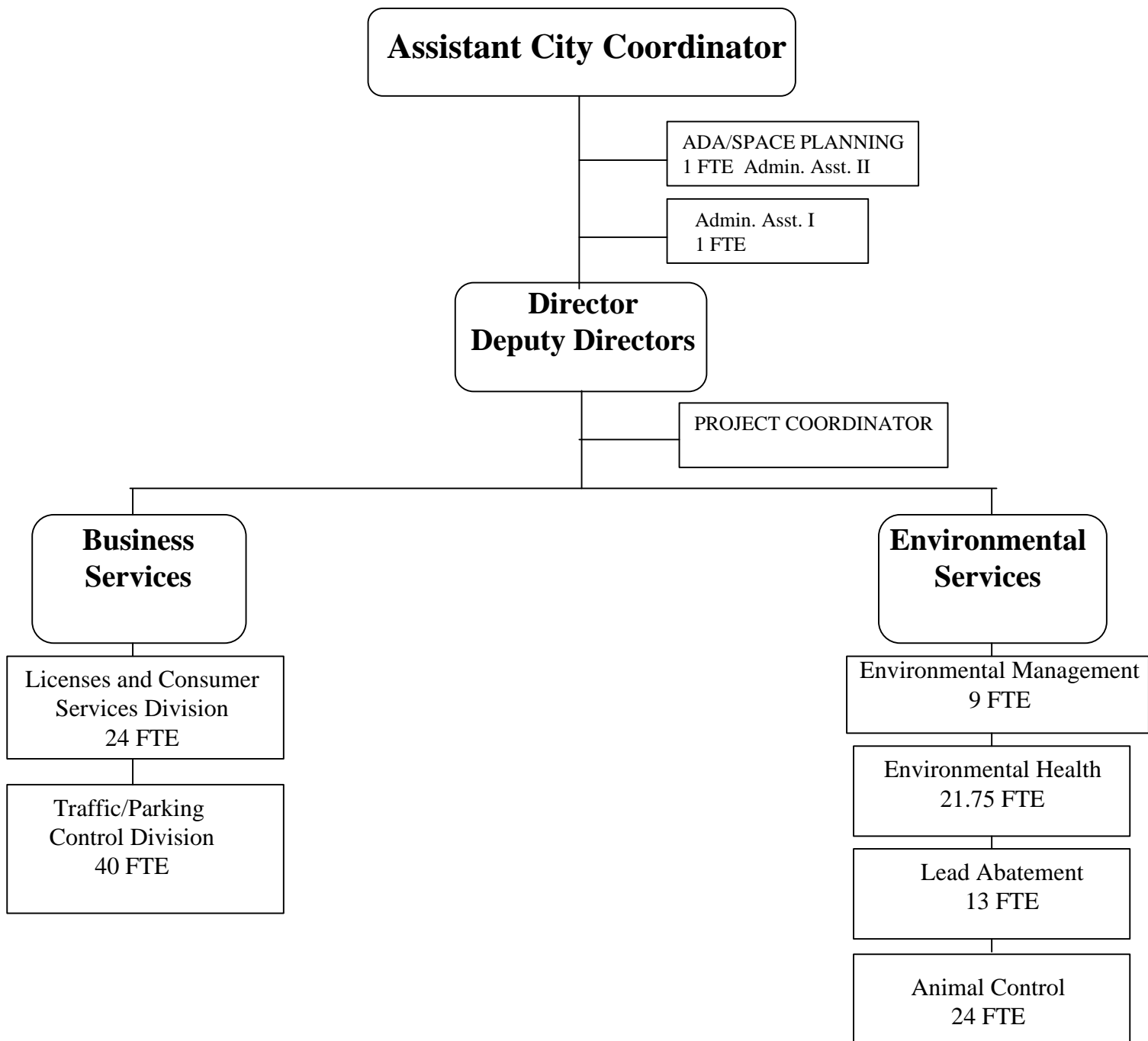
What is driving the issue?

- The pending completion of the Minneapolis Convention Center Expansion.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

- Development of Grand Opening including budget. Preparation of new Marketing Materials in Conjunction with the Greater Minneapolis Convention and Visitors Association.
- Transitioning our focus from the internal defined issues of opening the facility to reviewing external issues and preparing to take full advantage of the expanded center.
- Developing a post-opening Strategic Plan. This challenge is a natural result of our business plan and current expansion activity. It will result in a short term narrowing of our focus and a long-term need to redefine our direction. It should have a strong impact on our future business plans and has limited potential to impact our service activities.

LICENSES DIVISION



LICENSES & CONSUMER SERVICES

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Contractual Services	221,170	192,607	273,569	303,162	10.8%	29,593
Equipment	22,903	10,870	43,384	374,304	762.8%	330,920
Fringe Benefits	335,672	348,183	395,006	446,857	13.1%	51,851
Operating Costs	54,746	71,251	85,022	90,303	6.2%	5,281
Salaries and Wages	1,289,294	1,382,778	1,477,524	1,643,435	11.2%	165,911
Total for Enterprise Funds	1,923,785	2,005,690	2,274,505	2,858,061	25.7%	583,556
General Fund - City						
Contractual Services	495,625	517,224	645,341	719,000	11.4%	73,659
Equipment	37,709	112,695	28,686	28,686	0.0%	0
Fringe Benefits	660,130	638,728	811,680	963,672	18.7%	151,992
Operating Costs	230,127	224,409	189,008	226,181	19.7%	37,173
Salaries and Wages	2,890,259	2,839,396	3,863,245	3,791,717	-1.9%	-71,528
Total for General Fund - City	4,313,849	4,332,452	5,537,960	5,729,256	3.5%	191,296
Special Revenue Funds						
Contractual Services	1,753,809	1,211,196	1,542,344	1,542,344	0.0%	0
Equipment	6,411	11,468	7,316	7,316	0.0%	0
Fringe Benefits	71,174	57,032	78,219	98,941	26.5%	20,722
Operating Costs	47,912	36,613	47,755	47,755	0.0%	0
Salaries and Wages	307,291	272,597	349,260	373,696	7.0%	24,436
Total for Special Revenue Funds	2,186,597	1,588,906	2,024,894	2,070,052	2.2%	45,158
Total for LICENSES & CONSUMER SERVICES	8,424,231	7,927,047	9,837,359	10,657,369	8.3%	820,010

LICENSES & CONSUMER SERVICES

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	0	-1,559	0	0	0.0%	0
Charges for Service	26,438	30,761	0	0	0.0%	0
Other Misc Revenues	8,551	3,536	0	0	0.0%	0
Total for Enterprise Funds	34,989	32,737	0	0		0
General Fund - City						
Charges for Sales	657	419	600	600	0.0%	0
Charges for Service	249,062	258,495	275,600	390,600	41.7%	115,000
Contributions	45	55	0	0	0.0%	0
Fines and Forfeits	3,131,216	3,758,562	4,325,000	3,915,000	-9.5%	-410,000
Licenses and Permits	3,454,283	3,542,558	4,740,500	5,048,500	6.5%	308,000
Local Government	31,888	33,480	33,000	33,000	0.0%	0
Other Misc Revenues	1,214	14,154	22,000	22,000	0.0%	0
Rents	23,720	6,513	25,000	0	-100.0%	-25,000
Total for General Fund - City	6,892,084	7,614,235	9,421,700	9,409,700	-0.1%	-12,000
Special Revenue Funds						
Charges for Service	6,342	35,568	0	108,000	0.0%	108,000
Federal Government	1,873,093	1,583,578	2,024,490	1,200,000	-40.7%	-824,490
State Government	7,359	12,641	0	7,600	0.0%	7,600
Total for Special Revenue Funds	1,886,794	1,631,787	2,024,490	1,315,600	-35.0%	-708,890
Total for LICENSES & CONSUMER SERVICES	8,813,867	9,278,759	11,446,190	10,725,300	-6.3%	-720,890

LICENSES & CONSUMER SERVICES

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ANIMAL CONTROL						
General Fund - City						
Contractual Services	193,120	175,959	160,119	165,526	3.4%	5,407
Equipment	8,602	4,345	12,866	12,866	0.0%	0
Fringe Benefits	156,206	148,124	177,153	201,809	13.9%	24,656
Operating Costs	69,832	64,563	42,530	65,829	54.8%	23,299
Salaries and Wages	658,662	654,509	801,373	841,259	5.0%	39,886
Total for General Fund - City	1,086,422	1,047,500	1,194,041	1,287,289	7.8%	93,248
Total for ANIMAL CONTROL	1,086,422	1,047,500	1,194,041	1,287,289	7.8%	93,248
CNAP - SPACE PLANNING						
General Fund - City						
Contractual Services	15,592	3,743	26,047	26,047	0.0%	0
Equipment	1,624	5,909	500	500	0.0%	0
Fringe Benefits	9,888	10,117	11,855	12,228	3.1%	373
Operating Costs	1,081	4,364	5,661	5,912	4.4%	251
Salaries and Wages	53,376	56,634	52,649	57,868	9.9%	5,219
Total for General Fund - City	81,561	80,767	96,712	102,555	6.0%	5,843
Total for CNAP - SPACE PLANNING	81,561	80,767	96,712	102,555	6.0%	5,843
ENVIRONMENTAL SERVICES						
General Fund - City						
Contractual Services	0	0	77,335	83,956	8.6%	6,621
Equipment	0	0	6,100	6,100	0.0%	0
Fringe Benefits	0	0	92,461	98,083	6.1%	5,622
Operating Costs	0	0	11,500	11,500	0.0%	0
Salaries and Wages	0	0	438,919	481,559	9.7%	42,640
Total for General Fund - City	0	0	626,315	681,198	8.8%	54,883
Total for ENVIRONMENTAL SERVICES	0	0	626,315	681,198	8.8%	54,883
FOOD						
General Fund - City						
Contractual Services	101,928	117,829	123,077	179,872	46.1%	56,795
Equipment	15,171	6,206	2,668	2,668	0.0%	0
Fringe Benefits	205,970	194,301	222,430	289,018	29.9%	66,588
Operating Costs	54,742	82,260	61,426	68,500	11.5%	7,074
Salaries and Wages	876,269	807,641	1,121,929	1,045,037	-6.9%	-76,892
Total for General Fund - City	1,254,080	1,208,237	1,531,530	1,585,095	3.5%	53,565
Total for FOOD	1,254,080	1,208,237	1,531,530	1,585,095	3.5%	53,565
LEAD CONTROL - HUD PROJECT						
Special Revenue Funds						
Contractual Services	1,736,048	1,028,368	1,542,344	1,542,344	0.0%	0
Equipment	6,411	10,455	7,316	7,316	0.0%	0

LICENSES & CONSUMER SERVICES

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
LEAD CONTROL - HUD PROJECT						
Special Revenue Funds						
Fringe Benefits	68,782	54,910	0	0	0.0%	0
Operating Costs	40,161	35,422	47,755	47,755	0.0%	0
Salaries and Wages	285,153	263,731	0	0	0.0%	0
Total for Special Revenue Funds	2,136,555	1,392,887	1,597,415	1,597,415	0.0%	0
Total for LEAD CONTROL - HUD PROJECT	2,136,555	1,392,887	1,597,415	1,597,415	0.0%	0
LEAD PROGRAM						
General Fund - City						
Contractual Services	62,074	77,456	18,179	28,015	54.1%	9,836
Equipment	0	6,520	0	0	0.0%	0
Fringe Benefits	36,437	45,794	37,231	53,824	44.6%	16,593
Operating Costs	13,539	25,517	9,920	11,433	15.3%	1,513
Salaries and Wages	119,428	170,551	122,816	207,139	68.7%	84,323
Total for General Fund - City	231,479	325,837	188,146	300,411	59.7%	112,265
Special Revenue Funds						
Contractual Services	17,761	182,828	0	0	0.0%	0
Equipment	0	1,012	0	0	0.0%	0
Fringe Benefits	2,392	2,122	78,219	98,941	26.5%	20,722
Operating Costs	7,751	1,191	0	0	0.0%	0
Salaries and Wages	22,138	8,866	349,260	373,696	7.0%	24,436
Total for Special Revenue Funds	50,042	196,019	427,479	472,637	10.6%	45,158
Total for LEAD PROGRAM	281,521	521,856	615,625	773,048	25.6%	157,423
LICENSES & CONS SVC-ADMIN						
General Fund - City						
Contractual Services	122,910	142,238	240,584	235,584	-2.1%	-5,000
Equipment	12,312	89,715	6,552	6,552	0.0%	0
Fringe Benefits	251,629	240,392	270,550	308,710	14.1%	38,160
Operating Costs	90,932	47,705	57,971	63,007	8.7%	5,036
Salaries and Wages	1,182,524	1,150,060	1,270,559	1,158,855	-8.8%	-111,704
Total for General Fund - City	1,660,307	1,670,111	1,846,216	1,772,708	-4.0%	-73,508
Total for LICENSES & CONS SVC-ADMIN	1,660,307	1,670,111	1,846,216	1,772,708	-4.0%	-73,508
PARKING & TRAFFIC CONTROL						
Enterprise Funds						
Contractual Services	221,170	192,607	273,569	303,162	10.8%	29,593
Equipment	22,903	10,870	43,384	374,304	762.8%	330,920
Fringe Benefits	335,672	348,183	395,006	446,857	13.1%	51,851
Operating Costs	54,746	71,251	85,022	90,303	6.2%	5,281
Salaries and Wages	1,289,294	1,382,778	1,477,524	1,643,435	11.2%	165,911
Total for Enterprise Funds	1,923,785	2,005,690	2,274,505	2,858,061	25.7%	583,556

LICENSES & CONSUMER SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>PARKING & TRAFFIC CONTROL</i>						
General Fund - City						
Salaries and Wages	0	0	55,000	0	-100.0%	-55,000
<i>Total for General Fund - City</i>	0	0	55,000	0	-100.0%	-55,000
<i>Total for PARKING & TRAFFIC CONTROL</i>	1,923,785	2,005,690	2,329,505	2,858,061	22.7%	528,556
Total for LICENSES & CONSUMER SERVICES	8,424,231	7,927,047	9,837,359	10,657,369	8.3%	820,010

LICENSES AND CONSUMER SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002 Final	Change 2001 to 2002
FTE's by Division:						
Administration	24.00	24.00	24.00	24.00		-
Parking and Traffic Control	37.00	37.00	38.00	42.00	10.5%	4.00
CNAP - Space Planning	1.00	1.00	1.00	1.00		-
Environmental Health	34.25	34.25	34.25	34.25		-
Animal Control	20.00	20.00	21.00	21.00		-
Environmental Services	-	-	9.00	9.00		-
FTE's	116.25	116.25	127.25	131.25	3.1%	4.00

Explanation of changes from 2001 to 2002 budget:

- Revenue for Fines and Forfeits has been reduced to reflect more traffic control assignments resulting in fewer citations issued; current spending levels are less than authorized as strategic hiring positions are not being filled.
- Budgeted revenue is adjusted to reflect actual revenue levels.
- During 2001, personnel expense increased by 4.0 FTEs, plus an increase in equipment expense, in the Parking and Traffic Control division, as the result of an appropriation for the Right of Way Obstruction fee program in affiliation with the Public Works Department.
- The operating expense budget was increased for Animal Control and Environmental Health to maintain requirement standards in education, communications, and supplies.
- The adopted budget includes an additional \$400,000 revenue as a target strategy, based on increases for animal control neuter fees, animal license fees, tobacco license fees, reinspection fees for all licenses, and fee structure and technology-based service level enhancements.
- The adopted budget provides for Parking and Traffic Control to replace its existing ticketwriter hardware and software as a one-time non-general fund capital expense and on-going service expense for a total of \$300,000.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut for which License Department's pro-rated amount is \$132,000.

FIRE DEPARTMENT

MISSION STATEMENT

To provide the City of Minneapolis with a highly qualified diverse workforce that have the skills, knowledge and ability to provide professional fire, medical and other specialized emergency services for the people who live, work and play in Minneapolis at the highest level within the resources available.

BUSINESSES

The purposes of the Minneapolis Fire Department are to:

Prevent or safely minimize the loss of life and property due to emergency events

Keep the city safe for the people who live, work and play in Minneapolis

Both of these primary businesses relate to the city's first goal: *Increase safety and confidence in the City of Minneapolis through effective and efficient law enforcement and prosecution, and criminal justice system reform.*

Our mission and core businesses are directly tied to public safety and the perception of the city as a safe place to live, work and play. We want our customers to feel that the Fire Department is involved with the community by increasing our presence at community events and other venues throughout the city.

Customers served by these businesses:

Our customers are all the people who live, work and play in Minneapolis.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
Prevent or safely minimize the loss of life and property due to emergency events.	
1. Provide effective response to emergency events. (Duty Deputy and Chief Dewall)	<ul style="list-style-type: none">• % of occurrences where response time is less than 5 minutes to emergency events.• % of structure fires held to the room of origin.• Decrease the number of structure fires.• Decrease the number of automobile fires.• % of sworn personnel maintaining required certifications.

2. Provide fire prevention inspections and enforce the Fire Code. (Chief Deegan)	<ul style="list-style-type: none"> • Number of vacant/boarded buildings inspected for safety and security of the Public (2000 - 14,774) • % of all commercial property in the city inspected annually. • % of all hazardous materials occupancies inspected annually. • % of all structure fires where a cause is determined. • % of all Minneapolis residences where fire prevention literature is delivered each year.
Keep the city safe for the people who live, work and play in Minneapolis.	
3.Prepare the city for major emergency events and weapons of mass destruction. (Turner)	<ul style="list-style-type: none"> • Successful completion of a disaster simulation exercise. • % of participants who report satisfaction with the simulation exercise as a means of preparing for large emergencies. • Dollar amount of funding from outside sources to acquire equipment and supplies for effective disaster response.
4. Provide fire education programs and safety information to the public. (Campbell)	<ul style="list-style-type: none"> • Number of community events with a Fire presence. (2000 – 227) • Number of students that are provided fire education • Number of adults that are provided fire education.

CHALLENGES

CHALLENGE 1: Redeployment of resources to meet the changing calls for service and to respond more effectively and efficiently to emergency events throughout the city by meeting the standards set forth in N.F.P.A 1710.

Strategies:

The current delivery of service plan for the Minneapolis Fire Department was set up in 1939. We have started to re-deploy resources to meet the changes in demand for service downtown by closing Station 10 and moving more resources into Station 6.

Managing Bell Curve Staffing to best utilize our personnel resources will be fine tuned in 2002 after achieving full staffing in the stations in 2001. We are currently studying how our personnel resources are deployed throughout the city as part of our Accreditation work. In comparison to cities across the country, we have a high ratio of engines to ladder companies.

In addition, the National Fire Protection Association has passed a new standard that addresses staffing of fire apparatus and emergency response time. Our goal is to come into compliance with this new standard by the end of 2002 based on the results of our accreditation efforts.

Our 10-year plan includes relocation of stations in North and Northeast Minneapolis. This will allow us to respond to emergency events in these areas quicker and with the appropriate resources. We will need funding for this effort over the next 8 years.

Progress:

We have closed one fire station Downtown. We have hired enough people this year to reach full staffing by the end of 2001. We are currently developing plans to meet new National Fire Protection Association staffing and response standards. Current staffing levels need to be maintained in order to be able to meet these new standards.

CHALLENGE 2: Obtain accreditation by the Commission on Fire Accreditation International.

Strategies:

We have started an 18-month effort to benchmark our Fire Department against a set of nationally accepted performance measures for accredited Fire Departments. The results of this study will form the basis for our work plan for the next five years. We will look at “best practices” from across the country in over 250 different professional competencies.

Firefighters of all ranks have volunteered to help in this effort. This self- assessment program will allow us to more effectively compete for Federal grants in the future.

Where weaknesses and opportunities for improvement are identified in this process, we will develop strategies and commit available resources in an effort to be even more effective and efficient in our service delivery.

Progress:

We will be able to set new goals and determine progress after the 18-month benchmark study is complete in 2002.

CHALLENGE 3: Over the past three years, we have hired and trained 170 new firefighters. Our next training challenge is to develop skill sets for newly promoted fire personnel. The Fire Department has promoted 11 new Battalion Chiefs, 57 new Captains and 56 new Fire Motor Operators over the past two years. Training the veteran forces in specialized skills such as High angle, Below grade and Hazardous Materials response has become more important to meet new risks associated with terrorism and mass casualty events.

Strategies:

Because there have been only a few weeks over the past 2½ years where there have been no Cadets in training, we have fallen behind in ongoing training for the veteran forces. We need to focus our training staff on these training needs as soon as we can reach full staffing. Our goal is to reach full staffing by the end of 2001 and then hire only enough new firefighters each January to replace those who retire each year. This new training will include Tactics, Interpersonal Dynamics, Professionalism and Emergency Preparedness.

Progress:

Our plan is to devote most of our training resources in 2002 to professional development for current employees. We should be able to reduce the number of new Cadet firefighters hired in 2002 based on reaching full staffing by November 2001.

CHALLENGE 4: Develop Information Management Systems that allow us to:

Strategies:

- a. Report emergency calls to the National Fire Incident Reporting System at the United States Fire Administration. This reporting capability is necessary to compete for federal grants and to become accredited by the Commission on Fire Accreditation International.
- b. Manage Fire Prevention Inspections and other efforts of the Fire Prevention Bureau. We currently have no records management system to manage fire prevention efforts.
- c. Manage Fire Department specific training records to meet OSHA and EMT requirements. We currently have no system to track training records for firefighters.

Progress:

These three information management initiatives are competing for funding with other efforts throughout the enterprise. Our challenge is to communicate the necessity of these systems to achieving our overall Fire Department mission and to develop strategic plans for the future.

CHALLENGE 5: Enhance recruiting efforts in the community for the Fire Cadet Program to maintain the diversity of the department and insure that our workforce mirrors the community we serve. Create ongoing opportunities for succession planning.

Strategies:

We have enjoyed great progress over the past few years in meeting our diversity goals. Our department continues to become more diverse at both entry-level firefighters as well in the promotional ranks. We need to insure that this success continues by actively recruiting in our community for the Fire Cadet program.

All firefighters will become more involved in public relations efforts in 2002. We are developing a translation guide for use at emergency medical scenes as our community expands with new arrivals. This effort will allow us to provide better customer service for people who do not speak English as their primary language.

Progress:

We have reassigned two Fire Captains to fire education and recruiting duty in the schools. The Cultural Awareness Committee will work to fine tune the hiring process over the next year. Firefighters who speak Spanish are currently teaching classes to 62 other firefighters in order to provide better customer service to the Spanish speaking community.

CHALLENGE 6: Build upon current collaborative efforts with other City departments and outside agencies to leverage available resources and avoid duplication of effort.

Strategies:

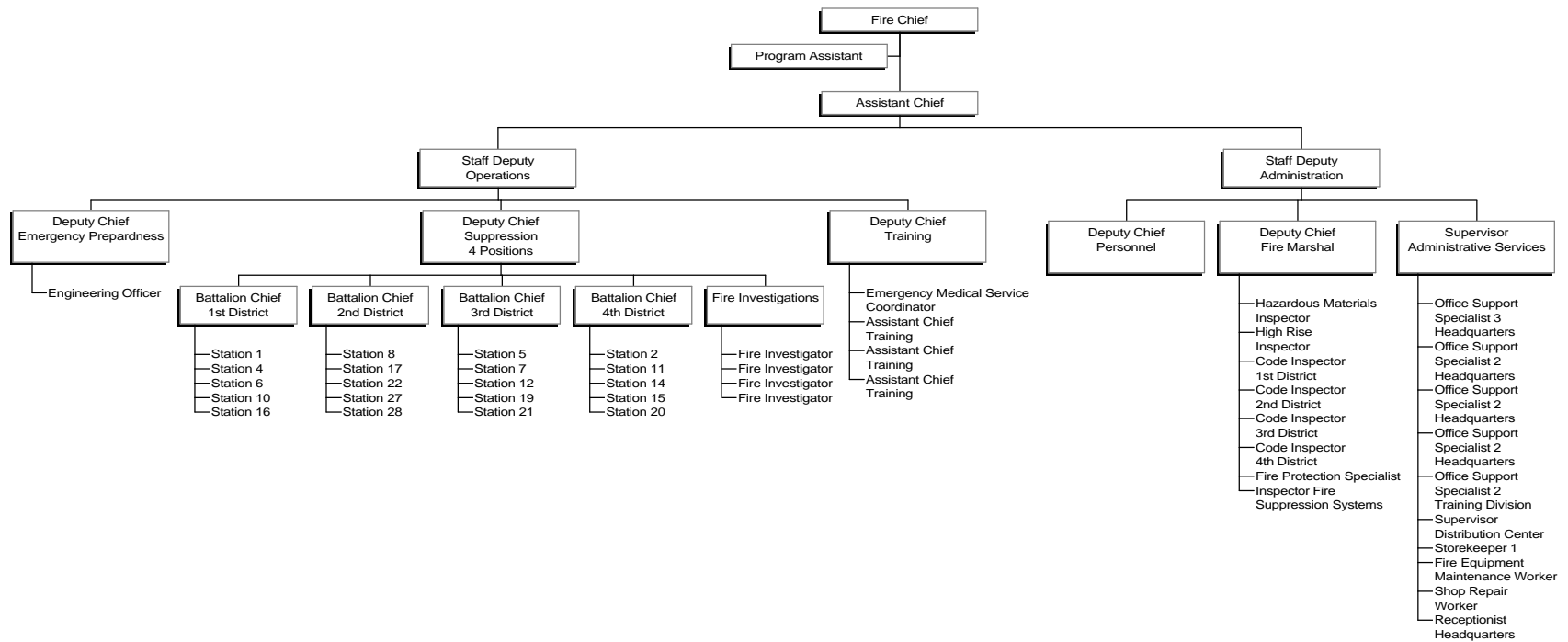
The Fire Department will host an Emergency Preparedness Training Exercise with Department Heads and other leaders from across the city in Maryland during March 2002. This exercise will test our ability to effectively respond to large-scale emergency events. In addition, the Fire Department will work on the following:

- ? Police Department – Work together at emergency incidents, cross training and emergency pre-planning for large-scale events.
- ? Public Works – The upkeep of our Fire Stations and Fire Vehicles, as well as an adequate water supply at fires. Provisions for equipment and materials delivered to hazardous materials spills on City streets.
- ? Human Resources – Help us recruit, hire and maintain a highly qualified, diverse workforce.
- ? Inspections/Regulatory Services – Collaborative citywide proactive inspection program and permit fee program. Explore opportunities to share resources.
- ? Health Department – Work on programs that affect the health of new arrivals at fire and emergency medical incidents. Develop strategies to address language barriers.
- ? City Attorney's Office – Defend against various lawsuits. Provide discrimination training for Fire Department employees. Provide support for effective enforcement of the Uniform Fire Code.

ITS – Implementation of a complete fire records management system that includes the ability to meet the needs outlined in Challenge 4.

Minneapolis Fire Department

2002 Organizational Chart



FIRE DEPARTMENT Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	2,888,220	2,855,902	4,071,006	5,135,554	26.1%	1,064,548
Equipment	136,592	90,200	325,232	313,232	-3.7%	-12,000
Fringe Benefits	6,356,606	6,551,673	6,679,574	7,198,837	7.8%	519,263
Operating Costs	1,440,732	1,630,419	1,526,440	1,724,379	13.0%	197,939
Salaries and Wages	26,097,160	26,710,127	26,327,690	27,262,034	3.5%	934,344
Total for General Fund - City	36,919,311	37,838,321	38,929,942	41,634,036	6.9%	2,704,094
Special Revenue Funds						
Contractual Services	0	37	0	0	0.0%	0
Equipment	0	25,786	0	700,000	0.0%	700,000
Fringe Benefits	4,952	0	0	0	0.0%	0
Operating Costs	2,564	3,242	0	3,250	0.0%	3,250
Salaries and Wages	20,281	0	0	0	0.0%	0
Total for Special Revenue Funds	27,797	29,065	0	703,250		703,250
Total for FIRE DEPARTMENT	36,947,107	37,867,385	38,929,942	42,337,286	8.8%	3,407,344

FIRE DEPARTMENT Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	215,114	177,725	170,000	177,130	4.2%	7,130
Charges for Service	44,951	31,084	35,000	40,000	14.3%	5,000
Licenses and Permits	84,875	232,723	62,000	220,000	254.8%	158,000
Other Misc Revenues	898	970	0	100,500	0.0%	100,500
State Government	1,250,000	1,133,000	1,133,000	1,133,000	0.0%	0
Total for General Fund - City	1,595,838	1,575,502	1,400,000	1,670,630	19.3%	270,630
Special Revenue Funds						
Contributions	2,564	0	0	0	0.0%	0
Federal Government	25,233	29,065	3,250	703,250	21,538.5%	700,000
Total for Special Revenue Funds	27,797	29,065	3,250	703,250	21,538.5%	700,000
Total for FIRE DEPARTMENT	1,623,635	1,604,566	1,403,250	2,373,880	69.2%	970,630

FIRE DEPARTMENT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
General Fund - City						
Contractual Services	173,646	1,382,575	240,801	240,801	0.0%	0
Equipment	25,348	39,918	29,400	29,400	0.0%	0
Fringe Benefits	208,094	238,103	260,254	336,438	29.3%	76,184
Operating Costs	428,800	445,033	207,355	196,170	-5.4%	-11,185
Salaries and Wages	991,467	1,188,480	1,256,868	644,505	-48.7%	-612,363
Total for General Fund - City	1,827,356	3,294,109	1,994,678	1,447,314	-27.4%	-547,364
Total for ADMINISTRATION	1,827,356	3,294,109	1,994,678	1,447,314	-27.4%	-547,364
EMERGENCY PREPAREDNESS						
General Fund - City						
Contractual Services	22,351	17,464	17,450	17,450	0.0%	0
Equipment	37,500	27,583	54,732	54,732	0.0%	0
Fringe Benefits	28,710	23,191	22,940	19,874	-13.4%	-3,066
Operating Costs	6,545	4,191	4,462	3,735	-16.3%	-727
Salaries and Wages	107,883	104,559	104,550	88,927	-14.9%	-15,623
Total for General Fund - City	202,989	176,989	204,134	184,718	-9.5%	-19,416
Special Revenue Funds						
Contractual Services	0	37	0	0	0.0%	0
Equipment	0	25,786	0	0	0.0%	0
Fringe Benefits	4,952	0	0	0	0.0%	0
Operating Costs	0	3,242	0	0	0.0%	0
Salaries and Wages	20,281	0	0	0	0.0%	0
Total for Special Revenue Funds	25,233	29,065	0	0		0
Total for EMERGENCY PREPAREDNESS	228,222	206,054	204,134	184,718	-9.5%	-19,416
FIRE PREVENTION						
General Fund - City						
Contractual Services	55,678	43,270	52,317	52,317	0.0%	0
Equipment	0	0	1,500	1,500	0.0%	0
Fringe Benefits	233,191	194,994	212,004	296,109	39.7%	84,105
Operating Costs	17,488	16,839	30,792	21,285	-30.9%	-9,507
Salaries and Wages	946,551	932,750	944,396	1,224,094	29.6%	279,698
Total for General Fund - City	1,252,908	1,187,853	1,241,009	1,595,305	28.5%	354,296
Total for FIRE PREVENTION	1,252,908	1,187,853	1,241,009	1,595,305	28.5%	354,296
FIRE SUPPRESSION AND EMS						
General Fund - City						
Contractual Services	2,636,545	1,412,593	3,760,438	4,824,986	28.3%	1,064,548
Equipment	73,744	22,698	239,600	227,600	-5.0%	-12,000
Fringe Benefits	5,886,611	6,095,385	6,184,376	6,546,416	5.9%	362,040
Operating Costs	987,899	1,164,356	1,283,831	1,503,189	17.1%	219,358

FIRE DEPARTMENT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FIRE SUPPRESSION AND EMS</i>						
General Fund - City						
Salaries and Wages	24,051,258	24,484,338	24,021,876	25,304,508	5.3%	1,282,632
<i>Total for General Fund - City</i>	33,636,057	33,179,369	35,490,121	38,406,699	8.2%	2,916,578
Special Revenue Funds						
Equipment	0	0	0	700,000	0.0%	700,000
Operating Costs	2,564	0	0	3,250	0.0%	3,250
<i>Total for Special Revenue Funds</i>	2,564	0	0	703,250		703,250
<i>Total for FIRE SUPPRESSION AND EMS</i>	33,638,621	33,179,369	35,490,121	39,109,949	10.2%	3,619,828
Total for FIRE DEPARTMENT	36,947,107	37,867,385	38,929,942	42,337,286	8.8%	3,407,344

FIRE DEPARTMENT
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2000 to 2001	Change 2000 to 2001
<i>FTE's by Division:</i>						
Administration	17.00	19.00	21.00	20.50	-2.4%	(0.50)
Fire Suppression & Emergency Services	449.00	457.00	444.00	444.00		-
Fire Prevention	15.50	15.50	16.50	16.50		-
Emergency Preparedness	1.50	1.50	1.50	1.50		-
FTE's	483.00	493.00	483.00	482.50	-0.1%	(0.50)

Explanation of Changes 2001 to 2002 Budget:

- Fire equipment rent was increased \$1,023,750 as part of the Equipment Services Workout Plan.
- Increase in salaries and wages are due to settlement of Fire Chiefs labor agreement and effect of Firefighters labor agreement.
- The target strategy calls for a 0.5 FTE reduction in administration, and an increased effort in capturing hazardous material permit fees and fire watch revenues.
- FEMA has awarded a \$700,000 grant for self-contained breathing apparatus replacement. This award saves the City what it would have had to pay to replace the existing equipment in 2002.
- An additional \$972,000 cut to Fire's General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

MINNEAPOLIS DEPARTMENT OF HEALTH & FAMILY SUPPORT

MISSION STATEMENT

To strengthen Minneapolis families by working with stakeholders to build linkages to existing services, to develop policy and advocacy strategies to support these communities, and to manage service contracts in a manner consistent with the Mayor and the Council.

BUSINESSES

The departments businesses are:

Direct Services:

Deliver direct health related services to City and Community enterprises and residents – Public Health Laboratory and School Based clinics.

Customers include city residents- in particular new arrivals and adolescents, the environmental health division, the Minneapolis Park and Recreation Board, Minneapolis school personnel, area pediatric clinics, the Minneapolis Police Department and other area law enforcement organizations.

Community Initiatives, Research, Partnerships and Special Projects:

Work with community partners to define and address issues that support the City's capital, families, children and broader human capital development.

Customers include community organizations, public and private partners in the health care and human services delivery system, local and state elected officials and other policy makers, the Minneapolis Public Schools, residents and high-risk populations.

Manage the Workforce Development Systems:

Administer grant funded employment and training dollars in a manner that is consistent with local emerging growth industries and attentive to the workforce development needs of youth, the unemployed and underemployed.

Customers include area employers, economically disadvantaged, under or unemployed residents, dislocated workers, youth preparing for entry into the workforce and community based organizations.

Oversee Community Agency Contracts Supporting Healthy Communities:

Oversee contracts with public and not for profit organizations that support a healthier community.

Customers include families, individuals and children needing health care, training, jobs or support services and, community interest groups.

Internal services supporting department and community efforts:

Develop quality assurance models and support for contracted services and public health initiatives.

Customers include contracting organizations, residents served by contracted services, and through the efficient utilization of resources, taxpayers, elected officials and policy makers.

The businesses are relevant to City Goals in that they all are operated in a manner that supports an effective and efficient city government. This is accomplished by supporting other City departments and community partners and by offering well-managed non-duplicative services. Most activities are directly targeted to strengthening opportunities for all residents, including children, to participate in the economic and civic life of the City. With the exception of the laboratory that primarily serves other City departments, the primary customers are the residents of the City of Minneapolis who are the consumers of services funded and the beneficiaries of sound policy development.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
DIRECT SERVICES	
1.1 Public Health Laboratory Services	<ul style="list-style-type: none">• Performed over 95,000 tests and generated \$583,000. Recovery of 90% of costs.• Developed communication and marketing tools.• Selected as prime lab contractor by SE Metro Drug Task Force
1.2 School-Based Clinics and school health services	<ul style="list-style-type: none">• Built capacity to generate revenue by billing third party payers for services.• Developed a business model for improved analysis of finances and services.
1.3 Advocacy Services	<ul style="list-style-type: none">• Services over 12,000 individual tenant and landlord requests for information.• Provide over 5,200 low income residents with tax assistance.• More than 600 American Indian residents were served through the American Indian Advocacy Office.• Over 13,000 residents were service by the Senior Ombudsman's Office
1.4 Public Policy Advocacy	<ul style="list-style-type: none">• Implemented legislative agenda including successful efforts to increase home visiting and at-risk youth funding.• Completed report on firearm injury and deaths• Collaborated on development of recommendations for action on New Arrivals, Lead Hazard Control, Binge Drinking, Youth Access to Alcohol, and Teen Pregnancy Prevention Programs.

Community Initiatives, Research, Partnerships and Special Projects	
2.1 Ongoing Surveillance	<ul style="list-style-type: none"> Completed CHAMP data collection Completed Minority Health Assessment data analysis Developed topical fact sheets to alert the community on pertinent health issues. Contributed vital statistics and contextual interpretations for “State of the City Report”. Began planning with Hennepin County for Shape II –Survey of Adults.
2.2 Policy Oriented research	<ul style="list-style-type: none"> Completed “Binge Drinking in Minneapolis” and disseminated report and recommendations to Police Department and elected officials. Utilized data from Healthy Start and Minority Health Assessment Project to document disparities in health outcomes for minorities. Worked on the survey on perinatal service coordination in Hennepin and Ramsey counties
2.3 Community Leadership: reduce health disparities	Secured grant for Minority Health Assessment Project and developed “Metro Minority Health Assessment Project” partnership. Began to evaluate pertinent data.
2.4. Community partnership: support victims of domestic abuse	<p>Worked with Domestic Abuse Project (DAP) to provide services to victims of domestic violence. Established targeted services toward victims of multiple assaults and for victims where the perpetrator is gone when police arrive.</p> <p>Supported general operational funds to Harriet Tubman shelter to provide service to victims of domestic abuse.</p>
2.5. Community Partnerships: Support adolescent health services	<ul style="list-style-type: none"> Participated in African American Teen Pregnancy Collaborative, Call to Action and Hennepin County Teen Parenting Advisory Committee. These collaboratives target teen pregnancy, STI and other health care issues that affect Minneapolis teens. Expanded the School-Based Clinic Policy Committee to include Metro-wide teen clinics.
2.6 Community Partnerships: Advocate for improved health safety net services	<ul style="list-style-type: none"> Worked with Hennepin County CAP- to help get low-income residents enrolled in health plans and connected with primary care clinics in order to reduce unnecessary emergency room visits. Participated in statewide administrative uniformity committee to advocate for changes in the way confidential services to teens are managed by managed care organizations. Worked with Neighborhood Healthcare Network to create more flexible funding to improve senior services. Worked with Health Plans, providers and communities to improve insurance coverage for children in “Covering All Kids” campaign.

2.7 Community Partnerships: Support youth development strategies	Issued RFP and subsequently developed contracts with organizations to reduce teen pregnancy through the delivery of programming that targeted youth risk behaviors by using youth development strategies. Purchased life-skills curriculum for Minneapolis Public Schools with youth risk endowment funds.
2.8 Community Partnerships: Develop partnerships with the faith community.	Held focus groups with clergy to identify pertinent issues and help develop a vision for framing partnerships. Surveyed area clergy regarding their areas of interest current involvement in health care issues.
2.9 Special Projects: reduce the impact of lead in city housing stock.	<ul style="list-style-type: none"> • Worked with Environmental Health to secure the 2nd Round HUD lead grant. • Worked with community partners to develop comprehensive lead plan. • Developed collaborative goal to eliminate lead poisoning in Minneapolis by 2010. • Formed internal (city) long term lead working group.
2.10 Special Projects: develop partnerships around key public health agendas	<ul style="list-style-type: none"> • Led partnership for Minority Health Assessment Project • Worked with Healthy Learner's Board to launch asthma initiative in Minneapolis Public Schools • Participated in countywide "Leadership Action Group for Children's Mental Health. • Provided support to African American Men's Health Task Force.
Manage the Workforce Development Systems	
3.1 Adult and disadvantaged individuals	<ul style="list-style-type: none"> • Placed over 1,700 individuals in permanent unsubsidized jobs. • Worked with higher education system to develop training programs for counselors.
3.2 Welfare-to-work	Partnered with Hennepin County to serve hard to place MFIP recipients. Implemented major changes in training delivery system. Provided immunizations and assistance with signing up for insurance to more than 2,400 families.
3.3 Youth employment-year around and summer youth programs	Provided summer employment opportunities for over 1,300 Minneapolis teens.
3.4 School-to-Work Program	Initiated an internship program with the Fire Department to increase the number of high school students interested in fire fighting careers.
3.5 Job Cluster development	Implemented industry cluster training in the construction, printing, healthcare and financial services field.

3.6 Dislocated Worker Programs	Implemented a program to serve workers displaced by the Honeywell closing.
Oversee Community Agency Contracts Supporting Healthy Communities	
4.1 Neighborhood Health Care Network	<ul style="list-style-type: none"> Built forum to discuss strategic directions in health by establishing quarterly meetings with NHCN, MVNA and Minneapolis Public Schools. Streamlined data requirements for NHCN contract.
4.2 Partnership with Minneapolis Public Schools	<ul style="list-style-type: none"> Partnered with MPS to acquire life skills curriculum. Realigned strategic partnerships at the Welcome Center Provided over 2000 immunizations Partnered with Children's Defense Fund and Welcome Center in the "Covering Kids" program.
4.3. Healthy Start and improved birth outcomes	Initiated Healthy Start Program, a federally funded, community based effort to provide services to young mothers and children in the African American and American Indian communities.
4.4 Youth risk behaviors – reduce teen pregnancy	<p>Purchased life-skills curriculum for Minneapolis Public Schools with youth risk endowment funds</p> <p>Issued RFP and subsequently developed contracts with organizations to reduce teen pregnancy through the delivery of programming that targeted youth risk behaviors by using youth development strategies.</p>
4.5 Curfew truancy partnership with MPS and MPD	Implemented follow-up strategy at the Curfew Truancy Center to provide more support to truants and their families in order to improve school attendance.
4.6 Violence prevention contracts- Stay Alive	Completed evaluation of Stay Alive program
4.7 Partnership with day care community	Managed contract with GMDCA to operate Minneapolis Renovation Grants Program for child care centers, and to manage the sliding-fee child care subsidy program.
Internal services supporting department and community efforts	
5.1 Contract improvement project	Developed tools for examining contract performance and consistency with City and departmental priorities.
5.2. Grant writing	Secured more than \$1,600,000 in federal, state and foundation grants for employment and training, delinquency prevention, Welcome Center, youth development programs, and research.

5.3 Communications Plan	Developed a communications plan to share department activities and pertinent public health issues with elected officials, partners and the community.
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CHALLENGES

CHALLENGE 1: Address the complex health care delivery system by increasing our capacity to work with consumers, public and private payers and providers. Work with the health care community and develop a vision that assures that the impact that health care policies and practice have on the quality of life of our residents is considered at every turn in discussions around health care reform, financing and new service delivery models. Advocate for better access, fairness in services and health improvements of underserved communities.

Strategies:

Strategies include the reallocation of funds within contracts. Assessment and advocacy were the primary strategies used to address this challenge. The department regularly convenes the organizations with whom it has the largest health related contracts to discuss cross cutting issues. The need for a stronger perinatal system was one focus this year. Contracts were amended to reinforce this priority, and funds were reallocated to promote development of stronger system ties.

The department completed a report on the perinatal system that more clearly defines areas where action is needed in order to improve services to Minneapolis residents. The work plan for the remainder of the year includes working with the Council of Health Plans and neighborhood clinics and hospitals to address issues identified in the report. A new collaborative has also been formed to work with payers to address specific issues related to African American and American Indian pregnant and parenting families.

The department is also working with the Administrative Uniformity Committee that oversees billing and claims forms to address barriers to appropriately reimbursing for adolescent health services while maintaining confidentiality.

Department staff are leaders in a statewide effort, Cover All Kids, which seeks to improve coverage and preventive care for children and youth. The Cover all Kids Coalition included all the major third party payers in the metro area.

Progress:

The department is working with the county to agree on outcome measures that both organizations will use in contracts with common vendors. These include measures of system connection that have been included in one major contract and will be incorporated into an additional contract in 2002. No complete data is available at this time. The advocacy efforts are promising, but no measurable outcomes are available yet.

CHALLENGE 2: Work with current labor force development stakeholders in Minneapolis to assure that the work force needs of residents and employers are met.

Strategies:

Worked with stakeholders to develop the career cluster project. This project seeks to identify training and job placement opportunities for city residents and to develop successful strategies for matching them with industry employers who are experiencing high growth and worker shortages.

Progress:

Progress this year will be determined by examining the number of cluster job training programs developed, the number of participants trained and their retention on the job.

CHALLENGE 3: Defining the role of the Department of Health and Family Support in addressing the impacts of violence in our community. Should MDHFS function as a catalyst, provide direct services, or promote education?

Strategies:

- MDHFS has convened groups of stakeholders to discuss action steps to be developed to address violence in the community.
- MDHFS will continue to evaluate the Stay Alive Program and to examine the impact of firearms on our community.
- MDHFS will work with IGR to support legislative initiatives that address handgun availability.

Progress:

- The development evaluation of Stay Alive for this coming summer is underway.
- MDHFS has had preliminary discussions with the Minneapolis Park and Recreation Board regarding the possibility of moving Stay Alive to the MPRB.
- MDHFS has supported the City legislative agenda.

CHALLENGE 4: To reduce the health disparities that exist in communities of color by working with other stakeholders to examine and identify where the disparities exist and then to develop strategies and action steps that address these conditions.

Strategies:

The primary strategies in this area were assessment, reallocation of funding, community organizing, and advocacy. A major effort completed in 2001 was the Metro Minority Health Assessment that was spearheaded by the department and involved all metro health departments in a first-ever assessment of local health by race and ethnicity. The report generated media attention and supported state level advocacy efforts at the Legislature. Action planning based in the report's findings and recommendations is planned for the remainder of 2001.

A joint survey of health behaviors is being planned with the County for 2002 (SHAPE). Resources will be invested specifically to assure that racial and ethnic group-specific information will be reported. This project requires a financial commitment from the department in both 2001 and 2002.

The Twin Cities Healthy Start project is completing its second year, having served more than 350 women and children. The project is one of the first funded by the Federal Government to address infant mortality in specific racial and ethnic groups. The funds support a community consortium, case management, outreach and education for pregnant couples and young families.

The department has worked with community organizations and providers to develop a coordinated plan to test and treat more Minneapolis youth and young adults for sexually transmitted diseases and has reallocated funds and personnel in order to support this effort.

Progress:

The Minority Health Assessment report is available in print and electronically. Final data for the Healthy Start program is not expected to be available until Fall 2001. The Sexually Transmitted Diseases initiatives are still in the early stages of implementation so no data is available at this time. Future data will include number tested, found positive and treated.

CHALLENGE 5: Providing services to “new arrivals” immigrants and refugees” that face linguistic or cultural barriers to accessing services provided by the department.

Strategies:

Provide leadership to interdepartmental work group to examine opportunities for City departments to serve new arrivals better by developing a long-term plan for providing new arrival services.

Progress:

Secured \$80,000 funding to begin putting together “Office of New Arrivals” and fund the hiring of two interpreters. Donated the time of one MDHFS Health Planning Analyst from mid 2001 through mid 2002 to provide leadership in putting the Office of New Arrivals together, and overall supervision for the project.

NEW CHALLENGES

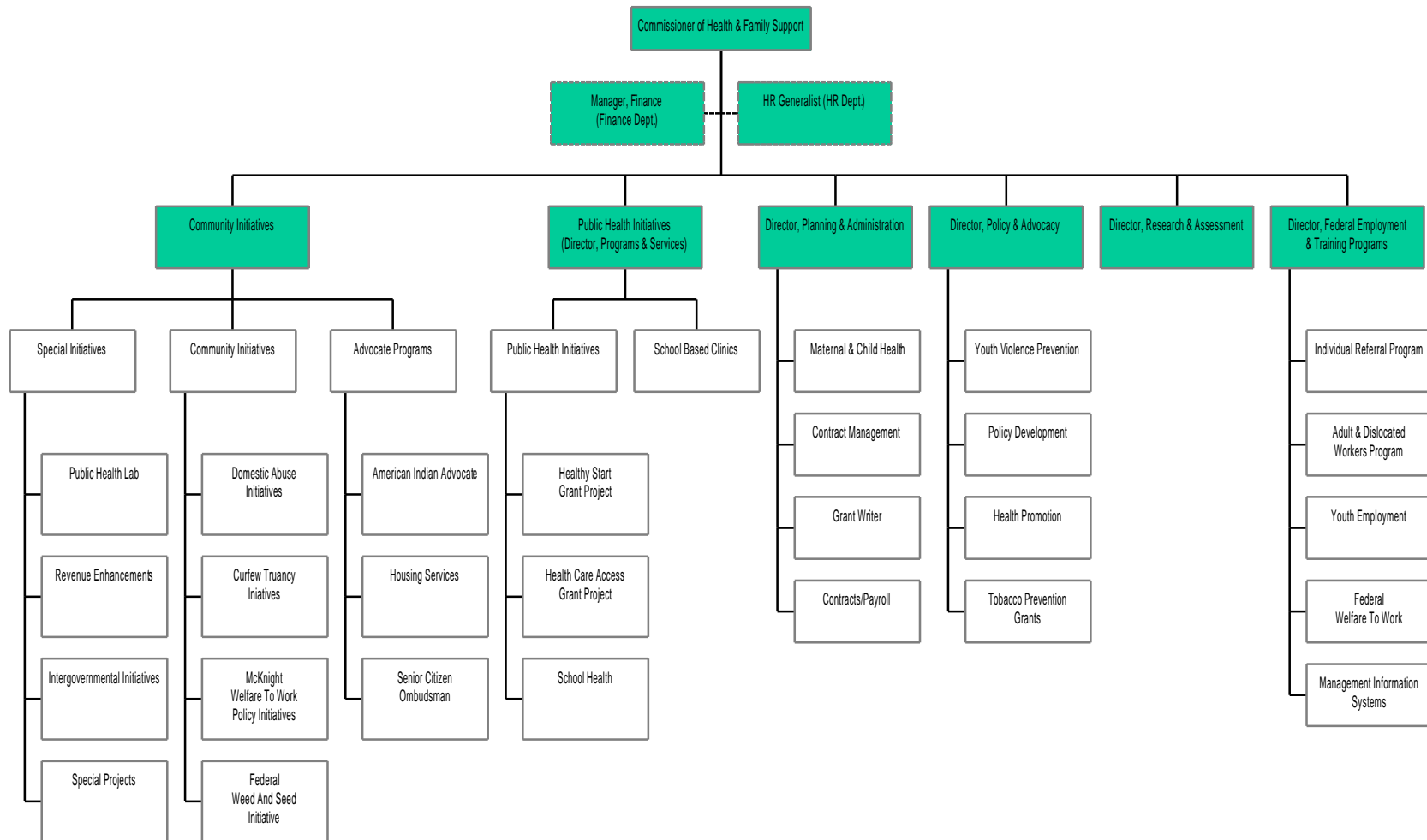
New Challenge One: Work with the Youth Coordinating Board to align youth workforce development activities with best practices in youth development.

New Challenge Two: The department will work within and with community partners to implement recommendations from the Minority Health report. The department will also disseminate and implement next steps identified in a soon to be published Faith-Based Health report, as well as stay abreast of opportunities that may emerge from the federal Faith Based initiative. The department will also expand and strengthen Health Start interventions and begin to develop a sustainability plan for Healthy Start.

New Challenge Three: The department will identify opportunities and implement activities to provide a higher level of service within MDHFS and its contracted services.

Minneapolis Department of Health and Family Support

2002 Organization Chart



HEALTH AND FAMILY SUPPORT

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	0	0	2,650	2,650	0.0%	0
Contractual Services	2,490,453	2,466,002	2,587,529	2,532,990	-2.1%	-54,539
Equipment	25,154	4,616	0	0	0.0%	0
Fringe Benefits	176,024	178,119	207,906	235,584	13.3%	27,678
Operating Costs	130,923	127,732	98,216	187,039	90.4%	88,823
Salaries and Wages	740,118	798,794	901,621	1,025,295	13.7%	123,674
Total for General Fund - City	3,562,672	3,575,262	3,797,922	3,983,558	4.9%	185,636
Special Revenue Funds						
Contractual Services	10,505,228	11,406,273	12,354,925	12,215,170	-1.1%	-139,755
Equipment	48,935	18,531	4,500	4,500	0.0%	0
Fringe Benefits	571,010	638,054	632,086	753,926	19.3%	121,840
Operating Costs	1,299,955	1,502,880	717,083	717,083	0.0%	0
Salaries and Wages	3,258,832	3,557,106	4,116,989	4,408,537	7.1%	291,548
Transfers	68,320	20,001	0	0	0.0%	0
Total for Special Revenue Funds	15,752,280	17,142,844	17,825,583	18,099,216	1.5%	273,633
Total for HEALTH AND FAMILY SUPPORT	19,314,952	20,718,106	21,623,505	22,082,774	2.1%	459,269

HEALTH AND FAMILY SUPPORT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
General Fund - City						
Contractual Services	2,443,247	0	0	0	0.0%	0
Equipment	25,154	0	0	0	0.0%	0
Fringe Benefits	175,932	0	0	0	0.0%	0
Operating Costs	129,766	0	0	0	0.0%	0
Salaries and Wages	740,118	0	0	0	0.0%	0
Total for General Fund - City	3,514,217	0	0	0		0
Special Revenue Funds						
Contractual Services	3,012,990	0	0	0	0.0%	0
Equipment	38,358	0	0	0	0.0%	0
Fringe Benefits	282,365	0	0	0	0.0%	0
Operating Costs	75,448	0	0	0	0.0%	0
Salaries and Wages	1,367,573	0	0	0	0.0%	0
Total for Special Revenue Funds	4,776,734	0	0	0		0
Total for ADMINISTRATION	8,290,951	0	0	0		0
ADMINISTRATION & ASSURANCE						
General Fund - City						
Capital Outlay	0	0	2,650	2,650	0.0%	0
Contractual Services	0	232,719	222,280	211,834	-4.7%	-10,446
Equipment	0	4,616	0	0	0.0%	0
Fringe Benefits	0	141,828	157,377	173,180	10.0%	15,803
Operating Costs	0	109,723	82,066	87,640	6.8%	5,574
Salaries and Wages	0	604,987	636,618	669,124	5.1%	32,506
Total for General Fund - City	0	1,093,874	1,100,991	1,144,428	3.9%	43,437
Special Revenue Funds						
Contractual Services	0	79,908	88,959	90,769	2.0%	1,810
Equipment	0	134	0	0	0.0%	0
Fringe Benefits	0	36,696	38,685	45,731	18.2%	7,046
Operating Costs	0	26,334	16,533	16,533	0.0%	0
Salaries and Wages	0	186,068	238,536	205,317	-13.9%	-33,219
Total for Special Revenue Funds	0	329,140	382,713	358,350	-6.4%	-24,363
Total for ADMINISTRATION & ASSURANCE	0	1,423,014	1,483,704	1,502,778	1.3%	19,074
COMMUNITY SERVICES						
General Fund - City						
Contractual Services	46,631	62,523	125,937	101,442	-19.5%	-24,495
Fringe Benefits	0	16,953	16,690	18,786	12.6%	2,096
Operating Costs	130	2,766	9,245	92,494	900.5%	83,249
Salaries and Wages	0	87,175	89,845	254,300	183.0%	164,455
Total for General Fund - City	46,761	169,418	241,717	467,022	93.2%	225,305
Special Revenue Funds						

HEALTH AND FAMILY SUPPORT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
COMMUNITY SERVICES						
Special Revenue Funds						
Contractual Services	2,981,530	2,331,183	2,597,601	2,597,601	0.0%	0
Fringe Benefits	20,222	58,112	71,192	75,508	6.1%	4,316
Operating Costs	0	24,452	3,604	3,604	0.0%	0
Salaries and Wages	103,341	278,557	309,343	316,479	2.3%	7,136
Transfers	68,320	20,001	0	0	0.0%	0
Total for Special Revenue Funds	3,173,413	2,712,305	2,981,740	2,993,192	0.4%	11,452
Total for COMMUNITY SERVICES	3,220,174	2,881,723	3,223,457	3,460,214	7.3%	236,757
EMPLOYMENT & TRAINING						
General Fund - City						
Contractual Services	575	60,000	60,000	45,000	-25.0%	-15,000
Fringe Benefits	92	0	0	0	0.0%	0
Operating Costs	1,027	230	1,605	1,605	0.0%	0
Salaries and Wages	0	491	0	0	0.0%	0
Total for General Fund - City	1,694	60,721	61,605	46,605	-24.3%	-15,000
Special Revenue Funds						
Contractual Services	4,506,672	5,283,199	6,417,227	6,275,662	-2.2%	-141,565
Equipment	10,577	1,915	4,500	4,500	0.0%	0
Fringe Benefits	264,998	244,218	178,078	188,663	5.9%	10,585
Operating Costs	1,218,896	1,333,878	650,000	650,000	0.0%	0
Salaries and Wages	1,769,617	1,634,114	1,945,153	1,999,371	2.8%	54,218
Total for Special Revenue Funds	7,770,760	8,497,325	9,194,958	9,118,196	-0.8%	-76,762
Total for EMPLOYMENT & TRAINING	7,772,455	8,558,046	9,256,563	9,164,801	-1.0%	-91,762
HEALTH						
General Fund - City						
Contractual Services	0	1,960,848	1,903,590	1,918,392	0.8%	14,802
Fringe Benefits	0	7,733	19,472	22,436	15.2%	2,964
Operating Costs	0	12,643	3,000	3,000	0.0%	0
Salaries and Wages	0	37,547	97,093	109,741	13.0%	12,648
Total for General Fund - City	0	2,018,771	2,023,155	2,053,569	1.5%	30,414
Special Revenue Funds						
Contractual Services	4,036	3,593,407	3,103,724	3,103,724	0.0%	0
Equipment	0	1,134	0	0	0.0%	0
Fringe Benefits	2,834	199,327	237,557	299,695	26.2%	62,138
Operating Costs	5,611	93,121	39,646	39,646	0.0%	0
Salaries and Wages	15,136	997,244	1,102,600	1,300,365	17.9%	197,765
Total for Special Revenue Funds	27,617	4,884,233	4,483,527	4,743,430	5.8%	259,903
Total for HEALTH	27,617	6,903,004	6,506,682	6,796,999	4.5%	290,317

HEALTH AND FAMILY SUPPORT

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
POLICY AND ADVOCACY						
General Fund - City						
Contractual Services	0	116,508	175,484	152,084	-13.3%	-23,400
Fringe Benefits	0	11,605	14,367	21,182	47.4%	6,815
Operating Costs	0	1,783	2,300	2,300	0.0%	0
Salaries and Wages	0	68,594	78,065	-7,870	-110.1%	-85,935
Total for General Fund - City	0	198,488	270,216	167,696	-37.9%	-102,520
Special Revenue Funds						
Contractual Services	0	14,350	13,280	13,280	0.0%	0
Equipment	0	551	0	0	0.0%	0
Fringe Benefits	0	40,620	41,252	63,298	53.4%	22,046
Operating Costs	0	9,188	3,700	3,700	0.0%	0
Salaries and Wages	0	192,774	204,578	256,931	25.6%	52,353
Total for Special Revenue Funds	0	257,483	262,810	337,209	28.3%	74,399
Total for POLICY AND ADVOCACY	0	455,972	533,026	504,905	-5.3%	-28,121
RESEARCH						
General Fund - City						
Contractual Services	0	33,404	100,238	104,238	4.0%	4,000
Operating Costs	0	587	0	0	0.0%	0
Total for General Fund - City	0	33,991	100,238	104,238	4.0%	4,000
Special Revenue Funds						
Contractual Services	0	104,226	134,134	134,134	0.0%	0
Equipment	0	14,796	0	0	0.0%	0
Fringe Benefits	592	59,080	65,322	81,031	24.0%	15,709
Operating Costs	0	15,908	3,600	3,600	0.0%	0
Salaries and Wages	3,165	268,348	316,779	330,074	4.2%	13,295
Total for Special Revenue Funds	3,756	462,357	519,835	548,839	5.6%	29,004
Total for RESEARCH	3,756	496,349	620,073	653,077	5.3%	33,004
Total for HEALTH AND FAMILY SUPPORT	19,314,952	20,718,106	21,623,505	22,082,774	2.1%	459,269

HEALTH AND FAMILY SUPPORT

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Service	506,679	544,733	550,000	550,000	0.0%	0
Contributions	0	500	0	0	0.0%	0
Other Misc Revenues	144	5,147	0	0	0.0%	0
Total for General Fund - City	506,823	550,381	550,000	550,000	0.0%	0
Special Revenue Funds						
Charges for Service	398,694	279,060	0	0	0.0%	0
Contributions	16,945	138,858	100,000	100,000	0.0%	0
Federal Government	5,579,058	6,316,447	6,623,087	6,736,344	1.7%	113,257
Interest	14,112	11,474	15,000	0	-100.0%	-15,000
Local Government	2,138,540	988,964	1,050,700	1,050,700	0.0%	0
Operating Transfers In	199,434	171,721	95,000	0	-100.0%	-95,000
Other Misc Revenues	26,100	22,580	0	0	0.0%	0
Sales and Other Taxes	32,177	63,710	40,000	40,000	0.0%	0
State Government	3,786,221	5,428,233	5,815,905	5,815,905	0.0%	0
Total for Special Revenue Funds	12,191,281	13,421,046	13,739,692	13,742,949	0.0%	3,257
Total for HEALTH AND FAMILY SUPPORT	12,698,104	13,971,427	14,289,692	14,292,949	0.0%	3,257

HEALTH AND FAMILY SUPPORT

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001to 2002
FTE's	70.97	73.90	80.40	85.40	6.2%	5.0

Explanation of changes from 2001 to 2002 budget:

- Personnel expense increased with two grant funded positions (2.0 FTEs) appropriated during 2001.
- Total personnel expense for 2002 increased as the result of health and benefit, and labor contract settlements.
- Contractual services budget has been increased, agency-wide, to include cost of living adjustments for outside professional services.
- The adopted budget includes the addition of 3.0 FTEs with an increase of \$240,000 for Welcoming New Arrivals to Minneapolis.
- The department achieved \$146,000 in budget savings through the re-evaluation and reduction of community-based programs.
- The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation which is recognized as revenue in total at the City level.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut of which Health & Family Support's pro-rated amount is \$93,000.

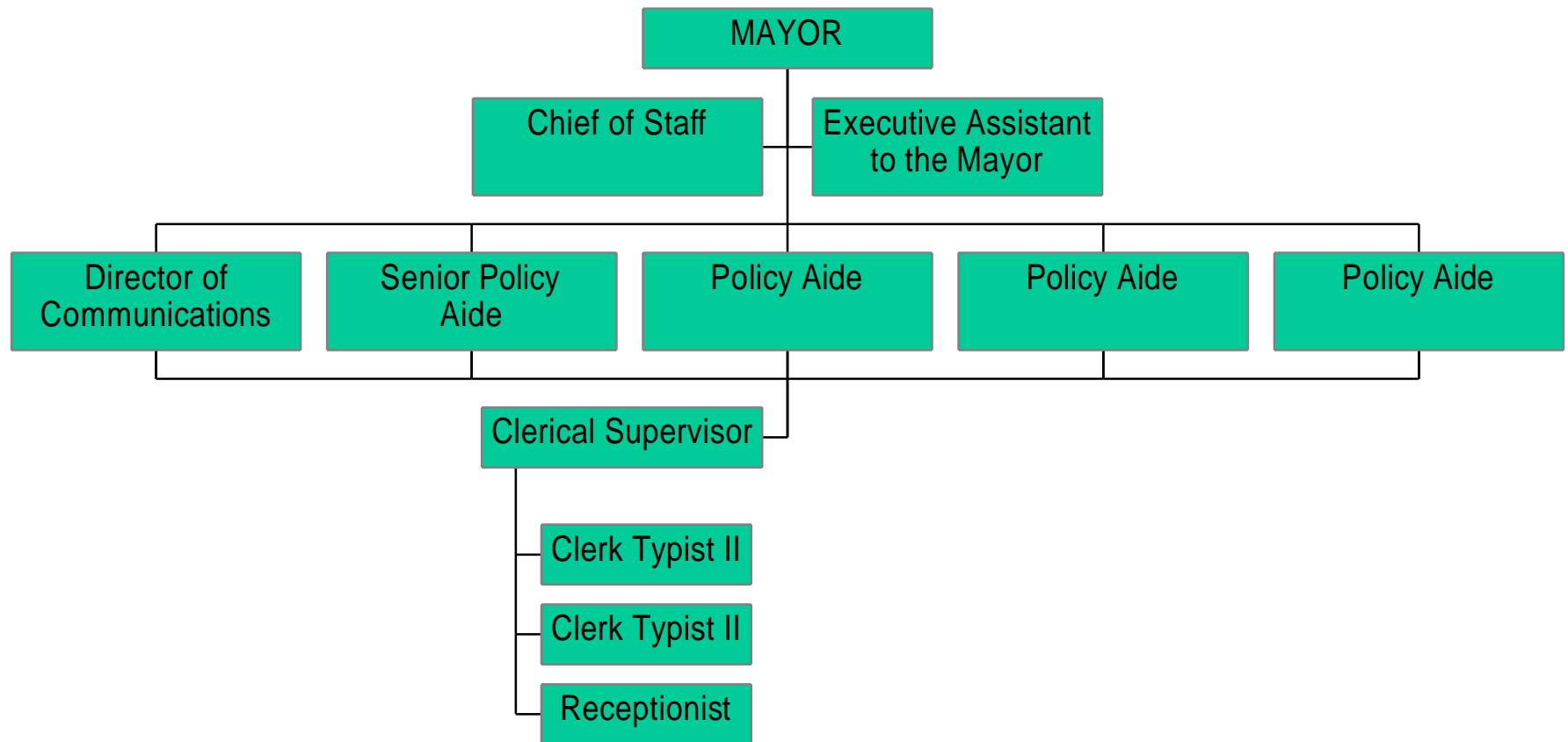
OFFICE OF THE MAYOR

BUSINESSES

- ◆ Sets forth citywide goals and perspectives to enhance the overall quality of life in the City of Minneapolis.
- ◆ Assists in developing and implementing policies, programs and projects in conjunction with the Council.
- ◆ Serves as a resource and advocate for constituents.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	
1.	Develop and implement goals and objectives as outlined in the Mayor's State of the City Address.
2.	Develop a budget for the City
3.	Provide oversight of the management of the City. Meet with Charter Department Heads to monitor workplans.
4.	Work with the Council to coordinate policy priorities.



November 6, 2001

MAYOR Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	73,324	35,255	45,866	45,866	0.0%	0
Equipment	0	0	4,391	4,391	0.0%	0
Fringe Benefits	131,566	137,366	148,682	143,728	-3.3%	-4,954
Operating Costs	69,557	55,980	52,178	58,268	11.7%	6,090
Salaries and Wages	597,525	652,586	663,299	646,692	-2.5%	-16,607
Total for General Fund - City	871,972	881,186	914,416	898,945	-1.7%	-15,471
Total for MAYOR	871,972	881,186	914,416	898,945	-1.7%	-15,471

MAYOR
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Licenses and Permits	2,619	14,652	4,000	0	-100.0%	-4,000
<i>Total for General Fund - City</i>	2,619	14,652	4,000	0	-100.0%	-4,000
Total for MAYOR	2,619	14,652	4,000	0	-100.0%	-4,000

MAYOR
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	13.00	13.00	13.00	12.00	-7.7%	(1.00)
	13.00	13.00	13.00	12.00	-7.7%	(1.00)

Explanation of Changes 2001 Adopted Budget to 2002 Mayor Recommended:

- The 2002 adopted budget includes the elimination of 1.0 Clerk Typist II, through a Target Strategy.

PLANNING DEPARTMENT

MISSION STATEMENT

The Minneapolis Planning Department's mission is to guide city land use, planning, development, research and analysis activities (in collaboration with elected officials, City departments, residents, neighborhoods groups, developers, property and business owners, and other public/private agencies) in order to improve and preserve the natural, physical, economic, historic and social environments.

BUSINESSES

Exercise leadership in facilitating a shared vision for Minneapolis' future

In partnership with elected officials, residents, City departments, neighborhood groups, and other interested parties, develop plans to guide public and private investment and activities that implement the City's comprehensive plan

Produce research and present analysis to guide and support policy development and decision making

Review proposals for development to ensure compatibility with approved city's comprehensive plan, zoning code, code of ordinances, and regulations

Promote the recognition, preservation and reuse of landmarks, properties in historic districts and other historic resources

Customers:

- External:
Developers, citizens, applicants for city approvals, other governments - state, county, federal, and neighborhood/community organizations
- Internal:
Mayor, City Council, MCDA, various city departments, City Attorney, City Planning Commission, Heritage Preservation Commission
- Primary:
Applicants, Mayor, City Council, community organizations/neighborhood groups
- Secondary:
MCDA, other governments, various city departments, NRP, Capital Long Range Improvement Committee

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
<i>Exercise leadership in facilitating a shared vision for Minneapolis' future</i>	
1. Promote the implementation of the City's comprehensive plan, <i>The Minneapolis Plan</i> .	Four (4) presentations of TMP for City departments, elected officials, and neighborhood organizations.
2. Serve as educational resource to the Planning Department and others in City Hall on the subject of graphic communication.	Much of the new education is based on the use of software not previously used to accomplish objectives not attempted in the past. There has also been a need for in-depth training for adopters of MS Publisher by departments that need the ability to produce simple printable documents without recourse to our graphic services. 1999 – 129 sessions 2000 – approximately 135 sessions
3. Provide Capital Long Range Improvement (CLIC) budget development activities.	Staff CLIC – scheduling meetings, mailings, organize annual hearings for the City Resource for providing statistical data and location information on various projects. 100% CLIC members express satisfaction with Planning Department staffing
4. Provide for the efficient & Effective Administration of the Planning Department.	Affirmative Action: Provide biweekly payroll for employees (39.5 employees in 2001; 34 employees in 2000). Complete and monitor reports to/from Affirmative Action, in a timely manner, to ensure Department and City goals are being met. (2000: 34 employees, 3 minorities; 6 disabled; 19 males (18 white; 1 Asian); 15 females (1 Hispanic; 1 Black; 13 White); 30 non-clerical of which 11 were female) OSHA: Annual OSHA 200 Reports (2000 = 2 injuries; 2001 = 0 injuries). ADA: Develop & maintain ADA standards providing material to blind and sign language interpreters to improve integration of services. Safety: Safety checks and reports begun and completed in timely manner; annual emergency evacuation drills; monthly safety publication reviews; periodic CCP Safe presentations to staff. Training: Conference/Seminars attendance; publications

5. Provide design review on projects in context of parameters set in the Minneapolis Plan, the Zoning Code, and other development guidelines established by the City.	<p>Design Reviews: Number of design review project consultations: 45 Staff coordinates and negotiates with developers, architects, neighborhood groups, business owners, and others to ensure good design, safety, other desirable amenities, and aesthetics. Consistency with comp plan or zoning code.</p>
<i>In partnership with elected officials, residents, City departments, neighborhood groups, and other interested parties, develop plans to guide public and private investment and activities that implement the City's comprehensive plan</i>	
6. Provide support to Council Members, neighborhood organizations, & public on land use and development issues.	<p>Provide professional advice to Council Members on land use & development issues in a timely manner; Educate the public on land use & development issues, when requested, in a timely manner.</p>
7. Coordinate special projects of community-wide or citywide importance & involving one or more neighborhoods.	<p>12-15 community- or citywide initiatives coordinated/assisted. Percent consistent with comp plan to be first measured in 2002. All initiatives are guided to comply fully with the comp plan.</p>
8. Provide planning assistance, technical expertise, & information to City departments & public agencies, and neighborhood organizations and the public.	<p>14 departments and agencies assisted. 25 planning projects assisted by the Planning Department.</p>
9. Provide professional graphic & publication services.	<p>Based on number of work orders processed. 458 in 2000; 580 in 2001. City Planning Department 50% of time; all other customers 50% Timeliness and response time met, and sometimes exceeded expectations of customers.</p>
10. Staff the Committee on the Urban Environment (CUE), and other beautification initiatives to complement design review.	<p>Number of Blooming Boulevard Award applications: 1,144 Number of CUE Award applications: 70 CUE has been satisfied with staff support.</p>
11. Promote Crime Prevention through Environmental Design (CPTED)	<p>CPTED reviews and training. Number of CPTED project consultations and training initiatives: 10 Percentage of site plans received for CPTED review and percentage of site plans reflecting CPTED principles will first be measured in 2001.</p>
12. Maintenance of the City's adopted Zoning Code in a digital format and the provision of Zoning Maps to the public & elected officials.	<p>28 Parcels changed in 2000; 10 Zoning Actions (est.) 14 Parcels changed so far in 2001; anticipate total of 28-30 changes in 2001.</p>

13. Conduct mandatory review of capital improvements, redevelopment activities, and land disposition.	40-45 mandatory reviews (development districts; redevelopment plans, TIF plans; location & design reviews; public land sales; Tax-Based Revitalization applications; bond sales, Livable Communities applications). 99% recommendations that are followed; 100% reviews consistent with the comprehensive plan
<i>Produce research and present analysis to guide and support policy development and decision making</i>	
14. Develop and distribute neighborhood – specific census data.	Sixty-six (66) brochures produced and distributed.
15. Provide review of airport documents such as Part 150 within the context of the City's Goals. Coordinate with policy makers, Metropolitan Airports Commission (MAC), Metropolitan Council and other agencies to advocate the City's position on airport issues. Monitor MAC and industry trends and issues.	2001 Project reviews: 2 Part 150 Noise Compatibility Program MAC Capital Improvement Program Number of time information provided to citizens, neighborhood groups, and policy makers: 18 2002 Projected Project reviews: 8 Part 150 Noise Compatibility Program MAC Capital Improvement Program Number of time information provided to citizens, neighborhood groups, and policy makers: 35
16. Analyze and report on citywide trends	12 Reports produced in 2000. 2001: 10 reports provided to elected officials; 1,500 requests to be responded to citizens and neighborhood groups; 300 maps
17. Produce State of the City publication.	1,200 State of City Produced Cost per State of the City Publication = \$14.16 Approximately 1,180 SOC distributed State of the City 1999 was visited 6,623 times during 2000. Previous SOC reports continue to generate heavy traffic--for example, SOC 99 got 589 hits in December 2000 while SOC 97 got 1,077 hits in the same month.
<i>Review proposals for development to ensure compatibility with approved city's comprehensive plan, zoning code, code of ordinances, and regulations</i>	
18. Staff CPC, Z&P, and Board of Adjustment; Provide analysis & recommendation on land use & development issues.	Provide professional analysis & recommendation, prepare report & presentation for public hearing in 30 days; Review & comment on consistency of reviews with the City's comprehensive plan. Total Reviews in 2000: 765 2001: 801 projects
<i>Promote the recognition, preservation and reuse of landmarks, properties in historic districts and other historic resources</i>	

<p>19. Identification of Historic Resources; Designation of historic landmarks & historic districts.</p>	<p>Reviewed 375 applications in 2000 for demolition to determine if a historic resource was affected; 170 to date 2001. Three (3) designations were completed (Band Box, Montefiore Chapel and Cemetery, Shoreham Yards Roundhouse) in 2000. Two (2) designation studies were completed in 2001 (MacPhail School of Music and Harmon Area Historic District). 90% satisfaction and timeliness is achieved.</p>
<p>20. Timely review of applications for required approvals. Implementation of new heritage preservation regulations. Participation in required Section 106 Review(s).</p>	<p>Reviewed 90 applications in 2000 for alterations to landmarks and properties in historic districts; 87 in 2001, and reviewed 130 Certificates of No Change for minor alterations. 90% satisfaction and timeliness is achieved. The new ordinance was prepared in the summer of 2000. Several working sessions were held with heritage preservation commissioners and City Council members prior to adoption in the fall to review the draft. The ordinance was adopted in March 2001. New administration procedures have been developed. FERC 106 review of Mainstreet dam and Crown Hydro project; LRT 106 Review for government center station, Hennepin Avenue station, and Northstar station.</p>
<p>21. Education and outreach.</p>	<p>Preservation week, which includes lectures, walking tours, awards luncheon to individuals for commitment to preservation, partnership with City schools for awareness of preservation and historic schools.</p>

CHALLENGES

CHALLENGE 1: To effectively carry forth the policies and guidelines set forth in the comprehensive plan and zoning code through education and establishment of relationships/partnerships with other parts of the enterprise, e.g. MCDA, Public Works, Fire Department and others.

Strategies:

- Working with individual departments cooperatively on land use issues through the preliminary plan review committee and on individual projects (includes PW, Fire, Police & Zoning).
- Working with Council offices to resolve land use & development issues before the public hearings and negotiate equitable solutions to such issues.
- Allocated staff resources for interjurisdictional and public communication.
- Strategies are in force to integrate these policies and regulations with other established City codes, policies, and practices. The Planning Director meets regularly with MCDA, Finance, Fire, PW, and Regulatory Services management staff to ensure better communication and coordination of existing and proposed projects.

Progress:

- Processes established with Fire and PW to address areas of contention and to more fully understand their objectives. Working on processes for MCDA and Zoning to resolve issues with Planning; this includes education and ways to negotiate and discuss issues.
- Number of brochures provided to neighborhood groups and to public staff (ongoing). Presentations to MCDA, the NRP annual conference, realtors, and neighborhood press. Participation in pre-MCDA/City Planning focus groups.
- Number of projects successfully processed through the system in a timely manner with up front communication between agencies and appropriate City departments minimizing delays or setbacks due to noncompliance with the comprehensive plan and the zoning code.

CHALLENGE 2: Service delivery to an increasingly diverse City population.

Strategies:

- Served on the City's New Arrivals Task Force to help the City plan how to help new arrivals in the workplace.
- Working to draw from a pool of diversified applicants for all positions within the Planning Department. Working with Affirmative Action to be aware of job fairs and other opportunities to reach minorities. Target specific associations and publications directly associated with minorities. Provide job announcements for current and potential vacancies within the department at Planning conventions throughout the year. Reallocation of funds to offset budget costs for advertising, mailing lists/labels, and display costs (approximately \$10,000 additional).
- We have used existing staff with foreign language skills at community meetings. Graphics staff has produced brochures and other materials in several languages for other departments. However, this does not address the magnitude of the challenge nor the need that exists with a growing immigrant population. There has been no reallocation or funds nor transfer of existing resources to address this challenge.
- Working on a "true" one-stop experience by now including PW, Fire, and Licensing personnel at the same counter with Planning and Zoning.

Progress:

- Human Resources provides a report citing minorities underutilized by work group. We have established Affirmative Action goals for 2001. We track our efforts by monitoring the number of vacancies, length position is vacant, and how long a City Planner stays with the City of Minneapolis as an employee. Average employment is 2-5 years.
- Staff participation in ethnic events such as Juneteenth and Hispanic and Native American events to promote the Planning Department's business and service.

CHALLENGE 3: Provide appropriate workforce and succession planning for staff members given the very high demand for planning services and a limited number of planning staff to respond to requests.

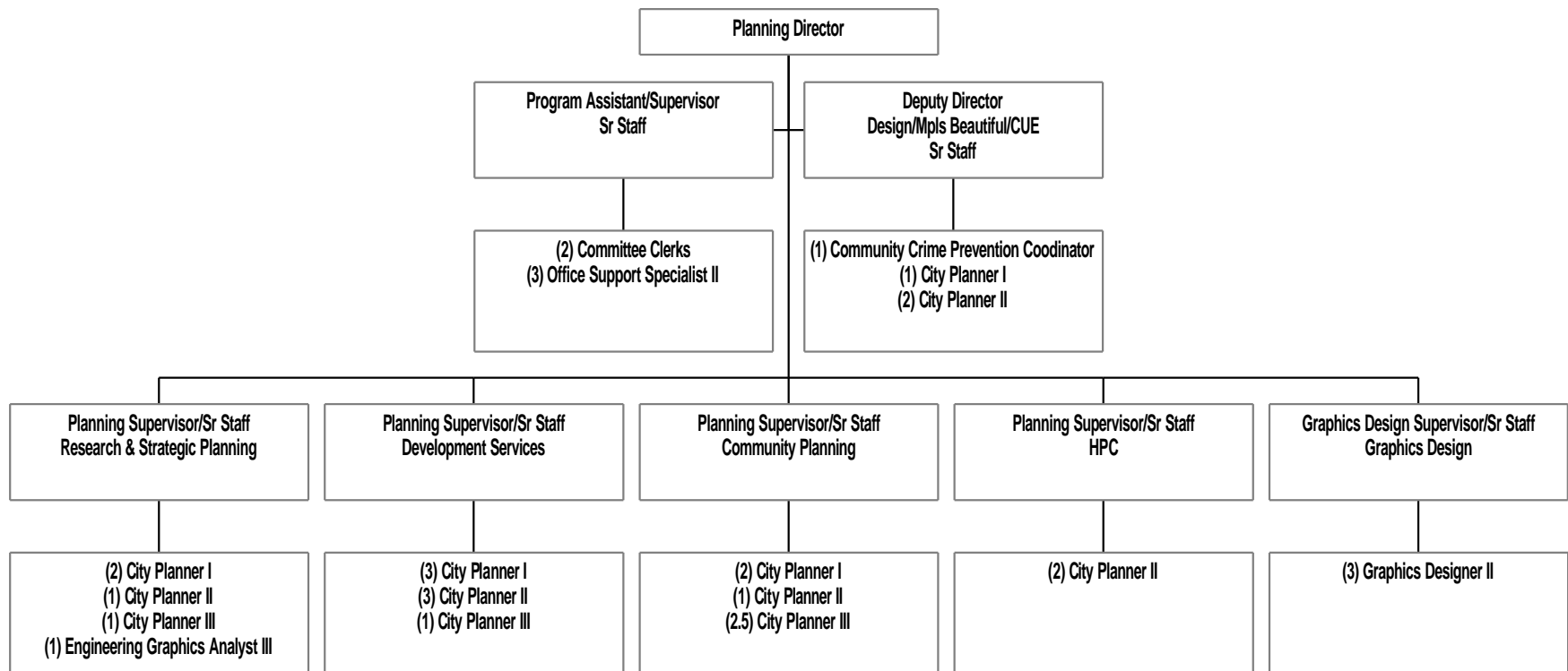
Strategies:

- Work with City Council to set clear priorities to better serve our customers. Make staffing changes as needed when burn out, stress, or other symptoms are manifested. Organize work teams or pair planners as needed to share work demands. Offer training and professional development opportunities. Set priorities and manage work programs and limited resources sensibly.
- Enhance the ability to maintain the quality employees currently on staff: Currently involved in a Title Remapping exercise with the Human Resources Classification Division to determine if staff is correctly classified, determine if we need to narrow the number of classifications, and determine if there is a possibility to facilitate internal upward mobility by creating a movable organizational structure. Also, trying to come up with incentives to offer current staff, i.e. ability to attend more conferences, both local and national, more flexibility in work schedules. Title Remapping may identify positions that are functioning at higher classification, which will have budget implications.
- Ability to hire qualified candidates in the classification of City Planner I, II, and III at a competitive rate of pay to the private sector and in a timely manner by hiring at a higher step, shifting of budget dollars, posting again, and advertising again.

Progress:

- Number of employees participating in Leadership Development or Executive Development Training.
- Number of employees being mentored by senior staff to enhance capacity and knowledge of critical areas.
- Number of employees using training or conferences.
- Work in process: turn-over is high due to opportunities in the private sector, as well as from MERF retirements.

Minneapolis Planning Department



PLANNING DEPARTMENT
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Capital Outlay	2,152	0	1,000	1,000	0.0%	0
Contractual Services	298,184	275,981	83,650	73,650	-12.0%	-10,000
Equipment	56,231	36,531	1,700	1,700	0.0%	0
Fringe Benefits	178,167	198,072	250,730	291,376	16.2%	40,646
Operating Costs	76,769	102,528	60,721	68,593	13.0%	7,872
Salaries and Wages	875,822	957,921	1,273,121	1,239,233	-2.7%	-33,888
Total for General Fund - City	1,487,324	1,571,032	1,670,922	1,675,552	0.3%	4,630
Special Revenue Funds						
Contractual Services	68,634	225,118	101,238	82,657	-18.4%	-18,581
Equipment	16,436	7,430	16,300	1,300	-92.0%	-15,000
Fringe Benefits	148,066	176,153	166,881	193,221	15.8%	26,340
Operating Costs	8,376	3,819	9,250	9,250	0.0%	0
Salaries and Wages	702,436	789,874	784,420	831,572	6.0%	47,152
Total for Special Revenue Funds	943,948	1,202,395	1,078,089	1,118,000	3.7%	39,911
Total for PLANNING DEPARTMENT	2,431,273	2,773,428	2,749,011	2,793,552	1.6%	44,541

PLANNING DEPARTMENT **Revenue Information**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	817	7,479	1,000	4,000	300.0%	3,000
Charges for Service	39,319	15,780	20,000	17,000	-15.0%	-3,000
Contributions	50,000	0	0	0	0.0%	0
Interest	143	0	0	0	0.0%	0
Operating Transfers In	0	29,500	0	0	0.0%	0
Other Misc Revenues	139	16,048	0	5,000	0.0%	5,000
Total for General Fund - City	90,417	68,806	21,000	26,000	23.8%	5,000
Special Revenue Funds						
Contributions	-3,000	0	0	0	0.0%	0
Federal Government	0	9,000	6,000	20,000	233.3%	14,000
Operating Transfers In	0	119,775	0	185,000	0.0%	185,000
State Government	2,650	26,684	0	130,000	0.0%	130,000
Total for Special Revenue Funds	-350	155,458	6,000	335,000	5,483.3%	329,000
Total for PLANNING DEPARTMENT	90,067	224,265	27,000	361,000	1,237.0%	334,000

PLANNING DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMIN & SUPPORT SERVICES						
General Fund - City						
Contractual Services	17,963	21,178	0	0	0.0%	0
Equipment	18,081	0	0	0	0.0%	0
Fringe Benefits	34,237	36,243	0	0	0.0%	0
Operating Costs	21,340	20,853	0	0	0.0%	0
Salaries and Wages	141,681	165,220	0	0	0.0%	0
Total for General Fund - City	233,302	243,494	0	0		0
Special Revenue Funds						
Fringe Benefits	21,672	17,087	0	0	0.0%	0
Operating Costs	-107	0	0	0	0.0%	0
Salaries and Wages	88,967	72,738	0	0	0.0%	0
Total for Special Revenue Funds	110,532	89,825	0	0		0
Total for ADMIN & SUPPORT SERVICES	343,834	333,319	0	0		0
GRAPHICS						
General Fund - City						
Contractual Services	0	399	0	0	0.0%	0
Equipment	2,030	0	0	0	0.0%	0
Fringe Benefits	22,660	24,237	44,402	48,136	8.4%	3,734
Operating Costs	976	1,745	0	0	0.0%	0
Salaries and Wages	110,213	109,125	203,151	213,378	5.0%	10,227
Total for General Fund - City	135,879	135,505	247,553	261,514	5.6%	13,961
Special Revenue Funds						
Fringe Benefits	16,788	19,908	0	0	0.0%	0
Salaries and Wages	82,096	90,904	0	0	0.0%	0
Total for Special Revenue Funds	98,884	110,812	0	0		0
Total for GRAPHICS	234,762	246,317	247,553	261,514	5.6%	13,961
PLANNING						
General Fund - City						
Capital Outlay	2,152	0	1,000	1,000	0.0%	0
Contractual Services	280,221	254,404	83,650	73,650	-12.0%	-10,000
Equipment	36,120	36,531	1,700	1,700	0.0%	0
Fringe Benefits	121,269	137,592	206,328	243,240	17.9%	36,912
Operating Costs	54,453	79,930	60,721	68,593	13.0%	7,872
Salaries and Wages	623,928	683,576	1,069,970	1,025,855	-4.1%	-44,115
Total for General Fund - City	1,118,144	1,192,033	1,423,369	1,414,038	-0.7%	-9,331
Special Revenue Funds						
Contractual Services	68,634	225,118	101,238	82,657	-18.4%	-18,581
Equipment	16,436	7,430	16,300	1,300	-92.0%	-15,000
Fringe Benefits	109,607	139,158	166,881	193,221	15.8%	26,340
Operating Costs	8,483	3,819	9,250	9,250	0.0%	0

PLANNING DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
PLANNING						
Special Revenue Funds						
Salaries and Wages	531,373	626,233	784,420	831,572	6.0%	47,152
Total for Special Revenue Funds	734,533	1,001,758	1,078,089	1,118,000	3.7%	39,911
Total for PLANNING	1,852,676	2,193,791	2,501,458	2,532,038	1.2%	30,580
Total for PLANNING DEPARTMENT	2,431,273	2,773,428	2,749,011	2,793,552	1.6%	44,541

PLANNING DEPARTMENT
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Planning	35.00	35.00	35.50	34.50	-2.8%	(1.00)
Graphics	4.00	4.00	4.00	4.00		-
FTE's	39.00	39.00	39.50	38.50	-2.5%	(1.00)

Explanation of changes from 2001 to 2002 budget:

- Total personnel expense for 2002 increased as the result position reclassifications, and health and labor contract settlements.
- Contractual services were reduced in 2002 for completed zoning code expenses.
- Equipment expenses were reduced for 2002 for completed computer initiatives funded through CDBG.
- The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation which is recognized as revenue in total at the City level.
- The adopted budget includes a target strategy which eliminates one vacant Planning Supervisor position (1.0 FTE) as the result of a re-evaluation of the scope of services provided to outside agencies for a savings of \$70,000.
- City Council has directed the Planning Director to assign one of the vacant planning positions to Historic Preservation Activities.
- The Council adopted budget includes an additional 2.2% across-the-board general fund expense cut of which Planning Department's pro-rated amount is \$39,000.

POLICE DEPARTMENT

MISSION STATEMENT

Vision

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

Mission

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

Values

1. A workforce that reflects our community
2. Employees are our greatest asset
3. Protection of human rights
4. Excellence in serving the public
5. Honesty and integrity
6. Community and community participation

BUSINESSES

The business of the Police Department is to reduce crime and increase public safety through:

Crime Reduction – implementing crime reduction strategies, such as CODEFOR

Crime Prevention – educating citizens and promoting the prevention of crimes

Emergency Services – responding to citizen calls for service

Law Enforcement – enforcing the law and prosecuting offenders

Traffic Safety – enforcing traffic laws to keep the streets safe for vehicular and pedestrian traffic

Customers served by this business:

External Customers—

- All who live in, work in and visit Minneapolis
- Individual neighborhoods
- Business communities
- All community organizations
- Special interest groups

Internal Customers—

- All components of the criminal justice community
 - Prosecutors
 - Defenders
 - Courts
 - Corrections
- Elected officials
- Other city, county and federal departments

Primary Customers—

- Our primary business clients are those individuals, agencies and organizations with whom we interact on a regular basis, who are in need of policing services.

Secondary Customers—

- Our secondary business clients are those who may not interact with directly with our policing business, but who are indirectly affected by those business, i.e. those with feelings or perceptions of safety and order, who provide resources and support to the police organization, or benefit from police business accomplishments.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data			
Crime Reduction				
1. CODEFOR	Total Part I crimes decreased 10.6% in 2000 from 1999			
	Part I Violent Crimes decreased 10.8% and Part I			
	Property Crimes decreased 10.5%			
		<u>2000</u>	<u>1999</u>	<u>% Change</u>
	Homicide	50	47	+ 6.4
	Rape	445	479	- 7.1
	Robbery	1,980	2,122	- 6.7
	Agg. Assault	2,017	2,387	-15.5
	Burglary	4,566	5,634	-19.0
	Larceny	14,911	16,552	- 9.9
	Motor Veh. Theft	3,897	3,941	- 1.1
	Arson	<u>268</u>	<u>298</u>	<u>-10.1</u>
Total	28,134	31,460	-10.6	

Crime Prevention													
2. Complaints	45 cases of complaints against officers were investigated by the MPD, involving 70 separate allegations of misconduct. 22.8% of the allegations were sustained. This is a 41% decrease in the number of cases from 1999 and a 44% decrease in allegations.												
3. Problem Solving and Reducing Troubled Households	Public Housing Team Activities in 2000: Cases Investigated 860 Arrests Made 141 Community Response Team (data not available for 2000) CCP/SAFE Activity (data not available for 2000) Troubled Household (data not available, new program in 2001)												
4. Crime Prevention Education for Opportunity Reduction	CCP/SAFE and RECAP education outreach programs in 2000: Made 347 business presentations to 4,008 attendees; made 88 property owner presentations to 524 attendees; held 95 youth meetings to 2,718 youths; conducted 78 security/safety workshops to 2,356 attendees; conducted 523 home and business security and CPTED surveys. 35.5% of burglaries in 2000 showed no sign of forced entry. The Minneapolis Police Athletic League served 1000 youth in 2000, a 25% increase in number over 1999.												
Emergency Services													
5. 9-1-1 Emergency Call Response and Dispatching (Police, Fire and Medical)	Total 9-1-1 calls answered in 2000 – 418,980 Total events dispatched: Police 409,657 Fire 34,553 Ambulance 40,649 Calls answered per 9-1-1 operator =18,454 Average answer time = 6 seconds, 89% of 9-1-1 calls answered in less than 10 seconds Average calls dispatched per dispatcher = 10,635 Quality of Service Inquiries, 88; sustained errors, 34 (sustained rate of 38%, same as 1999)												
Law Enforcement													
6. Apprehending Suspects and Investigating Cases	<table> <tr> <td>Arrests in 2000:</td><td>Charges Filed:</td></tr> <tr> <td>Part I Crimes 4,555</td><td>Felony 23,447</td></tr> <tr> <td>Part II Crimes <u>31,723</u></td><td>Gross Misd. 1,365</td></tr> <tr> <td>Total 36,278</td><td>Misdemeanor 60,456</td></tr> <tr> <td></td><td>Petty Misd. <u>2,953</u></td></tr> <tr> <td></td><td>Total 88,221</td></tr> </table> Cases Investigated in 2000: Cleared 33.4% of Part I Violent Crimes Precinct Investigations: 42,935 reported crimes; 7,414 (17.3%) investigated; 17% of cases investigated were presented for prosecution; 81% of presented cases were charged; 35% of cases investigated were closed. 19,809 crime against persons reported in 2000*, 27.5% were investigated, 21.7% of those investigated were presented for charging, 31.9% of cases were closed. * Sex Crimes, Domestic Assault, Fraud/Forgery, Child Abuse and	Arrests in 2000:	Charges Filed:	Part I Crimes 4,555	Felony 23,447	Part II Crimes <u>31,723</u>	Gross Misd. 1,365	Total 36,278	Misdemeanor 60,456		Petty Misd. <u>2,953</u>		Total 88,221
Arrests in 2000:	Charges Filed:												
Part I Crimes 4,555	Felony 23,447												
Part II Crimes <u>31,723</u>	Gross Misd. 1,365												
Total 36,278	Misdemeanor 60,456												
	Petty Misd. <u>2,953</u>												
	Total 88,221												

	Homicide Unit cases	
7. Organizing and Connecting with the Community	CCP/SAFE meetings attended in 2000: Precinct Advisory Meetings: (Data not currently available) Meetings attended by Patrol Officers: (Data not currently available) Community Response Team mtgs attended: 146 School Liaison Meetings: 3,845 Public Housing Team Meetings: 509; 1,146 "Knock and Talks" CCP/SAFE Community meetings: 4,008, 99,663 attendees 77 new block clubs organized, with 906 attendees; 261 new block leaders trained; 1,203 block club activities by over 990 block clubs (including National Night Out) with 45,694 attendees.	
8. Incident and Crime Reporting	113,691 offense reports were entered into the CAPRS case management system. Processed 105,748 Offense/Arrest Reports in 2000 by Support Services personnel; 9,270 reports taken by Teleserve Unit	
9. Collaborations with Criminal Justice Agencies	Participated in federal and state task forces: including Curfew/Truancy; Hennepin/MPD Narcotics Task Force; Metro Gang Strike Force; DEA Task Force; Airport Task Force; FBI Fugitive Task Force; Methamphetamine Initiative; Chronic Offender program with City and County Attorneys' Offices; and Minnesota HEALS.	
10. Graffiti Prevention and Enforcement	New program in 2000.	
Traffic Safety		
11. Traffic Law Enforcement and Investigation	Total Accidents Reported in 2000 8,418 Personal Injury Accidents 4,140 Fatal Accidents 17 Accident Investigations Conducted 5,294 Hazardous Citations Issued by Traffic Unit 11,416 Total Traffic Arrests 1,482 Traffic cases presented to City/Cty Atty 1,424 (8 offenders died) 842 (84.5%) Hit and Run cases were charged	

CHALLENGES

Challenge 1: Effectively delivering public safety services in appreciation of the changing demographics, cultures and languages of our increasingly diverse city.

Strategies:

The Police Department continues to recruit officers and other employee candidates who reflect the diversity found in the community. The MPD received grant funding in 2000 to expand its Community Service Officer program, a program to recruit and train officer-candidates in preparation for entry into the officer training academy and a career as an MPD officer.

Through grant funding, a Somali staff member was hired to provide outreach from the Police Department to the Somali community. Grant funding was received to provide outreach to the Latino community.

The MPD takes the issue of racial profiling very seriously and implemented procedure collect information on traffic stops. A study of the first 6 months of traffic stop data is expected in May, 2001. Based on the study results from St. Paul, in February the MPD included the collection of data on searches conducted at traffic stops for future analysis.

Progress:

Identified continued grant funding for the Somali Outreach program until December 2001. Will be pursuing additional grant funding to continue the program in 2002.

The MPD is currently developing funding opportunities to double the number of CSO positions for greater diversity of recruit candidates.

Developing a new civil service list and supporting legislation to authorize the current civil service list for better selection options.

Challenge 2: Maintaining appropriate staffing levels by continuing to attract and retain a quality and diverse work force.

Strategies:

MPD recruitment goals for 2001 include attracting more females and candidates of color, particularly for the positions of Community Service Officer and Police Recruit. Recruitment efforts will focus on schools and career fairs that tend to have a higher concentration of women and people of color.

Progress:

MPD strengthened its presence of minorities in 2000, increasing from 15.7% to 15.9%.

Challenge 3: Developing and implementing a comprehensive facilities program for MPD that is aligned with enterprise-wide strategic planning, priorities and goals.

Strategies:

To continue to address serious facilities needs for the Third Precinct, Downtown Command and the Crime Lab, the MPD is working with City staff to seek facilities alternatives and seeking possible grant funds to support the Crime Lab. Appropriate proposals are developed and submitted through CLIC.

Progress:

- On May 10, made presentation to CLIC for a new crime lab facility.
- Land acquisition for 3rd Precinct is moving forward.
- The process for movement of the Downtown Command into the abandoned Fire Station 10 is moving forward.
- The RFP for 15-year long-term MPD facilities plan has been released.

Challenge 4: Achieving gains in crime reduction in an austere budget climate.**Strategies:**

Over the last three years, because of the City's financial condition, significant and creative cuts were made in the Police budget to satisfy the budget reduction needs and not to reduce service to the public or negatively impact the successful CODEFOR management strategies.

Restructuring of Watch Commander function, reduction in investigative needs from a reduction in the number of incoming cases, and implementation of new technology allowed for position cuts and attrition savings with no negative impact on service delivery.

Progress:

The MPD is meeting its budget reduction goals as planned. Part I crime reports are above the 7% reduction goal; the first four months of 2001 are showing a 16% reduction in crime.

Challenge 5: Maintaining technological support, leveraging citywide technology projects for public safety improvement, and keeping pace with technological changes that can assist in crime reduction.**Strategies:**

- Technological development continued through federal COPS More technology grants received in 1996 and 1998 to develop a system for Mobile Data Computers (MDCs) in patrol squads and enhanced system capabilities to improve officer efficiency and effectiveness through information access.
- The MPD continues to work with ITS to identify and develop technology enhancements utilizing existing ITS/MPD staff and proposing future projects through the MPD Business Architect and the ITS steering committee.
- Continue partnership development of CrimNet, JNET, MJNO, and APS.

Progress:

Development progress will be made in 2001 with the installation of 35 MDCs in patrol squads during the summer of 2001 and total installation of all 92 grant-funded units by the end of year. A third COPS More application was submitted for the balance of units needed to equip all patrol squads.

The MPD will pursue state funding for in-car cameras, should funding be made available.

Challenge 6: Establishing collaborations with public and private institutions previously not included in our community oriented policing strategy.

Strategies:

The MPD continues participation in neighborhood restorative justice programs, including administering funding through the Local Law Enforcement Block Grants to the Stevens Square Neighborhood restorative justice program. The MPD enhanced cooperation with the City and County attorneys to address chronic offenders.

Progress:

MPD has established liaison with new groups in the Hispanic community to collaborate in community policing and has formed a relationship with the Council on Crime and Justice for an evaluation of racial profiling data. The MPD is currently working with the Minnesota Department of Human Rights to establish a grass roots sector-wide community relations initiative. The MPD also works with the Minnesota Department of Human Rights, DEA, Battered Women's Justice Center, Mental Health Round Table and many other agencies.

Challenge 7: Continuing to reinforce our cooperation and collaboration with the rest of the criminal justice system.

Strategies:

The MPD collaborates with numerous city, county and federal agencies for law enforcement, to increase the prosecution rate and sentencing of chronic offenders. Some specific initiatives include the HC Criminal Justice Coordinating Committee, the new Public Defender, specialty courts, the new Secret Service Task Force, and the new Child Pornography Task Force.

Progress:

Established community court dates for individual precincts to increase court and officer efficiency. Partnered with Hennepin County on a new county-wide truancy initiative; began a new truancy program in the 4th Precinct resulting in over a 90% attendance rate at Henry High School; currently implementing the program at North High School. Collaborating with the county on juvenile Accountability Incentive Block Grant funding; establishing 7-day-a-week curfew center hours, beginning summer 2001. Completed assistance to MN Dept of Corrections in establishing an Enforcement Unit in corrections.

NEW CHALLENGES.

New Challenge One: The perception on the part of many in our minority community of racial profiling.

What is driving the issue? Why is addressing this new challenge important?

National exposure and media attention, and local anecdotal information.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

We cannot provide quality police service if the citizens who need our services the most don't trust us. Significant MPD initiative will be made to include data collection, community outreach, state and federal legislation.

New Challenge Two: Anticipating and managing the threats of weapons of mass destruction, terrorism and hazardous chemical and biological materials across city departments.

What is driving the issue? Why is addressing this new challenge important?

Global instability and increased willingness of terrorists to use weapons of mass destruction.

How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

The MPD will increase preparedness and cooperation with other departments; training curricula will incorporate this focus. This will have no immediate, direct impact on service activities. Strategies will include research, training, equipment acquisition and partnerships with City departments and other regional and state agencies.

New Challenge Three: Improving our ability to serve the needs of the mentally ill in crisis and minimize the use of force and the potential for injury to consumers, police, and the public. There have been several high profile police encounters with the mentally ill.

What is driving the issue? Why is addressing this new challenge important?

At least two incidents within the past year involved the police taking of life and highlighted the severity of the issue.

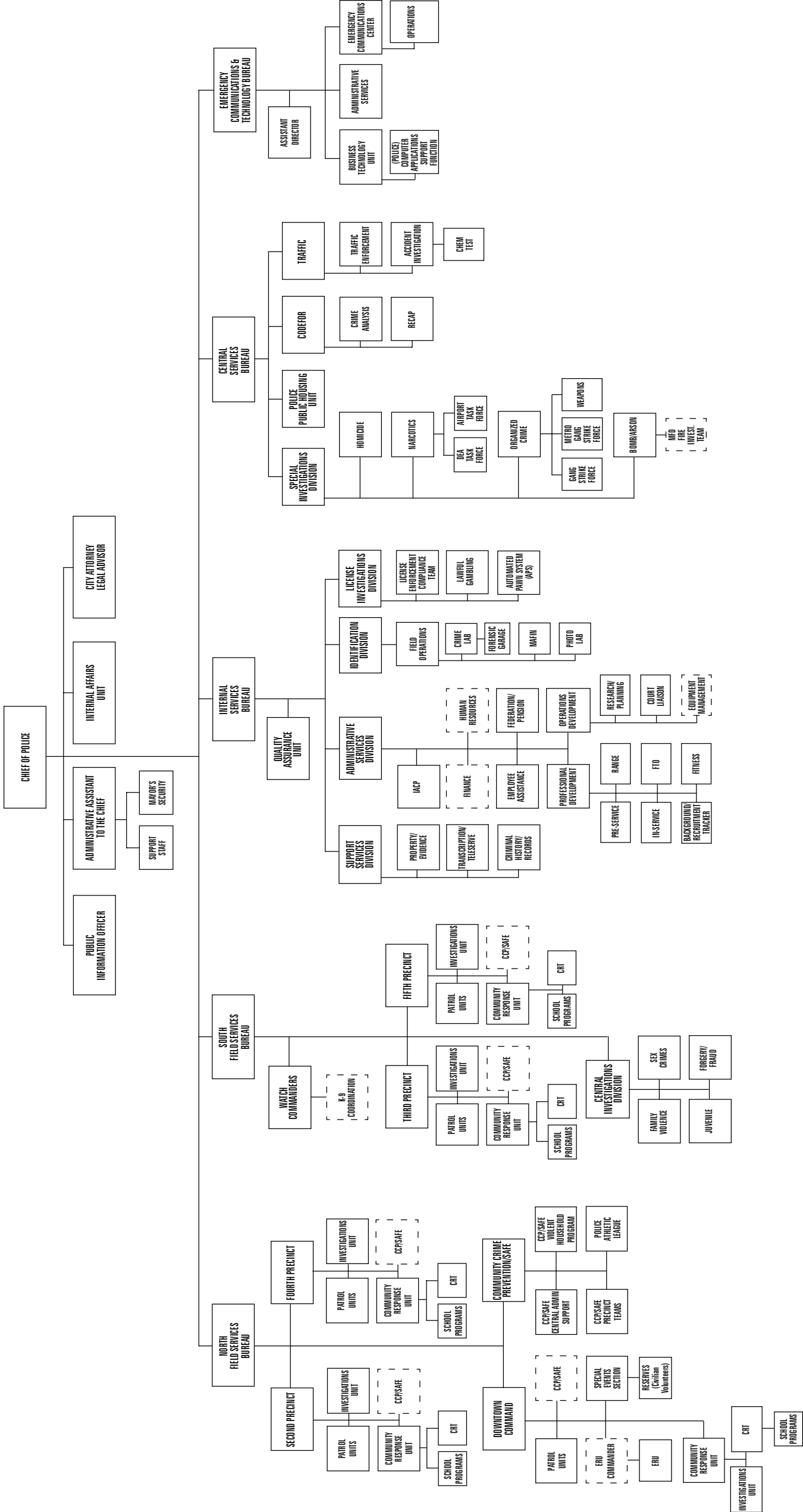
How does this challenge impact your business plan and service activities? What strategy, including financial, will you incorporate to address this challenge?

We expect to provide better and more appropriate police responses to the needs of the mentally ill. We need to properly administer and support the program through management, training, and equipment. We need to maintain and strengthen the sound relationship we are developing with Hennepin County and the mental health non-profit community. We need to share this message with the community at large that has concerns about police response to mental health crisis.

The MPD developed a collaborative approach with Hennepin County and the non-profit community to enhance the quality of service to the mentally ill. All partners assisted in the development and delivery of a week-long comprehensive training program for officers as basis training for the creation of an MPD Critical Incident Team.

To date, we have accommodated expenses within the MPD equipment and training budgets. We anticipate additional ongoing training and equipment costs. Hennepin County anticipates additional costs through increased referrals for service. We have agreed to support one another in the pursuit of State grants known to exist.

MINNEAPOLIS POLICE DEPARTMENT
2001 ORGANIZATION CHART



POLICE DEPARTMENT

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Contractual Services	7,795,319	9,080,921	9,425,278	10,859,204	15.2%	1,433,926
Equipment	274,328	185,369	157,675	157,675	0.0%	0
Fringe Benefits	14,493,807	14,571,886	14,265,563	15,464,121	8.4%	1,198,558
Operating Costs	4,790,093	5,235,821	4,996,219	6,322,576	26.5%	1,326,357
Salaries and Wages	57,844,275	61,150,469	61,952,834	60,140,402	-2.9%	-1,812,432
Total for General Fund - City	85,197,822	90,224,466	90,797,569	92,943,978	2.4%	2,146,409
Special Revenue Funds						
Contractual Services	1,407,114	1,538,425	641,031	641,031	0.0%	0
Equipment	803,140	731,279	1,579,598	1,704,598	7.9%	125,000
Fringe Benefits	367,197	263,401	91,407	104,056	13.8%	12,649
Operating Costs	481,179	392,937	462,532	462,532	0.0%	0
Salaries and Wages	1,676,552	1,290,867	354,733	357,347	0.7%	2,614
Transfers	0	6,800	0	0	0.0%	0
Total for Special Revenue Funds	4,735,183	4,223,709	3,129,301	3,269,564	4.5%	140,263
Total for POLICE DEPARTMENT	89,933,005	94,448,175	93,926,870	96,213,542	2.4%	2,286,672

POLICE DEPARTMENT Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	288,216	245,891	220,100	240,100	9.1%	20,000
Charges for Service	2,091,482	1,916,622	1,425,845	2,314,719	62.3%	888,874
Fines and Forfeits	2,800,265	2,955,120	2,885,000	2,930,000	1.6%	45,000
Interest	-23	1,061	0	50	0.0%	50
Licenses and Permits	66,654	967	3,000	3,000	0.0%	0
Operating Transfers In	174,974	191,332	132,000	190,000	43.9%	58,000
Other Misc Revenues	8,256	23,768	1,460	23,210	1,489.7%	21,750
State Government	3,985,098	4,300,499	4,375,000	4,450,000	1.7%	75,000
Total for General Fund - City	9,414,921	9,635,262	9,042,405	10,151,079	12.3%	1,108,674
Special Revenue Funds						
Charges for Sales	673	11,221	0	0	0.0%	0
Contributions	57,278	34,055	29,795	29,795	0.0%	0
Federal Government	2,902,638	2,612,931	2,592,000	1,542,000	-40.5%	-1,050,000
Fines and Forfeits	508,455	690,265	500,000	600,000	20.0%	100,000
Interest	113,800	76,609	0	0	0.0%	0
Licenses and Permits	129,703	186,285	250,000	250,000	0.0%	0
Operating Transfers In	70,400	70,700	70,400	0	-100.0%	-70,400
Other Misc Revenues	37,364	113,562	0	0	0.0%	0
Sales and Other Taxes	318,985	351,209	340,000	340,000	0.0%	0
State Government	1,040,779	504,058	265,000	390,000	47.2%	125,000
Total for Special Revenue Funds	5,180,074	4,650,896	4,047,195	3,151,795	-22.1%	-895,400
Total for POLICE DEPARTMENT	14,594,996	14,286,158	13,089,600	13,302,874	1.6%	213,274

POLICE DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
CENTRAL SERVICE BUREAU						
General Fund - City						
Contractual Services	707,169	453,146	538,139	540,519	0.4%	2,380
Equipment	96,989	11,820	14,600	10,000	-31.5%	-4,600
Fringe Benefits	2,143,098	1,966,709	2,093,446	2,296,134	9.7%	202,688
Operating Costs	156,465	502,458	510,504	660,416	29.4%	149,912
Salaries and Wages	8,361,889	8,055,333	7,866,230	8,541,501	8.6%	675,271
Total for General Fund - City	11,465,609	10,989,466	11,022,919	12,048,570	9.3%	1,025,651
Special Revenue Funds						
Contractual Services	243,828	293,373	117,832	117,832	0.0%	0
Equipment	101,781	51,035	21,000	21,000	0.0%	0
Fringe Benefits	69,148	53,422	0	0	0.0%	0
Operating Costs	167,047	101,329	118,732	118,732	0.0%	0
Salaries and Wages	348,934	263,085	0	0	0.0%	0
Total for Special Revenue Funds	930,738	762,243	257,564	257,564	0.0%	0
Total for CENTRAL SERVICE BUREAU	12,396,347	11,751,710	11,280,483	12,306,134	9.1%	1,025,651
EMERGENCY COMMUNICATIONS CTR						
General Fund - City						
Contractual Services	383,649	274,343	267,041	267,041	0.0%	0
Equipment	60,263	19,923	50,000	62,900	25.8%	12,900
Fringe Benefits	1,017,895	1,061,339	1,037,107	1,226,440	18.3%	189,333
Operating Costs	93,363	209,134	223,079	291,898	30.8%	68,819
Salaries and Wages	4,288,623	4,299,548	4,418,769	4,634,237	4.9%	215,468
Total for General Fund - City	5,843,793	5,864,287	5,995,996	6,482,516	8.1%	486,520
Special Revenue Funds						
Contractual Services	114,705	100,392	0	0	0.0%	0
Equipment	35,939	98,638	125,100	250,100	99.9%	125,000
Operating Costs	8,006	9,705	0	0	0.0%	0
Total for Special Revenue Funds	158,650	208,736	125,100	250,100	99.9%	125,000
Total for EMERGENCY COMMUNICATIONS C1	6,002,443	6,073,023	6,121,096	6,732,616	10.0%	611,520
INTERNAL SERVICES BUREAU						
General Fund - City						
Contractual Services	5,763,678	6,979,418	7,008,846	8,189,702	16.8%	1,180,856
Equipment	28,187	68,555	63,800	84,775	32.9%	20,975
Fringe Benefits	2,129,709	1,843,583	1,493,885	1,620,580	8.5%	126,695
Operating Costs	1,742,595	2,451,085	2,231,281	2,744,681	23.0%	513,400
Salaries and Wages	8,125,376	7,420,200	6,557,736	7,583,127	15.6%	1,025,391
Total for General Fund - City	17,789,545	18,762,842	17,355,548	20,222,865	16.5%	2,867,317
Special Revenue Funds						
Contractual Services	973,292	367,071	477,799	477,799	0.0%	0
Equipment	608,593	417,933	650,930	650,930	0.0%	0

POLICE DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
INTERNAL SERVICES BUREAU						
Special Revenue Funds						
Fringe Benefits	255,337	155,193	79,666	104,056	30.6%	24,390
Operating Costs	256,541	200,186	149,600	149,600	0.0%	0
Salaries and Wages	1,103,414	713,006	309,920	357,347	15.3%	47,427
Transfers	0	6,800	0	0	0.0%	0
Total for Special Revenue Funds	3,197,176	1,860,189	1,667,915	1,739,732	4.3%	71,817
Total for INTERNAL SERVICES BUREAU	20,986,721	20,623,031	19,023,463	21,962,597	15.5%	2,939,134
NORTH FIELD SERVICE BUREAU						
General Fund - City						
Contractual Services	553,755	890,913	1,191,517	1,334,089	12.0%	142,572
Equipment	43,842	76,202	10,975	0	-100.0%	-10,975
Fringe Benefits	4,914,884	4,686,724	4,357,371	4,681,764	7.4%	324,393
Operating Costs	2,590,845	1,028,251	1,009,132	1,288,374	27.7%	279,242
Salaries and Wages	16,898,691	19,639,778	20,705,435	21,116,201	2.0%	410,766
Total for General Fund - City	25,002,017	26,321,868	27,274,430	28,420,428	4.2%	1,145,998
Special Revenue Funds						
Contractual Services	66,673	79,729	44,500	44,500	0.0%	0
Equipment	55,810	149,266	774,068	774,068	0.0%	0
Fringe Benefits	39,188	38,905	0	0	0.0%	0
Operating Costs	37,197	48,283	191,000	191,000	0.0%	0
Salaries and Wages	205,729	225,896	0	0	0.0%	0
Total for Special Revenue Funds	404,597	542,079	1,009,568	1,009,568	0.0%	0
Total for NORTH FIELD SERVICE BUREAU	25,406,614	26,863,947	28,283,998	29,429,996	4.1%	1,145,998
POLICE DEPARTMENT						
General Fund - City						
Contractual Services	17,606	66,129	33,853	53,853	59.1%	20,000
Equipment	768	1,953	10,000	0	-100.0%	-10,000
Fringe Benefits	299,120	272,580	147,354	182,509	23.9%	35,155
Total for General Fund - City	317,494	340,662	191,207	236,362	23.6%	45,155
Total for POLICE DEPARTMENT	317,494	340,662	191,207	236,362	23.6%	45,155
POLICE DEPARTMENT						
General Fund - City						
Fringe Benefits	0	0	0	29,984	0.0%	29,984
Total for General Fund - City	0	0	0	29,984		29,984
Total for POLICE DEPARTMENT	0	0	0	29,984		29,984
POLICE DEPARTMENT						
General Fund - City						
Fringe Benefits	0	0	0	65,247	0.0%	65,247
Operating Costs	56,047	144,277	146,619	166,848	13.8%	20,229

POLICE DEPARTMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	417,750	395,182	18,286	874,356	4,681.6%	856,070
Total for General Fund - City	473,797	539,459	164,905	1,106,451	571.0%	941,546
Total for POLICE DEPARTMENT	473,797	539,459	164,905	1,106,451	571.0%	941,546
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	0	0	0	-4,797,363	0.0%	-4,797,363
Total for General Fund - City	0	0	0	-4,797,363		-4,797,363
Total for POLICE DEPARTMENT	0	0	0	-4,797,363		-4,797,363
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	842,998	826,989	745,492	359,480	-51.8%	-386,012
Total for General Fund - City	842,998	826,989	745,492	359,480	-51.8%	-386,012
Special Revenue Funds						
Contractual Services	0	575	800	800	0.0%	0
Operating Costs	650	407	2,700	2,700	0.0%	0
Total for Special Revenue Funds	650	982	3,500	3,500	0.0%	0
Total for POLICE DEPARTMENT	843,648	827,971	748,992	362,980	-51.5%	-386,012
SOUTH FIELD SERVICE BUREAU						
General Fund - City						
Contractual Services	369,462	416,971	385,882	474,000	22.8%	88,118
Equipment	44,279	6,916	8,300	0	-100.0%	-8,300
Fringe Benefits	3,989,101	4,740,950	5,136,400	5,361,463	4.4%	225,063
Operating Costs	150,779	900,616	875,604	1,170,359	33.7%	294,755
Salaries and Wages	18,908,948	20,513,439	21,640,886	21,828,863	0.9%	187,977
Total for General Fund - City	23,462,569	26,578,892	28,047,072	28,834,685	2.8%	787,613
Special Revenue Funds						
Contractual Services	8,617	697,286	100	100	0.0%	0
Equipment	1,017	14,407	8,500	8,500	0.0%	0
Fringe Benefits	3,524	15,880	11,741	0	-100.0%	-11,741
Operating Costs	11,737	33,027	500	500	0.0%	0
Salaries and Wages	18,476	88,880	44,813	0	-100.0%	-44,813
Total for Special Revenue Funds	43,371	849,480	65,654	9,100	-86.1%	-56,554
Total for SOUTH FIELD SERVICE BUREAU	23,505,940	27,428,372	28,112,726	28,843,785	2.6%	731,059
Total for POLICE DEPARTMENT	89,933,005	94,448,175	93,926,870	96,213,542	2.4%	2,286,672

Police Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Administration	14.00	13.00	13.00	13.00		-
North Field Services Bureau	369.00	386.00	384.00	386.00	0.5%	2.00
South Field Services Bureau	411.00	411.00	411.00	410.00	-0.2%	(1.00)
Central Services Bureau	162.50	140.50	138.50	138.50		-
Internal Services Bureau	146.50	136.50	140.50	140.50		-
Emergency Communications Center	99.50	104.00	95.50	95.50		-
FTE's	1,202.50	1,191.00	1,182.50	1,183.50	0.1%	1.00

Explanation of Changes 2001 to 2002 Budget:

- Police equipment rent was increased \$1,068,540 as part of the Equipment Services Workout Plan.
- Current service level request increases were made for telephone services (\$103,800), additional building lease and utilities (\$65,000), chaplain services (\$20,000), and increased school patrols (\$11,000).
- The target strategy includes a a reduction in 2.0 FTE sergeants, an addition of 4.0 officers funded by a new school grant, adding 3.0 FTE civilians funded by the Somali grant, an increased attrition/turnover-savings charge, and exchanging 2 .0 FTE sergeant positions for 2.0 FTE officer positions.
- Council moved to eliminate 4.0 FTE Manager of Crime Prevention positions. CCP/SAFE Teams will report to directly to Community Response Lieutenants, saving \$300,000.
- An additional \$2,178,000 cut to Police's General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

PUBLIC WORKS DEPARTMENT

MISSION STATEMENT

The Department of Public Works' mission is to build and maintain the public infrastructure of the City, and to provide basic products and services to support a high quality urban environment and a desirable quality of life for our citizens.

Public Works believes in:

- Developing collaborative partnerships with our stakeholders: elected officials, customers, employees, labor leaders, business leaders and other governmental agencies.
- Providing products and services that meet our customers' expectations in an environmentally sound, cost-effective manner.
- Developing infrastructure that supports a safe, clean, quiet, and beautiful urban environment.
- Advocating for City-wide needs through an on-going dialogue with our customers and stakeholders.

BUSINESSES

Provide A Strong, Safe And Cost-Efficient Infrastructure

The purpose of designing, building and maintaining this \$6.7 billion infrastructure is to provide the foundation upon which the City's residents, businesses and visitors can accomplish the creation of places and the performance of activities that they chose to do.

Customers and Stakeholders: All persons who live, work, recreate and travel through Minneapolis, other governmental agencies and businesses.

The most relevant City Goals: Strengthen the City through infrastructure investments; Make Downtown a great place to live, work and play; Improve public transportation to get people to jobs, school, fun and other daily activities; and Increase safety and confidence in the City through effective and efficient law enforcement.

Provide an Adequate Supply of Quality Water

The purpose of treating and delivering water is to use the water infrastructure elements to produce and provide an adequate supply of drinking water to Minneapolis and suburban customers. It also is necessary in maintaining the safety of the City - water must be delivered at sufficient pressure to the City's hydrants so it can be used for fire suppression.

Customers and Stakeholders: All persons who rely on and use Minneapolis water including suburban communities who purchase water and elected officials.

The most relevant City Goal: Strengthen the City through infrastructure investments.

Manage Residential Solid Waste

The purpose of managing solid waste is to protect public health and safety for the City to minimize vermin and disease. Managing solid waste properly is also a vital component in a sustainable and clean community.

Customers and Stakeholders: Residential citizens of Minneapolis, businesses and elected officials.

The most relevant City Goal: Preserve, enhance and create a sustainable and natural historic environment.

Manage Vehicular And Pedestrian Traffic/Parking

The purpose of managing vehicular, bicycle, and pedestrian traffic is to provide safe, efficient movement at acceptable speeds with minimal inconvenience or air pollution. Poor traffic management creates unsafe situations, limits business growth potential, creates problems for safety officials in responding to emergencies, and reduces the livability of our neighborhoods.

Customers and Stakeholders: All persons who live, work, recreate and travel through Minneapolis, businesses and elected officials.

The most relevant City Goals: *Increase safety and confidence in the City through effective and efficient law enforcement; Create strong, vital commercial corridors City-wide through mixed-use development; and Make downtown a great place to live, work, play and do business.*

Ensure A Clean, Safe Public Right-Of-Way

The purpose of operating the Impound Lot, controlling snow and ice, sweeping the streets, and maintaining vegetation on City Right-of Way includes assisting law enforcement and fire response, and improving the vitality of a community – including its natural environment.

Customers and Stakeholders: All persons who live, work, recreate and travel through Minneapolis, other City departments, businesses, elected officials

The most relevant City Goals: Increase safety and confidence in the City through effective and efficient law enforcement; Create strong, vital commercial corridors City-wide through mixed-use development; and Make downtown a great place to live, work, play and do business.

Control Litter and Graffiti

The purpose of controlling litter and graffiti is to provide a clean City in order to reduce crime, maintain the tax base, and increase livability

Customers and Stakeholders: Residential citizens of Minneapolis, businesses, elected officials and others.

The most relevant City Goals: Create strong, vital commercial corridors City wide through mixed-use development; and Preserve, enhance and create a sustainable and natural historic environment.

Support The City's Internal Operations

The purpose of supporting the City's internal operation is to provide a variety of internal services and facilities in order to maintain a well managed City. Properly managed equipment, services and facilities assists others in meeting the expectations of their stakeholders.

Customers and Stakeholders: All City employees and elected officials.

The most relevant City Goal: Provide an efficient, effective, results-oriented City government that has a clearly defined role in relationship to other levels of government.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Note: The Field Services Division participated in a pilot project for the 2002 Budget Process. Performance Measures related to the Field Services Division Service Activities have been included separately in a different form.

Service Activity	Key Performance Measures and Data
Provide A Strong, Safe And Cost-Efficient Infrastructure.	
1. Preserve, maintain, and rehabilitate bridges, retaining walls, and related structures on and adjacent to city streets and roadways. Provide annual inspection for all City bridges.	
2. Provide repair and maintenance of City streets and alleys. Continue to develop and maintain a City-wide pavement management system for coordination and prioritization of street replacement and repair.	
3. Clean, inspect, repair, and renovate sanitary sewers and structures and storm sewers and associated structures.	

4. Serve as caretaker for City-owned buildings and grounds under the jurisdiction of Property Services and utilized by Police, Fire, Public Works and other City departments by providing facility management functions that include professional and technical planning, design, and project management services; Manage and provide for the Capital Improvement needs of City owned buildings and grounds; Operation, Maintenance, repair, and construction services as requested by tenants; Responsible for life safety issues such as indoor air quality (IAQ), accessibility, creature comfort, and compliance with State and Local Building Codes; Provide for the acquisition and disposal of City owned buildings and grounds.	Maintenance & Operation costs per gross square foot of building space a year. (1,095,950 square feet) 2000: \$4.55 per square foot per year average. 1999: \$4.31 per square foot per year average
5. Plan, program, design, inspect, coordinate, and provide construction management for all City bridge projects. This also includes partnership efforts for Park Board, County, and MnDOT bridge projects within the City limits.	
6. Program, plan, design, survey, coordinate, and provide construction assistance for City, Park Board, County, and MnDOT road projects. This includes continuous update and maintenance of the City's digital topographic base map for enterprise functions.	MSA design hours per mile of new MSA street construction. 2000: 900 hours 1999: 900 hours
7. Prepare plans, specifications, agreements, and estimates for signal and lighting modifications/improvements at intersections, special projects, spot locations, and paving programs related to residential streets, MSA, CSA, Trunk Highways, or MCDA projects.	Number of plans and estimates prepared annually for signal and lighting modifications. 2000: 40 1999:
8. Administer and manage traffic signal design, data collection and records management, and site plan review.	Total traffic counts performed (mechanical and manual) 2000: 880 1999: 890
9. Inspect and repair sidewalks as needed to maintain a safe environment for pedestrians, and to minimize liability claims against the City.	
10. Provide general administration and coordination of all Street Maintenance activities. This includes all indirect labor costs such as vacation pay, sick pay, salaries, benefits, labor additives, unemployment, workers comp. etc. for Street Maintenance & Repair, Street Cleaning, Snow & Ice Control, and Malls & Plazas Maintenance.	
11. Plan, program, design, survey, coordinate, and provide construction assistance for all City, Park Board, County, and MnDOT sewer projects, including flood control projects.	Total number of City blocks of storm drains designed. 2000: 36 1999: 22.5
12. Prepare and maintain assessment rolls for capital projects, special service districts, Nicollet Mall, and other special assessments.	Number of assessment rolls processed per FTE. 2000: 15 1999: 10

13. Develop an electronic database of the sanitary and storm drainage utility system.	Percentage of system entered into the database. 2000: 50% Storm/30% Sanitary 1999: 45% Storm
14. Manage watershed work and related Special Water Quality project work such as Chain of Lakes project including environmental related investigation and remediation to protect City's built environment.	FTE's to accomplish program. 2000: 1.0 1999: 1.0
15. Perform location services and related administration for sewer and other underground facilities the PW Engineering Design maintains records for.	Number of locates. 2000: 3,763 1999: 4,640
16. Provide maintenance services for Special Service Districts.	
17. Manage National Pollutant Discharge Elimination System (NPDES) permit for stormwater including coordinating these activities with State and Federal agencies.	Number of FTE's involved in maintaining the permit. 2000: 1.0 1999: 1.0
18. Provide a suitable location and relevant services for the Municipal Market to adequately function.	Cost of maintenance per vendor stall provided at the Municipal Market. (88 stalls) 2000: 1999: \$253
19. Manage and implement CSO Permit conditions including PCA and EPA coordination.	FTE's to accomplish program. 2000: 1.0 1999: 1.0
20. Assist Citizens, Council Members, contractors, developers, and others to be in compliance with the City's existing and future sewer infrastructure system through site investigations and technical advice including site-plan review for compliance with erosion control and other zoning and planning ordinances.	Number of site plans reviewed. 2000: 235 1999: 245
21. Provide building and grounds services at the Pilot City Regional Center and the Native American Center.	Cost of maintenance and operations per square foot. (94,420 square feet) 2000: 1999: \$3.46 sq. foot per year average

Provide an Adequate Supply of Quality Water.

1. Provide an adequate supply of quality (Palatable and Potable) water to Minneapolis and suburban customers by treating, pumping, monitoring, and administering Water plant and pumping operations.	Treatment cost per gallon of Water. 2000: \$0.000441 per gallon (>chemicals & energy) 1999: \$0.000427 per gallon
2. Perform scheduled and unscheduled maintenance and construction to ensure operation of water treatment and pumping facilities. This function is critical to the activity of providing an adequate supply of quality water to Minneapolis and suburban customers.	Total maintenance cost per gallon of water produced. 2000: \$0.00020 per gallon 1999: \$0.00020 per gallon
3. Provide scheduled and unscheduled maintenance and construction of the water distribution system to ensure delivery of a quality water supply to	Maintenance cost per mile of water main. 2000: \$4,815 per mile 1999: \$4,807 per mile

Minneapolis and suburban customers.	
4. Complete major repairs and replacement projects to support providing a quality water supply to Minneapolis and suburban customers.	Major repair and replacement cost per mile of distribution system; Major plant repair and replacement cost per million gallons of water treated. 2000: \$1,052 per mile; \$99 per mg 1999: \$832 per mile; \$52 per mg
5. Provide engineering services for Water Works Capital Improvement, Major Repairs and Replacement, and Maintenance projects. This includes Engineering cost estimates, system design, specifications, drafting, and construction inspection. Included is engineering work required by outside agencies, and the administration and management of various consultant contracts. Also included are research and development, monitoring and reduction of distribution system corrosion, and data entry into the City GIS system. This cost center provides support for the Water Works' Treatment, Maintenance, Distribution, and Major Repairs cost centers.	Annual Engineering Services cost per million gallons of water produced. 2000: \$26.67 1999: \$65.00 per million gallons
6. Provide supervision and support services for the distribution maintenance and construction work force. This activity supports the activity of scheduled and unscheduled maintenance and construction of the water distribution system, and the activity of providing an adequate supply of safe water to Minneapolis and suburban customers.	Average repair cost per hydrant. 2000: \$534 1999: \$518 per hydrant
7. Provide Water Works management direction to efficiently and effectively provide safe water to Minneapolis and suburban customers. Issue water connection and hydrant use permits.	Percent of overall Water operating and capital budget spent on Water Administration. 2000: 1.41% 1999: 2.25 %
8. Meter Services: Read, Install, and Repair water meters.	Average annual meter maintenance and operating cost per customer. 2000: 11.82 1999:
9. Perform location services and related administration functions to facilitate location of water works underground facilities for public and private contractors and for private landowners as required by Minnesota Statute 216.0. (Gopher State One Call)	Cost per locate. 2000: \$21.03 1999: \$21.26

Manage Residential Solid Waste.

1. Provide garbage collection services (108,000 Dwelling units)	Number of dwelling units per day, per crew. 2000: 640 1999:
2. Dispose of solid waste, from collection, at the contracted disposal sites.	Amount of garbage disposed of 2000: 113,000 tons 1999: 113,890 tons

3. Provide Recycling service activities.	Number of stops per day, per crew. 2000: 390 1999:
4. Provide Problem Materials/Large Item services.	Amount of televisions, VCR's, and computers collected 2000: 330 Tons 1999: 320 tons
5. Provide Seasonal Yard Waste collection services from Spring through Fall.	Amount of yard waste composted 2000: 17,700 tons 1999: 17,094 tons
6. Provide Voucher programs for tires, construction debris, and other materials to City residents.	Amount collected through vouchers. 2000: 6,475 tons 1999:
7. Provide Solid Waste Administration	2000: 1999:
8. Provide Solid Waste Customer Service	2000: 1999:
9. Provide Solid Waste Equipment Maintenance	2000: 1999:
10. Provide support and coordination of Hennepin Co. Household Hazardous Waste collection events.	Percent of customers participating in the program per year. 2000: 1999:

Manage Vehicular and Pedestrian Traffic/Parking.

1. Construct, operate, and maintain all traffic control devices and facilities such as signs, signals, pavement markings, bus lanes, bike lanes, etc.	Number of work orders completed per FTE, per year. 2000: 3 1999:
2. Manage and Administer the Minneapolis Street Lighting System.	Annual maintenance cost per street light. (With or without electricity expenses). 2000: \$4,497,529/34,000 = \$132.28 1999: \$4,941,579 / 33,000 = \$149.74
3. Provide all street lighting engineering design services, including NRP areas requesting improved lighting.	Number of lighting projects designed and constructed. 2000: 9 1999:
4. Coordinate and Manage the performance, construction, operation, and maintenance of the Municipal Parking System. (Parking Ramps & Lots)	Parking System average revenue per parking stall, per year. 2000: \$1,995 1999: \$1,940
5. Administer and manage the Transportation System including autos, buses, bikes, pedestrians, trucks, taxis, limos, and any operational and safety issues involved in those systems.	Number of requests & complaints received per FTE, per year. 2000: 2000 1999: 15,000 / 15 = 1,000

6. Coordinate and manage the performance, construction, operation, and maintenance of the On-Street Parking System. (Parking Meters)	<p>Average revenue per parking meter, per year.</p> <p>2000: \$4,737,339/6,800 = \$696.67</p> <p>1999: \$4,312,319 / 6,400 = \$673.80</p>
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Ensure A Clean, Safe Public Right-Of-Way.

1. Control Snow and Ice on City streets, alleys, pedestrian bridges, and vehicular bridges and bridge sidewalks. This includes downtown streets and intersections.	
2. Provide Spring street and alley sweeping and cleaning.	
3. Provide Summer sweeping of City and special cleaning of inner City and business districts	
4. Manage and Coordinate the Municipal Impound Lot.	<p>Number of tows per year</p> <p>2000: 42,654</p> <p>1999: 40,679</p>
5. Enforcement of snow removal ordinances to maintain a safe pedestrian environment and minimize liability claims against the City.	
6. Maintain and clean all landscaped areas of the public right-of-way including debris clean-up and grass mowing on and around pedestrian bridges and bridge sidewalks.	
7. Provide year round maintenance for the Nicollet Mall Special Service District	
8. Provide Fall street sweeping and leaf pickup.	
9. Manage land-related aspects of City of Minneapolis' street and alley rights-of-way such as processing vacations, encroachments, site plans, and tax forfeited land transactions. Provide administration and inspection of: Connections to Minneapolis water and sewer systems by public and private contractors; All excavation in Minneapolis' Rights-of-Way.	<p>Number of vacations and encroachments reviewed per FTE.</p> <p>2000: 188</p> <p>1999: 185</p>

Control Litter And Graffiti.

Provide Solid Waste Clean City Activities	<p>2000:</p> <p>1999:</p>
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Support The City's Internal Operations.

1. Provide Publics Works management direction to efficiently and effectively accomplish services to meet the City's Goals and Objectives. This includes performing management support to address inter-divisional and inter-departmental operational and administrative issues concerning utilization of departmental resources. This support service is provided to all Public Works agencies.	Percent of Public Works operating and capital budgets spent on central PW administration and Management 2000: .30 % \$809,879 / \$271,309,962 1999: .31 % \$832,556 / \$267,140,961
2. Provide maintenance and repair of Police Vehicles and Fire vehicles other Mobile Equipment.	Maintenance expenditures per Vehicle Equivalent VE 2000: MPD = \$1,945 (747 VE); Fire = \$2,104 (416 VE) 1999:
3. Provide effective administrative management of City and Departmental personnel policies. Determine needs and provide direction to ensure that PW receives correct, complete, and timely human resources, payroll, and accounting services and information as defined by the Department. The customers of these services are PW and other organizations, both inside and outside City government.	2000: 1999:
4. Provide leadership for and management of the Department's Safety and Loss Control Program to reduce the negative effects of job-related illness and/or injury on employees, and to reduce expenditures for worker's compensation resulting from on-the-job illness and injuries. Ensure effective administrative management of State and Federal mandates from MN DOT, EPA, OSHA, and other agencies.	Cost for employee lost days due to on-the-job illness/injury, vs. spent on Safety administration. 2000: Lost Wages and Safety Admin Costs \$368,000 1999:
5. Provide for the wireless communications needs of City departments, through the purchase, installation, repair, and maintenance of related equipment, including base station and microwave infrastructure, portable and mobile equipment, mobile data terminals, 911 Emergency Communications Center equipment, electronic support equipment including sirens, radar units, decoders, public address, cable TV systems	Cost to provide complete wireless communication services per unit per year. 2000: \$202.93 per unit per year. 1999: \$239.17 per unit per year.
6. Assign and dispatch truck drivers, equipment operators, and equipment for construction, maintenance, snow and ice control, emergencies, and other Public Works and Park Board field operations. Administer contracts for construction equipment and trucks to supplement the City's fleet during peak periods of activity.	Equipment Services field operations expenditures per vehicle hour rental. 2000: \$33.19 per hour 1999: \$32.53 per hour
7. Provide maintenance and repair to Construction Equipment and Large Trucks, in compliance with Federal and MN DOT regulations, for all Public Works field operations.	Maintenance expenditures per Vehicle Equivalent 2000: 1999: CE = \$3,904; HT = \$3,795

8. Procurement and Disposal Administration - Prepare specifications, manage procurement and re-marketing of all mobile equipment and attachments.	Percent of fleet vehicles that are within the useful life cycle. 2000: 52% 1999: 62%
9. Provide the Environmental & Geo-Technical Services Function which includes on-site and in-lab testing, inspection, research; and environmental and soil boring services to insure quality control of concrete, asphalt, and soils for Public Works construction, maintenance, plant operations, and special projects.	
10. Provide advanced planning, project coordination, and project management services for projects with multi-disciplinary professional services including Architecture, Engineering, and Landscape Architecture for City and other governmental agencies such as MCDA, Park Board, NRP, MPHA, and the Minneapolis School Board.	The percent of billable hours compared to total hours. 2000: 72% 1999: 69%
11. Provide maintenance, service, and repair to Sedans and Light Trucks in order to provide reliable transportation for City departments and agencies.	Operational expenditures per light vehicles (light trucks and sedans) equivalent 2000: \$2,039 1999: LT Sedans= \$2,439; LT = \$1,843
12. Provide liaison services for Public Works to the Neighborhood Revitalization Program . Includes providing Public Works assistance to NRP neighborhoods so that they receive appropriate input and assistance in developing neighborhood plans to ensure that engineering issues are satisfactorily resolved.	Number of reimbursement agreements processed with MCDA. 2000: 1999: 19
13. Provide a Central Stores Inventory Function. Procures and maintains a warehouse of stocked inventory to support Public Works construction and maintenance operations and also furnish other supplies and materials to City Departments and Boards.	Number of transactions per FTE per year. 2000: 5,090 transactions per FTE 1999: 4,397 transactions per FTE
14. Produce bituminous products for Public Works construction and maintenance projects. (Asphalt Plant)	
15. Fueling Operations - Provide gasoline and diesel motor fuel supply and distribution for City vehicles and equipment. This service activity supports all Public Works activities, the Minneapolis Fire Dept., MPRB, MCDA, MPHA, Head Start, etc.	Difference in the cost per gallon of regular fuel versus the average retail cost of regular fuel. 2000: ESD is \$0.25 per gallon below retail costs. 1999: \$0.25 per gallon
16. Purchase, provide, and manage air time for cellular telephone equipment as requested by City departments; Provide and manage paging services for all City departments. Customers include Police, Fire, Public Works, and other City departments.	Cost to provide complete cell phone and pager services, excluding airtime expenses, per unit per year. 2000: \$8.18 per unit per year. (2288 phones/.3FTE) 1999: \$10.04 per unit per year.

<p>17. Provide Traffic Stores that procures and stocks materials and equipment as requested for the Transportation Division and for other departments and agencies.</p>	<p>Number of transactions per FTE per year. 2000: $\\$5,454/2 = \\$2,727$ 1999: $5,351 / 2 = 2,676$</p>
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CHALLENGES

CHALLENGE 1: Public Works continues to face the challenge of obtaining adequate funding to preserve, repair, maintain and reconstruct the City's aging infrastructure in an environment of increasing competition for limited funds.

Strategies:

The Infrastructure Gap Funding Plan as it was outlined in the 1998 budget process has continued. This Plan closes the gap between current spending and recommended spending for both infrastructure maintenance and capital projects over ten years. The Plan has separate gap closures for each of the several infrastructure elements: Streets, Alleys, Retaining Walls, Bridges, Traffic Signals, Street Lights, Traffic Signs, Parking Ramps & Lots & Meters, Storm Drainage System, Sanitary Sewer, Storm Tunnels, Sanitary Tunnels, Water Works Treatment, Water Works Distribution System, Buildings, and Radio.

Our first strategy prioritizes and allocates resources to infrastructure elements in greatest need. Our second strategy selects the most effective methods to preserve the infrastructure elements from a life cycle perspective. Our overall strategy is to maximize what we accomplish with existing funding and request additional resources to close the gap.

Progress:

Progress is being made at different rates for the various infrastructure elements. Water, Sanitary Sewer, Storm Drainage, Building, and Parking Maintenance and Capital Work are on track with the Plan. We are closing the gap, but more slowly, for the other infrastructure elements due to base level funding adjustments in infrastructure maintenance activities. Competing needs for capital resources are significantly impacting the capital gap closure. The infrastructure capital gap was based on timely restoration and replacement of existing infrastructure. Funding needs for new infrastructure are reducing amounts available for restoration and replacement.

CHALLENGE 2: As a partnering agency, Public Works faces the challenge of how to improve, expand, and modify cleaning, litter and graffiti programs in the changing societal condition of an apparent lessening of pride and/or respect of the public spaces of our City by our residents and visitors.

Strategies:

The Public Works Department has been working in conjunction with other City departments to develop a more effective means of delivering services through participation in the Clean City initiative. In 2000, Solid Waste Division conducted 36 neighborhood clean-ups.

Progress:

- The Council approved the Department letting bids and contracting for the private sector to perform graffiti paint-overs. It is anticipated that this will provide a higher quality of service.
- The Department is re-examining its program and offering enhanced options to the private sector funding of litter containers in the commercial areas.
- The Council approved full funding for Sentence to Service crews to collect litter. The contract has been modified in order to ensure the work is performed inside the City.
- To date 26 neighborhood clean-ups have been scheduled for 2001.
- On April 28, kicked-off the Clean City initiative with a volunteer clean up in the Longfellow neighborhood.

CHALLENGE 3: Our ability to provide adequate facilities and fleet to our operating units so we, as a department, can perform most cost-effectively requires more funding than is likely available. Even if the funding were there, there are a limited number of locations within the City where we can locate. Our operations require a use which better fits with industrial neighbors, and the City's recent direction seems to be moving toward encouraging available developable land for residential uses.

Strategies:

The Property Services Division has been working with the newly created Facilities Space and Asset Management Committee to take an enterprise approach to addressing City facility needs. This approach will result in more sites being developed for multi-City purposes rather than single divisional use. We are also working with City departments to develop comprehensive space plans to ensure we view space needs from a macro level. We are working with neighborhood groups, Planning Department, MCDA, and the Mayor and Council Offices to analyze locations of new facilities. When we do identify a site for development, we are ensuring that the design is functional, attractive and an asset to the neighborhood. Property Services has switched to the BOMA standard to better compare cost and performance with the private industry. This will allow for better analysis in determining leasing versus ownership. We are continuously striving for an efficient and effective approach to providing property and facility management.

The Equipment Services Division, for the past several years, has been implementing the recommendations from a 1997 study of their operations. There have been new facilities erected (Royalston and Currie) allowing for better and more efficient use of space. The renewal of the fleet has been delayed, but Public Works and the Finance Department are working on a multi-year workout plan to put the Equipment Fund and the Equipment Services Division back on track. Within the Equipment Services Division, the fleet management system (EMIS) will provide helpful insights to finding new efficiencies. In addition to the major strategies, management and staff continue to look for more efficient and cost effective ways of providing service.

Progress:

- Completion of the Currie Maintenance Facility.
- Renovating old fire station #10 into downtown Police Station. This saved millions of dollars in new construction costs.
- Neighborhood participation and Council direction on negotiations for additional property for a 3rd Police Precinct expansion. The expansion option saved millions of dollars versus a new site development.
- Renovating Public Works 60th and Harriet Yard to facilitate the consolidation of PW Operations, which will allow for eventual sale of the 44th and Snelling Yard.
- Neighborhood participation and Council direction on negotiations for additional property near Hiawatha and Lake for a new Public Works Campus.
- Continued efforts in identifying a site for the relocation of the Animal Shelter.

Progress concerning the fleet needs and the Equipment Division include:

- Cost savings have been found in changing the types of edges used for snow plowing, which has an annual savings of \$60,000.
- The completion of the automated fueling stations in 2000 will provide convenient fuel at lower prices and this system will provide the backbone for our preventive maintenance program.
- In previous years, the mechanic FTEs had been reduced in anticipation of a new facility and renewing the fleet at a faster pace.
- As the fleet is renewed, additional savings in parts purchased and the number of shop FTEs are anticipated.

CHALLENGE 4: Retirements and transitions, ability to recruit and retain technical professionals to perform key businesses of Public Works. This extends to the entire Public Works labor force.**Strategies:**

We developed an action plan entitled “Achieving a Diverse Workforce in Public Works.” The goal is to continue to develop and maintain a highly productive, diverse and professional workforce, and to create a work environment that promotes professional development and respect. The objectives of the action plan are: 1) to recruit – at all levels of the Public Works organization – qualified employees from diverse populations; and 2) to develop and retain a highly trained and professional workforce. Public Works management prioritized within its resources and has supported the Workforce Action Plan.

Progress:

The strategies and tactics are just getting underway, and it is too early to measure our progress except with anecdotal information. However, we do plan to continue monitoring Affirmative Action reports, expanding our recruiting efforts, improving internal communication systems and employee access to information, conducting exit interviews, and focusing on training and professional development opportunities for supervisors and employees at all levels. We intend to develop indicators that will measure our progress toward these and other priorities within the Workforce Action Plan. We also intend to continue to build a strong partnership with HR to assist us with many of these efforts.

CHALLENGE 5: The ability to keep Minneapolis' downtown accessible for workers, shoppers, visitors, and residents.**Strategies:**

Utilized the findings from the Downtown Transportation Study, which recommended improvements to the transportation system including parking facilities, traffic flow, signage the downtown circulator, and LRT. The Lane Use Committee continues to meet to develop short term and long term solutions to minimize the impact of lane use on traffic flow downtown. The City Council approved a request to implement an "obstruction permit" fee program was presented to increase revenue in order to provide additional personnel to implement the Lane Use Committee's recommendation.

Progress:

- The Hawthorn Transportation Center which includes a new Greyhound Jefferson Bus Terminal, charter bus parking, parking ramps of 990 spaces, and offices opened in November 2000.
- The reverse flow bus lanes on 4th Street were constructed in the fall of 2000 to divert the buses from 5th Street where the LRT lines will be constructed.
- The Metrodome East LRT station's 450 spaces underground parking facility construction began in April 2001 with completion in May 2002; this coincides with the construction of the LRT station and tracks in 2002-3.
- The 900 Nicollet Target Store's 840 space parking facility is complete and will open at the same period as the new Target Store in October 2001.
- Plans and negotiation related to the skyway connecting Hennepin Avenue at 10th Street to the Target Store and YMCA and will be completed in May 2001, with construction to be completed by December 2001.
- Work continues on the Orion Project whereby municipal ramps will have monitors tied to the MnDOT Traffic Surveillance Center informing parkers in the various parking facilities as to where congestion exist on the freeway system.
- Modification and improvements in the traffic signal timing and control continued to be made.
- The Downtown Transportation Study developed recommendations for improvement to travel demand, traffic flow, transit demand, parking supply and demand, bicycle system, pedestrian circulation, and curbside activity. We continue to develop solutions to address these needs.

The completion of these projects will result in added convenience, and easier traveling and parking downtown. Input, either pro or con, received from the public as to how the downtown street system is performing provides one indicator of progress.

NEW CHALLENGES

New Challenge One: We face the challenge of eliminating combined sewage overflows (CSOs) into the Mississippi River.

What is driving the issue?

The Metropolitan Council has been concerned about CSOs since 1999. The joint CSO/National Pollution Discharge Elimination System (NPDES) permit issued to the Metropolitan Council and the City by the Minnesota Pollution Control Agency (MPCA) expires June 30, 2001. While street and partial rooftop separation was completed by the City in 1999, CSOs still occur. In 2000, 8 rainstorms caused 25 CSOs that discharged approximately 57 million gallons of combined storm water/sewage into the Mississippi River.

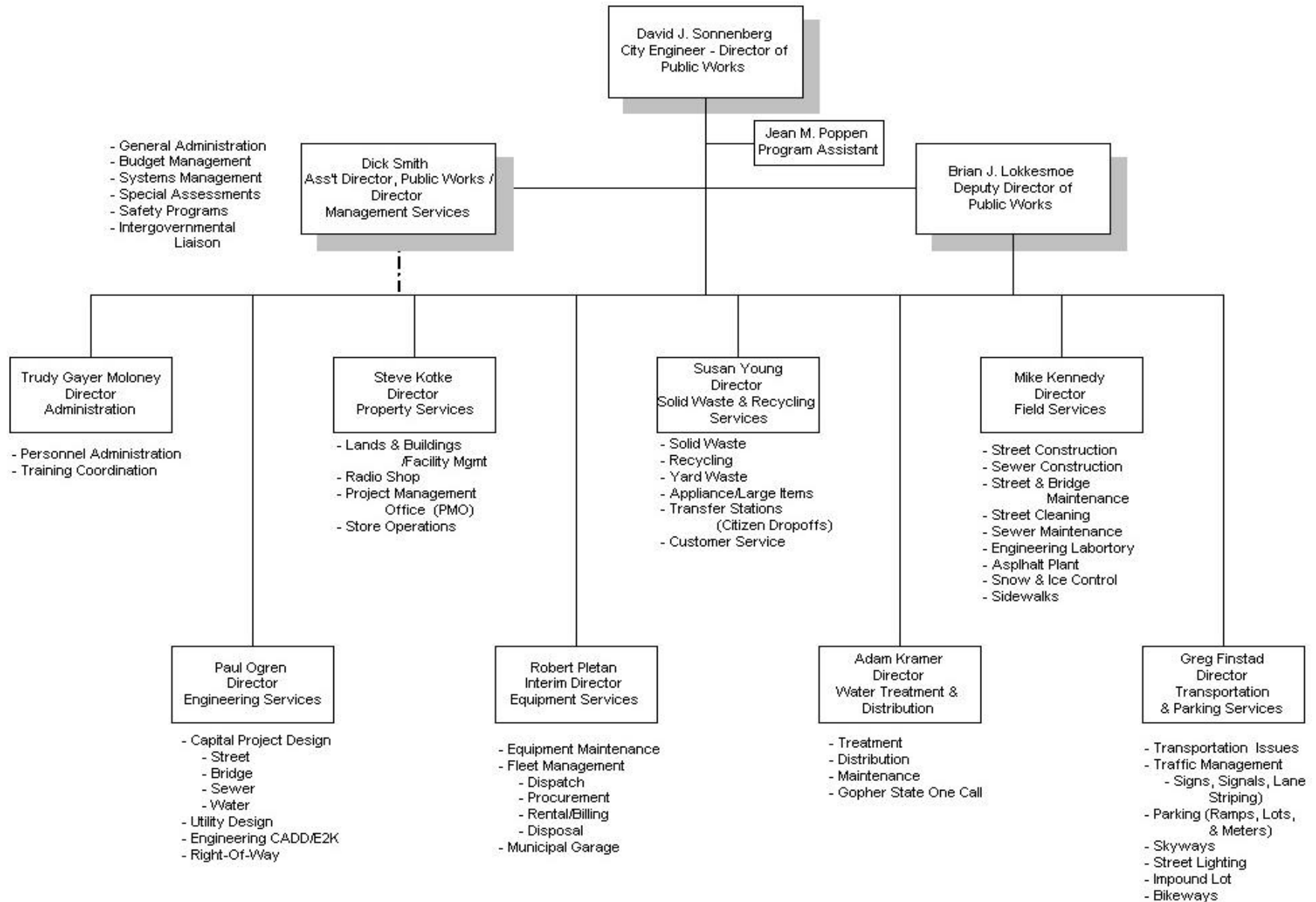
What strategy, including financial, will you incorporate to address this challenge?

The Metropolitan Council and the City have jointly funded a study of water that is contributing to the overflows to identify solutions and to establish improvement options for consideration. A multi-departmental work team has been established to define the next steps, including strategies for negotiations with the MPCA. The City Council will also review this issue shortly. If the State demands total elimination of CSOs, it is expected that education, regulatory and capital improvement strategies will all need to be considered.

How does this challenge impact your business plan and service activities?

This fits squarely within the business plan "Provide A Strong, Safe And Cost-Efficient Infrastructure." A Capital Budget Request was submitted in 2001 for some related capital work. A regulatory program aimed at private connections will be explored. The re-issuance of the CSO NPDES permit must be addressed in the very near future.

CITY OF MINNEAPOLIS - PUBLIC WORKS DEPARTMENT



TOTAL PUBLIC WORKS DEPARTMENT

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Chg From 2001 to 2002	Change From 2001 to 2002
FTE's by Division:						
Administration	9.70	20.00	20.00	21.00	5.0%	1.00
Engineering Services	75.00	98.50	98.50	105.50	7.1%	7.00
Field Services	192.90	196.50	207.10	203.70	-1.6%	(3.40)
Sewer Maintenance	63.60	59.10	61.10	61.90	1.3%	0.80
Engineering Materials	28.70	26.50	26.50	26.50	0.0%	-
Solid Waste	125.65	120.65	126.65	126.50	-0.1%	(0.15)
Transportation	107.04	108.04	110.54	116.54	5.4%	6.00
Water	257.75	240.75	240.75	241.00	0.1%	0.25
Equipment Services	250.60	247.60	247.60	257.60	4.0%	10.00
Property Services	66.30	65.00	63.90	66.80	4.5%	2.90
FTE's	1,177.24	1,182.64	1,202.64	1,227.04	2.0%	24.40
Expense by Object:						
Salaries and Wages	51,119,461	51,682,559	55,776,697	57,500,524	3.1%	1,723,827
Benefits	15,858,818	16,059,983	16,616,071	18,823,642	13.3%	2,207,571
Contractual Services	74,020,075	79,290,061	82,044,499	89,222,889	8.7%	7,178,390
Operating	38,514,386	39,135,150	48,166,900	49,009,237	1.7%	842,337
Equipment/Capital	7,830,189	5,252,547	9,407,222	9,321,552	-0.9%	(85,670)
Transfers	1,020,000	-	-	-	0.0%	0
Total Expense by Object	188,362,929	191,420,300	212,011,389	223,877,844	5.6%	11,866,455
Expense by Fund:						
General Fund	38,516,241	35,076,569	35,681,959	36,304,596	1.7%	622,637
CDBG/UDAG Funds	265,686	52,741	162,498	160,000	-1.5%	(2,498)
Grants - Other	19,299	-	-	-	0.0%	0
Permanent Improvement Projects	4,047,339	4,436,151	5,249,626	5,370,901	2.3%	121,275
Engineering Materials/Testing	2,612,885	3,332,347	3,434,277	3,473,089	1.1%	38,812
Permanent Improvement Equip.	27,659,728	26,496,655	30,981,723	29,737,681	-4.0%	(1,244,042)
Property Services	4,747,801	5,025,403	5,280,901	9,787,537	85.3%	4,506,636
Public Works Stores	624,769	718,618	838,979	861,695	2.7%	22,716
Sewer Rental	34,724,529	39,999,165	45,947,061	46,847,444	2.0%	900,383
Water Revenue	25,740,449	26,971,687	30,604,047	32,107,313	4.9%	1,503,266
Municipal Parking	27,269,493	27,223,004	29,627,134	34,037,752	14.9%	4,410,618
Solid Waste And Recycling	22,134,710	22,087,960	24,203,184	25,189,836	4.1%	986,652
Total Expense by Fund	188,362,929	191,420,300	212,011,389	223,877,844	5.6%	11,866,455
Expense by Division:						
Administration	801,108	1,391,201	1,755,035	1,971,448	12.3%	216,413
Engineering Services	5,132,828	6,394,736	8,763,921	9,856,769	12.5%	1,092,848
Field Services	26,219,101	27,394,523	26,796,529	27,567,494	2.9%	770,965
Sewer Maintenance	33,662,389	33,922,660	39,095,934	38,904,243	-0.5%	(191,691)
Engineering Materials	3,003,701	3,815,786	4,003,612	4,060,237	1.4%	56,625
Solid Waste	22,154,009	22,087,960	24,203,184	25,189,836	4.1%	986,652
Transportation	38,568,606	37,861,531	41,004,190	45,192,536	10.2%	4,188,346
Water	25,683,106	26,544,394	29,963,862	31,450,063	5.0%	1,486,201
Equipment Services	26,069,555	24,969,107	28,870,592	29,737,681	3.0%	867,089
Property Services	7,068,526	7,038,402	7,554,530	9,947,537	31.7%	2,393,007
Total Expense by Division	188,362,929	191,420,300	212,011,389	223,877,844	5.6%	11,866,455

TOTAL PUBLIC WORKS

Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Mayor Recomm.	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:							
Administration	9.70	20.00	20.00	21.00	21.00	5.0%	1.00
Engineering Services	75.00	98.50	98.50	105.50	105.50	7.1%	7.00
Field Services	192.90	196.50	207.10	203.70	203.70	-1.6%	(3.40)
Sewer Maintenance	63.60	59.10	61.10	61.90	61.90	1.3%	0.80
Engineering Materials	28.70	26.50	26.50	26.50	26.50		-
Solid Waste	125.65	120.65	126.65	126.50	126.50	-0.1%	(0.15)
Transportation	107.04	108.04	110.54	110.54	116.54	5.4%	6.00
Water	257.75	240.75	240.75	241.00	241.00	0.1%	0.25
Equipment Services	250.60	247.60	247.60	247.60	257.60	4.0%	10.00
Property Services	66.30	65.00	63.90	66.80	66.80	4.5%	2.90
FTE's	1,177.24	1,182.64	1,202.64	1,211.04	1,227.04	2.0%	24.40

Explanation of Changes 2001 to 2002 Budget:

- Moved Ramp Restoration appropriations capital to operating budget. This process reduced the Capital Funds by \$1.9 million and increased the Parking Fund by the same amount.
- Moved the Radio Shop department Permanent Improvement Fund to Property Services Fund. This lined up the reporting responsibility to the respective directors.
- Removed \$560,000 in appropriations for the Block E parking lot. This lot closed at the end of 2000.
- Increase of 5.0 FTE's during 2001. Lane Use Program, 3.0 FTE's; Administrative Assistant, 1.0 FTE; and Project Management, 1.0 FTE.

- Below is a summary of approved Exception Requests for the General Fund:

1. Equipment rental rates	139,000
2. Increase in utility rates	97,000
3. Repairs, Supplies, and Maintenance	35,000
4. Midtown Bikeway emergency comm.	33,600
5. Price increase for salt	298,000
6. Nicollet Mall Special Assessment	58,500
7. Overhead charges the Sewer Fund	162,000
Total General Fund Exception Requests	823,100

- Below is a summary of the Exception Requests for the Parking Fund:

1. MPI Living Wage	476,000
2. Increase in utility rates & fuel cost	557,000
3. New LRT Ramp	750,000
4. Hiawatha Ramp, full year appropriations	367,000
5. Towing contract rate increase	174,000
Total Parking Fund Exception Requests	2,324,000

- Below is a summary of the Adopted Target Strategies for the General Fund:

1. Reduce Seal Coating	(649,498)	-2.0 FTEs	-2.0 FTEs
2. Reduce Seal Coat Preparation	(450,502)	-5.0 FTEs	-5.0 FTEs
3. Field Operations & Street Lighting	(500,000)	-3.0 FTEs	-3.0 FTEs
Total General Fund Target	(1,600,000)	-10.0 FTEs	-10.0 FTEs

- Below is a summary of the Adopted Decision Packages for the General Fund:

City of Minneapolis	1. Infrastructure Gap- Bridge Flushing	10,000	+0.1 FTE	+0.1 FTE
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2002 Adopted Budget

TOTAL PUBLIC WORKS
Staffing Information and Notes

2. Infrastructure Gap- Streets	345,000	+3.0 FTE	+3.0 FTE
3. Infrastructure Gap- Alleys	50,000	+0.5 FTE	+0.5 FTE
4. Infrastructure Gap- Signs	25,000	-	-
5. Funding of GIS Business Office	<u>(200,000)</u>		
Total General Fund Decision Packages	230,000	+3.6 FTE	+3.6 FTE

- Below is a summary of the Adopted Decision Packages for the Permanent Improv. Fund:

1. Street Design- Two Engineering Aide III	101,956	+2.0 FTE	+2.0 FTE
2. Street Design- One Engineering Aide II	<u>59,598</u>	<u>+1.0 FTE</u>	<u>+1.0 FTE</u>
Total Perm Improv Fund Decision Packages	161,554	+3.0 FTE	+3.0 FTE

- Below is a summary of the Adopted Decision Packages for the Property Services Fund:

1. Infrastructure Gap- Radio Shop	80,000	+1.0 FTE	+1.0 FTE
2. Infrastructure Gap- Water	<u>80,000</u>	<u>+1.0 FTE</u>	<u>+1.0 FTE</u>
Total Property Services Decision Packages	160,000	+2.0 FTE	+2.0 FTE

- Below is a summary of the Adopted Decision Packages for the Sewer Fund:

1. Sewer Maintenance	50,000	+0.8 FTE	+0.8 FTE
2. Combined Sewer Overflow Team	<u>-</u>	<u>+6.0 FTE</u>	<u>+3.0 FTE</u>
Total Sewer Fund Decision Packages	50,000	+6.8 FTE	+3.8 FTE

- Below is a summary of the Adopted Decision Packages for the Water Fund:

1. Eng. Design Water- Engineering Aide III	50,980	+1.0 FTE	+1.0 FTE
2. Infrastructure Gap- Water	<u>899,020</u>	<u>-</u>	<u>-</u>
Total Water Fund Decision Packages	950,000	+1.0 FTE	+1.0 FTE

- Below is a summary of the Adopted Decision Packages for the Equipment Fund:

1. Contractual Repair	584,000		-
2. Drivers/Operators	<u>509,494</u>		<u>+10.0 FTE</u>
Total Equipment Fund Decision Packages	1,093,494		+10.0 FTE

- Below is a summary of the Adopted Decision Packages for the Parking Fund:

1. Parking Services Business Plan	<u>332,054</u>		<u>+6.0 FTEs</u>
Total Parking Fund Decision Packages	332,054		+6.0 FTEs

- An additional \$849,000 cut to Public Work's General Fund budget was adopted by the Council as part of the General Fund cut required of all departments.

PW - ADMINISTRATIVE SERVICES
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Contractual Services	1,939	0	0	0	0.0%	0
Fringe Benefits	11,510	0	0	0	0.0%	0
Operating Costs	1,432	0	0	0	0.0%	0
Salaries and Wages	42,462	0	0	0	0.0%	0
Total for Enterprise Funds	57,343	0	0	0		0
General Fund - City						
Contractual Services	83,559	164,260	254,244	254,962	0.3%	718
Equipment	3,730	39,829	26,250	26,250	0.0%	0
Fringe Benefits	100,733	181,103	222,852	315,282	41.5%	92,430
Operating Costs	42,880	60,927	66,946	77,064	15.1%	10,118
Salaries and Wages	512,863	945,082	1,184,743	1,297,890	9.6%	113,147
Total for General Fund - City	743,765	1,391,201	1,755,035	1,971,448	12.3%	216,413
Total for PW - ADMINISTRATIVE SERVICES	801,108	1,391,201	1,755,035	1,971,448	12.3%	216,413

PW - ADMINISTRATIVE SERVICES
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
General Fund - City						
Charges for Sales	205	0	250	250	0.0%	0
Charges for Service	605,721	618,173	1,340,000	1,340,000	0.0%	0
Other Misc Revenues	0	88	0	0	0.0%	0
<i>Total for General Fund - City</i>	605,926	618,261	1,340,250	1,340,250	0.0%	0
Total for PW - ADMINISTRATIVE SERVICES	605,926	618,261	1,340,250	1,340,250	0.0%	0

PW - ADMINISTRATIVE SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
MANAGEMENT SERVICES						
Enterprise Funds						
Contractual Services	1,939	0	0	0	0.0%	0
Fringe Benefits	11,510	0	0	0	0.0%	0
Operating Costs	1,432	0	0	0	0.0%	0
Salaries and Wages	42,462	0	0	0	0.0%	0
Total for Enterprise Funds	57,343	0	0	0		0
General Fund - City						
Contractual Services	83,559	64,109	165,676	166,209	0.3%	533
Equipment	3,730	23,968	10,250	10,250	0.0%	0
Fringe Benefits	100,733	114,585	151,416	223,131	47.4%	71,715
Operating Costs	42,880	45,445	51,670	61,788	19.6%	10,118
Salaries and Wages	512,863	617,131	836,175	913,579	9.3%	77,404
Total for General Fund - City	743,765	865,238	1,215,187	1,374,957	13.1%	159,770
Total for MANAGEMENT SERVICES	801,108	865,238	1,215,187	1,374,957	13.1%	159,770
SAFETY/RISK MANAGEMENT						
General Fund - City						
Contractual Services	0	95,611	55,036	55,221	0.3%	185
Equipment	0	15,860	15,500	15,500	0.0%	0
Fringe Benefits	0	35,803	41,730	56,236	34.8%	14,506
Operating Costs	0	14,797	14,900	14,900	0.0%	0
Salaries and Wages	0	185,102	208,319	235,064	12.8%	26,745
Total for General Fund - City	0	347,173	335,485	376,921	12.4%	41,436
Total for SAFETY/RISK MANAGEMENT	0	347,173	335,485	376,921	12.4%	41,436
SPECIAL ASSESSMENTS						
General Fund - City						
Contractual Services	0	4,540	33,532	33,532	0.0%	0
Equipment	0	0	500	500	0.0%	0
Fringe Benefits	0	30,715	29,706	35,915	20.9%	6,209
Operating Costs	0	685	376	376	0.0%	0
Salaries and Wages	0	142,850	140,249	149,247	6.4%	8,998
Total for General Fund - City	0	178,789	204,363	219,570	7.4%	15,207
Total for SPECIAL ASSESSMENTS	0	178,789	204,363	219,570	7.4%	15,207
Total for PW - ADMINISTRATIVE SERVICES	801,108	1,391,201	1,755,035	1,971,448	12.3%	216,413

PW ADMINISTRATION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Management Services	9.70	13.00	13.00	14.00	7.7%	1.00
Safety/Risk Management	-	4.00	4.00	4.00		-
Special Assessments	-	3.00	3.00	3.00		-
FTE's	9.70	20.00	20.00	21.00	5.0%	1.00

PW - ENGINEERING SERVICES
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Capital Outlay	8,028	17,294	0	0	0.0%	0
Contractual Services	695,071	642,142	1,504,635	1,495,156	-0.6%	-9,479
Equipment	65,112	86,815	60,580	65,200	7.6%	4,620
Fringe Benefits	454,756	516,319	610,661	752,769	23.3%	142,108
Operating Costs	138,400	142,107	162,788	177,053	8.8%	14,265
Salaries and Wages	1,857,482	2,163,099	2,467,041	2,673,297	8.4%	206,256
Total for Capital Projects	3,218,848	3,567,776	4,805,705	5,163,475	7.4%	357,770
Enterprise Funds						
Capital Outlay	1,081	1,199	0	0	0.0%	0
Contractual Services	509,072	614,062	1,150,910	1,364,331	18.5%	213,421
Equipment	30,628	10,264	59,462	87,862	47.8%	28,400
Fringe Benefits	191,983	260,598	326,065	477,710	46.5%	151,645
Operating Costs	34,939	54,013	73,894	92,864	25.7%	18,970
Salaries and Wages	735,956	1,102,164	1,426,149	1,700,328	19.2%	274,179
Total for Enterprise Funds	1,503,659	2,042,300	3,036,480	3,723,095	22.6%	686,615
General Fund - City						
Capital Outlay	0	0	455	455	0.0%	0
Contractual Services	47,287	124,856	201,620	214,815	6.5%	13,195
Equipment	0	5,293	5,000	5,000	0.0%	0
Fringe Benefits	62,773	119,754	129,828	143,769	10.7%	13,941
Operating Costs	9,617	18,359	11,157	13,459	20.6%	2,302
Salaries and Wages	290,634	516,396	573,676	592,701	3.3%	19,025
Total for General Fund - City	410,311	784,659	921,736	970,199	5.3%	48,463
Total for PW - ENGINEERING SERVICES	5,132,818	6,394,736	8,763,921	9,856,769	12.5%	1,092,848

PW - ENGINEERING SERVICES
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Charges for Sales	88,148	79,499	50,000	75,000	50.0%	25,000
Charges for Service	753,055	1,607,850	1,294,300	1,430,495	10.5%	136,195
Interest	13	0	0	0	0.0%	0
Operating Transfers In	33,828	0	0	0	0.0%	0
Other Misc Revenues	147	451	0	0	0.0%	0
State Government	556,620	1,160,752	782,600	844,598	7.9%	61,998
Total for Capital Projects	1,431,810	2,848,553	2,126,900	2,350,093	10.5%	223,193
Enterprise Funds						
Charges for Service	448,341	1,011,485	467,500	850,000	81.8%	382,500
Other Misc Revenues	148	0	0	0	0.0%	0
State Government	0	0	10,000	42,000	320.0%	32,000
Total for Enterprise Funds	448,488	1,011,485	477,500	892,000	86.8%	414,500
General Fund - City						
Charges for Sales	0	100	0	0	0.0%	0
Charges for Service	0	549,647	675,000	675,000	0.0%	0
Interest	0	86	0	0	0.0%	0
Licenses and Permits	10,620	38,320	10,000	35,000	250.0%	25,000
Other Misc Revenues	0	250	0	0	0.0%	0
Total for General Fund - City	10,620	588,403	685,000	710,000	3.6%	25,000
Total for PW - ENGINEERING SERVICES	1,890,918	4,448,441	3,289,400	3,952,093	20.1%	662,693

PW - ENGINEERING SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
REAL ESTATE AND ASSESSMENTS						
General Fund - City						
Contractual Services	47,287	0	0	0	0.0%	0
Fringe Benefits	62,773	0	0	0	0.0%	0
Operating Costs	9,617	0	0	0	0.0%	0
Salaries and Wages	290,634	0	0	0	0.0%	0
Total for General Fund - City	410,311	0	0	0		0
Total for REAL ESTATE AND ASSESSMENTS	410,311	0	0	0		0
RIGHT OF WAY MANAGEMENT						
General Fund - City						
Capital Outlay	0	0	455	455	0.0%	0
Contractual Services	0	124,856	201,620	214,815	6.5%	13,195
Equipment	0	5,293	5,000	5,000	0.0%	0
Fringe Benefits	0	119,720	129,828	143,769	10.7%	13,941
Operating Costs	0	18,359	11,157	13,459	20.6%	2,302
Salaries and Wages	0	516,130	573,676	592,701	3.3%	19,025
Total for General Fund - City	0	784,358	921,736	970,199	5.3%	48,463
Total for RIGHT OF WAY MANAGEMENT	0	784,358	921,736	970,199	5.3%	48,463
SEWER DESIGN						
Enterprise Funds						
Capital Outlay	1,081	1,199	0	0	0.0%	0
Contractual Services	136,779	596,381	1,150,910	1,364,331	18.5%	213,421
Equipment	25,049	10,264	59,462	87,862	47.8%	28,400
Fringe Benefits	181,978	194,092	222,925	359,137	61.1%	136,212
Operating Costs	28,563	53,782	73,894	92,864	25.7%	18,970
Salaries and Wages	685,091	759,273	889,104	1,161,651	30.7%	272,547
Total for Enterprise Funds	1,058,541	1,614,992	2,396,295	3,065,845	27.9%	669,550
Total for SEWER DESIGN	1,058,541	1,614,992	2,396,295	3,065,845	27.9%	669,550
STORM WATER MANAGEMENT						
Enterprise Funds						
Contractual Services	372,294	16	0	0	0.0%	0
Equipment	5,579	0	0	0	0.0%	0
Fringe Benefits	10,005	0	0	0	0.0%	0
Operating Costs	6,376	0	0	0	0.0%	0
Salaries and Wages	50,865	0	0	0	0.0%	0
Total for Enterprise Funds	445,118	16	0	0		0
Total for STORM WATER MANAGEMENT	445,118	16	0	0		0
STREET DESIGN						
Capital Projects						
Capital Outlay	8,028	17,294	0	0	0.0%	0

PW - ENGINEERING SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
STREET DESIGN						
Capital Projects						
Contractual Services	695,071	642,142	1,504,635	1,495,156	-0.6%	-9,479
Equipment	65,112	86,815	60,580	65,200	7.6%	4,620
Fringe Benefits	454,756	516,319	610,661	752,769	23.3%	142,108
Operating Costs	138,400	142,107	162,788	177,053	8.8%	14,265
Salaries and Wages	1,857,482	2,163,099	2,467,041	2,673,297	8.4%	206,256
Total for Capital Projects	3,218,848	3,567,776	4,805,705	5,163,475	7.4%	357,770
General Fund - City						
Fringe Benefits	0	34	0	0	0.0%	0
Salaries and Wages	0	267	0	0	0.0%	0
Total for General Fund - City	0	301	0	0		0
Total for STREET DESIGN	3,218,848	3,568,077	4,805,705	5,163,475	7.4%	357,770
WATER						
Enterprise Funds						
Contractual Services	0	17,665	0	0	0.0%	0
Fringe Benefits	0	66,505	103,140	118,573	15.0%	15,433
Operating Costs	0	232	0	0	0.0%	0
Salaries and Wages	0	342,891	537,045	538,677	0.3%	1,632
Total for Enterprise Funds	0	427,292	640,185	657,250	2.7%	17,065
Total for WATER	0	427,292	640,185	657,250	2.7%	17,065
Total for PW - ENGINEERING SERVICES	5,132,818	6,394,736	8,763,921	9,856,769	12.5%	1,092,848

PW - ENGINEERING SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Street Design	47.60	56.60	55.60	58.60	5.4%	3.00
Water	-	10.00	10.00	11.00	10.0%	1.00
Sewer Design	18.40	20.90	20.90	23.90	14.4%	3.00
Storm Water Management	1.50	-	-	-		-
Right of Way Management	-	11.00	12.00	12.00		-
Real Estate & Assessment	7.50	-	-	-		-
FTE's	75.00	98.50	98.50	105.50	7.1%	7.00

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Decision Packages for the Permanent Improv. Fund:

1. Street Design- Two Engineering Aide III	101,956	+2.0 FTE
2. Street Design- One Engineering II	59,598	+1.0 FTE
Total Perm Improv Fund Decision Pkgs	161,554	+3.0 FTE

- Below is a summary of the Adopted Decision Packages for the Water Fund:

1. Engineering Design Water- Aide III	50,980	+1.0 FTE
Total Water Fund Decision Packages	-	+1.0 FTE

- Below is a summary of the Adopted Decision Packages for the Sewer Fund:

1. Engineering Aide I	-	+1.0 FTE
2. Engineering Aide III	-	+1.0 FTE
3. EngineerII	-	+1.0 FTE
Total Sewer Fund Decision Packages	-	+3.0 FTE

PW - EQUIPMENT
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Internal Service Funds						
Capital Outlay	0	64,376	0	0	0.0%	0
Contractual Services	3,466,692	4,277,201	3,347,458	3,594,635	7.4%	247,177
Equipment	4,935,218	2,980,372	6,168,000	6,265,000	1.6%	97,000
Equipment Labor	20,522	15,163	0	0	0.0%	0
Fringe Benefits	3,355,644	3,474,638	3,636,728	3,858,682	6.1%	221,954
Operating Costs	3,745,961	3,415,972	3,803,400	4,012,400	5.5%	209,000
Salaries and Wages	10,545,519	10,741,383	11,915,006	12,006,964	0.8%	91,958
Total for Internal Service Funds	26,069,555	24,969,104	28,870,592	29,737,681	3.0%	867,089
Total for PW - EQUIPMENT	26,069,555	24,969,104	28,870,592	29,737,681	3.0%	867,089

PW - EQUIPMENT
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Internal Service Funds						
Charges for Sales	1,819,185	2,454,047	3,002,500	3,435,500	14.4%	433,000
Charges for Service	229,900	9,293,641	177,625	431,200	142.8%	253,575
Gains	256,918	159,872	275,000	200,000	-27.3%	-75,000
Interest	598	184	1,000	500	-50.0%	-500
Operating Transfers In	0	304,000	0	0	0.0%	0
Other Misc Revenues	135,354	250,149	412,000	315,000	-23.5%	-97,000
Proceeds of Long Term Liabilities	0	0	0	6,100,000	0.0%	6,100,000
Rents	20,384,284	14,068,757	21,948,916	24,995,940	13.9%	3,047,024
Total for Internal Service Funds	22,826,239	26,530,650	25,817,041	35,478,140	37.4%	9,661,099
Total for PW - EQUIPMENT	22,826,239	26,530,650	25,817,041	35,478,140	37.4%	9,661,099

PW - EQUIPMENT
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
MAINTENANCE						
Internal Service Funds						
Capital Outlay	0	64,376	0	0	0.0%	0
Contractual Services	1,568,185	1,966,158	1,384,540	1,964,926	41.9%	580,386
Equipment	111,812	102,280	160,000	160,000	0.0%	0
Fringe Benefits	937,701	1,031,412	1,502,449	1,464,208	-2.5%	-38,241
Operating Costs	3,131,262	2,969,984	3,214,000	3,402,000	5.8%	188,000
Salaries and Wages	2,598,304	2,687,068	3,877,200	3,719,153	-4.1%	-158,047
Total for Internal Service Funds	8,347,264	8,821,278	10,138,189	10,710,287	5.6%	572,098
Total for MAINTENANCE	8,347,264	8,821,278	10,138,189	10,710,287	5.6%	572,098
MUNICIPAL GARAGE						
Internal Service Funds						
Contractual Services	175,088	226,704	233,018	256,293	10.0%	23,275
Equipment	43,070	0	8,000	5,000	-37.5%	-3,000
Fringe Benefits	135,954	159,707	182,588	196,581	7.7%	13,993
Operating Costs	344,648	358,453	323,400	340,400	5.3%	17,000
Salaries and Wages	382,521	410,445	516,643	494,578	-4.3%	-22,065
Total for Internal Service Funds	1,081,282	1,155,309	1,263,649	1,292,852	2.3%	29,203
Total for MUNICIPAL GARAGE	1,081,282	1,155,309	1,263,649	1,292,852	2.3%	29,203
OPERATIONS						
Internal Service Funds						
Contractual Services	1,666,938	2,059,062	1,672,900	1,316,416	-21.3%	-356,484
Equipment Labor	20,522	15,163	0	0	0.0%	0
Fringe Benefits	2,281,989	2,283,519	1,951,691	2,197,893	12.6%	246,202
Operating Costs	117,571	82,754	116,000	120,000	3.4%	4,000
Salaries and Wages	7,564,694	7,643,870	7,521,163	7,793,233	3.6%	272,070
Total for Internal Service Funds	11,651,713	12,084,367	11,261,754	11,427,542	1.5%	165,788
Total for OPERATIONS	11,651,713	12,084,367	11,261,754	11,427,542	1.5%	165,788
PURCHASING						
Internal Service Funds						
Contractual Services	56,481	25,278	57,000	57,000	0.0%	0
Equipment	4,780,337	2,878,092	6,000,000	6,100,000	1.7%	100,000
Operating Costs	152,479	4,781	150,000	150,000	0.0%	0
Total for Internal Service Funds	4,989,297	2,908,151	6,207,000	6,307,000	1.6%	100,000
Total for PURCHASING	4,989,297	2,908,151	6,207,000	6,307,000	1.6%	100,000
Total for PW - EQUIPMENT	26,069,555	24,969,104	28,870,592	29,737,681	3.0%	867,089

PW - EQUIPMENT SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Maintenance	52.00	75.60	75.60	75.60		-
Municipal Garage	12.00	12.00	12.00	12.00		-
Operations	186.60	160.00	160.00	170.00	6.3%	10.00
FTE's	250.60	247.60	247.60	257.60	4.0%	10.00

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Decision Packages for the Equipment Fund:

1. Contractual Repair	584,000	-
2. Drivers/Operators	509,494	+10.0 FTE
Total Equipment Fund Decision Packages	1,093,494	+10.0 FTE

PW - PROPERTY SERVICES
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Contractual Services	112,530	56,924	0	0	0.0%	0
Equipment	3,653	0	0	0	0.0%	0
Fringe Benefits	72,302	81,522	0	0	0.0%	0
Operating Costs	9,125	20,550	0	0	0.0%	0
Salaries and Wages	267,257	273,712	0	0	0.0%	0
Total for Capital Projects	464,867	432,709	0	0		0
Internal Service Funds						
Capital Outlay	0	0	7,000	7,000	0.0%	0
Contractual Services	1,874,871	2,130,490	2,207,137	4,136,460	87.4%	1,929,323
Equipment	304,010	87,278	468,000	468,000	0.0%	0
Fringe Benefits	793,943	836,945	901,031	1,005,974	11.6%	104,943
Operating Costs	794,682	786,340	759,053	790,653	4.2%	31,600
Salaries and Wages	2,570,467	2,711,900	3,049,811	3,379,450	10.8%	329,639
Total for Internal Service Funds	6,337,973	6,552,953	7,392,032	9,787,537	32.4%	2,395,505
Special Revenue Funds						
Contractual Services	262,276	52,388	162,498	160,000	-1.5%	-2,498
Operating Costs	3,409	353	0	0	0.0%	0
Total for Special Revenue Funds	265,686	52,741	162,498	160,000	-1.5%	-2,498
Total for PW - PROPERTY SERVICES	7,068,526	7,038,403	7,554,530	9,947,537	31.7%	2,393,007

PW - PROPERTY SERVICES
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Charges for Service	527,199	389,231	0	0	0.0%	0
Other Misc Revenues	0	8,768	0	0	0.0%	0
Rents	0	3,375	0	0	0.0%	0
Total for Capital Projects	527,199	401,374	0	0		0
Internal Service Funds						
Charges for Sales	511,190	653,173	500,500	880,000	75.8%	379,500
Charges for Service	1,676,771	2,326,513	1,500,304	1,510,000	0.6%	9,696
Interest	4	345	0	0	0.0%	0
Other Misc Revenues	2,436	1,382	1,000	2,500	150.0%	1,500
Rents	4,606,202	4,995,440	5,999,670	7,795,000	29.9%	1,795,330
Total for Internal Service Funds	6,796,602	7,976,853	8,001,474	10,187,500	27.3%	2,186,026
Total for PW - PROPERTY SERVICES	7,323,802	8,378,227	8,001,474	10,187,500	27.3%	2,186,026

PW - PROPERTY SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
COMMUNITY CENTER OPERATIONS						
Special Revenue Funds						
Contractual Services	262,276	52,388	162,498	162,498	0.0%	0
Operating Costs	3,409	353	0	0	0.0%	0
Total for Special Revenue Funds	265,686	52,741	162,498	162,498	0.0%	0
Total for COMMUNITY CENTER OPERATIONS	265,686	52,741	162,498	162,498	0.0%	0
FACILITIES MANAGEMENT						
Internal Service Funds						
Contractual Services	1,263,901	1,326,634	1,234,284	3,168,064	156.7%	1,933,780
Equipment	34,661	25,421	13,000	13,000	0.0%	0
Fringe Benefits	663,620	702,509	679,628	734,745	8.1%	55,117
Operating Costs	675,591	709,529	642,209	643,497	0.2%	1,288
Salaries and Wages	2,087,523	2,226,820	2,306,106	2,484,644	7.7%	178,538
Total for Internal Service Funds	4,725,297	4,990,913	4,875,227	7,043,950	44.5%	2,168,723
Total for FACILITIES MANAGEMENT	4,725,297	4,990,913	4,875,227	7,043,950	44.5%	2,168,723
MUNICIPAL MARKET						
Internal Service Funds						
Contractual Services	14,808	24,747	11,732	10,000	-14.8%	-1,732
Fringe Benefits	1,515	1,897	2,146	0	-100.0%	-2,146
Operating Costs	45	0	0	0	0.0%	0
Salaries and Wages	6,136	7,846	8,957	0	-100.0%	-8,957
Total for Internal Service Funds	22,505	34,490	22,835	10,000	-56.2%	-12,835
Total for MUNICIPAL MARKET	22,505	34,490	22,835	10,000	-56.2%	-12,835
PROPERTY SERVICES ADMINISTRATION						
Internal Service Funds						
Fringe Benefits	0	0	0	23,717	0.0%	23,717
Salaries and Wages	0	0	0	117,516	0.0%	117,516
Total for Internal Service Funds	0	0	0	141,233		141,233
Total for PROPERTY SERVICES ADMINISTRATION	0	0	0	141,233		141,233
PW - PROPERTY SERVICES						
Special Revenue Funds						
Contractual Services	0	0	0	-2,498	0.0%	-2,498
Total for Special Revenue Funds	0	0	0	-2,498		-2,498
Total for PW - PROPERTY SERVICES	0	0	0	-2,498		-2,498
RADIO EQUIPMENT						
Internal Service Funds						
Contractual Services	596,162	779,108	892,141	889,416	-0.3%	-2,725
Equipment	269,349	61,857	442,000	442,000	0.0%	0
Fringe Benefits	128,808	132,539	150,369	174,542	16.1%	24,173

PW - PROPERTY SERVICES
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
RADIO EQUIPMENT						
Internal Service Funds						
Operating Costs	119,045	76,811	101,050	131,190	29.8%	30,140
Salaries and Wages	476,808	477,235	525,571	550,588	4.8%	25,017
Total for Internal Service Funds	1,590,172	1,527,550	2,111,131	2,187,736	3.6%	76,605
Total for RADIO EQUIPMENT	1,590,172	1,527,550	2,111,131	2,187,736	3.6%	76,605
SPECIAL PROJECTS						
Capital Projects						
Contractual Services	112,530	56,924	0	0	0.0%	0
Equipment	3,653	0	0	0	0.0%	0
Fringe Benefits	72,302	81,522	0	0	0.0%	0
Operating Costs	9,125	20,550	0	0	0.0%	0
Salaries and Wages	267,257	273,712	0	0	0.0%	0
Total for Capital Projects	464,867	432,709	0	0		0
Internal Service Funds						
Capital Outlay	0	0	7,000	7,000	0.0%	0
Contractual Services	0	0	68,980	68,980	0.0%	0
Equipment	0	0	13,000	13,000	0.0%	0
Fringe Benefits	0	0	68,888	72,970	5.9%	4,082
Operating Costs	0	0	15,794	15,966	1.1%	172
Salaries and Wages	0	0	209,177	226,702	8.4%	17,525
Total for Internal Service Funds	0	0	382,839	404,618	5.7%	21,779
Total for SPECIAL PROJECTS	464,867	432,709	382,839	404,618	5.7%	21,779
Total for PW - PROPERTY SERVICES	7,068,526	7,038,403	7,554,530	9,947,537	31.7%	2,393,007

PW - PROPERTY SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Radio	10.30	10.30	10.30	11.30	9.7%	1.00
Municipal Market	0.15	0.15	0.15	-		(0.15)
Lands and Building Maintenance	50.85	50.55	50.45	52.50	4.1%	2.05
Special Projects	5.00	4.00	3.00	3.00		-
FTE's	66.30	65.00	63.90	66.80	4.5%	2.90

Explanation of Changes 2001 to 2002 Budget:

- Moved the Radio Shop department Permanent Improvement Fund to Property Services Fund.
This lined up the reporting responsibility to the respective directors.

- Below is a summary of the Adopted Decision Packages for the Land & Bldgs Fund:

1. Infrastructure Gap- Radio Shop	80,000	+1.0 FTE
2. Infrastructure Gap- Water	80,000	+1.0 FTE
Total Property Services Fund Decision Packages	160,000	+2.0 FTE

PW - ENG MATERIALS & TESTING
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Internal Service Funds						
Contractual Services	682,814	667,281	637,162	651,648	2.3%	14,486
Equipment	16,760	2,062	2,000	2,000	0.0%	0
Fringe Benefits	320,534	322,229	345,252	370,284	7.3%	25,032
Operating Costs	985,565	1,686,407	1,780,916	1,782,550	0.1%	1,634
Salaries and Wages	998,028	1,137,807	1,238,282	1,253,755	1.2%	15,473
Total for Internal Service Funds	3,003,701	3,815,786	4,003,612	4,060,237	1.4%	56,625
Total for PW - ENG MATERIALS & TESTING	3,003,701	3,815,786	4,003,612	4,060,237	1.4%	56,625

PW - ENG MATERIALS & TESTING
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Internal Service Funds						
Charges for Sales	2,636,667	4,098,772	3,566,783	3,868,000	8.4%	301,217
Charges for Service	1,352,988	1,386,258	1,332,766	1,483,000	11.3%	150,234
Interest	0	0	0	0	0.0%	0
Other Misc Revenues	53,945	79,071	0	0	0.0%	0
State Government	0	-112,127	0	0	0.0%	0
<i>Total for Internal Service Funds</i>	4,043,599	5,451,973	4,899,549	5,351,000	9.2%	451,451
Total for PW - ENG MATERIALS & TESTING	4,043,599	5,451,973	4,899,549	5,351,000	9.2%	451,451

PW - ENG MATERIALS & TESTING
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ASPHALT PLANT						
Internal Service Funds						
Contractual Services	296,498	400,836	296,761	305,901	3.1%	9,140
Equipment	13,980	352	0	0	0.0%	0
Fringe Benefits	121,701	132,757	138,518	128,475	-7.3%	-10,043
Operating Costs	939,091	1,553,782	1,621,558	1,622,467	0.1%	909
Salaries and Wages	263,391	316,835	345,256	349,555	1.2%	4,299
Total for Internal Service Funds	1,634,661	2,404,562	2,402,093	2,406,398	0.2%	4,305
Total for ASPHALT PLANT	1,634,661	2,404,562	2,402,093	2,406,398	0.2%	4,305
CENTRAL STORES						
Internal Service Funds						
Contractual Services	37,701	34,906	67,585	67,459	-0.2%	-126
Equipment	522	0	2,000	2,000	0.0%	0
Fringe Benefits	74,827	63,609	64,461	74,383	15.4%	9,922
Operating Costs	36,470	110,609	141,934	142,659	0.5%	725
Salaries and Wages	241,298	274,315	293,355	300,647	2.5%	7,292
Total for Internal Service Funds	390,816	483,440	569,335	587,148	3.1%	17,813
Total for CENTRAL STORES	390,816	483,440	569,335	587,148	3.1%	17,813
CONCRETE PLANT						
Internal Service Funds						
Contractual Services	974	0	0	0	0.0%	0
Fringe Benefits	11,335	0	0	0	0.0%	0
Operating Costs	-105	0	0	0	0.0%	0
Total for Internal Service Funds	12,204	0	0	0		0
Total for CONCRETE PLANT	12,204	0	0	0		0
ENGINEERING LABORATORY						
Internal Service Funds						
Contractual Services	347,641	231,539	272,816	278,288	2.0%	5,472
Equipment	2,259	1,710	0	0	0.0%	0
Fringe Benefits	112,671	125,863	142,273	167,426	17.7%	25,153
Operating Costs	10,110	22,017	17,424	17,424	0.0%	0
Salaries and Wages	493,339	546,657	599,671	603,553	0.6%	3,882
Total for Internal Service Funds	966,020	927,785	1,032,184	1,066,691	3.3%	34,507
Total for ENGINEERING LABORATORY	966,020	927,785	1,032,184	1,066,691	3.3%	34,507
Total for PW - ENG MATERIALS & TESTING	3,003,701	3,815,786	4,003,612	4,060,237	1.4%	56,625

**PW - Engineering Materials and Testing
Staffing Information and Notes**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Central Stores	6.00	6.00	6.00	7.00	16.7%	1.00
Asphalt Plant	8.20	8.00	8.00	7.00	-12.5%	(1.00)
Concrete Plant	2.00	-	-	-		-
Engineering Laboratory	12.50	12.50	12.50	12.50		-
FTE's	28.70	26.50	26.50	26.50		-

PW - SEWER MAINTENANCE
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Contractual Services	5,861,505	6,283,050	7,011,638	7,037,666	0.4%	26,028
Equipment	195,222	257,968	154,000	154,000	0.0%	0
Fringe Benefits	927,459	988,046	1,015,623	1,184,754	16.7%	169,131
Operating Costs	23,860,816	25,198,305	28,255,117	27,735,348	-1.8%	-519,769
Salaries and Wages	2,375,868	2,717,757	2,659,556	2,792,475	5.0%	132,919
Total for Enterprise Funds	33,220,870	35,445,126	39,095,934	38,904,243	-0.5%	-191,691
General Fund - City						
Contractual Services	43,622	0	0	0	0.0%	0
Fringe Benefits	78,978	0	0	0	0.0%	0
Operating Costs	6,373	0	0	0	0.0%	0
Salaries and Wages	312,554	0	0	0	0.0%	0
Total for General Fund - City	441,528	0	0	0		0
Total for PW - SEWER MAINTENANCE	33,662,398	35,445,126	39,095,934	38,904,243	-0.5%	-191,691

PW - SEWER MAINTENANCE
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Service	49,644,685	56,898,073	58,809,580	61,640,928	4.8%	2,831,348
Gains	0	156,184	0	0	0.0%	0
Interest	181	55,834	0	0	0.0%	0
Other Misc Revenues	238,233	50,696	108,496	50,000	-53.9%	-58,496
Total for Enterprise Funds	49,883,099	57,160,787	58,918,076	61,690,928	4.7%	2,772,852
General Fund - City						
Charges for Service	501,650	0	0	0	0.0%	0
Interest	-0	0	0	0	0.0%	0
Other Misc Revenues	120	0	0	0	0.0%	0
Total for General Fund - City	501,770	0	0	0		0
Total for PW - SEWER MAINTENANCE	50,384,868	57,160,787	58,918,076	61,690,928	4.7%	2,772,852

PW - SEWER MAINTENANCE
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
MET COUNCIL ENVIRONMENTAL SVCS						
Enterprise Funds						
Contractual Services	4,505,856	5,045,124	4,970,040	4,970,040	0.0%	0
Equipment	148,143	0	0	0	0.0%	0
Operating Costs	22,779,252	24,123,156	27,300,000	26,733,074	-2.1%	-566,926
Total for Enterprise Funds	27,433,251	29,168,280	32,270,040	31,703,114	-1.8%	-566,926
Total for MET COUNCIL ENVIRONMENTAL SV	27,433,251	29,168,280	32,270,040	31,703,114	-1.8%	-566,926
SEWER MAINTENANCE						
Enterprise Funds						
Contractual Services	1,355,649	1,237,927	2,041,598	2,067,626	1.3%	26,028
Equipment	47,080	257,968	154,000	154,000	0.0%	0
Fringe Benefits	927,459	988,046	1,015,623	1,184,754	16.7%	169,131
Operating Costs	1,081,564	1,075,149	955,117	1,002,274	4.9%	47,157
Salaries and Wages	2,375,868	2,717,757	2,659,556	2,792,475	5.0%	132,919
Total for Enterprise Funds	5,787,619	6,276,847	6,825,894	7,201,129	5.5%	375,235
General Fund - City						
Contractual Services	43,622	0	0	0	0.0%	0
Fringe Benefits	78,978	0	0	0	0.0%	0
Operating Costs	6,373	0	0	0	0.0%	0
Salaries and Wages	312,554	0	0	0	0.0%	0
Total for General Fund - City	441,528	0	0	0		0
Total for SEWER MAINTENANCE	6,229,147	6,276,847	6,825,894	7,201,129	5.5%	375,235
Total for PW - SEWER MAINTENANCE	33,662,398	35,445,126	39,095,934	38,904,243	-0.5%	-191,691

PW - SEWER MAINTENANCE
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Sewer Maintenance	57.10	59.10	61.10	61.90	1.3%	0.80
Sewer and Water Connections	6.50	-	-	-		-
FTE's	63.60	59.10	61.10	61.90	1.3%	0.80

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Decision Packages for the Sewer Rental Fund:

1. Sewer Maintenance	50,000	+0.8 FTE
Total Sewer Rental Fund Decision Packages	-	+0.8 FTE

PW - SOLID WASTE
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Capital Outlay	4,203	0	41,000	41,000	0.0%	0
Contractual Services	14,461,608	14,451,334	15,412,117	15,413,662	0.0%	1,545
Equipment	601,159	589,196	1,094,500	1,094,500	0.0%	0
Fringe Benefits	1,659,424	1,636,418	1,749,306	2,057,807	17.6%	308,501
Operating Costs	583,213	615,197	632,815	756,651	19.6%	123,836
Salaries and Wages	4,825,104	4,751,367	5,273,446	5,826,216	10.5%	552,770
Total for Enterprise Funds	22,134,710	22,043,512	24,203,184	25,189,836	4.1%	986,652
Special Revenue Funds						
Contractual Services	19,299	0	0	0	0.0%	0
Total for Special Revenue Funds	19,299	0	0	0		0
Total for PW - SOLID WASTE	22,154,009	22,043,512	24,203,184	25,189,836	4.1%	986,652

PW - SOLID WASTE
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	625,882	957,398	640,200	640,200	0.0%	0
Charges for Service	20,554,322	22,205,855	22,650,800	23,612,800	4.2%	962,000
Local Government	991,876	964,041	956,000	937,000	-2.0%	-19,000
Other Misc Revenues	1,397	557	0	0	0.0%	0
Sales and Other Taxes	0	36,160	0	0	0.0%	0
<i>Total for Enterprise Funds</i>	22,173,478	24,164,011	24,247,000	25,190,000	3.9%	943,000
Total for PW - SOLID WASTE	22,173,478	24,164,011	24,247,000	25,190,000	3.9%	943,000

PW - SOLID WASTE
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
Enterprise Funds						
Contractual Services	0	220,211	69,073	68,261	-1.2%	-812
Equipment	0	130,513	0	0	0.0%	0
Fringe Benefits	0	189,860	177,315	210,978	19.0%	33,663
Operating Costs	0	76,788	0	0	0.0%	0
Salaries and Wages	0	906,057	844,908	934,474	10.6%	89,566
Total for Enterprise Funds	0	1,523,429	1,091,296	1,213,713	11.2%	122,417
Total for ADMINISTRATION	0	1,523,429	1,091,296	1,213,713	11.2%	122,417
CLEAN CITY						
Enterprise Funds						
Contractual Services	0	308,743	8,440	7,173	-15.0%	-1,267
Equipment	0	11,808	0	0	0.0%	0
Fringe Benefits	0	59,893	75,501	149,972	98.6%	74,471
Operating Costs	0	118,923	0	0	0.0%	0
Salaries and Wages	0	221,013	363,782	695,110	91.1%	331,328
Total for Enterprise Funds	0	720,380	447,723	852,255	90.4%	404,532
Total for CLEAN CITY	0	720,380	447,723	852,255	90.4%	404,532
COLLECTION						
Enterprise Funds						
Capital Outlay	3,803	0	41,000	41,000	0.0%	0
Contractual Services	5,452,554	3,528,023	5,933,866	5,928,824	-0.1%	-5,042
Equipment	547,365	387,039	799,000	799,000	0.0%	0
Fringe Benefits	1,058,529	643,675	782,814	862,684	10.2%	79,870
Operating Costs	502,091	309,748	517,150	640,986	23.9%	123,836
Salaries and Wages	3,084,004	1,582,434	1,824,921	1,912,483	4.8%	87,562
Total for Enterprise Funds	10,648,345	6,450,919	9,898,751	10,184,977	2.9%	286,226
Total for COLLECTION	10,648,345	6,450,919	9,898,751	10,184,977	2.9%	286,226
CUSTOMER SERVICE						
Enterprise Funds						
Contractual Services	0	1,400,914	0	0	0.0%	0
Fringe Benefits	0	71,705	75,994	103,781	36.6%	27,787
Operating Costs	0	24	0	0	0.0%	0
Salaries and Wages	0	286,273	297,231	349,751	17.7%	52,520
Total for Enterprise Funds	0	1,758,917	373,225	453,532	21.5%	80,307
Total for CUSTOMER SERVICE	0	1,758,917	373,225	453,532	21.5%	80,307
DISPOSAL						
Enterprise Funds						
Contractual Services	0	5,644,830	4,684,800	4,684,800	0.0%	0
Fringe Benefits	0	73,468	30,828	12,732	-58.7%	-18,096

PW - SOLID WASTE
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
DISPOSAL						
Enterprise Funds						
Operating Costs	0	2,389	3,665	3,665	0.0%	0
Salaries and Wages	0	0	157,768	38,910	-75.3%	-118,858
Total for Enterprise Funds	0	5,720,686	4,877,061	4,740,107	-2.8%	-136,954
Total for DISPOSAL	0	5,720,686	4,877,061	4,740,107	-2.8%	-136,954
EQUIPMENT						
Enterprise Funds						
Contractual Services	0	300,092	0	0	0.0%	0
Equipment	0	51,818	0	0	0.0%	0
Fringe Benefits	0	123,387	80,816	78,211	-3.2%	-2,605
Operating Costs	0	83,116	0	0	0.0%	0
Salaries and Wages	0	392,814	343,773	358,685	4.3%	14,912
Total for Enterprise Funds	0	951,227	424,589	436,896	2.9%	12,307
Total for EQUIPMENT	0	951,227	424,589	436,896	2.9%	12,307
LARGE ITEM/PROBLEM MATERIAL						
Enterprise Funds						
Contractual Services	451,253	482,453	570,535	576,324	1.0%	5,789
Equipment	12,725	7,028	16,000	16,000	0.0%	0
Fringe Benefits	78,843	100,128	83,301	118,651	42.4%	35,350
Operating Costs	8,819	8,816	0	0	0.0%	0
Salaries and Wages	293,276	414,411	360,379	368,089	2.1%	7,710
Total for Enterprise Funds	844,917	1,012,835	1,030,215	1,079,064	4.7%	48,849
Total for LARGE ITEM/PROBLEM MATERIAL	844,917	1,012,835	1,030,215	1,079,064	4.7%	48,849
RECYCLING						
Enterprise Funds						
Capital Outlay	400	0	0	0	0.0%	0
Contractual Services	2,169,458	1,617,182	2,107,113	2,118,761	0.6%	11,648
Equipment	41,069	0	279,500	279,500	0.0%	0
Fringe Benefits	360,104	252,353	277,356	318,312	14.8%	40,956
Operating Costs	46,224	7,157	68,500	68,500	0.0%	0
Salaries and Wages	987,450	665,600	621,802	724,585	16.5%	102,783
Total for Enterprise Funds	3,604,704	2,542,291	3,354,271	3,509,658	4.6%	155,387
Special Revenue Funds						
Contractual Services	19,299	0	0	0	0.0%	0
Total for Special Revenue Funds	19,299	0	0	0		0
Total for RECYCLING	3,624,003	2,542,291	3,354,271	3,509,658	4.6%	155,387
TRANSFER STATIONS						
Enterprise Funds						
Contractual Services	218,255	210,713	523,751	510,469	-2.5%	-13,282

PW - SOLID WASTE
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
TRANSFER STATIONS						
Enterprise Funds						
Equipment	0	990	0	0	0.0%	0
Fringe Benefits	17,879	13,948	22,826	21,680	-5.0%	-1,146
Operating Costs	22,879	8,005	28,500	28,500	0.0%	0
Salaries and Wages	46,598	1,351	74,266	33,450	-55.0%	-40,816
Total for Enterprise Funds	305,611	235,008	649,343	594,099	-8.5%	-55,244
Total for TRANSFER STATIONS	305,611	235,008	649,343	594,099	-8.5%	-55,244
YARD WASTE PROGRAM						
Enterprise Funds						
Contractual Services	6,170,089	738,173	1,514,539	1,519,050	0.3%	4,511
Fringe Benefits	144,069	108,002	142,555	180,806	26.8%	38,251
Operating Costs	3,200	232	15,000	15,000	0.0%	0
Salaries and Wages	413,776	281,413	384,616	410,679	6.8%	26,063
Total for Enterprise Funds	6,731,133	1,127,820	2,056,710	2,125,535	3.3%	68,825
Total for YARD WASTE PROGRAM	6,731,133	1,127,820	2,056,710	2,125,535	3.3%	68,825
Total for PW - SOLID WASTE	22,154,009	22,043,512	24,203,184	25,189,836	4.1%	986,652

**PW - Solid Waste and Recycling
Staffing Information and Notes**

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Collection	70.15	67.45	44.15	41.00	-7.1%	(3.15)
Recycling	29.00	28.40	15.00	17.00	13.3%	2.00
Disposal	2.60	2.20	4.00	1.00	-75.0%	(3.00)
Yard Waste	17.80	17.30	9.50	9.50		-
Large Item & Problem Materials	2.00	2.00	9.00	9.00		-
South Transfer Station	4.10	3.30	2.00	1.00	-50.0%	(1.00)
Administration	-	-	17.00	17.50	2.9%	0.50
Customer Service	-	-	8.00	9.00	12.5%	1.00
Clean City	-	-	9.00	12.50	38.9%	3.50
Equipment	-	-	9.00	9.00		-
FTE's	125.65	120.65	126.65	126.50	-0.1%	(0.15)

PW - TRANSPORTATION
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Capital Outlay	0	0	0	15,000	0.0%	15,000
Contractual Services	21,665,501	23,468,323	26,007,067	29,739,551	14.4%	3,732,484
Equipment	1,096,697	561,153	564,555	587,555	4.1%	23,000
Fringe Benefits	660,145	581,850	564,922	710,084	25.7%	145,162
Operating Costs	348,499	419,427	421,088	463,283	10.0%	42,195
Salaries and Wages	2,478,650	2,192,251	2,069,502	2,522,279	21.9%	452,777
Transfers	1,020,000	0	0	0	0.0%	0
Total for Enterprise Funds	27,269,493	27,223,004	29,627,134	34,037,752	14.9%	4,410,618
General Fund - City						
Capital Outlay	244	0	2,000	2,000	0.0%	0
Contractual Services	5,754,896	5,398,261	5,642,000	5,753,790	2.0%	111,790
Equipment	98,809	38,893	109,700	109,700	0.0%	0
Fringe Benefits	1,015,423	997,027	923,754	1,027,672	11.2%	103,918
Operating Costs	891,975	880,769	957,365	788,614	-17.6%	-168,751
Salaries and Wages	3,303,813	3,088,399	3,472,593	3,198,461	-7.9%	-274,132
Total for General Fund - City	11,065,160	10,403,349	11,107,412	10,880,237	-2.0%	-227,175
Internal Service Funds						
Contractual Services	48,824	59,508	60,322	60,858	0.9%	536
Equipment	0	0	15,750	15,750	0.0%	0
Fringe Benefits	33,231	34,176	33,007	32,838	-0.5%	-169
Operating Costs	50,611	44,252	68,736	69,027	0.4%	291
Salaries and Wages	101,288	97,242	91,829	96,074	4.6%	4,245
Total for Internal Service Funds	233,953	235,179	269,644	274,547	1.8%	4,903
Total for PW - TRANSPORTATION	38,568,606	37,861,531	41,004,190	45,192,536	10.2%	4,188,346

PW - TRANSPORTATION
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	700,179	880,626	801,000	826,000	3.1%	25,000
Charges for Service	46,294,224	49,034,525	55,000,182	58,910,880	7.1%	3,910,698
Contributions	10,000	0	0	0	0.0%	0
Interest	768	1,418	750	750	0.0%	0
Licenses and Permits	171,736	170,036	155,000	155,000	0.0%	0
Operating Transfers In	1,020,000	0	340,000	0	-100.0%	-340,000
Other Misc Revenues	14,561	25,521	1,000	1,000	0.0%	0
Rents	202,089	97,389	85,000	17,500	-79.4%	-67,500
Total for Enterprise Funds	48,413,557	50,209,514	56,382,932	59,911,130	6.3%	3,528,198
General Fund - City						
Charges for Sales	11,339	11,186	17,800	12,000	-32.6%	-5,800
Charges for Service	637,072	189,099	309,500	309,500	0.0%	0
Franchise Fees	24,361	141,296	70,000	100,000	42.9%	30,000
Interest	2,626	4,200	0	-5,000	0.0%	-5,000
Licenses and Permits	400	250	30,450	4,450	-85.4%	-26,000
Local Government	591,204	384,221	371,500	371,500	0.0%	0
Other Misc Revenues	158,828	355,376	200,000	200,000	0.0%	0
Special Assessments	49,260	51,422	55,000	55,000	0.0%	0
State Government	1,203,698	1,693,052	1,687,000	1,687,000	0.0%	0
Total for General Fund - City	2,678,788	2,830,101	2,741,250	2,734,450	-0.2%	-6,800
Internal Service Funds						
Charges for Sales	1,750,702	2,181,082	2,033,000	2,033,000	0.0%	0
Charges for Service	74,414	64,954	75,000	75,000	0.0%	0
Interest	1	-1	50	50	0.0%	0
Total for Internal Service Funds	1,825,117	2,246,035	2,108,050	2,108,050	0.0%	0
Total for PW - TRANSPORTATION	52,917,462	55,285,650	61,232,232	64,753,630	5.8%	3,521,398

PW - TRANSPORTATION
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ENGINEERING SYSTEMS						
Enterprise Funds						
Contractual Services	544	0	0	0	0.0%	0
Fringe Benefits	14,081	0	0	0	0.0%	0
Salaries and Wages	62,108	0	0	0	0.0%	0
Total for Enterprise Funds	76,733	0	0	0		0
General Fund - City						
Contractual Services	32,453	0	0	0	0.0%	0
Fringe Benefits	12,280	0	0	0	0.0%	0
Operating Costs	7,411	0	0	0	0.0%	0
Salaries and Wages	67,740	0	0	0	0.0%	0
Total for General Fund - City	119,884	0	0	0		0
Total for ENGINEERING SYSTEMS	196,617	0	0	0		0
FIELD OPERATIONS						
Enterprise Funds						
Contractual Services	1,752	210	400	400	0.0%	0
Fringe Benefits	17,946	17,353	108,649	86,365	-20.5%	-22,284
Operating Costs	667	198	0	0	0.0%	0
Salaries and Wages	72,680	61,124	163,904	182,227	11.2%	18,323
Total for Enterprise Funds	93,046	78,885	272,953	268,992	-1.5%	-3,961
General Fund - City						
Contractual Services	1,475,035	1,357,578	1,344,882	1,467,530	9.1%	122,648
Equipment	74,302	23,672	85,000	85,000	0.0%	0
Fringe Benefits	850,765	813,437	765,078	846,857	10.7%	81,779
Operating Costs	757,760	765,005	800,750	647,774	-19.1%	-152,976
Salaries and Wages	2,662,928	2,395,324	2,752,791	2,759,346	0.2%	6,555
Total for General Fund - City	5,820,789	5,355,015	5,748,501	5,806,507	1.0%	58,006
Total for FIELD OPERATIONS	5,913,835	5,433,900	6,021,454	6,075,499	0.9%	54,045
INVENTORY						
Internal Service Funds						
Contractual Services	48,824	59,508	60,322	60,858	0.9%	536
Equipment	0	0	15,750	15,750	0.0%	0
Fringe Benefits	33,231	34,176	33,007	32,838	-0.5%	-169
Operating Costs	50,611	44,252	68,736	69,027	0.4%	291
Salaries and Wages	101,288	97,242	91,829	96,074	4.6%	4,245
Total for Internal Service Funds	233,953	235,179	269,644	274,547	1.8%	4,903
Total for INVENTORY	233,953	235,179	269,644	274,547	1.8%	4,903
OFF-STREET PARKING						
Enterprise Funds						
Capital Outlay	0	0	0	15,000	0.0%	15,000

PW - TRANSPORTATION
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
OFF-STREET PARKING						
Enterprise Funds						
Contractual Services	19,060,381	20,499,177	23,188,566	26,626,174	14.8%	3,437,608
Equipment	1,091,713	500,120	467,000	490,000	4.9%	23,000
Fringe Benefits	278,889	194,972	125,357	250,385	99.7%	125,028
Operating Costs	275,333	301,016	299,757	341,952	14.1%	42,195
Salaries and Wages	1,086,895	776,663	600,830	922,615	53.6%	321,785
Transfers	1,020,000	0	0	0	0.0%	0
Total for Enterprise Funds	22,813,211	22,271,947	24,681,510	28,646,126	16.1%	3,964,616
Total for OFF-STREET PARKING	22,813,211	22,271,947	24,681,510	28,646,126	16.1%	3,964,616
ON-STREET PARKING						
Enterprise Funds						
Contractual Services	202,643	242,306	112,930	214,649	90.1%	101,719
Equipment	0	0	35,380	35,380	0.0%	0
Fringe Benefits	122,876	120,530	122,760	154,403	25.8%	31,643
Operating Costs	47,948	43,820	82,657	82,657	0.0%	0
Salaries and Wages	357,093	333,482	429,816	515,327	19.9%	85,511
Total for Enterprise Funds	730,560	740,138	783,543	1,002,416	27.9%	218,873
Total for ON-STREET PARKING	730,560	740,138	783,543	1,002,416	27.9%	218,873
PLANNING & DESIGN						
Enterprise Funds						
Contractual Services	0	85	0	0	0.0%	0
Fringe Benefits	5,079	0	0	0	0.0%	0
Salaries and Wages	19,721	0	0	0	0.0%	0
Total for Enterprise Funds	24,800	85	0	0		0
General Fund - City						
Capital Outlay	244	0	0	0	0.0%	0
Contractual Services	62,257	92,373	145,496	146,547	0.7%	1,051
Equipment	24,507	15,222	24,700	24,700	0.0%	0
Fringe Benefits	81,586	82,489	74,180	73,908	-0.4%	-272
Operating Costs	12,885	15,513	13,783	13,783	0.0%	0
Salaries and Wages	334,624	345,208	291,066	286,551	-1.6%	-4,515
Total for General Fund - City	516,104	550,805	549,225	545,489	-0.7%	-3,736
Total for PLANNING & DESIGN	540,904	550,890	549,225	545,489	-0.7%	-3,736
PW - TRANSPORTATION						
Enterprise Funds						
Fringe Benefits	31	0	0	0	0.0%	0
Salaries and Wages	401	0	0	0	0.0%	0
Total for Enterprise Funds	431	0	0	0		0
Total for PW - TRANSPORTATION	431	0	0	0		0

PW - TRANSPORTATION
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
STREET LIGHTING						
General Fund - City						
Capital Outlay	0	0	2,000	2,000	0.0%	0
Contractual Services	4,185,151	3,948,310	4,151,622	4,139,713	-0.3%	-11,909
Fringe Benefits	70,792	101,102	84,496	106,907	26.5%	22,411
Operating Costs	113,918	100,250	142,832	127,057	-11.0%	-15,775
Salaries and Wages	238,522	347,867	428,736	152,564	-64.4%	-276,172
Total for General Fund - City	4,608,383	4,497,529	4,809,686	4,528,241	-5.9%	-281,445
Total for STREET LIGHTING	4,608,383	4,497,529	4,809,686	4,528,241	-5.9%	-281,445
TOWING AND IMPOUND						
Enterprise Funds						
Contractual Services	2,400,182	2,726,544	2,705,171	2,898,328	7.1%	193,157
Equipment	4,984	61,033	62,175	62,175	0.0%	0
Fringe Benefits	221,244	248,995	208,156	218,931	5.2%	10,775
Operating Costs	24,551	74,394	38,674	38,674	0.0%	0
Salaries and Wages	879,752	1,020,982	874,952	902,110	3.1%	27,158
Total for Enterprise Funds	3,530,712	4,131,948	3,889,128	4,120,218	5.9%	231,090
Total for TOWING AND IMPOUND	3,530,712	4,131,948	3,889,128	4,120,218	5.9%	231,090
Total for PW - TRANSPORTATION	38,568,606	37,861,531	41,004,190	45,192,536	10.2%	4,188,346

PW - TRANSPORTATION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Street Lighting	3.45	7.45	6.60	5.60	-15.2%	(1.00)
Engineering Systems	2.00	-	-	-		-
Planning and Design	9.50	6.50	6.50	6.50		-
Inventory	2.00	2.00	2.00	2.00		-
Field Operations	50.14	51.14	53.24	51.54	-3.2%	(1.70)
On-Street Parking	8.30	8.30	8.30	10.30	24.1%	2.00
Off-Street Parking	9.85	10.85	12.10	18.10	49.6%	6.00
Towing and Impound	21.80	21.80	21.80	22.50	3.2%	0.70
FTE's	107.04	108.04	110.54	116.54	5.4%	6.00

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Target Strategies for the General Fund:

1. Field Ops & Street Lighting	<u>(500,000)</u>	<u>-3.0 FTEs</u>
Total General Fund Target	-	-3.0 FTEs

- Below is a summary of the Adopted Decision Packages for the Parking Fund:

1. Parking Services Business Plan	<u>332,054</u>	<u>+6.0 FTEs</u>
Total Parking Fund Decision Packages	332,054	+6.0 FTEs

PW - WATER
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Capital Outlay	36,517	11,564	1,000	6,500	550.0%	5,500
Contractual Services	6,688,379	8,316,076	6,454,178	6,677,543	3.5%	223,365
Equipment	236,494	165,614	443,835	183,445	-58.7%	-260,390
Equipment Labor	1,768	7,795	0	0	0.0%	0
Fringe Benefits	3,389,275	3,336,999	3,395,090	3,641,225	7.2%	246,135
Operating Costs	4,158,587	4,204,099	8,304,552	9,399,070	13.2%	1,094,518
Salaries and Wages	11,172,085	10,502,291	11,365,207	11,542,280	1.6%	177,073
Total for Enterprise Funds	25,683,106	26,544,437	29,963,862	31,450,063	5.0%	1,486,201
Total for PW - WATER	25,683,106	26,544,437	29,963,862	31,450,063	5.0%	1,486,201

PW - WATER
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	1,654,154	1,780,314	1,590,000	1,601,907	0.7%	11,907
Charges for Service	36,258,754	43,269,117	46,652,716	51,096,724	9.5%	4,444,008
Interest	258	4,047	0	0	0.0%	0
Licenses and Permits	2,329	11,365	16,000	16,000	0.0%	0
Other Misc Revenues	8,853	19,101	23,200	23,200	0.0%	0
Rents	192	480	4,000	4,000	0.0%	0
Total for Enterprise Funds	37,924,540	45,084,423	48,285,916	52,741,831	9.2%	4,455,915
Total for PW - WATER	37,924,540	45,084,423	48,285,916	52,741,831	9.2%	4,455,915

PW - WATER
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
CONTRIBUTION TO OTHER FUNDS						
Enterprise Funds						
Contractual Services	27,881	29,308	25,756	25,756	0.0%	0
Fringe Benefits	350,325	424,672	436,502	361,198	-17.3%	-75,304
Operating Costs	339,612	339,612	339,612	457,480	34.7%	117,868
Total for Enterprise Funds	717,818	793,592	801,870	844,434	5.3%	42,564
Total for CONTRIBUTION TO OTHER FUNDS	717,818	793,592	801,870	844,434	5.3%	42,564
DISTRIBUTION						
Enterprise Funds						
Capital Outlay	1,826	11,125	0	5,000	0.0%	5,000
Contractual Services	1,258,866	1,245,450	860,615	961,085	11.7%	100,470
Equipment	89,114	72,574	90,500	75,500	-16.6%	-15,000
Equipment Labor	1,768	7,795	0	0	0.0%	0
Fringe Benefits	940,329	932,076	1,051,315	1,173,711	11.6%	122,396
Operating Costs	610,516	477,507	852,350	805,750	-5.5%	-46,600
Salaries and Wages	3,461,618	3,465,339	4,045,215	3,968,120	-1.9%	-77,095
Total for Enterprise Funds	6,364,037	6,211,866	6,899,995	6,989,166	1.3%	89,171
Total for DISTRIBUTION	6,364,037	6,211,866	6,899,995	6,989,166	1.3%	89,171
MAJOR REPAIRS & REPLACEMENT						
Enterprise Funds						
Contractual Services	1,159,985	2,555,608	982,304	982,304	0.0%	0
Fringe Benefits	185,454	132,488	1,062	29,385	2,666.9%	28,323
Operating Costs	168,939	395,124	3,739,396	4,638,416	24.0%	899,020
Salaries and Wages	573,643	445,290	8,019	3,487	-56.5%	-4,532
Total for Enterprise Funds	2,088,020	3,528,509	4,730,781	5,653,592	19.5%	922,811
Total for MAJOR REPAIRS & REPLACEMENT	2,088,020	3,528,509	4,730,781	5,653,592	19.5%	922,811
OPERATIONS - WATER						
Enterprise Funds						
Capital Outlay	8,085	0	0	0	0.0%	0
Contractual Services	3,269,415	3,773,047	3,620,261	3,826,672	5.7%	206,411
Equipment	46,784	25,750	110,575	10,875	-90.2%	-99,700
Fringe Benefits	1,017,310	996,252	1,131,410	1,220,489	7.9%	89,079
Operating Costs	2,464,722	2,477,548	2,871,273	2,930,373	2.1%	59,100
Salaries and Wages	3,377,189	3,376,946	3,965,544	3,924,984	-1.0%	-40,560
Total for Enterprise Funds	10,183,504	10,649,542	11,699,063	11,913,393	1.8%	214,330
Total for OPERATIONS - WATER	10,183,504	10,649,542	11,699,063	11,913,393	1.8%	214,330
TREATMENT MAINTENANCE						
Enterprise Funds						
Capital Outlay	23,726	439	0	500	0.0%	500
Contractual Services	525,729	603,607	714,344	649,305	-9.1%	-65,039

PW - WATER
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
TREATMENT MAINTENANCE						
Enterprise Funds						
Equipment	35,897	66,839	239,760	94,760	-60.5%	-145,000
Fringe Benefits	735,780	739,389	644,369	757,368	17.5%	112,999
Operating Costs	476,053	445,572	446,627	491,257	10.0%	44,630
Salaries and Wages	3,021,111	2,897,127	3,023,146	3,256,442	7.7%	233,296
Total for Enterprise Funds	4,818,296	4,752,974	5,068,246	5,249,632	3.6%	181,386
Total for TREATMENT MAINTENANCE	4,818,296	4,752,974	5,068,246	5,249,632	3.6%	181,386
WATER ADMINISTRATION & PERMITS						
Enterprise Funds						
Capital Outlay	2,879	0	1,000	1,000	0.0%	0
Contractual Services	446,504	109,055	250,898	232,421	-7.4%	-18,477
Equipment	64,699	451	3,000	2,310	-23.0%	-690
Fringe Benefits	160,078	112,123	130,432	99,074	-24.0%	-31,358
Operating Costs	98,745	68,736	55,294	75,794	37.1%	20,500
Salaries and Wages	738,525	317,589	323,283	389,247	20.4%	65,964
Total for Enterprise Funds	1,511,430	607,954	763,907	799,846	4.7%	35,939
Total for WATER ADMINISTRATION & PERMITS	1,511,430	607,954	763,907	799,846	4.7%	35,939
Total for PW - WATER	25,683,106	26,544,437	29,963,862	31,450,063	5.0%	1,486,201

PW - WATER
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002 Final
<i>FTE's by Division:</i>						
Administration	6.00	6.00	6.00	7.00	16.7%	1.00
Engineering	18.00	-	-	-		-
Treatment	79.75	79.75	79.75	80.00	0.3%	0.25
Treatment Maintenance	57.00	59.00	59.00	59.00		-
Distribution	97.00	96.00	96.00	95.00	-1.0%	(1.00)
FTE's	257.75	240.75	240.75	241.00	0.1%	0.25

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Decision Packages for the Water Fund:

1. Infrastructure Gap- Water	899,020
Total Water Fund Decision Packages	899,020

Public Works – Field Services

Mission Statement:

The Department of Public Works' mission is to build and maintain the public infrastructure of the City, and to provide basic products and services to support a high quality urban environment and a desirable quality of life for our citizens.

Primary Businesses:

1. *Provide A Strong, Safe And Cost-Efficient Infrastructure*
The purpose of designing, building and maintaining this \$6.7 billion infrastructure is to provide the foundation upon which the City's residents, businesses and visitors can accomplish the creation of places and the performance of activities that they chose to do.
2. *Ensure A Clean, Safe Public Right-Of-Way*
The purpose of operating the Impound Lot, controlling snow and ice, sweeping the streets, and maintaining vegetation on City Right-of Way includes assisting law enforcement and fire response, and improving the vitality of a community – including its natural environment.
3. *Support the City's Internal Operations*
The purpose of supporting the City's internal operation is to provide a variety of internal services and facilities in order to maintain a well managed City. Properly managed equipment, services and facilities assists others in meeting the expectations of their stakeholders.

Relationship to the City Goals:

The activities of the Field Services division of Public Works impact almost all of the City Goals. For example, an effective snow plowing program will enable emergency vehicles to quickly respond to an emergency, thereby impacting the City's safety goal. Although this division influences many of the Goals, it has the most direct linkage to the following: Strengthen the City through infrastructure investments; Make Downtown a great place to live, work and play; and Improve public transportation to get people to jobs, school, fun and other daily activities;

Key Enterprise Outcome Measures Influenced by Public Works Field Service:

1. Increase percentage of bridges that meet the Federal Highway Administration structural sufficiency rating
2. Increase percentage of City streets and alleys receiving a "favorable" pavement condition index rating
3. Improve the condition of the sewer system
4. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services

Performance Data for Key Enterprise Outcome Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
% of bridges with a favorable structural sufficiency rating	79%	81%			
% of city streets with a favorable pavement condition index rating	76%	81%			
# of sewer cave ins	56	93	93		
% of citizens expressing satisfaction with street and alley repair			To be measured in citizens survey		
% citizens expressing satisfaction with keeping streets clean			To be measured in citizens survey		
% of citizens who report satisfaction with snowplowing			To be measured in citizens survey		

Primary Business: Provide A Strong, Safe and Cost-Efficient Infrastructure

(Service activities and performance measures sorted by business)

Service Activity: Preserve, maintain, and rehabilitate bridges, retaining walls, and related structures on and adjacent to city streets and roadways.

Description: Includes repairing bridge decks, sidewalks, railings, super structures; performing bridge deck and sidewalk overlays and sealing; painting bridges for structural protection; removing graffiti; performing erosion protection on bridge approaches; and retaining wall inspection, maintenance and construction on City right-of-ways, including alleys.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Total # of vehicular bridges maintained by the City	83	83	83		
Total # retaining walls maintained by the City					
% of bridges maintaining a favorable sufficiency rating of x or above	79%	81%			
Average age of City bridges	1938	1938	1938		
# of bridges needing to be replaced within the next 5 years			9		
Avg \$ dedicated to repair and maintenance per bridge maintained		\$10,100			
% of bridges inspected on an annual basis	100%	100%	100%		

Service Activity: Provide repair and maintenance of City streets and alleys.

Description: Maintenance techniques include: hot and cold temporary patches, mill route and patch, crack sealing, seal coating, resurfacing, concrete joint repair, concrete slab maintenance and repair, and repair of cuts made in street by utilities. To enhance efficiency and effectiveness, Field Services continues to develop and maintain a citywide pavement management system for coordination and prioritization of street replacement and repair.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Total number of paved lane miles *	2,691	2,559			
% streets with a satisfactory pavement condition index of 70 or greater **	76%	81%			
% of citizens who report satisfaction with street and alley repair			To be measured in citizens survey		
Avg \$ dedicated to repair and maintenance per lane mile	\$2,597	\$2,589			
Avg cost per lane mile repaired	N/A	N/A			

Explanation of Key Performance Measures

*Reduced by 315 lane miles from previous year surveys because Hennepin County has assumed all maintenance responsibilities for their CSAH system.

**PAVER computes a Pavement Condition Index (PCI), based upon field measurements of pavement distresses. PCI is a number from 1 to 100, where 100 is a new pavement in excellent condition. Criteria used was that a PCI of 70 or greater indicated a pavement in satisfactory condition.

Service Activity: Inspect, repair, renovate and clean sanitary sewers, storm sewers, and associated structures.

Description: This includes operating pumping stations, repairing street cave-ins and noisy manholes, checking and unblocking sanitary sewer back-ups and storm drains, cleaning sanitary sewers and manholes, examining sewers, responding to citizen complaints, including rat infestations, maintaining flow to prevent flooding and hazardous conditions, repairing manholes and catch basins, and maintaining holding pond grounds.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# miles storm and sanitary sewers	1,337	1,337	1,337	1,337	
\$ dedicated to repair and maintenance per sewer mile	\$2,201	\$2,188			
# cave ins	56	93	93		
# sanitary sewer back ups	27	31	30		

Primary Business: Ensure A Clean, Safe Public Right-Of-Way

(Service activities and performance measures sorted by business)

Service Activity: Control snow and ice on city streets, alleys and bridges

Description: Publicize and distribute the City's snow emergency rules and operate hotline; declare and implement snow emergency plans (plow arterials and snow emergency routes within 24 hrs, plow alleys within 24 hrs, plow residential streets within 72 hrs); plow streets after smaller snowfalls, between snow emergencies and in response to complaints; sand and salt streets as needed; place barrels filled with sand in areas where there are traction problems, and clean intersection corners after major plowing to aid pedestrian traffic.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Annual snowfall	61 inches	65 inches	50 inches	50 inches	
# snow emergencies called	5	5	3	3	
% citizens expressing satisfaction with snow plowing			To be measured in citizens survey		
% routes completed on schedule					
Expenditures per paved lane mile per inch of snow received	\$45.05	\$42.75			

Service Activity: Provide street and alley sweeping and cleaning.

Description: Street and alley sweeping and cleaning influences the water quality of our lakes, creeks and River. It also impacts perceptions of cleanliness. This includes posting, monitoring and coordinating temporary parking restrictions, sweeping streets and alleys, and disposing of debris. Street sweeping occurs for the entire city 3 times per year – spring, summer and fall. In addition, during non-winter months, downtown is swept frequently, particularly after special events and storms. The fall sweeping includes the disposal of leaves in an environmentally acceptable method.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Cost per street sweeping per curb mile					
Spring	\$291	\$315			
Summer	\$195	\$228			
Fall	\$370	\$368			
Tonnage of debris collected					
Spring					
Summer					
Fall					
% citizens expressing satisfaction with keeping streets clean			To be measured in citizens survey		
% citizens who consider their neighborhood clean and well-maintained			To be measured in citizens survey		
% citizens who consider downtown to be clean			To be measured in citizens survey		

Service Activity: Inspect and repair sidewalks as needed.

Description: The purpose of sidewalk inspection and repair is to maintain a safe and accessible environment for pedestrians. This activity occurs during non-winter months. Each area of the City is inspected on a 7-10 year cycle. In addition, inspectors respond to citizen complaints.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Administrative costs per sidewalk inspected and replaced (by property)	\$85.80	\$80.06	\$75.71	\$75.00	
% of city sidewalks inspected on an annual basis					
# of complaints received regarding unsafe sidewalks					
# of sidewalk liability claims against the City and % paid	24 claims 17%	12 claims 17%			

Service Activity: Enforce snow removal ordinance by issuing warning tickets and removing uncleared snow.

Description: The purpose of enforcing the snow removal ordinance is to maintain a safe and accessible environment for pedestrians.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# tickets issued	1,568	3,189			
Annual snowfall	61 inches	65 inches	50 inches	50 inches	
Administrative costs per warning ticket issued	\$92.62	\$45.65			
# and % of tickets requiring City crew clean up	75 5%	366 11%			
# of complaints received					
# of liability claims against the City and % paid					

Service Activity: Provide maintenance services for the Nicollet Mall Special Services District and all other special services districts.

Description: Public Works representatives attend monthly meetings with the Nicollet Mall Advisory Board to discuss the services provided to the district. In addition to Nicollet Mall, other special services districts include 50th & France, Hennepin & Lake, Dinkytown, Stadium Village, Nicollet Avenue, Central Avenue, and Riverside. Each district has a service agreement, which defines the particular services received and the costs of those services. This service activity is completely funded through special assessments.

Service Activity: Maintain and clean all landscaped areas of the public right of way.

Description: The city maintains a wide variety of landscaped properties throughout the city. These include tax forfeited properties, Orland triangle, Loring greenway, and the median along Olson Memorial Hwy. The different properties are of varying size and require different levels of service. Services include: mowing grass approximately every 10 days or as needed; maintaining plantings; providing weed control; fertilizing; cleaning up litter and debris; maintaining benches; providing winter maintenance; and removing graffiti. The City receives revenue from the State and County to maintain some state and county-owned property as well.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Total # acres		350			
Average size of landscaped area					
Cost per acre to maintain green areas	\$4,455	\$3,837			

Primary Business: Support the City's Internal Operations

(Service activities and performance measures sorted by business)

Service Activity: Produce bituminous products for Public Works construction and maintenance projects

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
# Tons of asphalt produced	57,724	92,280	86,859	90,000	
% of production goal achieved	64%	103%	100%	100%	

% of total RAPable asphalt products that contain RAP (Recycled Asphalt Pavement)	90%	90%	90%	90%
% of passing asphalt tested passing quality control	99%	98%	99%	99%

Service Activity: Provide the environmental and Geo-technical services function.

Description: This includes on-site and in-lab testing, inspection, research, and environmental and soil boring services to insure quality control of concrete, asphalt, and soils for Public Works construction, maintenance, plant operations, and special projects.

Performance Measures

	1999 Actual	2000 Actual	2001 Estimated	2002 Projected	2002 Approved
Annual overhead rate	2.5	2.5	2.5	2.5	
% of billable hours	73	74	61	74	

Service Activity: Metropolitan Council Wastewater services cost center -- \$32,000,000.

Description: This service activity accounts for the bill charged to the City of Minneapolis by the Metropolitan Council for the city's wastewater treatment. There are not any related performance measures.

Key Challenges:

CHALLENGE 1: Public Works continues to face the challenge of obtaining adequate funding to preserve, repair, maintain and reconstruct the City's aging infrastructure in an environment of increasing competition for limited funds.

Strategies:

The Infrastructure Gap Funding Plan as it was outlined in the 1998 budget process has continued. This Plan closes the gap between current spending and recommended spending for both infrastructure maintenance and capital projects over ten years. The Plan has separate gap closures for each of the several infrastructure elements: Streets, Alleys, Retaining Walls, Bridges, Traffic Signals, Street Lights, Traffic Signs, Parking Ramps & Lots & Meters, Storm Drainage System, Sanitary Sewer, Storm Tunnels, Sanitary Tunnels, Water Works Treatment, Water Works Distribution System, Buildings, and Radio. Our first strategy prioritizes and allocates resources to infrastructure elements in greatest need. Our second strategy selects the most effective methods to preserve the infrastructure elements from a life cycle perspective. Our overall strategy is to maximize what we accomplish with existing funding and request additional resources to close the gap.

Progress:

Progress is being made at different rates for the various infrastructure elements. Water, Sanitary Sewer, Storm Drainage, Building, and Parking Maintenance and Capital Work are on track with the Plan. We are closing the gap, but more slowly, for the other infrastructure elements due to base level funding adjustments in infrastructure maintenance activities. Competing needs for capital resources are significantly impacting the capital gap closure. The infrastructure capital gap was based on timely restoration and replacement of existing infrastructure. Funding needs for new infrastructure are reducing amounts available for restoration and replacement.

PW - FIELD SERVICES
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Contractual Services	71,681	100,980	106,780	106,780	0.0%	0
Fringe Benefits	58,077	65,329	66,304	63,746	-3.9%	-2,558
Operating Costs	9,924	10,839	12,016	-185,063	-1,640.1%	-197,079
Salaries and Wages	223,942	258,518	258,821	221,963	-14.2%	-36,858
Total for Capital Projects	363,624	435,666	443,921	207,426	-53.3%	-236,495
Enterprise Funds						
Contractual Services	0	3,176,251	2,954,436	3,284,840	11.2%	330,404
Fringe Benefits	0	297,311	338,068	374,879	10.9%	36,811
Operating Costs	0	19,768	14,575	17,575	20.6%	3,000
Salaries and Wages	0	968,167	1,147,753	1,200,062	4.6%	52,309
Total for Enterprise Funds	0	4,461,497	4,454,832	4,877,356	9.5%	422,524
General Fund - City						
Contractual Services	11,668,646	8,973,013	8,930,297	9,276,192	3.9%	345,895
Equipment	192,622	191,993	184,135	185,335	0.7%	1,200
Fringe Benefits	2,672,630	2,329,708	2,357,580	2,806,167	19.0%	448,587
Operating Costs	2,838,378	3,080,801	2,842,482	3,018,689	6.2%	176,207
Salaries and Wages	8,483,200	7,588,186	7,583,282	7,196,329	-5.1%	-386,953
Total for General Fund - City	25,855,477	22,163,701	21,897,776	22,482,712	2.7%	584,936
Total for PW - FIELD SERVICES	26,219,101	27,060,864	26,796,529	27,567,494	2.9%	770,965

PW - FIELD SERVICES
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Charges for Service	24,024	66,094	0	0	0.0%	0
Licenses and Permits	150,820	220,114	0	0	0.0%	0
Total for Capital Projects	174,844	286,208	0	0		0
Enterprise Funds						
Charges for Sales	0	0	500	500	0.0%	0
Charges for Service	0	16,834	3,000	3,000	0.0%	0
Local Government	0	118,107	171,000	148,444	-13.2%	-22,556
Other Misc Revenues	0	4,621	0	0	0.0%	0
Special Assessments	0	114,475	118,000	115,000	-2.5%	-3,000
State Government	0	363,749	470,100	587,601	25.0%	117,501
Total for Enterprise Funds	0	617,786	762,600	854,545	12.1%	91,945
General Fund - City						
Charges for Sales	62,534	16,468	4,500	4,500	0.0%	0
Charges for Service	3,307,150	2,695,742	1,885,000	1,878,503	-0.3%	-6,497
Interest	216	199	0	0	0.0%	0
Local Government	820,740	407,651	349,800	300,690	-14.0%	-49,110
Other Misc Revenues	240,823	105,385	52,000	88,502	70.2%	36,502
Rents	2,600	2,400	2,200	2,200	0.0%	0
Special Assessments	1,592,907	1,401,036	1,540,000	1,494,500	-3.0%	-45,500
State Government	2,738,861	2,527,252	2,512,800	2,446,354	-2.6%	-66,446
Total for General Fund - City	8,765,831	7,156,133	6,346,300	6,215,249	-2.1%	-131,051
Total for PW - FIELD SERVICES	8,940,675	8,060,127	7,108,900	7,069,794	-0.6%	-39,106

PW - FIELD SERVICES
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's by Division:						
Sidewalk Inspections	5.00	6.00	6.00	5.00	-16.7%	(1.00)
Bridge Maintenance	16.80	17.50	20.70	21.80	5.3%	1.10
Nicollet Mall	11.80	11.80	11.80	11.80		-
Street Maintenance	78.80	75.50	82.80	77.76	-6.1%	(5.04)
Street Administration	12.80	10.80	10.80	10.80		-
Street Cleaning	26.10	26.10	26.10	26.34	0.9%	0.24
Snow & Ice Control	20.60	27.80	28.20	29.20	3.5%	1.00
Malls and Plazas Maintenance	21.00	21.00	20.70	21.00	1.4%	0.30
FTE's	192.90	196.50	207.10	203.70	-1.6%	(3.40)

Explanation of Changes 2001 to 2002 Budget:

- Below is a summary of the Adopted Target Strategies for the General Fund:

1. Reduce Seal Coating	(649,498)	-2.0 FTEs
2. Reduce Seal Coat Preparation	(450,502)	-5.0 FTEs
Total General Fund Target	-	- 7.0 FTEs

- Below is a summary of the Adopted Decision Packages for the General Fund:

1. Infra Gap- Bridge Flushing	10,000	+0.1 FTE
2. Infra Gap- Streets	345,000	+3.0 FTE
3. Infra Gap- Alleys	50,000	+0.5 FTE
Total General Fund Decision Pkgs	405,000	+3.6 FTE

BOARD OF ESTIMATE AND TAXATION

MISSION STATEMENT

Provide full administrative services to the Board of Estimate & Taxation to assist the Board in carrying out its governmental responsibilities under the Charter, ordinances and State statutes.

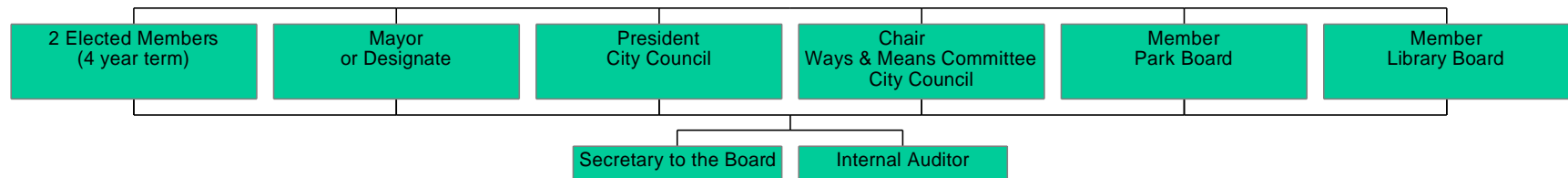
BUSINESSES

- Ensure sound debt and fiscal management, provide technical financial resources
- Provide policy and strategic guidance to the Board; provide high-quality service to customers.
- Bond offerings as approved by the Board.

SERVICE ACTIVITIES AND KEY PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
1. Technical financial support to customers	Customer satisfaction measures.
2. Administrative and policy support to the Board	Board of Estimate & Taxation member's satisfaction measures.
3. Pre/Post bond sale activities	Percentage of timely and successful closings of bond offering.

BOARD OF ESTIMATE AND TAXATION



November 6, 2001

BOARD OF ESTIMATE & TAXATION

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contractual Services	3,244	4,744	7,471	6,126	-18.0%	-1,345
Equipment	0	370	0	0	0.0%	0
Fringe Benefits	28,122	29,180	38,740	39,801	2.7%	1,061
Operating Costs	14,514	9,866	15,485	16,160	4.4%	675
Salaries and Wages	160,978	161,455	165,304	174,713	5.7%	9,409
Total for Special Revenue Funds	206,858	205,614	227,000	236,800	4.3%	9,800
Total for BOARD OF ESTIMATE & TAXATION	206,858	205,614	227,000	236,800	4.3%	9,800

BOARD OF ESTIMATE & TAXATION

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Property Taxes	104,210	108,316	111,720	121,520	8.8%	9,800
Sales and Other Taxes	6	15	0	0	0.0%	0
State Government	106,323	112,115	115,000	112,000	-2.6%	-3,000
<i>Total for Special Revenue Funds</i>	210,539	220,446	226,720	233,520	3.0%	6,800
Total for BOARD OF ESTIMATE & TAXATION	210,539	220,446	226,720	233,520	3.0%	6,800

BOARD OF ESTIMATE AND TAXATION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	2.00	2.00	2.00	2.00		-
	2.00	2.00	2.00	2.00	-	-

Explanation of changes from 2001 to 2002 budget:

Two positions include:

- 1.0 Executive Secretary of the Board of Estimation and Taxation
- 1. 0 Internal Auditor

- The 2002 Mayor's Recommended budget includes \$121,520 in property tax levy revenue.

MINNEAPOLIS PUBLIC LIBRARY BOARD

MISSION STATEMENT

The Minneapolis Public Library and Information Center will be the community's resource for information and knowledge and a source of community pride and economic stimulation. In a democratic society that depends on the free flow of information, the library system, with its central facility and community libraries, becomes the key public institution and most visible symbol of democracy and the importance of education, lifelong learning, and intellectual freedom in the city of Minneapolis. The library will be the pivotal information, education, and cultural resource for the people of the community.

BUSINESSES

- Ensure the rights of all people in the City of Minneapolis to equal opportunity of information access by developing, preserving, and making accessible an extensive community asset of educational and information resources in multiple formats and languages for the purposes of educational betterment, cultural enrichment, civic enlightenment, and personal, social and economic improvement.
- Connect library users to the resources and information needed through expeditious information and delivery services.
- Support school readiness, literacy development, and educational and job success through educational services for adults and children.
- Promote lifelong learning, community engagement and respect for diversity through cultural and educational programming.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
1. Circulation	2000 Circulation = 2,663,757 (a 9% increase over 1999) Circulation per capita = 7.42 Registered Borrowers = 320,316 – 89% of the City's total population figure

2. Reference	<p>All Reference in 2000 = 2,269,651</p> <p>InfoLine (telephone reference) = 89,595</p> <p>Document delivery/Interlibrary Loan = 21,553</p>
3. Collection	<p>Collection Expenditures = \$6.98 per capita</p> <p>Books per capita = 9.08</p>
4. Educational Programs: Homework Helper Centers	Homework Helper Tutoring Sessions = 10,000; a 24% increase
5. Educational Programs: Franklin Learning Center	<p>370 students</p> <p>5,274 volunteer hours</p>
6. Library Links Program	<p>12,000 persons reached</p> <p>Bilingual storytelling at 87 schools + 65 in library</p>
7. Technology Centers	<p>15,600 instructional sessions, a 10.8% increase</p> <p>5,000 attendance in Spanish-speaking computer classes</p>
8. Website Development	<p>2 million hits, 20% external; a 200% increase over 1999.</p> <p>47 additional Internet workstations available to the public.</p> <p>Digitization project provides electronic access to the Library's Minnesota Magazine Index.</p> <p>Developed the Intranet</p>
9. Children's Youth Programs	<p>11,000 enrolled in Summer Reading Program</p> <p>150 summer performances with 8,000 attendance</p> <p>Summer Storytime attendance = 4,600; an increase of 33%</p> <p>Volunteer Read Team Hours = 2,000</p> <p>Class Visits = 1,275 reaching 31,856 students</p>
10. Preservation Program	Brittle books = 390 volumes repaired, rebound, boxed or preservation copied

	<p>In-House binding of 10,000 volumes and commercial binding of 5,600</p> <p>Completed the <i>Preservation Plan</i></p>
11. Hours of Service	<p>Expanded hours at East Lake Community Library in 2000</p> <p>Added Sunday hours to four community libraries in 2001</p> <p>Added Saturday hours to Franklin Library in 2001</p> <p>1,238 additional open hours in 2000, a 3% increase</p>
12. Capital Improvements	<p>Passed \$140 million Referendum in November 2000 for capital improvements for a new Central Library and for Community Library expansions and renovations.</p> <p>Completed the <i>Central Library Building Program</i> to develop cost estimates and seek architectural proposals for the New Central Library.</p>
13. Business Operations	<p>Received the Certificate of Achievement in Financial Reporting for the 11th consecutive year.</p>

CHALLENGE 1: The Library helps to build community.

Strategies:

- . Libraries serve as the people's university.

Progress:

The Library offers resources and services to help new immigrants become citizens and participate in civic life. The Library, through its website, provides opportunities for citizen participation and feedback. The Library's Teen website is developed working with a Teen Advisory Committee. The extensive resources of the library provide information to help citizens make financial, education, work and personal related decisions. The Library provides places for citizens from all backgrounds and ages to come together to engage in homework, learn basic skills, share and hear stories, debate the issues of the day, read newspapers and magazines to keep up with current events, participate in book clubs, and join others to hear speakers, musicians, poetry reading and more.

CHALLENGE 2: Strengthen markets

Strategies:

Position the City in the world marketplace to grow our diverse, resilient economy and to Make downtown a great place to live, work, play and do business.

Progress:

The library's extensive collection provides information to business and professionals in the community to support their work. Law firms, advertising agencies, journalists and other writers, and small business owners are only four of the groups that use the Library on a regular basis. The resources of the library support economic resiliency by serving the employed and the unemployed in areas of career choice and job exploration, business planning and start-ups, and strategic planning. The Central Library serves as a neighborhood branch for Downtown residents and a major resource for all people in Minneapolis. Its resources and programs serve downtown workers and residents and attract individuals, school groups and families from outside of the Downtown area. The new Central Library, now in the planning stages, will be a major attraction and further enhance Downtown as a great place to come.

CHALLENGE 3: Keep the City Clean and Healthy

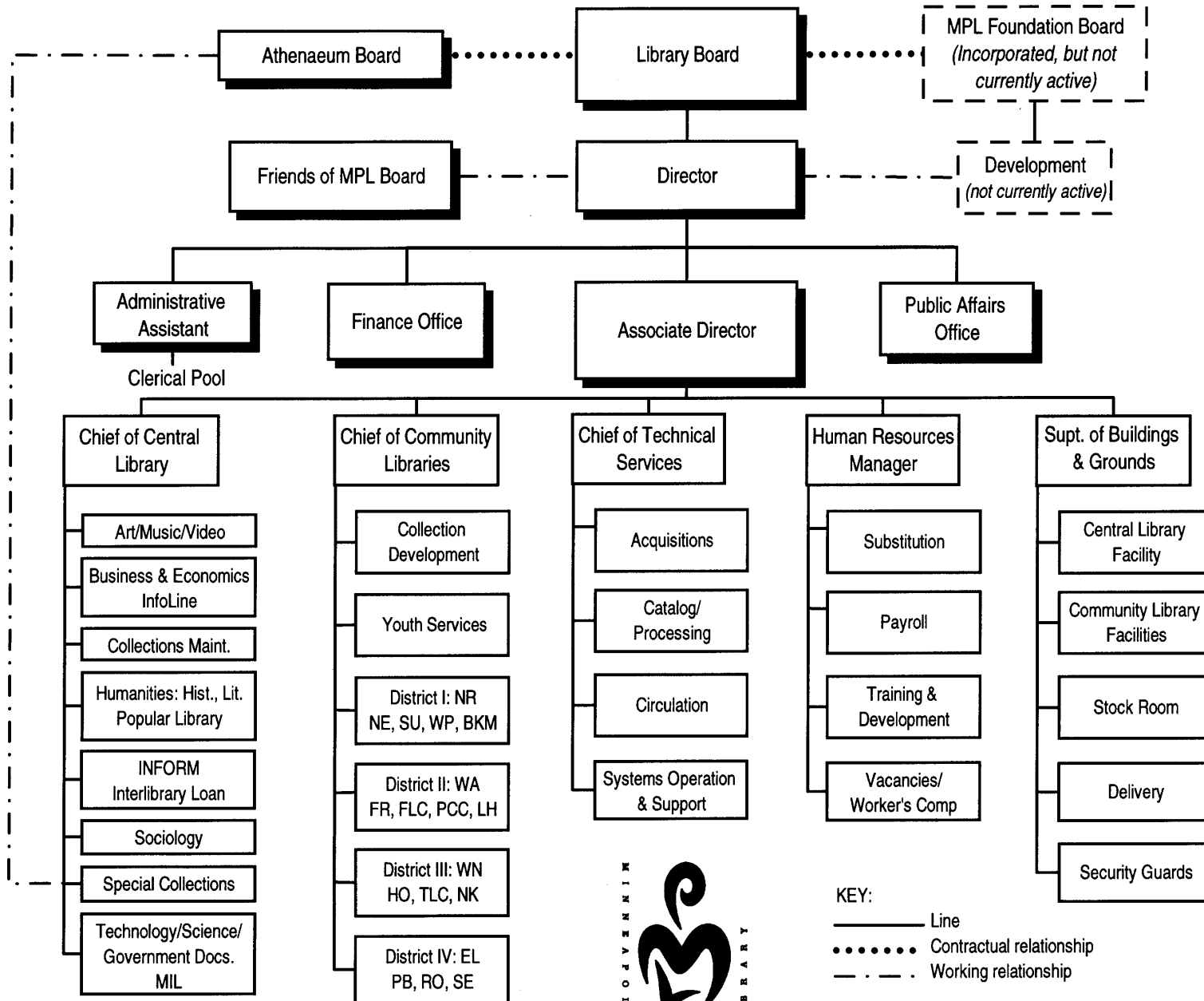
Strategies:

Strengthen our City through infrastructure investments.

Progress:

The Library's plan to build a new Central Library and improve all community library buildings over the next 10 years are major infrastructure investments that will contribute positively to quality of life in the City.

Minneapolis Public Library Organizational Chart



KEY:

- Line
- Contractual relationship
- . - . Working relationship

MPL Rev. 10/99

LIBRARY BOARD

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Capital Outlay	239,436	91,114	205,321	158,224	-22.9%	-47,097
Contractual Services	1,085,161	1,259,731	1,322,023	1,826,493	38.2%	504,470
Equipment	2,610,295	2,888,845	2,538,588	2,858,050	12.6%	319,462
Fringe Benefits	2,509,277	2,510,763	2,795,924	2,912,260	4.2%	116,336
Operating Costs	582,673	538,668	777,331	894,106	15.0%	116,775
Salaries and Wages	11,394,191	11,778,390	12,405,837	13,379,503	7.8%	973,666
<i>Total for Special Revenue Funds</i>	18,421,033	19,067,512	20,045,024	22,028,636	9.9%	1,983,612
Total for LIBRARY BOARD	18,421,033	19,067,512	20,045,024	22,028,636	9.9%	1,983,612

LIBRARY BOARD

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Charges for Sales	10,302	-6,452	1,000	13,000	1,200.0%	12,000
Charges for Service	539,947	625,618	547,535	588,085	7.4%	40,550
Contributions	182,500	464,150	10,000	10,000	0.0%	0
Federal Government	4,526	1,000	0	40,000	0.0%	40,000
Fines and Forfeits	0	0	10,000	10,000	0.0%	0
Local Government	7,600	3,500	0	0	0.0%	0
Operating Transfers In	76,423	98,673	0	0	0.0%	0
Other Misc Revenues	1,710	78,650	1,500	1,500	0.0%	0
Property Taxes	9,033,999	9,655,471	10,218,795	11,624,935	13.8%	1,406,140
Rents	25,909	26,346	21,000	25,000	19.0%	4,000
Sales and Other Taxes	518	1,352	0	0	0.0%	0
State Government	8,426,845	8,783,123	8,785,632	9,385,242	6.8%	599,610
Total for Special Revenue Funds	18,310,279	19,731,430	19,595,462	21,697,762	10.7%	2,102,300
Total for LIBRARY BOARD	18,310,279	19,731,430	19,595,462	21,697,762	10.7%	2,102,300

LIBRARY BOARD
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Administration	23.50	23.00	23.50	23.50	-	-
Central Library	112.30	112.30	110.70	111.70	0.90%	(1.00)
Community Libraries	109.19	109.69	110.69	107.40	-2.97%	3.29
Technical Services	63.31	63.31	61.60	61.60	-	-
Building Maintenance	45.50	45.50	47.50	47.50	-	-
Special Services	5.09	5.09	4.00	4.00	-	-
FTE's	358.89	358.89	357.99	355.70	-0.64%	(2.29)

Explanation of changes from 2001 to 2002 Budget:

- Technical adjustments were made between substitute and permanent employees to address staffing needs.
- The Library's personnel budget maintains the current service level budget which includes staffing for 2001 expanded public service hours. This includes Sunday hours at Walker, North Regional, Northeast, and East Lake libraries and Saturday hours at Franklin Community Library.
- The Library strives to maintain the collection budget at close to 12 percent of the total budget.
- The adopted budget includes \$11,615,000 in property tax revenues.

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY

MISSION STATEMENT

The Minneapolis Community Development Agency seeks to sustain and improve the residential, economic and aesthetic environment of the city for the benefit of residents, employees and businesses in Minneapolis through implementation of development and financing programs.

BUSINESSES

The business of the MCDA is physical community development. The agency primarily works in three areas – housing, business development and community building.

Housing

The MCDA provides sites for housing and assists in financing housing production, maintenance and purchases.

Business Development

The MCDA provides sites and financing for businesses that create living-wage jobs and add to the tax base.

Community Building

The MCDA provides financial and technical support to neighborhood organizations and business associations, funds the Neighborhood Revitalization Program, removes blight and assists in providing some of the amenities that contribute to a vibrant, strong and livable city.

Customer Served by these Businesses:

Internal Customers

- MCDA staff
- Elected officials
- City staff

External Customers

- Citizens
- Neighborhood organizations
- Business associations
- Community groups
- Developers – private and non-profit
- Public agencies (e.g. HUD, DTED, MPCA)
- Financial institutions
- Real estate industry-related organizations

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
<i>Housing</i>	
1. Preserve and expand the number of affordable housing units throughout the city.	<ul style="list-style-type: none"> • Developed 505 affordable units (272 new or converted units and 233 preserved units); 240 were in non-impacted areas (areas currently lacking affordable housing) • Developed 14 rental housing projects in which 42% of all new construction/conversion units and 92% of all preservation/stabilization units were affordable at or below 50% median income • Implemented a policy that all rental projects shall accept Section 8 certificates/vouchers
2. Create an environment for preserving and expanding middle- and upper-income housing.	<ul style="list-style-type: none"> • Issued \$15 million in mortgage bonds for middle-income buyers • Completed River Station 2nd Stage and Heritage Landing projects • Implemented Phase I of the Hollman plan • Completed development agreement for Humboldt Greenway; Phase I construction is underway
3. Improve the quality of the city's existing owner-occupied and rental housing stock.	<ul style="list-style-type: none"> • Completed 714 multifamily rental units and had 764 multifamily rental units in progress • Rehabilitated 22 single-family units • Closed 171 home improvement loans totaling \$1.7 million
4. Increase homeownership.	<ul style="list-style-type: none"> • Completed 219 multifamily ownership units • Completed construction of 58 single-family units • Issued \$18 million in mortgage bonds for first-time buyers • Closed 591 home mortgages totaling \$49.8 million
<i>Business Development</i>	
5. Support neighborhood retail services, commercial corridors and employment hubs.	<ul style="list-style-type: none"> • Provided \$17.8 million in small business loans, resulting in creation of 322 jobs • Provided \$177,355 to 37 business associations through Business Association Assistance Program • Obtained approval of the Hiawatha & Lake Redevelopment Plan • Established a working partnership with Local Initiatives Support Corporation (LISC) for priority commercial corridors of Central Ave NE and West Broadway • Coordinated "Minneapolis Unwrapped" program to promote neighborhood-level shopping •
<i>Community Building</i>	
6. Provide opportunities that create more living-wage jobs in the city.	<ul style="list-style-type: none"> • Provided \$17.8 million in small business loans, resulting in creation of 322 jobs • Completed, closed or began construction on 39 economic

	<p>development projects with a total development cost of \$866 million</p> <ul style="list-style-type: none"> • Assisted 250 businesses through BusinessLink and responded to over 1,500 telephone inquiries • Hired a Workforce Coordinator • Prepared and obtained City Council approval of an amended Living Wage Policy to implement the Minnesota Business Subsidy Act • Entered into Job Linkage Agreements that provided 639 jobs, 90% of which are living wage jobs
7. Increase the city's property tax base and maintain its diversity.	<ul style="list-style-type: none"> • Total City tax capacity increased by 13% from 2000 to 2001
8. Eliminate barriers and blighting influences that prevent or inhibit healthy neighborhood environments and economies.	<ul style="list-style-type: none"> • Secured \$4.9 million in grants to clean up contamination to permit development • Acquired 87 tax forfeit properties for the purpose of renovation or construction on vacant lots • Demolished 24 vacant and boarded houses
9. Assure that downtown Minneapolis remains the retail, employment and entertainment center of the region, as well as home to a mix of residents who choose downtown as their neighborhood.	<ul style="list-style-type: none"> • Completed site assembly and closed on sale of 900 Nicollet • Commenced construction of the Block E project • Commenced construction of the Milwaukee Depot project • Conducted events that drew 421,259 patrons to the State and Orpheum theaters and 1,700,000 to the Target Center • Facilitated the month-long run of Cirque du Soleil on a downtown riverfront site
10. Redevelop the upper and central Mississippi riverfront.	<ul style="list-style-type: none"> • Developed work plan for implementation of first 5 years of Upper River Plan, and assumed lead staff role • Initiated and staffed committee to identify methods to improve the identity of central riverfront activities

CHALLENGES

CHALLENGE 1: The demand for agency activity and financial support is growing at a time when the discretionary funds available for such activity and support are dropping.

Strategies:

- Adopted a new strategic plan
- Prepared and obtained City Council approval of a new Tax Increment Finance Policy and procedures for analyzing requests for public financial assistance
- In process of developing a 10-year financial sustainability strategy
- Aggressively sought funds from non-City sources
- Improved internal grants coordination
- Prepared and obtained City Council approval of a Tax Abatement Policy to fund public infrastructure costs

Progress from 2001:

- Tracked receipt of MHFA, Metropolitan Council, Department of Trade and Economic Development and federal grants
- Conducted periodic informal evaluations of Tax Increment Policy implementation

CHALLENGE 2: The great need for thousands of units of affordable housing in the region and in Minneapolis. Contributing to the production of the City's share of this housing need will exceed the agency's financial and professional resources.

Strategies:

- Met the requirements of the Affordable Housing Resolution
- Required at least 20% affordable units in all publicly assisted rental housing projects of 10 units or more
- Required all publicly assisted rental projects except senior housing to accept Section 8 certificates and vouchers
- Implemented Phase I of the Hollman Plan
- Lobbied for a State appropriation for affordable housing

Progress from 2001:

- Presented two reports to City Council (Fall 2000 and Spring 2001) measuring affordable housing production against requirements of City policies

CHALLENGE 3: Extend the benefits of a growing economy to our most disadvantaged citizens.

Strategies:

- Hired a Workforce Coordinator responsible for planning, implementing and monitoring workforce initiatives affecting MCDA development projects
- Entered into partnership with Neighborhood Employment Network (NET)
- Participated in formulation of new Living Wage/Business Subsidy Policy

Progress from 2001:

- Tracked Job Linkage and Business Subsidy Act employment
- Presented periodic reports to City Council and filed annual report with Department of Trade and Economic Development

CHALLENGE 4: In a time of reduced flexible finances and increased demand for MCDA services, the agency needs to increase its effectiveness by examining workload and workforce issues, focusing on improving internal systems and enhancing customer service.

Strategies:

- New strategic plan addresses internal issues for the first time
- Continued Commitment & Connection to Mission (C2M) process; identified 9 objectives and 49 suggested activities for improving internal environment
- Consolidated Public Information and Citizen Participation/NRP departments into one department to emphasize community outreach
- Began teleworking pilot program
- Negotiated an office lease that will enable all staff to be located in one building

Progress from 2001:

- Conducted citizen satisfaction survey to establish baseline condition for MCDA/community relationship. Community Outreach plan fashioned to address identified issues
- Conducted 360-degree feedback program to assist managers in dealing with employee issues

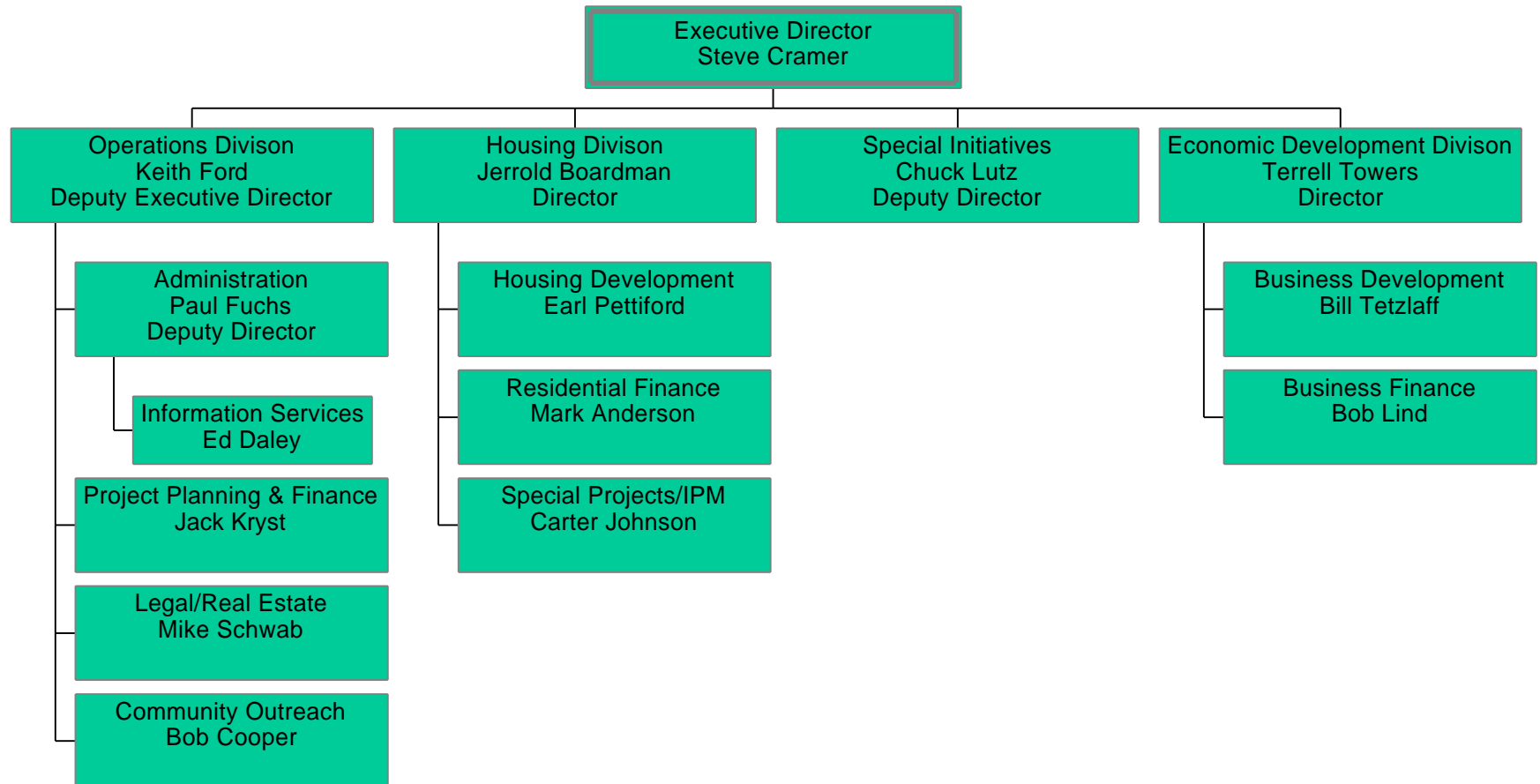
NEW CHALLENGES

New Challenge One: State property tax reform will further erode development resources, threatening the financial health of the City's overall community development program, including NRP.

What is driving the issue? Why is addressing this new challenge important?

The State takeover of school aid and compression of property tax classification rates could reduce TIF revenues by up to 40% and threaten the financial viability of many current projects and programs, including NRP.

MCDA Organization Chart



October 2001

MCDA Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Capital Outlay	44,582,231	52,213,290	35,729,678	9,176,040	-74.3%	26,553,638
Contractual Services	16,558,252	15,332,352	7,071,660	4,394,974	-37.9%	-2,676,686
Debt Service	0	45,694	0	0	0.0%	0
Equipment	7,647	21,571	21,000	12,900	-38.6%	-8,100
Fringe Benefits	730,691	728,556	531,991	587,663	10.5%	55,672
Operating Costs	454,445	270,537	341,285	297,093	-12.9%	-44,192
Salaries and Wages	3,591,778	3,531,100	2,533,265	2,798,423	10.5%	265,158
Transfers	106,824,898	67,520,545	45,661,122	62,049,265	35.9%	16,388,143
Total for Capital Projects	172,749,941	139,663,645	91,890,001	79,316,358	-13.7%	12,573,643
Debt Service						
Debt Service	2,757,128	9,241,630	0	1,324,000	0.0%	1,324,000
Transfers	528,956	517,494	8,299,900	32,240,432	288.4%	23,940,532
Total for Debt Service	3,286,085	9,759,124	8,299,900	33,564,432	304.4%	25,264,532
Enterprise Funds						
Capital Outlay	37,607	111,542	162,700	115,000	-29.3%	-47,700
Contractual Services	3,275,343	3,339,866	3,107,068	3,236,274	4.2%	129,206
Debt Service	3,350,114	3,263,322	2,615,135	2,447,000	-6.4%	-168,135
Fringe Benefits	18,791	23,025	20,680	23,200	12.2%	2,520
Operating Costs	92,579	108,987	171,056	154,791	-9.5%	-16,265
Salaries and Wages	87,025	102,864	98,476	110,475	12.2%	11,999
Transfers	1,174,710	0	129,786	100,000	-23.0%	-29,786
Total for Enterprise Funds	8,036,170	6,949,606	6,304,901	6,186,740	-1.9%	-118,161
Special Revenue Funds						
Capital Outlay	24,656,297	21,236,283	20,761,824	15,019,851	-27.7%	-5,741,973
Contractual Services	5,672,111	5,523,358	7,870,776	7,724,172	-1.9%	-146,604
Debt Service	67,234	50,312	75,000	50,000	-33.3%	-25,000
Equipment	182,667	148,544	396,000	155,400	-60.8%	-240,600
Fringe Benefits	910,526	958,455	1,228,661	1,207,943	-1.7%	-20,718
Operating Costs	374,709	642,803	648,110	604,850	-6.7%	-43,260
Salaries and Wages	4,364,760	4,606,780	5,850,763	5,752,084	-1.7%	-98,679
Transfers	7,271,842	2,168,519	1,568,000	12,524,000	698.7%	10,956,000
Total for Special Revenue Funds	43,500,146	35,335,055	38,399,134	43,038,300	12.1%	4,639,166
Total for MCDA	227,572,342	191,707,429	144,893,936	162,105,830	11.9%	17,211,894

MCDA Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Capital Projects						
Charges for Sales	43,990,297	4,482,763	1,758,051	514,351	-70.7%	-1,243,700
Charges for Service	1,164,403	1,009,612	204,469	210,000	2.7%	5,531
Federal Government	0	0	0	500,000	0.0%	500,000
Interest	-2,117,106	2,969,343	4,054,975	2,452,317	-39.5%	-1,602,658
Operating Transfers In	71,617,125	48,438,583	6,959,379	14,390,424	106.8%	7,431,045
Other Misc Revenues	3,320,869	2,365,643	1,221,496	1,373,990	12.5%	152,494
Proceeds of Long Term Liabilities	0	41,260,000	0	0	0.0%	0
Property Taxes	59,570,013	63,619,311	76,337,578	58,537,432	-23.3%	17,800,146
Rents	5,488,242	2,384,554	3,836,780	502,924	-86.9%	-3,333,856
State Government	164,520	7,792	500,000	0	-100.0%	-500,000
Total for Capital Projects	183,198,363	166,537,600	94,872,728	78,481,438	-17.3%	16,391,290
Debt Service						
Interest	-430,005	564,105	495,000	0	-100.0%	-495,000
Operating Transfers In	3,521,950	2,284,932	1,575,000	34,057,782	2,062.4%	32,482,782
Total for Debt Service	3,091,946	2,849,037	2,070,000	34,057,782	1,545.3%	31,987,782
Enterprise Funds						
Charges for Sales	0	975,250	0	0	0.0%	0
Charges for Service	3,466,535	3,417,264	3,314,600	3,002,360	-9.4%	-312,240
Interest	2,829,815	4,732,117	3,160,570	2,503,600	-20.8%	-656,970
Operating Transfers In	500,000	0	50,000	120,432	140.9%	70,432
Other Misc Revenues	284,344	700,320	0	150,000	0.0%	150,000
Proceeds of Long Term Liabilities	39,123	62,794	0	0	0.0%	0
Rents	166,300	42,295	0	0	0.0%	0
Total for Enterprise Funds	7,286,116	9,930,039	6,525,170	5,776,392	-11.5%	-748,778
Special Revenue Funds						
Charges for Sales	2,484,915	4,036,706	300,000	650,000	116.7%	350,000
Charges for Service	7,336,587	7,467,025	5,879,366	1,662,000	-71.7%	-4,217,366
Contributions	288,162	142,000	0	0	0.0%	0
Federal Government	56,560	265,056	100,000	0	-100.0%	-100,000
Interest	-259,822	719,794	4,311,800	1,148,448	-73.4%	-3,163,352
Local Government	0	396,142	0	0	0.0%	0
Operating Transfers In	56,618,469	26,665,607	12,967,151	15,780,161	21.7%	2,813,010
Other Misc Revenues	5,181,251	4,793,016	11,185,380	4,163,439	-62.8%	-7,021,941
Property Taxes	0	0	0	4,000,000	0.0%	4,000,000
Rents	66,132	224,096	145,739	366,739	151.6%	221,000
State Government	2,480,421	4,392,082	626,000	125,000	-80.0%	-501,000
Total for Special Revenue Funds	74,252,676	49,101,524	35,515,436	27,895,787	-21.5%	-7,619,649
Total for MCDA	267,829,101	228,418,200	138,983,334	146,211,399	5.2%	7,228,065

MCDA
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION SERVICES						
Capital Projects						
Equipment	0	0	0	2,500	0.0%	2,500
Operating Costs	39,710	55,169	47,000	66,200	40.9%	19,200
Total for Capital Projects	39,710	55,169	47,000	68,700	46.2%	21,700
Enterprise Funds						
Contractual Services	0	0	0	0	0.0%	0
Debt Service	0	-4,351	0	0	0.0%	0
Total for Enterprise Funds	0	-4,351	0	0		0
Special Revenue Funds						
Capital Outlay	0	0	0	188,000	0.0%	188,000
Contractual Services	1,243,668	1,495,505	2,497,580	2,857,720	14.4%	360,140
Equipment	59,272	94,188	195,500	83,000	-57.5%	-112,500
Fringe Benefits	240,629	213,469	211,951	198,780	-6.2%	-13,171
Operating Costs	159,388	146,880	162,055	211,545	30.5%	49,490
Salaries and Wages	1,063,429	939,261	1,009,291	946,564	-6.2%	-62,727
Total for Special Revenue Funds	2,766,387	2,889,304	4,076,377	4,485,609	10.0%	409,232
Total for ADMINISTRATION SERVICES	2,806,097	2,940,122	4,123,377	4,554,309	10.5%	430,932
ECONOMIC DEVELOPMENT						
Capital Projects						
Capital Outlay	34,462,639	31,856,721	27,696,427	2,875,400	-89.6%	-24,821,027
Contractual Services	1,197,993	509,959	1,156,405	718,950	-37.8%	-437,455
Equipment	3,914	7,092	4,300	2,000	-53.5%	-2,300
Fringe Benefits	501,533	277,310	221,395	250,594	13.2%	29,199
Operating Costs	86,559	49,825	138,375	109,183	-21.1%	-29,192
Salaries and Wages	2,537,822	1,341,567	1,054,254	1,193,293	13.2%	139,039
Total for Capital Projects	38,790,460	34,042,475	30,271,156	5,149,420	-83.0%	-25,121,736
Debt Service						
Debt Service	0	0	0	1,324,000	0.0%	1,324,000
Total for Debt Service	0	0	0	1,324,000		1,324,000
Enterprise Funds						
Capital Outlay	16,667	104,000	90,000	65,000	-27.8%	-25,000
Contractual Services	239,013	195,854	224,000	209,000	-6.7%	-15,000
Debt Service	119,606	134,544	185,000	185,000	0.0%	0
Fringe Benefits	14,641	15,788	18,796	21,243	13.0%	2,447
Operating Costs	6,015	7,402	8,800	8,300	-5.7%	-500
Salaries and Wages	72,936	74,079	89,503	101,157	13.0%	11,654
Total for Enterprise Funds	468,879	531,668	616,099	589,700	-4.3%	-26,399
Special Revenue Funds						
Capital Outlay	7,427,348	5,865,455	6,664,168	2,834,112	-57.5%	-3,830,056
Contractual Services	934,075	237,648	417,930	223,200	-46.6%	-194,730
Equipment	17,540	2,307	0	0	0.0%	0

MCDA
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ECONOMIC DEVELOPMENT						
Special Revenue Funds						
Fringe Benefits	160,851	110,610	175,015	136,714	-21.9%	-38,301
Operating Costs	64,582	197,779	123,700	128,400	3.8%	4,700
Salaries and Wages	779,238	552,548	833,411	651,017	-21.9%	-182,394
Transfers	0	0	1,068,000	1,324,000	24.0%	256,000
Total for Special Revenue Funds	9,383,634	6,966,348	9,282,224	5,297,443	-42.9%	-3,984,781
Total for ECONOMIC DEVELOPMENT	48,642,972	41,540,490	40,169,479	12,360,563	-69.2%	-27,808,916
EXECUTIVE ADMINISTRATION						
Capital Projects						
Capital Outlay	0	6,037	0	0	0.0%	0
Contractual Services	0	24,407	0	0	0.0%	0
Fringe Benefits	17	10,630	0	0	0.0%	0
Operating Costs	12	1,863	0	0	0.0%	0
Salaries and Wages	87	63,651	0	0	0.0%	0
Total for Capital Projects	115	106,588	0	0		0
Special Revenue Funds						
Capital Outlay	0	4,967	0	0	0.0%	0
Contractual Services	65,700	161,077	113,000	127,200	12.6%	14,200
Equipment	764	214	3,500	0	-100.0%	-3,500
Fringe Benefits	51,119	62,917	106,473	99,905	-6.2%	-6,568
Operating Costs	49,116	187,517	85,320	57,130	-33.0%	-28,190
Salaries and Wages	308,182	365,945	507,013	475,739	-6.2%	-31,274
Total for Special Revenue Funds	474,880	782,636	815,306	759,974	-6.8%	-55,332
Total for EXECUTIVE ADMINISTRATION	474,995	889,225	815,306	759,974	-6.8%	-55,332
Housing Development Consolidating						
Capital Projects						
Capital Outlay	2,726,627	6,318,549	2,040,000	230,000	-88.7%	-1,810,000
Contractual Services	665,197	659,564	711,409	571,800	-19.6%	-139,609
Equipment	2,841	11,315	500	8,100	1,520.0%	7,600
Fringe Benefits	172,278	159,117	95,544	102,089	6.9%	6,545
Operating Costs	44,969	42,164	80,500	72,065	-10.5%	-8,435
Salaries and Wages	787,142	714,428	454,979	486,161	6.9%	31,182
Total for Capital Projects	4,399,053	7,905,137	3,382,932	1,470,215	-56.5%	-1,912,717
Enterprise Funds						
Capital Outlay	20,940	7,542	62,700	50,000	-20.3%	-12,700
Contractual Services	257,531	205,744	196,557	189,800	-3.4%	-6,757
Debt Service	3,181,106	2,716,637	2,430,135	2,262,000	-6.9%	-168,135
Fringe Benefits	4,150	7,237	1,884	1,957	3.9%	73
Operating Costs	85,564	101,085	161,256	144,941	-10.1%	-16,315
Salaries and Wages	14,089	28,785	8,973	9,318	3.8%	345

MCDA
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Housing Development Consolidating						
Enterprise Funds						
Transfers	1,022,413	0	100,000	100,000	0.0%	0
Total for Enterprise Funds	4,585,793	3,067,030	2,961,505	2,758,016	-6.9%	-203,489
Special Revenue Funds						
Capital Outlay	17,228,949	14,971,958	13,282,656	11,413,039	-14.1%	-1,869,617
Contractual Services	904,238	956,969	1,040,100	681,350	-34.5%	-358,750
Debt Service	67,234	50,312	75,000	50,000	-33.3%	-25,000
Equipment	101,186	49,299	186,800	70,400	-62.3%	-116,400
Fringe Benefits	440,326	463,923	530,916	566,345	6.7%	35,429
Operating Costs	78,705	83,444	248,700	184,175	-25.9%	-64,525
Salaries and Wages	2,108,670	2,191,908	2,528,162	2,696,867	6.7%	168,705
Total for Special Revenue Funds	20,929,307	18,767,814	17,892,334	15,662,176	-12.5%	-2,230,158
Total for Housing Development Consolidating	29,914,154	29,739,981	24,236,771	19,890,407	-17.9%	-4,346,364
INDIRECT COSTS MCDA						
Capital Projects						
Contractual Services	2,539,795	2,485,177	1,710,286	2,081,506	21.7%	371,220
Total for Capital Projects	2,539,795	2,485,177	1,710,286	2,081,506	21.7%	371,220
Enterprise Funds						
Contractual Services	54,732	62,730	60,071	75,123	25.1%	15,052
Total for Enterprise Funds	54,732	62,730	60,071	75,123	25.1%	15,052
Special Revenue Funds						
Contractual Services	1,451,917	1,597,820	2,307,254	2,427,452	5.2%	120,198
Fringe Benefits	390	-518	0	0	0.0%	0
Salaries and Wages	4,304	-1,098	0	0	0.0%	0
Total for Special Revenue Funds	1,456,610	1,596,204	2,307,254	2,427,452	5.2%	120,198
Total for INDIRECT COSTS MCDA	4,051,137	4,144,111	4,077,611	4,584,081	12.4%	506,470
NEIGHBORHOOD REVITALIZATION						
Capital Projects						
Capital Outlay	7,392,965	8,817,357	4,109,001	2,575,526	-37.3%	-1,533,475
Contractual Services	10,965,577	9,718,901	2,000,505	0	-100.0%	-2,000,505
Operating Costs	282,074	86,969	20,000	0	-100.0%	-20,000
Total for Capital Projects	18,640,616	18,623,227	6,129,506	2,575,526	-58.0%	-3,553,980
Total for NEIGHBORHOOD REVITALIZATION	18,640,616	18,623,227	6,129,506	2,575,526	-58.0%	-3,553,980
OPERATIONS						
Capital Projects						
Capital Outlay	0	866,272	654,250	783,850	19.8%	129,600
Contractual Services	285	780,708	1,290,450	778,750	-39.7%	-511,700
Equipment	891	3,164	16,200	300	-98.1%	-15,900
Fringe Benefits	56,864	281,499	215,052	234,980	9.3%	19,928

MCDA
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
OPERATIONS						
Capital Projects						
Operating Costs	1,121	34,548	55,410	49,645	-10.4%	-5,765
Salaries and Wages	266,727	1,411,454	1,024,032	1,118,969	9.3%	94,937
Total for Capital Projects	325,888	3,377,644	3,255,394	2,966,494	-8.9%	-288,900
Enterprise Funds						
Capital Outlay	0	0	10,000	0	-100.0%	-10,000
Contractual Services	0	21,006	0	0	0.0%	0
Total for Enterprise Funds	0	21,006	10,000	0	-100.0%	-10,000
Special Revenue Funds						
Capital Outlay	0	393,903	815,000	584,700	-28.3%	-230,300
Contractual Services	1,072,513	1,074,338	1,494,912	1,407,250	-5.9%	-87,662
Equipment	3,905	2,535	10,200	2,000	-80.4%	-8,200
Fringe Benefits	17,213	108,053	204,306	206,199	0.9%	1,893
Operating Costs	22,919	27,184	28,335	23,600	-16.7%	-4,735
Salaries and Wages	100,937	558,216	972,886	981,897	0.9%	9,011
Total for Special Revenue Funds	1,217,486	2,164,229	3,525,639	3,205,646	-9.1%	-319,993
Total for OPERATIONS	1,543,374	5,562,879	6,791,033	6,172,140	-9.1%	-618,893
PROGRAM INDIRECT COSTS						
Capital Projects						
Capital Outlay	0	4,348,354	1,230,000	2,711,264	120.4%	1,481,264
Contractual Services	1,189,405	1,153,636	202,605	243,968	20.4%	41,363
Debt Service	0	45,694	0	0	0.0%	0
Transfers	106,824,898	67,520,545	45,661,122	62,049,265	35.9%	16,388,143
Total for Capital Projects	108,014,303	73,068,228	47,093,727	65,004,497	38.0%	17,910,770
Debt Service						
Debt Service	2,757,128	9,241,630	0	0	0.0%	0
Transfers	528,956	517,494	8,299,900	32,240,432	288.4%	23,940,532
Total for Debt Service	3,286,085	9,759,124	8,299,900	32,240,432	288.4%	23,940,532
Enterprise Funds						
Debt Service	49,403	416,491	0	0	0.0%	0
Transfers	152,297	0	0	0	0.0%	0
Total for Enterprise Funds	201,700	416,491	0	0		0
Special Revenue Funds						
Transfers	7,271,842	2,168,519	500,000	11,200,000	2,140.0%	10,700,000
Total for Special Revenue Funds	7,271,842	2,168,519	500,000	11,200,000	2,140.0%	10,700,000
Total for PROGRAM INDIRECT COSTS	118,773,929	85,412,363	55,893,627	108,444,929	94.0%	52,551,302
RIVER TERMINAL						
Enterprise Funds						
Contractual Services	2,724,067	2,854,532	2,626,440	2,762,351	5.2%	135,911

MCDA
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>RIVER TERMINAL</i>						
Enterprise Funds						
Operating Costs	1,000	500	1,000	1,550	55.0%	550
Transfers	0	0	29,786	0	-100.0%	-29,786
<i>Total for Enterprise Funds</i>	2,725,067	2,855,032	2,657,226	2,763,901	4.0%	106,675
<i>Total for RIVER TERMINAL</i>	2,725,067	2,855,032	2,657,226	2,763,901	4.0%	106,675
<i>Total for MCDA</i>	227,572,342	191,707,429	144,893,936	162,105,830	11.9%	17,211,894

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Executive Administration	5.00	6.00	7.00	6.00	-14.29%	-1.00
Operations	7.00	33.00	35.00	33.63	-3.91%	-1.37
Economic Development	59.50	34.50	34.50	30.50	-11.59%	-4.00
Administrative Services	21.00	19.00	18.00	17.00	-5.56%	-1.00
Housing Development	71.00	64.50	63.50	63.50	-	-
FTE's	163.50	157.00	158.00	150.63	-4.66%	-7.37

Explanation of changes from 2001 to 2002 budget:

- Eight vacancies were permanently removed from the MCDA budget request, starting with the 2002 budget.
- Reductions in the MCDA's operating budget represent the largest annual reduction in operating costs.
- The 2002 adopted budget includes \$4 million in a Chapter 595 levy.

MUNICIPAL BUILDING COMMISSION

MISSION STATEMENT

The Municipal Building Commission's mission is to provide effective and efficient services to maintain and preserve an historic facility, ensuring a safe and functional environment for City and County citizens, employees, elected officials and visitors.

BUSINESSES

- **Administration:** as created by Minnesota State statute, the MBC Board is charged with the care and custody of the Minneapolis City Hall/Courthouse. The MBC shall coordinate budgeting, personnel, contracts, space assignments, labor as well as operational and capital construction for the building.
- **Custodial and Security:** provide custodial and security services for common areas of the building as well as City of Minneapolis and Hennepin County departments located in the City Hall/Courthouse building.
- **Repairs and Improvements:** provide physical plant repair, routine maintenance, life safety and temperature control for the historic City Hall/Courthouse building.
- **ADC:** provide additional services as required by the Hennepin County Adult Sheriff's Department and the Minnesota Department of Corrections for the Hennepin County Adult Detention Center located in the Minneapolis City Hall/Courthouse building. *(MBC activities related to the ADC are entirely funded by Hennepin County.)*
- **Work for Others -- Service Requests:** provide design, project budget, project management and construction services upon the request of City and County departments to meet their operational needs.
- **Capital Projects:** provide detailed planning, scheduling, budgeting, bid package preparation as well as overall project management and coordination for large-scale construction projects that effect the entire City Hall/Courthouse building. *(MBC capital project activities are funded 50/50 through the City of Minneapolis, CLIC and Hennepin County, CBTF processes; however, capital projects may be funded entirely by the City or County when the improvement is driven by one or the other entity.)*
- **MBC Businesses Relevance to City Goals:** each of the MBC businesses described above (with the exception of the ADC, which is 100 percent fully funded through Hennepin County) serves all of the City of Minneapolis goals. Several key City of Minneapolis departments including the Mayor's Office, City Council, City Coordinator, Finance Department, Police and Fire Departments, Emergency Communications Center, City Clerk, Public Works and Planning Department are housed in the City Hall/Courthouse building managed and maintained by the MBC. Furthermore, the MBC

works to provide a clean and safe environment for tenants and visitors to the building as well as preserve the historic and architectural treasures of the building.

MAJOR SERVICE ACTIVITIES

ADMINISTRATION

Service Activity	Key Performance Measures and Data
1. Communicate agency activities to MBC Board and execute Board directives.	MBC staff meet on a monthly or bi-monthly basis with the MBC Board to communicate important agency activities. Board members are kept apprised of agency functions, and provide input and direction regarding agency operations. The MBC Board met 5 times in 2000.
2. Communicate with building tenants and visitors, and keep them informed of building policies and protocols.	Staff at every level of the organization communicate with building tenants and visitors on a daily basis. Face-to-face, telephone and e-mail communication takes place for responding to service needs and questions as well as relaying important building policies. The MBC Tenant Handbook was distributed in May 2000. This document will be revised and provided to tenants electronically via the MBC Web site as needed. An electronic newsletter was initiated in June 2001 and will be sent to tenants on a quarterly basis to keep them informed on building-related matters.
2. Provide full administrative services to the MBC organization and communicate agency policies to employees.	On a daily basis, administration staff coordinate and execute accounting, payroll, purchasing, budget, contract, labor and construction activities for the building. Bills are paid in a timely manner, staff receive paychecks on a bi-weekly basis, necessary materials/supplies/equipment are ordered and purchased, budgets are developed on an annual basis, contracts are executed and monitored, staff are scheduled and directed in the course of completing their daily work throughout the building, and construction projects are conducted and completed. Activities are

	<p>coordinated according to established state, county and municipal laws, guidelines and protocol. The MBC Employee Handbook is updated and distributed on an annual basis. The handbook was redistributed to staff in May 2001.</p>
<p>3. Recruit, hire, train and develop workforce for care and custody of building.</p>	<p>Administration staff secure professional, building trade, security and custodial staff for maintaining the City Hall/Courthouse building. Positions are filled as they become vacant. The MBC has a total of 66.5 FTEs. Employees are notified of and encouraged (and sometimes required) to participate in computer and safety training as well as other seminars and classes for professional and personal development. A tuition reimbursement program also is available to MBC staff. Thirteen safety training classes were conducted in 2000 on topics including bloodborne pathogens, respiratory protection, fall protection, lead awareness, hearing conservation and ergonomics. An employee safety manual and job safety analysis sheets also were developed and distributed in summer 2001. The safety manual is updated and distributed on an annual basis.</p>
<p>4. Oversee all personnel-related, union, benefits and workers' compensation functions for MBC employees.</p>	<p>MBC administration staff participate in contract negotiations and ratification with AFSCME and Minneapolis Building and Construction Trades Union representatives every three years. In 2000, the MBC participated in a process of interest-based collective bargaining with AFSCME that had positive results. Health and dental care, retirement, life insurance, long-term disability and deferred compensation benefits for employees are explained, made available and administered. Workers' compensation services are outlined to staff and administered.</p>
<p>5. Develop and implement</p>	<p>MBC staff continue to explore ways of using automation</p>

<p>automation tools for streamlining MBC agency functions and improving overall agency decision-making, where appropriate.</p>	<p>tools for supporting or improving agency activities. MAXIMO was implemented in August 2000 for issuing corrective maintenance work orders and tracking tenant service requests. The preventive maintenance component of MAXIMO is currently being developed. Aperture, a computer aided facilities management software package, was demonstrated to the MBC Board in December 2000. This program provides graphic and attribute data about space throughout the building. Initial phases of this project completed in 2000 have equipped the software with department-level information. Subsequent phases of the project will focus on documenting division and infrastructure information about the building.</p>
<p>6. Maintain and update agency Internet and Intranet Web site.</p>	<p>The MBC Intranet Web site was launched in June 2001 and allows access to both City of Minneapolis and Hennepin County employees. Staff are currently working to implement the public component of the Web site via the Internet. Information will be updated in a timely manner, and the Web site will be further developed and improved.</p>

CUSTODIAL & SECURITY

Service Activity	Key Performance Measures and Data
<p>1. Provide custodial services including cleaning, trash removal, moving functions, relamping and periodic maintenance.</p>	<p>In addition to responding to ad-hoc tenant service requests, MBC staff provide routine custodial services to most areas of the building on a five-day per week frequency; areas such as the Minneapolis Emergency Communications Center and various Minneapolis Police Department division offices receive these services on a seven-day per week and 24-hour per day frequency. 2,318 custodial requests were received in 2000 from building tenants. Eight out of 10 requests were completed in the same week the request came in.</p>
<p>2. Provide security services covering access control, emergency alarm monitoring and response, and security inspections of areas in the building outside of the HC-ADC.</p>	<p>The MBC Information/Security Desk is staffed 24-hours a day and 7-days a week. This position serves as gatekeeper for access to the building, observes activities through several cameras, monitors building fire alarms and conducts regular inspections throughout the building every night and on weekends. A secure gate was installed and made operational, enhanced security equipment, and additional cameras were installed in 2000 and 2001.</p>
<p>3. Provide the building with emergency evacuation services.</p>	<p>MBC staff have been and continue to work on developing and implementing evacuation procedures for fire, severe weather and bomb threat situations. Fire evacuation procedures were finalized in 2000. A fire evacuation drill was conducted in October 2000 and took 12 minutes to evacuate the building. Another fire evacuation drill is scheduled for October 2001. Severe weather and bomb threat plans will be finalized in 2001 as well. Evacuation drills will be held on a semi-annual basis.</p>
<p>4. Provide general grounds keeping services for the building.</p>	<p>Custodial staff perform routine grounds keeping services year-round including snow removal, ice/sand application, care of plants, sweeping sidewalks and trash removal.</p>

REPAIRS & IMPROVEMENTS

Service Activity	Key Performance Measures and Data
<p>1. Provide physical plant maintenance including mechanical, electrical, carpentry and painting. Services provided through a combination of skilled in-house personnel and service contracts.</p>	<p>In addition to responding to a variety of tenant service requests, MBC trades staff perform repair and routine maintenance services for the building. 3,699 repair and routine maintenance requests were received in 2000 from building tenants. Eight out of 10 requests were completed in the same week the request came in. Trade staff will complete significant maintenance activities including updating of carpet, paint, carpentry, electrical, plumbing and ceilings in the City Council and City Coordinator Offices in 2001.</p>
<p>2. Implement and sustain a preventive maintenance program for the facility.</p>	<p>Currently, periodic preventive maintenance activities such as changing air filters in air handling units, greasing motors and torquing electrical bus occur throughout the building. Staff are in the process of developing a full-scale automated preventive maintenance program and schedule. Trial runs of this process will be completed in 2001 with formal implementation in 2002.</p>
<p>3. Continue retrofit of inefficient systems in the building.</p>	<p>The City Hall/Courthouse was built over 100 years ago. Various outdated systems in the building are in need of updating. An automated energy management system, TRANE, was installed in the 1980s and allows for increased temperature control. Lighting systems in several areas of the building including all common areas and City Council Offices were replaced with more energy efficient equipment. In addition, variable speed drives have been installed on air handling units providing greater output control and more consistent energy use. MBC staff continue to work on developing and implementing energy efficient processes and reducing energy costs, wherever possible. Various energy tracking software programs are being researched in 2001 for</p>

	learning more about building energy consumption so that solutions for reducing energy use can be devised.
4. Continue to update and maintain AutoCAD master drawings of the building to reflect existing conditions.	Staff are working on a protocol for agency AutoCAD drawings. In addition, a process will be developed for incorporating updates to drawing files. These activities will be completed in fall 2001. Important infrastructure data on the building including technology, plumbing, electrical, HVAC, paint and carpentry in electronic format does not currently exist. This information will be collected in each phase of the Mechanical and Life Safety system upgrade project and added to electronic master files. Data for two of 20 building floor-quadrants will be collected in 2001.

WORK FOR OTHERS -- SERVICE REQUESTS

Service Activity	Key Performance Measures and Data
1. Provide professional construction and project management services as requested.	The MBC received 111 service requests from building tenants in 2000 totaling \$236,374 in revenue. These projects are beyond the scope of routine repair and maintenance, and are charged back to building tenants. Scope development, cost estimates, project budgets, schedules, design and construction services are coordinated by MBC staff and provided to tenants requesting chargeable work. MBC staff communicate with tenants throughout the project on the status of the request.

MUNICIPAL BUILDING COMMISSION
Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contractual Services	1,849,803	2,320,615	2,118,260	2,218,533	4.7%	100,273
Equipment	20,750	80,929	17,068	9,368	-45.1%	-7,700
Fringe Benefits	715,882	773,724	821,937	943,688	14.8%	121,751
Operating Costs	512,069	730,957	551,153	637,405	15.6%	86,252
Salaries and Wages	2,392,979	2,572,128	2,967,212	3,156,015	6.4%	188,803
Total for Special Revenue Funds	5,491,482	6,478,353	6,475,630	6,965,009	7.6%	489,379
Total for MUNICIPAL BUILDING COMMISSION	5,491,482	6,478,353	6,475,630	6,965,009	7.6%	489,379

MUNICIPAL BUILDING COMMISSION
Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Charges for Sales	88,064	78,427	76,500	85,650	12.0%	9,150
Charges for Service	2,568,503	2,986,636	2,929,440	3,290,165	12.3%	360,725
Operating Transfers In	0	0	54,485	0	-100.0%	-54,485
Other Misc Revenues	4,074	697	1,000	325	-67.5%	-675
Property Taxes	2,375,112	2,425,208	2,460,805	3,207,507	30.3%	746,702
Rents	67,257	70,886	71,400	70,900	-0.7%	-500
Sales and Other Taxes	136	340	0	0	0.0%	0
State Government	847,010	874,567	882,000	335,000	-62.0%	-547,000
Total for Special Revenue Funds	5,950,156	6,436,760	6,475,630	6,989,547	7.9%	513,917
Total for MUNICIPAL BUILDING COMMISSION	5,950,156	6,436,760	6,475,630	6,989,547	7.9%	513,917

MUNICIPAL BUILDING COMMISSION
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION						
Special Revenue Funds						
Contractual Services	1,671,355	1,790,165	1,703,921	111,637	-93.4%	-1,592,284
Equipment	11,849	30,010	1,368	1,368	0.0%	0
Fringe Benefits	149,867	187,498	197,568	200,596	1.5%	3,028
Operating Costs	112,608	63,416	59,586	62,627	5.1%	3,041
Salaries and Wages	228,654	249,768	274,755	321,653	17.1%	46,898
Total for Special Revenue Funds	2,174,333	2,320,857	2,237,198	697,881	-68.8%	-1,539,317
Total for ADMINISTRATION	2,174,333	2,320,857	2,237,198	697,881	-68.8%	-1,539,317
ADULT DETENTION CENTER						
Special Revenue Funds						
Contractual Services	29,509	25,342	29,643	29,643	0.0%	0
Equipment	0	13,213	0	0	0.0%	0
Fringe Benefits	18,219	22,638	21,885	15,232	-30.4%	-6,653
Operating Costs	57,788	78,715	114,945	111,272	-3.2%	-3,673
Salaries and Wages	67,522	84,708	86,419	80,976	-6.3%	-5,443
Total for Special Revenue Funds	173,037	224,617	252,892	237,123	-6.2%	-15,769
Total for ADULT DETENTION CENTER	173,037	224,617	252,892	237,123	-6.2%	-15,769
CUSTODIAL AND SECURITY						
Special Revenue Funds						
Contractual Services	469	9,790	3,500	7,500	114.3%	4,000
Equipment	0	36,819	9,700	5,000	-48.5%	-4,700
Fringe Benefits	301,099	300,875	322,065	360,418	11.9%	38,353
Operating Costs	69,169	107,566	86,065	82,191	-4.5%	-3,874
Salaries and Wages	1,163,789	1,225,568	1,394,916	1,438,369	3.1%	43,453
Total for Special Revenue Funds	1,534,526	1,680,618	1,816,246	1,893,478	4.3%	77,232
Total for CUSTODIAL AND SECURITY	1,534,526	1,680,618	1,816,246	1,893,478	4.3%	77,232
MBC - WORK FOR OTHERS						
Special Revenue Funds						
Contractual Services	20,790	26,268	0	0	0.0%	0
Equipment	8,334	0	0	0	0.0%	0
Fringe Benefits	36,579	35,283	39,633	74,149	87.1%	34,516
Operating Costs	55,902	52,264	60,000	60,000	0.0%	0
Salaries and Wages	129,204	122,559	185,590	198,459	6.9%	12,869
Total for Special Revenue Funds	250,810	236,374	285,223	332,608	16.6%	47,385
Total for MBC - WORK FOR OTHERS	250,810	236,374	285,223	332,608	16.6%	47,385
REPAIRS AND IMPROVEMENTS						
Special Revenue Funds						
Contractual Services	127,680	469,050	381,196	2,069,753	443.0%	1,688,557
Equipment	567	887	6,000	3,000	-50.0%	-3,000

MUNICIPAL BUILDING COMMISSION
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
REPAIRS AND IMPROVEMENTS						
Special Revenue Funds						
Fringe Benefits	210,119	227,429	240,786	293,293	21.8%	52,507
Operating Costs	216,602	428,996	230,557	321,315	39.4%	90,758
Salaries and Wages	803,810	889,525	1,025,532	1,116,558	8.9%	91,026
Total for Special Revenue Funds	1,358,776	2,015,887	1,884,071	3,803,919	101.9%	1,919,848
Total for REPAIRS AND IMPROVEMENTS	1,358,776	2,015,887	1,884,071	3,803,919	101.9%	1,919,848
Total for MUNICIPAL BUILDING COMMISSION	5,491,482	6,478,353	6,475,630	6,965,009	7.6%	489,379

MUNICIPAL BUILDING COMMISSION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Administration	6.00	7.50	5.00	5.00	10.0%	0.50
Custodial and Security	44.00	38.00	39.50	39.50	-3.8%	(1.50)
Repairs and Improvements	22.00	16.00	17.00	17.00	5.9%	1.00
Adult Detention Center	2.00	2.00	2.00	2.00	-	-
Work for Others		3.00	3.00	3.00	-	-
Capital Improvement						
FTE's	74.00	66.50	66.50	66.50	-	-

Explanation of Changes from 2001 to 2002 budget:

- The MBC experienced two significant impacts in development of the 2002 operating budget request: substantial increases in health care costs and utilities.
- Not including Work for Others cost center the total budget is \$6,632,062. The Work for Others cost center total is \$332,608.
- FTE changes were as follows: 0.5 Custodian shifted to existing 1.0 Administrative Assistant position; 1.0 Custodian shifted and reclassified to 1.0 Painter.

NEIGHBORHOOD REVITALIZATION PROGRAM

MISSION STATEMENT

The Minneapolis Neighborhood Revitalization Program works to make Minneapolis neighborhoods better places to live, work, learn and play through neighborhood-based planning and priority setting. The NRP staff work with neighborhood residents, government, nonprofits and the private sector to facilitate and support the development and implementation of a neighborhood plan for each of the City's neighborhoods.

BUSINESSES

- Implementation of the second ten years of the program (Phase II)
- Review of Neighborhood Action Plans which have reached the 75% expenditure threshold in preparation for Phase II planning.
- Begin Phase II planning with qualified neighborhood(s)

SERVICE ACTIVITIES AND KEY PERFORMANCE MEASURES

Service Activity	Key Performance Measures and Data
1. Building neighborhood capacity And creating a sense of place	Number of neighborhoods participating in the planning process.
2. Redesigning public services	Number of Neighborhood Action Plans approved.
3. Increasing inter-and intra-governmental collaboration and cooperation	Expenditures on neighborhood strategies and obligations for implementation of neighborhood strategies.

NRP - ADMINISTRATION

Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contractual Services	1,395,755	1,034,306	1,043,950	867,000	-17.0%	-176,950
Equipment	17,090	25,523	19,000	13,500	-28.9%	-5,500
Fringe Benefits	126,664	117,529	157,415	203,024	29.0%	45,609
Operating Costs	48,306	64,574	104,500	60,500	-42.1%	-44,000
Salaries and Wages	606,840	593,473	653,980	659,200	0.8%	5,220
<i>Total for Special Revenue Funds</i>	2,194,655	1,835,405	1,978,845	1,803,224	-8.9%	-175,621
Total for NRP - ADMINISTRATION	2,194,655	1,835,405	1,978,845	1,803,224	-8.9%	-175,621

NRP - ADMINISTRATION

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Special Revenue Funds						
Contributions	0	0	3,500	0	-100.0%	-3,500
Other Misc Revenues	32,593	2,498	0	0	0.0%	0
State Government	2,165,517	1,835,405	2,130,616	1,803,224	-15.4%	-327,392
<i>Total for Special Revenue Funds</i>	2,198,110	1,837,902	2,134,116	1,803,224	-15.5%	-330,892
Total for NRP - ADMINISTRATION	2,198,110	1,837,902	2,134,116	1,803,224	-15.5%	-330,892

NEIGHBORHOOD REVITALIZATION PROGRAM - ADMINISTRATION
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
FTE's	18.00	16.00	15.00	13.00	-13.3%	(2)

Explanation of changes from 2001 to 2002 budget:

- The personnel budget reflects the elimination of a vacant Neighborhood Specialist position and the non-renewal of a Project Internship position.
- Contractual Services budget for 2002 has been reduced as planned for the reduction in professional services contracts.
- Equipment budget for 2002 has been reduced as the result of completion in 2001 of a computer upgrade initiative begun in 1999.
- Operating expense budget for 2002 has been reduced 2001 levels to reflect the completion of the Kick-off for Phase II.

MINNEAPOLIS PARK BOARD

MISSION STATEMENT

Coordinate and direct activities that provide well-balanced recreational opportunities for Minneapolis as well as supportive financial, personnel and public information services for all divisions of the park system and its facilities.

BUSINESSES

- Park Administration
- Planning
- After School Program
- Environmental
- Equipment Supply
- Forestry
- Information Technology Services
- Park Maintenance
- Parkway Maintenance
- Park Police
- Recreation Division
- Park Rehabilitation
- Special Services
- Teen Teamworks

Overall development and implementation of policies with input from the board, city residents, and other agencies.

SERVICE ACTIVITIES AND PERFORMANCE MEASURES

Service Activity	Performance Measures and Data
Respond to 100% of public request and needs during the year.	
1. Park Administration	<ul style="list-style-type: none">▪ Volunteer Coordination—Coordinate and act as a human resource office for volunteers: screening, recruiting and training of volunteers. Assess volunteer needs of the Park and Recreation Board. Assist in volunteer placement based on the needs of the Park and Recreation Board and the skills of the individual. <p>Service Standards: Respond to 100% of public requests for volunteer opportunities.</p>

Park Administration continued...	<ul style="list-style-type: none"> ▪ Finance/Accounts Payable/Accounts Receivable—Coordinate and provide internal management and annual comprehensive financial reports. Monitoring and financial control of all Park Board funds. Provide a centralized process for the payment of all Park Board invoice and contract disbursements. Provide a centralized process of recording revenue received. Provide financial support of the issuance for special permits. <p>Service Standards:</p> <ol style="list-style-type: none"> 1. Provide 100% monitoring of balances for all capitol projects to insure positive cash flow. 2. Process all billings for grants, bonds, special assessments and restitution within ten days of the close of accounting period. 3. Produce annual component unit financial statements in accordance with requirements. 4. Process all vendor payments within a week of receipt of invoice—95%. 5. Respond to all special assessment inquiries within a 24 hour period—97%. 6. Deposit daily revenue received—100%. <ul style="list-style-type: none"> ▪ Personnel, Payroll—Perform personnel functions relating to liaison with civil service, unemployment compensation claims and reporting, employees bargaining unit agreements, and employee disciplinary actions. Issue payroll to employees and maintain all associated records. <p>Service Standards: Maintain up-to-date files on employees and issue accurate payroll checks on biweekly basis.</p> <ul style="list-style-type: none"> ▪ Self-insurance—Provide insurance for workers' compensation, unemployment compensation claims and liability coverage for other than forestry and enterprise fund functions. <p>Service Standards: Respond to 100% claimants within ten days of claim.</p>
2. Planning	<p>Prepare capital improvement program that meets infrastructure and unfilled recreational needs of the park system. Capital budget limitations hold this program to about 50-60% of fully meeting this desired standard.</p>

Planning continued...	<p>Meet at least once with affected neighborhoods whose parks are designated in the CIP funding year. This standard is 100% met and usually exceeded when additional meetings are needed or desired.</p> <p>Prepare schematic plans with affected neighborhoods for funded park improvements. On some occasion, plan preparation may proceed to a more detailed level. This standard is usually 100% met.</p> <p>Accomplish completion of funded capital improvements within budget on a timely basis. This standard is approximately 80-90% accomplished. Factors such as unexpected construction problems, price rises, inefficiency of the construction industry, cumbersome charter requirements for administration procedures, limited staff time for monitoring and weather conditions, etc., preclude meeting this standard 100%.</p> <p>Response to projects generated by other agencies timely. This service is approximately 90% met. The substantial number of outside projects affecting the park system, their complexity, and the limited amount of staff time available, keep this standard from being met 100%.</p> <p>Participate fully with other agencies in city, county-wide or metro-wide planning projects that involve or relate to the park system. This standard is approximately 80% met. Limited staff time keeps this standard from being fully met.</p> <p>Meet with neighborhoods contemplating and engaging in neighborhood revitalization planning as needed or desired. This is accomplished about 90% of the time. Time conflicts and staff availability preclude this from being accomplished 100%.</p> <p>Prepare special reports and/or organize special study committees timely. This standard is accomplished 95% of the time. Limited staff time or outside factors such as the availability of data preclude this from being 100% timely.</p> <p>Prepare master plans for parks in conjunction with NRP neighborhoods. The standard is currently being met at about 95%. Outside factors affecting the project can keep this from being accomplished at 100%.</p>
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Planning continued...	<p>Prepare or update master plans for regional parks as required by the Metropolitan Council. This standard is usually met at 100%.</p> <p>Seek grant funding from a variety of State, Federal, and Private sources to fund park and master planning and construction. This standard is approximately 90% met. Limited staff time keeps this standard from being met 100%.</p>
3. After-School Program	<p>Youth in Minneapolis After-School Program, a city of Minneapolis program administered by the Minneapolis Park and Recreation Board, is a collaboration of parks, schools, libraries, churches, and other youth-serving agencies providing positive, supervised after school activities for middle school age youth.</p> <ul style="list-style-type: none"> ▪ Provide structured, supervised programs and activities in the categories of Intramural Sports, Life Skills, Community Involvement, Academic Skills, and Creative Expression at locations throughout Minneapolis. <p>Service Standards: Ensure a minimum of 100 parks, schools, libraries, churches, and other youth-serving agencies provide a variety of programs and activities between the hours of 2:00 p.m. and 6:00 p.m., Monday through Friday during the school year. Involve a minimum of 4000 youth in the program each quarter.</p> <ul style="list-style-type: none"> ▪ Youth Outreach Workers are informed of all program offerings in their assigned hub and ensure that residents in each hub are familiar with Y-MAP and are invited and encouraged to participate. <p>Service Standards: Implement weekly outreach strategies to youth, parents, schools, and the neighborhood. Ensure that Youth Outreach Workers visit each program provider a minimum of once each week to stay abreast of all program offerings.</p> <ul style="list-style-type: none"> ▪ Youth, parents, program providers, community members, and staff develop the program.

<p>After-School Program continued...</p>	<p>Service Standards: Ensure that the City Advisory Council meets quarterly to advise program development and review and recommend program proposals for the upcoming quarter. Ensure that the Hub Advisory Council meets a minimum of once each quarter to advise program development.</p>
<p>4. Environmental</p>	<p>Provide a high-quality recreational and open space environment for Minneapolis residents by controlling pollution levels in city lakes, providing water quality related educational programs, preserving park amenities and managing the park system natural resources. The Lake Pollution Control Fund will conduct ongoing investigations of Park Board natural resources. Investigation results shall be used to develop management plans. Results will be communicated to elected officials, staff used in a public information program concerning environmental issues in a clear and concise manner.</p> <ul style="list-style-type: none"> ▪ Monitoring/Education—Inventory, document and develop management plans of environmental resources within the park system. <p>Service Standards: Monitor 13 City lakes and wetlands on a yearly basis. Develop management plans for the protection and improvement of water quality. Develop educational materials, programs and provide assistance in informing the public on environmental topics, especially water quality. Develop water quality information programs in cooperation with other City departments and state agencies.</p> <ul style="list-style-type: none"> ▪ Erosion/Shoreline—Maintain or improve existing water/land edges to reduce erosion impacts and provide remedial action as needed. <p>Service Standards: Fund and construct shoreline erosion control projects on a yearly basis, utilizing cost-share grants whenever possible.</p> <ul style="list-style-type: none"> ▪ Sediment Control—Reduce the amount of sediment and nutrients entering water bodies through vacuum sweeping.

Environmental continued...	<p>Service Standards: Vacuum sweep the parkway system and Park and Recreation Board parking lots twice annually to control pollution.</p> <ul style="list-style-type: none"> ▪ Water Exchange—Maintain within practical limits a stable water elevation on lakes, streams and wetlands. <p>Service Standards: Maintain the Chain of Lakes at a stable elevation (142.5 City datum) through pumping. Well pumping for lake level maintenance, including Roberts Bird Sanctuary, Loring Pond, Webber Pond and Powderhorn Lake within the limits set by MN DNR permits.</p> <ul style="list-style-type: none"> ▪ Vegetation Management—Monitor and manage natural and introduced plant communities in the Park system. ▪ <p>Service Standards: Remove nuisance vegetation, especially Eurasian water milfoil from Minneapolis lakes, wetlands and upland sites as needed. Use outside grant funds for this activity whenever possible. Reintroduce native plant species communities at appropriate locations, especially prairies and wetlands. Manage prairie and wetland plant communities on Park and Recreation locations.</p> <ul style="list-style-type: none"> ▪ Fish Management—Work with other agencies to manage fish populations in lakes and streams. ▪ <p>Service Standards: Work to improve fish habitat in City lakes and streams by working with state agencies. Operate the Powderhorn aeration system to maintain the fish community in Powderhorn Lake.</p>
5. Equipment	<p>Maintain and supply equipment for rental to other Park Board cost centers from a central pool.</p> <p>Set rental rates which provide sufficient funds for purchase of new equipment on a scheduled basis commensurate with economical replacement expectancy. The rental rates for equipment must reflect the true cost of operating expenses together with a specified depreciation schedule.</p>

Equipment continued...	<ul style="list-style-type: none"> ▪ Equipment Maintenance—Maintenance of an equipment pool of 258 units as well as related attachments and accessories. ▪ <p>Service Standards:</p> <ol style="list-style-type: none"> 1. Preventative Maintenance—Perform OEM suggested preventative maintenance procedures on all equipment. 2. Equipment Repair—Repair equipment within 48 hours of issuance of a work order. Emergency equipment repair will be performed prior to the next shift needed. <ul style="list-style-type: none"> ▪ Equipment Replacement—Equipment is replaced on a scheduled basis commensurate with economical life expectancy. <p>Service Standards: Equipment is replaced at the predetermined scheduled time.</p>
7. Forestry	<p>The Forestry Division provides services which enhance the real estate value of the City of Minneapolis. This is done by increasing the awareness, importance and value of the urban forest. In addition to the design and execution of tree planting and maintenance policies and programs, there is a commitment to community partnerships and educational programs.</p> <ul style="list-style-type: none"> ▪ Tree Maintenance—Provides for pruning of mature street trees, certain park trees and young and newly planted trees. <p>Service Standards: Maintain a five-year rotation to lessen potential of Dutch Elm Disease, lessen conflicts between trees and residents and ensure proper development of young trees.</p> <ul style="list-style-type: none"> ▪ Tree and Stump Removal—Remove diseased and other trees which are dead, decayed, declining or of an improper species. <p>Service Standards: Complete tree and stump removal in a timely manner to reduce the spread of disease and lessen the presence of hazardous conditions.</p>

Forestry continued...

- Reforestation—Plant trees in vacant planting sites which occur on boulevards or in parks to perpetuate the urban forest.

Service Standards:

Plant and/or replace approximately 4,000 trees per year, and mulch, water and provide other care during the first year after planting.

- Pest Control, Inspections and Surveys—Prevent the establishment and spread of various insects and disease using integrated pest management techniques. Inspect contracted tree work to ensure compliance. Survey the urban forest for pest problems that may require control procedures. Inspect residential requests for service on boulevard trees and advise about private trees.

Service Standards:

Monitor the presence of various pest problems and initiate control measures with the Department of Agriculture and/or the University of Minnesota. Inspect boulevard trees to allow for scheduling of prescribed work. Monitor the urban forest for pest conditions. Review contracted work to guarantee propriety.

PARK BOARD: FORESTRY (CONTINUED)

1. Preventative Maintenance and Minor Storm Damage—Completion of clean-up and tree health improvement procedures.

Service Standards:

Timely storm clean-up to eliminate hazardous tree debris. Tree health improvement procedures are performed on an as-needed basis.

<p>7. Information Technology Services</p>	<p>Coordinate and maintain all computer-related services for each division of the Minneapolis Park and Recreation board.</p> <ul style="list-style-type: none"> ▪ Maintain and upgrade all computer hardware, systems software and network software. Backup all systems for disaster recovery. Assist in the development of software applications. <p>Service Standards:</p> <ol style="list-style-type: none"> 1. Provide network access to users at 100% with exception for scheduled maintenance. 2. Provide necessary updates to network hardware and software to operate a wide-area network.
<p>8. Park Maintenance</p>	<p>Maintain and repair park buildings and grounds; to provide safe, functional and aesthetically pleasing park environments; to provide the maintenance support necessary to conduct recreational activities.</p> <ul style="list-style-type: none"> ▪ Building Maintenance—Maintenance and repair of 99 park buildings. <p>Service Standards: Provide daily cleaning of buildings. Maintain buildings in a clean and safe manner as to provide for needed usage. Maintain buildings to maximize their life and minimize capital deterioration.</p> <ul style="list-style-type: none"> ▪ Turf Maintenance—Maintenance and repair of 2,500 acres of turf. <p>Service Standards: Maintain turf at a height of 2-3/4"–3-1/2" on a cutting cycle of 10 working days. Fertilize, aerate and overseed limited high-usage or high-visibility areas on an annual basis. Maintain turf health within established IPM tolerances.</p> <ul style="list-style-type: none"> ▪ Athletic Field and Court Maintenance—Maintenance and repair of 332 athletic fields and courts for various uses. <p>Service Standards: Inspect, clean and repair fields and courts on a daily basis. Maintain turf at a height of 2-3/4"–3-1/2" on a cutting cycle of 10 working days. Repair broken or damaged structures within one week of report.</p>

Park Maintenance continued...

- Winter Activity Maintenance—Maintenance and repair of 100 winter activity facilities, including skating, hockey and broomball rinks, ski hills, tubing hills and cross-country ski trails.

Service Standards:

Groom all facilities on a daily basis.

- Pool, Fountain, Beach and Well Maintenance—Maintenance and repair of 60 wading pools, 3 full size pools complexes, 11 beaches and 5 fountains; freestanding drinking fountains; and hand pumps. Yearly installation of sailboat docks and fishing platforms.

Service Standards:

Provide daily maintenance to pools and beaches in accordance with local and state ordinances. Remove unsanitary or unsafe conditions from service immediately upon discovery. Repair broken equipment within 24 hours of discovery.

- Structure Maintenance - Maintenance and repair of park equipment.

Service Standards:

Repair all park structures within 14 days of report. Inspect tot lots and playgrounds 3–7 times per week and maintain them within current industry standards.

Planting and maintenance of floral displays in both the regional and neighborhood parks in Minneapolis. This includes the typical park sign floral beds, the larger regional and memorial displays and the Cowles Conservatory.

- Design, select and bid plant materials for these gardens.

Service Standards:

Process designs and compile bid by late December-early January.

- Plant, maintain, replace and water floral displays.

Service Standards:

Plantings installed between late May to mid-June, watered as needed, and weekly maintenance by Horticulture staff.

<p>Park Maintenance continued...</p>	<ul style="list-style-type: none"> Assist neighborhood groups in their adopt-a-garden programs. <p>Service Standards: Provide review of gardens and assist in a timely manner as requested.</p> <ul style="list-style-type: none"> Provide displays at the Cowles Conservatory, Lyndale Rose Garden, Annual/Perennial Garden and Rock Garden. <p>Service Standards: Staff and team members meet weekly to select and order plantings, evaluate potential pest conditions and assess existing plants.</p> <ul style="list-style-type: none"> Provide IPM services at the general garden sites and the Cowles Conservatory. <p>Service Standards: Examine plantings on a weekly or as needed basis and recommend treatments.</p> <ul style="list-style-type: none"> Prepare, install and maintain signage for blooming materials to assist in public education. Provide educational handouts. <p>Service Standards: Prepare signs and install as plants come into bloom during the growing season. Check kiosk weekly to restock handouts.</p> <ul style="list-style-type: none"> Provide a safe, clean site for visitors. <p>Service Standards: Daily tour gardens, pickup litter and report/correct safety conditions as needed. Make access improvements as needed or required.</p>
<p>9. Parkway Maintenance</p>	<p>Maintain and repair a safe, functional and aesthetically pleasing park environment for use by the public.</p> <ul style="list-style-type: none"> Provide electricity, maintenance and repairs for parkway lighting units and underground conductors. <p>Service Standards: NSP provides energy, maintenance and repair of 1,957 lights. Light pole maintenance, repair and replacement</p>

<p>Parkway Maintenance continued...</p>	<p>is done year-round as needed.</p> <ul style="list-style-type: none"> ▪ Patch surface of 58 miles of parkway. Preparation for sealcoating and/or a function of pavement condition. <p>Service Standards: As determined by cost effectiveness indicated by the Pavement Management Program and available funding.</p> <ul style="list-style-type: none"> ▪ Sealcoat 58 miles of parkway on seven-year cycles. <p>Service Standards: Sealcoat program of eight miles per year will be instituted when parkways reach uniformity.</p> <ul style="list-style-type: none"> ▪ Repair and replacement of parkway signs/posts- posts are painted on a five-year cycle and signs replaced as needed. <p>Service Standards: Of the 6,000 posts, approximately 1,200 are cleaned or sandblasted and painted during the three-month period each year. The 7,500 signs secured to the posts are replaced as required, due to loss or illegibility, throughout the year.</p> <ul style="list-style-type: none"> ▪ Sweep 58 miles of parkway twice a year. Debris removed helps prevent plugging of storm drains and catch basins. <p>Service Standards: Thorough sweeping is done on all 58 miles twice each year and some areas are swept for special events.</p> <ul style="list-style-type: none"> ▪ Remove snow and prevent ice from 58 miles of parkway. <p>Service Standards: Snow plowing, sanding, removal and clean up after snowstorms are required periodically from November to April.</p> <ul style="list-style-type: none"> ▪ Marking of roadways for traffic control at selected intersections and a limited number of centerlines where required.
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<p>Parkway Maintenance continued...</p>	<p>Service Standards: Paint approximately 11,000 feet of striping as needed for clarity and safety by the parkway user.</p> <ul style="list-style-type: none"> ▪ Ancillary Structures—Maintain structures associated with parkway furnishings, signage and barricades. <p>Service Standards: Paint, repair and replace ancillary structures along 58 miles of parkway, as required, year-round.</p> <ul style="list-style-type: none"> ▪ Catch Basin, Manhole, and Pipe Cleaning—Clean storm drains and manholes that become filled with debris and dirt. <p>Service Standards: This service provides for cleaning, as required, 1,720 catch basins and manholes and 141,000 feet of storm drains.</p> <ul style="list-style-type: none"> ▪ Catch Basins and Manholes Repair and Maintenance—Prevent water flooding and potentially hazardous conditions. <p>Service Standards: Repair as reported, all catch basins and manholes requiring attention: Responsible for 1,720 structures.</p>
<p>10. Park Police</p>	<p>Patrol the entire park system on a regular basis, identifying and responding to activities and conditions that hinder or detract from the free and enjoyable use of the parks by the general public. Prevent crimes and unwanted activity through prioritized and directed patrol practices.</p> <ul style="list-style-type: none"> ▪ Respond to emergency and routine calls for service in a timely fashion, take reports and gather evidence. ▪ Respond to calls for emergency and routine service in parks. <p>Service Standards: Achieve an 90% response rate by park units for all emergency and routine service calls in parks.</p> <ul style="list-style-type: none"> ▪ Patrol and stop in all the parks and identify and patrol problem areas on a frequent basis.

Park Police continued...

Service Standards:

At least one unit stops in each staffed park daily, patrol the non-staffed parcels in varying intervals based on size. Average ten positive public contacts per eight-hour shift per uniformed employee. Achieve a better than 50% correlation rate between the top ten park areas in need of patrol and the areas actually patrolled. Investigate juvenile and property offenses that occur on park property, identify persons responsible and prepare cases for prosecution. Track criminal and unwanted activity and provide information for directed police practices.

- Investigate park offenses and incidents where the department is the primary investigating agency.

Service Standards:

Follow-up on all cases in are deemed appropriate or where the seriousness of the case warrants further work. Achieve a 50% closure rate on cases where there are suspects. Contact 95% of the crime victims in which the department is investigating within four working days, whether by direct contact or by mail.

- Track and investigate significant crime patterns in parks.

Service Standards:

Identify crime patterns each month where a specific crime in parks or crimes in a specific park have increased more than 30%. Through a coordinated plan, reduce to 30% below the standard.

- Plan and present crime prevention programs.

Service Standards:

Plan and present a variety of prevention programs including a safety camp, employee personal safety workshops, bike rodeos and park watch dinners. Prepare crime prevention plans for 70% of new park designs.

- Conduct background investigations of Park Board applicants who deal with children.

Service Standards:

Complete investigations for 95% of all applicants for such positions.

Park Police continued...	<p>Provide regulation and control for special events. Provide visible presence at regular activities as needed.</p> <ul style="list-style-type: none"> ▪ Staff special events for crowd and traffic control and provide footbeats at identified parks. <p>Service Standards: Comply with 90% of requests for special event coverage in parks with Park Police personnel. Staff a minimum of five problem area parks with a uniformed Park Police officer or agent.</p> <p>Prepare and present informational programs and services.</p> <ul style="list-style-type: none"> ▪ Attend and participate in community meetings and present school programs on Park vandalism. <p>Service Standards: Respond to 90% of requests for Park Police at neighborhood and other community meetings. Present the Juvenile Crime Prevention Curriculum, a 40-minute program on vandalism in parks to 90% of 9th graders.</p> <ul style="list-style-type: none"> ▪ Produce and distribute literature on park safety and crime prevention in parks. ▪ <p>Service Standards: Prepare two sets of materials on specific topics yearly. Update 50% of materials yearly.</p> <p>Enforce applicable laws, ordinances and rules in the parks.</p> <ul style="list-style-type: none"> ▪ Enforce Park and Parking ordinances, enforce speed limits and monitor parking meters. <p>Service Standards: Identify the violations most frequently issued and provide special training and patrol emphasis. Average eight hours of radar enforcement per week at the top five identified zones in need of speed control. Provide an average of 24 hours per week of meter and limited parking zone enforcement.</p>
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11. Recreation Division	<p>Plan and implement high-quality neighborhood recreation programs and services based on neighborhood needs utilizing a "Benefits Based" approach.</p> <ul style="list-style-type: none"> ▪ Provide "Benefits Based" quality Recreation program services. <p>Service Standards: Reorganize park centers into 15 Neighborhood Recreation Service Delivery Teams. Meet management objectives for personal, socio-cultural, economic and environmental benefits.</p> <ul style="list-style-type: none"> ▪ Ensure a Basic Set of Recreation Program Services is offered which meet the social, physical, cultural and environmental needs of neighborhood and community residents. <p>Service Standards: Basic Set programs will be offered at all full-time professionally staffed recreation centers. Each neighborhood helps to decide which recreation programs will best meet their needs.</p> <ul style="list-style-type: none"> ▪ Maximize involvement of residents in the recreation program operation, services and activities. <p>Service Standards: Convene planning and advisory councils that work toward improving direct service delivery. Hold Annual Neighborhood Town Meetings to establish goals and benefits to be achieved.</p> <ul style="list-style-type: none"> ▪ Provide Recreation Plus+ school-aged child care services designed to be safe, fun and affordable. <p>Service Standards: Provide child care services which allow children to take advantage of park programs.</p> <ul style="list-style-type: none"> ▪ Provide specialized programming which require participant fees to support program costs. <p>Service Standards: Programs are developed based upon costs of the service delivered. Program fee waivers are available to participants. Provide a minimum of two self-supporting programs per season at recreation centers.</p>
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Recreation Division continued...

- Enhance community use of recreation centers through a building use policy and applicable rental fees that allow organizations to use MPRB facilities for their own self-directed programs.
- Provide a citywide adult sports league program in seven spots. Organize ten team sports each year for boys and girls ages 7-17. Provide rules, draw schedules, hire officials.
- Conduct clinics for coaches/officials on rules and philosophy and conduct. Conduct five clinics for youth in various team and individual sport areas.
- Operate eleven beaches and five pools. Recruit, hire, train and schedule 100 seasonal lifeguards who meet red cross certified lifeguarding standards for service.

Service Standard:

Maintain 100 red cross certified lifeguards for duty in a year. Hold one preseason training session and weekly training sessions for nine weeks during the season. Maintain necessary rescue and safety equipment for each beach and pool.

- Conduct a minimum of three citywide instructional programs for adults. Promote, schedule and recruit groups for a series of concerts and plays during the summer. Plan, promote and conduct the annual 25k city of lakes marathon. Plan, promote and operate the Wirth winter recreation area for ten weeks. Conduct social groups in area of golf and trips for adults.
- Distribute information on recreation program opportunities to the citizens of Minneapolis.

Service Standard:

Publish one citywide brochure for mail distribution to all Minneapolis households. Prepare four seasonal neighborhood brochures for each of the 45 recreation centers. Prepare monthly press releases and articles for neighborhood newspapers on recreation programs. Distribute program information, annual town meeting announcements and youth sport information. Provide and train reception staff to deal with the public.

12. Park Rehabilitation	<p>Maintain and repair as required safe, functional and aesthetically pleasing park environment for use by the public.</p> <ul style="list-style-type: none"> ▪ Path Sealcoating—Sealcoat approximately 600,000 square yards of walking and biking paths to renew surface appearance and prevent deterioration. <p>Service Standards: Sealcoat all park and parkway paths over a seven-year period during a three-month timeframe each year.</p> <p>Parking Lot Sealcoating—Repair and sealcoat parking lots every seven years.</p> <p>Service Standards: Sealcoat parking lots on a seven-year basis during an annual three-month timeframe.</p> <ul style="list-style-type: none"> ▪ Path and Parking Lot Rehabilitation—Repair paths and parking lots that are in potentially hazardous conditions or not in compliance with ADA requirements. <p>Service Standards: Repair pathways and parking lots and install ADA approved pedestrian ramps as needed during a three-month period each year.</p> <ul style="list-style-type: none"> ▪ Colorcoat Play Courts—Repair, colorcoat and stripe bituminous tennis, volleyball and basketball surfaces. <p>Service Standards: Colorcoat all 114,000 square yards of play areas each five-year period, during a three-month timeframe each year.</p> <ul style="list-style-type: none"> ▪ Building Rehabilitation—Nonroutine repair of over 3/4 million square feet of park buildings, i.e., roofs, mechanical equipment, sewer and water services, etc. <p>Service Standards: Provide repairs to park buildings to prevent deterioration and damage due to failures of roofs, furnaces, water or sewer lines, etc.</p>
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Park Rehabilitation continued...	<ul style="list-style-type: none"> ▪ Building Equipment Replacement—Replace worn out building equipment, i.e., carpeting, ranges, refrigerators, drapes, shades, tables, chairs, etc. <p>Service Standards: Replace unusable appurtenances with new as required to maintain a pleasant and comfortable environment for the park user.</p>
13. Special Services	<p>Provide and maintain Park and Recreation facilities and service on a self-supporting basis in special-interest areas of higher skill levels than is made available to the general public through the tax supported basic programs.</p> <ul style="list-style-type: none"> ▪ Golf—Maintain and operate five (5) 18-hole golf courses, one (1) 9-hole golf course, one (1) Par-3 golf course and one (1) golf learning center. <p>Service Standards: Provide a meaningful golfing experience at a fee that is based on 49,685 average rounds per course supportive of operating maintaining and repair and replacement program cost.</p> <ul style="list-style-type: none"> ▪ Refectories—Operate refectories offering food and beverages at five (5) locations throughout the system. <p>Service Standards: Provide a refreshing light meal at an affordable price.</p> <ul style="list-style-type: none"> ▪ Special Facilities—Maintain and operate Parade Parking Lot, Sculpture Garden, Ice Gardens, lighted softball and baseball fields and Nicollet Indoor Tennis Center. <p>Service Standards: Provide highly maintained facilities of special interest at a fee that is reasonable and yet enough to cover all cost and future capital improvements.</p> <ul style="list-style-type: none"> ▪ Boating—Operate and maintain 100 rental canoes, ten rental rowboats, lake excursion boat, 400 mooring buoys, 359 canoe public rental racks and contract river excursion boat. <p>Service Standards: Provide water-related experience, following all regulatory safety standards.</p>

14. Teen Teamworks	<p>Teen Teamworks offers a positive park maintenance work experience, recreational opportunities and educational sessions to the target population of unemployed or underemployed "at risk" Minneapolis youth between the ages of 14 to 18.</p> <ul style="list-style-type: none"> ▪ Provide supervised, summer employment to Minneapolis "at risk" youth. <p>Service Standards: Establish neighborhood work crew of 8 to 10 youth and one on-site adult supervisor at 25 park locations throughout the City.</p> <ul style="list-style-type: none"> ▪ Provide educational sessions for all TEEN TEAMWORKS youth workers. <p>Service Standards:</p> <ol style="list-style-type: none"> 1. Provide job seeking/keeping curriculum (i.e., attendance, punctuality, attitude). 2. Effective communication skill building (i.e., peer, adults and work environment). 3. Survival/life skills development (i.e., drug education and prevention, sexual harassment education). <ul style="list-style-type: none"> ▪ Provide recreational opportunities and for TEEN TEAMWORKS youth workers. <p>Service Standards:</p> <ol style="list-style-type: none"> 1. Demonstrate to youth the appropriate use of leisure time through recreational opportunities. <p>Provide forum for positive interaction between youth and adults from various cultural groups within their community and neighborhood.</p>
15. Youthline Outreach	<p>Youthline Outreach Mentorship Program involves youth ages 12-16 in positive leisure time activities, introduces them to community resources, and encourages a sense of belonging. Youthline is located at 11 parks year-round and at an additional 25 parks during the summer.</p> <ul style="list-style-type: none"> ▪ Provide structured, supervised programs and activities for youth in the categories of Life Skills Learning, Community Involvement, Creative Expression, and Wish List (field trips and special events).

Youthline Outreach continued...

Service Standards:

Involve youth an average of three hours daily, five times a week during the school year in structured programs and provide an additional two+ hours daily of supervised non-structured hours at the park. Ensure 10-100 youth participate in each activity daily at each park.

- Youth Outreach Mentors ensure that residents in the 6-block area surrounding the park are informed of the Youthline Program and invited and encouraged to participate.

Service Standards:

Implement major outreach efforts citywide four weeks annually (one per quarter) through school and neighborhood activities.

- A Girls' Focus Group, as part of the citywide Girls' Program, is established at each park. Monthly Girls' Program activities are offered citywide, with park activities organized bi-weekly.

Service Standards:

Ensure that each park has a Girls' Group Leader who is available at the park during regularly scheduled hours to provide leadership and support for the Girls' Program. Maintain 8-12 participants in each Girls' Group and schedule regular bi-weekly meetings. Ensure that 20+ participants from each park attend monthly events.

- Organize a Teen Council at each park to involve teens in planning and organizing activities and in the overall development of the Youthline program.

Service Standards:

Ensure that each park has a Teen Council with a minimum of 10 youth that meet at least once a month to discuss teen issues and plan activities and programs.

PARK BOARD Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Capital Outlay	1,004,106	1,239,545	1,030,965	1,010,000	-2.0%	-20,965
Contractual Services	2,186,527	2,185,784	2,042,417	2,147,091	5.1%	104,674
Equipment	147,713	475,151	132,935	18,813	-85.8%	-114,122
Fringe Benefits	868,278	956,544	993,322	1,001,486	0.8%	8,164
Operating Costs	1,861,615	1,992,177	1,868,179	1,768,917	-5.3%	-99,262
Salaries and Wages	4,330,925	4,412,370	4,801,907	4,869,927	1.4%	68,020
Transfers	815,810	1,104,659	1,073,535	1,670,237	55.6%	596,702
Total for Enterprise Funds	11,214,974	12,366,230	11,943,260	12,486,471	4.5%	543,211
Internal Service Funds						
Capital Outlay	41,346	33,195	25,000	25,000	0.0%	0
Contractual Services	515,645	417,384	506,734	520,387	2.7%	13,653
Equipment	378,957	1,046,937	1,086,578	1,577,214	45.2%	490,636
Fringe Benefits	1,211,869	1,538,107	1,503,701	1,561,055	3.8%	57,354
Operating Costs	830,767	1,101,273	2,159,051	2,181,933	1.1%	22,882
Salaries and Wages	887,985	912,958	992,911	1,158,712	16.7%	165,801
Transfers	0	15,157	0	0	0.0%	0
Total for Internal Service Funds	3,866,569	5,065,011	6,273,975	7,024,301	12.0%	750,326
Special Revenue Funds						
Capital Outlay	40,484	3,083	0	0	0.0%	0
Contractual Services	9,794,299	9,768,311	8,516,329	10,500,706	23.3%	1,984,377
Equipment	458,890	548,571	290,689	300,969	3.5%	10,280
Equipment Labor	0	0	0	5,859	0.0%	5,859
Fringe Benefits	6,024,123	6,238,129	6,845,755	7,562,564	10.5%	716,809
Operating Costs	2,650,709	2,819,915	2,378,958	2,535,281	6.6%	156,323
Salaries and Wages	21,644,342	23,429,939	26,587,968	28,340,596	6.6%	1,752,628
Transfers	143,241	193,413	1,612,000	3,094,600	92.0%	1,482,600
Total for Special Revenue Funds	40,756,088	43,001,360	46,231,699	52,340,575	13.2%	6,108,876
Total for PARK BOARD	55,837,631	60,432,600	64,448,934	71,851,347	11.5%	7,402,413

PARK BOARD

Revenue Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
Enterprise Funds						
Charges for Sales	75	535	0	0	0.0%	0
Charges for Service	10,154,268	11,236,850	11,956,606	11,530,523	-3.6%	-426,083
Contributions	236,278	251,805	88,160	196,730	123.2%	108,570
Federal Government	0	51,635	0	0	0.0%	0
Fines and Forfeits	26,990	45,560	0	0	0.0%	0
Gains	915	0	0	0	0.0%	0
Interest	3,648	3,107	0	0	0.0%	0
Operating Transfers In	134,058	95,796	0	0	0.0%	0
Other Misc Revenues	1,323	58,084	0	0	0.0%	0
Rents	568,432	604,820	660,645	626,768	-5.1%	-33,877
State Government	143,669	0	0	0	0.0%	0
Total for Enterprise Funds	11,269,656	12,348,193	12,705,411	12,354,021	-2.8%	-351,390
Internal Service Funds						
Charges for Sales	680,970	497,822	37,000	37,000	0.0%	0
Charges for Service	672,120	610,770	1,774,328	1,794,025	1.1%	19,697
Gains	4,853	10,670	0	0	0.0%	0
Operating Transfers In	2,059	0	0	0	0.0%	0
Other Misc Revenues	2,103,850	1,930,988	1,846,461	1,934,219	4.8%	87,758
Rents	2,551,791	2,770,819	2,760,068	2,932,860	6.3%	172,792
Sales and Other Taxes	-3,330	-277	0	0	0.0%	0
Total for Internal Service Funds	6,012,313	5,820,792	6,417,857	6,698,104	4.4%	280,247
Special Revenue Funds						
Charges for Sales	4,014	9,525	2,000	4,000	100.0%	2,000
Charges for Service	1,643,011	2,289,785	1,572,297	1,884,644	19.9%	312,347
Contributions	279,731	144,177	51,100	61,100	19.6%	10,000
Federal Government	82,500	107,500	0	0	0.0%	0
Fines and Forfeits	337,840	330,739	307,200	317,500	3.4%	10,300
Interest	0	91	0	0	0.0%	0
Licenses and Permits	2,657	4,799	0	3,000	0.0%	3,000
Local Government	3,011	520,272	0	4,000	0.0%	4,000
Operating Transfers In	1,181,122	1,016,214	370,000	370,000	0.0%	0
Other Misc Revenues	38,101	24,730	30,203	28,200	-6.6%	-2,003
Property Taxes	21,920,248	23,437,532	27,376,214	34,100,825	24.6%	6,724,611
Rents	59,804	107,555	59,600	221,398	271.5%	161,798
Sales and Other Taxes	1,210	3,282	5,055	3,600	-28.8%	-1,455
State Government	15,026,890	15,628,305	15,958,575	13,710,000	-14.1%	-2,248,575
Total for Special Revenue Funds	40,580,139	43,624,506	45,732,244	50,708,267	10.9%	4,976,023
Total for PARK BOARD	57,862,108	61,793,491	64,855,512	69,760,392	7.6%	4,904,880

PARK BOARD

Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ADMINISTRATION-PARK BOARD						
Special Revenue Funds						
Contractual Services	1,244,467	1,063,973	532,596	1,361,836	155.7%	829,240
Equipment	225,603	83,464	65,235	60,585	-7.1%	-4,650
Fringe Benefits	664,262	688,609	377,590	411,493	9.0%	33,903
Operating Costs	358,750	519,844	97,353	104,603	7.4%	7,250
Salaries and Wages	1,308,983	1,493,378	1,605,218	1,723,884	7.4%	118,666
Transfers	12,740	93,375	0	0	0.0%	0
Total for Special Revenue Funds	3,814,805	3,942,643	2,677,992	3,662,401	36.8%	984,409
Total for ADMINISTRATION-PARK BOARD	3,814,805	3,942,643	2,677,992	3,662,401	36.8%	984,409
CITY-WIDE RECREATION						
Enterprise Funds						
Contractual Services	313,312	297,222	251,254	251,254	0.0%	0
Equipment	22,440	21,257	0	0	0.0%	0
Fringe Benefits	99,206	100,776	99,549	106,614	7.1%	7,065
Operating Costs	305,585	426,057	263,279	263,279	0.0%	0
Salaries and Wages	862,344	880,302	925,362	1,115,907	20.6%	190,545
Total for Enterprise Funds	1,602,888	1,725,614	1,539,444	1,737,054	12.8%	197,610
Special Revenue Funds						
Contractual Services	1,385,870	1,657,164	1,602,299	1,757,009	9.7%	154,710
Equipment	36,988	71,983	48,149	46,149	-4.2%	-2,000
Fringe Benefits	838,536	926,332	1,059,932	1,175,865	10.9%	115,933
Operating Costs	305,203	402,935	348,183	433,198	24.4%	85,015
Salaries and Wages	4,968,807	5,517,446	5,973,313	6,571,109	10.0%	597,796
Total for Special Revenue Funds	7,535,404	8,575,859	9,031,876	9,983,330	10.5%	951,454
Total for CITY-WIDE RECREATION	9,138,292	10,301,473	10,571,320	11,720,384	10.9%	1,149,064
ENTITY WIDE COSTS						
Special Revenue Funds						
Contractual Services	0	0	555,766	1,503,659	170.6%	947,893
Fringe Benefits	0	0	375,600	389,742	3.8%	14,142
Operating Costs	0	0	395,060	407,918	3.3%	12,858
Salaries and Wages	0	0	1,236,945	390,000	-68.5%	-846,945
Transfers	0	0	100,000	100,000	0.0%	0
Total for Special Revenue Funds	0	0	2,663,371	2,791,319	4.8%	127,948
Total for ENTITY WIDE COSTS	0	0	2,663,371	2,791,319	4.8%	127,948
ENVIRIONMENTAL OPERATIONS						
Special Revenue Funds						
Contractual Services	212,551	251,032	271,729	360,955	32.8%	89,226
Equipment	25,867	22,286	3,500	13,480	285.1%	9,980
Fringe Benefits	70,357	81,668	109,462	169,953	55.3%	60,491
Operating Costs	47,227	70,576	62,283	76,309	22.5%	14,026

PARK BOARD
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
ENVIRONMENTAL OPERATIONS						
Special Revenue Funds						
Salaries and Wages	362,276	438,830	412,602	579,401	40.4%	166,799
Transfers	42,402	30,084	0	0	0.0%	0
Total for Special Revenue Funds	760,680	894,477	859,576	1,200,098	39.6%	340,522
Total for ENVIRONMENTAL OPERATIONS	760,680	894,477	859,576	1,200,098	39.6%	340,522
FORESTRY						
Special Revenue Funds						
Contractual Services	2,372,531	1,971,993	1,567,001	1,512,536	-3.5%	-54,465
Equipment	21,279	111,111	0	0	0.0%	0
Fringe Benefits	1,274,883	1,231,124	1,384,196	1,483,455	7.2%	99,259
Operating Costs	410,973	494,601	258,295	263,212	1.9%	4,917
Salaries and Wages	3,003,513	3,220,937	3,745,585	4,101,309	9.5%	355,724
Transfers	0	14,179	0	0	0.0%	0
Total for Special Revenue Funds	7,083,180	7,043,945	6,955,077	7,360,512	5.8%	405,435
Total for FORESTRY	7,083,180	7,043,945	6,955,077	7,360,512	5.8%	405,435
INFO TECHNOLOGY SYSTEMS						
Internal Service Funds						
Contractual Services	200,113	123,121	117,180	120,371	2.7%	3,191
Equipment	180,265	123,475	236,578	218,631	-7.6%	-17,947
Fringe Benefits	42,017	54,441	74,914	77,151	3.0%	2,237
Operating Costs	5,799	24,257	14,500	10,600	-26.9%	-3,900
Salaries and Wages	199,008	266,027	331,155	367,272	10.9%	36,117
Total for Internal Service Funds	627,202	591,321	774,327	794,025	2.5%	19,698
Total for INFO TECHNOLOGY SYSTEMS	627,202	591,321	774,327	794,025	2.5%	19,698
PARK EQUIPMENT						
Internal Service Funds						
Capital Outlay	41,346	33,195	25,000	25,000	0.0%	0
Contractual Services	203,789	173,476	170,298	180,760	6.1%	10,462
Equipment	136,866	915,286	850,000	1,358,583	59.8%	508,583
Fringe Benefits	190,716	232,347	222,299	255,219	14.8%	32,920
Operating Costs	523,066	708,843	736,548	739,597	0.4%	3,049
Salaries and Wages	677,482	634,207	649,042	777,646	19.8%	128,604
Total for Internal Service Funds	1,773,263	2,697,353	2,653,187	3,336,805	25.8%	683,618
Total for PARK EQUIPMENT	1,773,263	2,697,353	2,653,187	3,336,805	25.8%	683,618
PARK MAINTENANCE						
Special Revenue Funds						
Capital Outlay	13,590	0	0	0	0.0%	0
Contractual Services	2,926,055	2,788,457	2,772,524	2,881,479	3.9%	108,955
Equipment	57,501	98,536	78,695	88,695	12.7%	10,000

PARK BOARD
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
PARK MAINTENANCE						
Special Revenue Funds						
Equipment Labor	0	0	0	5,859	0.0%	5,859
Fringe Benefits	2,412,164	2,519,243	2,550,606	2,776,499	8.9%	225,893
Operating Costs	1,219,991	1,106,275	1,013,138	1,003,452	-1.0%	-9,686
Salaries and Wages	8,184,416	8,598,055	8,998,319	9,783,660	8.7%	785,341
Total for Special Revenue Funds	14,813,718	15,110,566	15,413,282	16,539,644	7.3%	1,126,362
Total for PARK MAINTENANCE	14,813,718	15,110,566	15,413,282	16,539,644	7.3%	1,126,362
PARK POLICE						
Special Revenue Funds						
Capital Outlay	0	3,083	0	0	0.0%	0
Contractual Services	641,589	730,665	718,999	726,702	1.1%	7,703
Equipment	34,556	25,869	25,000	25,000	0.0%	0
Fringe Benefits	440,141	481,964	628,376	659,722	5.0%	31,346
Operating Costs	149,194	116,342	149,445	157,574	5.4%	8,129
Salaries and Wages	2,172,286	2,470,616	2,747,430	2,912,902	6.0%	165,472
Total for Special Revenue Funds	3,437,765	3,828,539	4,269,250	4,481,900	5.0%	212,650
Total for PARK POLICE	3,437,765	3,828,539	4,269,250	4,481,900	5.0%	212,650
PARK REHABILITATION						
Special Revenue Funds						
Capital Outlay	26,710	0	0	0	0.0%	0
Contractual Services	131,879	77,995	293,102	173,102	-40.9%	-120,000
Equipment	42,131	54,213	51,110	51,110	0.0%	0
Fringe Benefits	4,420	1,930	0	0	0.0%	0
Operating Costs	21,725	13,951	3,373	3,373	0.0%	0
Salaries and Wages	16,778	8,210	0	0	0.0%	0
Transfers	1,825	10,000	0	0	0.0%	0
Total for Special Revenue Funds	245,469	166,298	347,585	227,585	-34.5%	-120,000
Total for PARK REHABILITATION	245,469	166,298	347,585	227,585	-34.5%	-120,000
PARK REVOLVING SUPPLIES						
Internal Service Funds						
Contractual Services	1,530	1,500	0	0	0.0%	0
Equipment	61,365	0	0	0	0.0%	0
Operating Costs	70	0	1,000,000	1,000,000	0.0%	0
Total for Internal Service Funds	62,965	1,500	1,000,000	1,000,000	0.0%	0
Total for PARK REVOLVING SUPPLIES	62,965	1,500	1,000,000	1,000,000	0.0%	0
PARK SELF-INS REVOLVING						
Internal Service Funds						
Contractual Services	110,214	119,287	219,256	219,256	0.0%	0
Equipment	461	8,176	0	0	0.0%	0

PARK BOARD
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
PARK SELF-INS REVOLVING						
Internal Service Funds						
Fringe Benefits	979,136	1,251,320	1,206,488	1,228,685	1.8%	22,197
Operating Costs	301,832	368,173	408,003	431,736	5.8%	23,733
Salaries and Wages	11,496	12,725	12,714	13,794	8.5%	1,080
Transfers	0	15,157	0	0	0.0%	0
Total for Internal Service Funds	1,403,139	1,774,837	1,846,461	1,893,471	2.5%	47,010
Total for PARK SELF-INS REVOLVING	1,403,139	1,774,837	1,846,461	1,893,471	2.5%	47,010
PARK SPECIAL SERVICES						
Enterprise Funds						
Capital Outlay	48,897	66,104	75,756	10,000	-86.8%	-65,756
Contractual Services	1,666,418	1,683,279	1,624,525	1,895,837	16.7%	271,312
Equipment	125,273	38,921	132,935	18,813	-85.8%	-114,122
Fringe Benefits	767,386	853,612	893,773	894,872	0.1%	1,099
Operating Costs	1,483,089	1,536,592	1,555,259	1,505,638	-3.2%	-49,621
Salaries and Wages	3,461,634	3,513,820	3,876,545	3,754,020	-3.2%	-122,525
Transfers	0	0	3,535	237	-93.3%	-3,298
Total for Enterprise Funds	7,552,697	7,692,329	8,162,328	8,079,417	-1.0%	-82,911
Total for PARK SPECIAL SERVICES	7,552,697	7,692,329	8,162,328	8,079,417	-1.0%	-82,911
PARKWAY MAINTENANCE						
Special Revenue Funds						
Capital Outlay	184	0	0	0	0.0%	0
Contractual Services	709,067	994,295	0	0	0.0%	0
Fringe Benefits	34,396	0	0	0	0.0%	0
Operating Costs	64,688	0	0	0	0.0%	0
Salaries and Wages	149,449	0	0	0	0.0%	0
Total for Special Revenue Funds	957,784	994,295	0	0		0
Total for PARKWAY MAINTENANCE	957,784	994,295	0	0		0
PLANNING						
Special Revenue Funds						
Contractual Services	94,503	136,487	144,619	152,021	5.1%	7,402
Equipment	12,774	30,322	16,000	13,700	-14.4%	-2,300
Fringe Benefits	147,846	148,963	198,225	255,567	28.9%	57,342
Operating Costs	23,355	36,995	24,670	48,254	95.6%	23,584
Salaries and Wages	697,776	719,503	939,942	1,042,188	10.9%	102,246
Transfers	30,000	30,000	30,000	30,000	0.0%	0
Total for Special Revenue Funds	1,006,254	1,102,271	1,353,456	1,541,730	13.9%	188,274
Total for PLANNING	1,006,254	1,102,271	1,353,456	1,541,730	13.9%	188,274
REVOLVING - OTHER CONSOLIDATING						
Special Revenue Funds						

PARK BOARD
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
REVOLVING - OTHER CONSOLIDATING						
Special Revenue Funds						
Contractual Services	8,298	1,003	6,000	6,000	0.0%	0
Equipment	0	22,607	0	0	0.0%	0
Fringe Benefits	2,128	1,137	0	0	0.0%	0
Operating Costs	10,569	635	0	0	0.0%	0
Salaries and Wages	11,878	6,135	2,000	2,000	0.0%	0
Transfers	56,273	15,775	12,000	24,600	105.0%	12,600
Total for Special Revenue Funds	89,146	47,291	20,000	32,600	63.0%	12,600
Total for REVOLVING - OTHER CONSOLIDATING	89,146	47,291	20,000	32,600	63.0%	12,600
SPECIAL SERVICES IMPROVEMENTS						
Enterprise Funds						
Capital Outlay	955,209	1,173,440	955,209	1,000,000	4.7%	44,791
Contractual Services	166,638	176,044	166,638	0	-100.0%	-166,638
Equipment	0	413,802	0	0	0.0%	0
Operating Costs	49,641	212	49,641	0	-100.0%	-49,641
Total for Enterprise Funds	1,171,489	1,763,497	1,171,488	1,000,000	-14.6%	-171,488
Total for SPECIAL SERVICES IMPROVEMENT	1,171,489	1,763,497	1,171,488	1,000,000	-14.6%	-171,488
TEEN TEAMWORKS						
Special Revenue Funds						
Contractual Services	50,445	43,948	42,273	55,986	32.4%	13,713
Equipment	2,190	27,217	3,000	2,250	-25.0%	-750
Fringe Benefits	45,248	46,291	39,233	42,398	8.1%	3,165
Operating Costs	17,105	27,489	9,076	19,306	112.7%	10,230
Salaries and Wages	370,468	393,621	336,418	380,060	13.0%	43,642
Total for Special Revenue Funds	485,456	538,566	430,000	500,000	16.3%	70,000
Total for TEEN TEAMWORKS	485,456	538,566	430,000	500,000	16.3%	70,000
TRANSFERS						
Enterprise Funds						
Transfers	815,810	1,104,659	1,070,000	1,670,000	56.1%	600,000
Total for Enterprise Funds	815,810	1,104,659	1,070,000	1,670,000	56.1%	600,000
Special Revenue Funds						
Transfers	0	0	1,470,000	2,940,000	100.0%	1,470,000
Total for Special Revenue Funds	0	0	1,470,000	2,940,000	100.0%	1,470,000
Total for TRANSFERS	815,810	1,104,659	2,540,000	4,610,000	81.5%	2,070,000
YOUTH LINE OUTREACH						
Enterprise Funds						
Contractual Services	40,159	29,239	0	0	0.0%	0
Equipment	0	1,171	0	0	0.0%	0
Fringe Benefits	1,686	2,157	0	0	0.0%	0

PARK BOARD
Business Line Expense Information

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
YOUTH LINE OUTREACH						
Enterprise Funds						
Operating Costs	23,300	29,316	0	0	0.0%	0
Salaries and Wages	6,947	18,248	0	0	0.0%	0
Total for Enterprise Funds	72,092	80,131	0	0		0
Special Revenue Funds						
Contractual Services	17,043	51,299	9,421	9,421	0.0%	0
Equipment	0	963	0	0	0.0%	0
Fringe Benefits	89,741	110,868	122,535	197,870	61.5%	75,335
Operating Costs	21,929	30,272	18,082	18,082	0.0%	0
Salaries and Wages	397,713	563,208	590,196	854,083	44.7%	263,887
Total for Special Revenue Funds	526,426	756,610	740,234	1,079,456	45.8%	339,222
Total for YOUTH LINE OUTREACH	598,518	836,741	740,234	1,079,456	45.8%	339,222
Total for PARK BOARD	55,837,631	60,432,600	64,448,934	71,851,347	11.5%	7,402,413

PARK AND RECREATION BOARD
Staffing Information and Notes

	1999 Actual	2000 Actual	2001 Adopted Budget	2002 Adopted Budget	% Change 2001 to 2002	Change 2001 to 2002
<i>FTE's by Division:</i>						
Administration	36.50	38.60	38.60	38.60	-	-
Parkway Maintenance	1.98	1.98	-	-	-	-
Environmental Operations	8.14	8.14	11.23	11.23	-	-
Park Maintenance	238.79	239.27	237.77	237.37	-0.17%	(0.40)
Police	51.00	52.00	57.00	57.00	-	-
Planning	14.00	17.00	17.00	17.00	-	-
Forestry	92.41	93.41	96.71	97.06	0.36%	0.35
Special Services	54.37	56.53	56.53	56.53	-	-
Revolving Other	0.03	-	-	-	-	-
Information Technology Sys	7.00	6.00	6.00	6.00	-	-
Equipment	15.05	15.05	15.05	15.05	-	-
Citywide Recreation	274.59	276.67	299.48	299.48	-	-
Teen Teamworks	10.00	10.00	21.75	21.75	-	-
Youthline Outreach	15.00	17.25	20.47	20.47	-	-
Self-Insurance Revolving	0.25	0.25	0.25	0.25	-	-
FTE's	819.11	832.15	877.84	877.79	-0.01%	(0.05)

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
Assessor					
	Reduce positions due to technology efficiency gains (proposed 2.5 FTE's, Adopted budget cut 1.5 FTE's) Additional strategies to be identified	132,718		55,716	
Assessor Total		132,718		115,716	
City Attorney					
	Criminal Division - staff reductions - recommended by the Mayor, reinstated by the Council Additional strategies to be identified <i>Reduction of 3 FTE's in Grant Funds, \$195,460, to offset loss of revenue - Council restored one Paralegal funded by the general fund (\$55,186)</i>	204,975		96,000	
City Attorney Total		204,975		96,000	
City Clerk and Elections					
	Leaves without pay - Clerk	12,200		12,200	
	Leaves without pay - Elections	10,097		10,097	
	Holiday closure - Clerk	10,400		10,400	
	Eliminate hard copy code of ordinance supplements	9,834	(5,500)	9,834	(5,500)
	Delay purchase of archives boxes	1,290		1,290	
	Defer purchase of replacement equipment	6,650		6,650	
	Elections 0.5 FTE part-time reduction	25,165		25,165	
	Additional strategies to be identified			101,000	
City Clerk and Elections Total		75,636	(5,500)	176,636	(5,500)
City Council					
	Strategies to be identified			25,000	
City Council Total				25,000	

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
City Coordinator Departments:					
Communications					
	Home Tour redesign	21,500		21,500	
	Minneapolis Awards cost savings	8,500			
	Additional strategies to be identified			18,000	
Communications Total		30,000		39,500	
Intergovernmental Relations/Grants and Special Projects					
	IGR: operation and contractual services	16,315		16,315	
	Grants: reduction in office support funds	13,915		13,915	
	Additional strategies to be identified			17,000	
IGR / Grants & Special Projects		30,230		47,230	
Human Resources					
	Elimination of 2 FTE's due to technology efficiencies	112,452		112,452	
	Revenue from school district for HR services		96,550		96,550
	Additional strategies to be identified			111,000	
Human Resources Total		112,452	96,550	223,452	96,550
ITS					
	Reduction of telecomm expenditures - Council restored \$24,000 in cuts related to the Minneapolis Telecommunications Network (MTN)	50,000		26,000	
	Additional strategies to be identified			26,000	
ITS - Total		50,000		52,000	

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
Finance					
	Reduction of 1.0 Budget Analyst to technology efficiencies	55,000		55,000	
	Increase of 1.0 Accountant II to provide back-up support for GASB 34 and departmental support	67,119		67,119	
	Offset to 1.0 Accountant II addition in professional services budget	(67,119)		(67,119)	
	Base reduction of department expenditures	150,000		150,000	
	Transfer of personnel costs to Water Fund for utility billing	250,000		250,000	
	Additional strategies to be identified			135,000	
Finance Total		455,000		590,000	
Licenses					
	Discontinue barking dog program	50,000			
	Pet license fee increase		70,000		70,000
	Animal Control Neuter Fee		35,000		35,000
	Discontinue administrative law judges	40,000			
	Inflationary license fee adjustments		211,000		211,000
	Transfer responsibility for brownfields management - recommended by the Mayor, reinstated by the Council	75,000	(10,000)		
	Eliminate grocery store delegation program	215,000	(215,000)		
	Taxi license over to Metro Taxi Board	63,000	(114,000)		
	Reinspection fees for all licenses		45,000		45,000
	Tobacco license fee increase		38,000		38,000
	Additional strategies to be identified			132,000	
Licenses Total		443,000	60,000	132,000	399,000

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
City Coordinator Administration					
	Office of Cultural Affairs operations expense	17,000		17,000	
	Administration non-personnel budget savings	12,855		12,855	
	<i>Empowerment Zone - grant savings of \$15,024 - recommended by the Mayor, reinstated by the Council</i>				
	Additional strategies to be identified			22,000	
City Coordinator Administration Total		29,855		51,855	
Inspections					
	Inflationary adjustment on permit fees		599,000		599,000
	Retain zoning application fee		35,000		35,000
	Clarifying fee valuation		137,686		137,686
	Additional strategies to be identified			310,000	
Inspections Total			771,686	310,000	771,686
TOTAL CITY COORDINATOR		1,150,537	928,236	1,446,037	1,267,236
Civil Rights					
	Reduce contractual services	80,000		80,000	
	Additional strategies to be identified			39,000	
Civil Rights Total		80,000		119,000	
Civilian Review Authority					
	Strategies to be identified			10,000	
Civilian Review Authority Total				10,000	

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
Fire					
	Reduction of 0.5 FTE	40,000		40,000	
	Fire watch assignments		100,000		100,000
	Haz Mat Site permits		100,000		100,000
	Additional strategies to be identified			972,000	
Fire Total		40,000	200,000	1,012,000	200,000
Health and Family Support					
	Way to Grow Reduction: services now reimbursable through federally funded Healthy Start Program	26,000		26,000	
	Minnesota Visiting Nurse: services now reimbursable under the TANF Grant	15,000		15,000	
	Women Venture: reduction result of ineffectiveness	15,000		15,000	
	Stay Alive, Youth Violence Prevention: reduction result of ineffectiveness	30,000		30,000	
	Jump Start: eliminate program	25,000		25,000	
	Minneapolis Public Schools Leader Program: replace with grant funds and evaluate	20,000		20,000	
	Administrative expense reductions	15,000		15,000	
	Additional strategies to be identified			93,000	
Health and Family Support Total		146,000		239,000	
Mayor					
	Eliminate Clerk Typist II	39,072		39,072	
	Additional strategies to be identified			22,000	
Mayor Total		39,072		61,072	
Planning					
	Reduction of 1.0 FTE due to decline in NRP funds	70,000		70,000	
	Additional strategies to be identified			39,000	
Planning Total		70,000		109,000	

City of Minneapolis 2002 Budget
Proposed and Recommended Target Strategies to Balance General Fund Budget

		Proposed		Council Adopted	
Department	Description of Request	Expense	Revenue	Expense	Revenue
Police					
	Additional operational savings to be accomplished without reductions in officers on the street.			1,000,000	
	Increased school, housing, and County revenue.	1,481,959	653,634	1,481,959	653,634
	Reclassification/civilianization of positions.				
	Increased attrition/turnover.				
	Elimination of Community Crime Prevention civilian managers			300,000	
	Additional strategies to be identified			2,178,000	
Police Total		1,481,959	653,634	4,959,959	653,634
Public Works					
	Reduce sealcoating	649,498		649,498	
	Reduce seal coat preparation	450,502		450,502	
	Transportation & Parking Services - Field Operations	335,564		335,564	
	Transportation & Parking Services - Street Lighting	164,436		164,436	
	Additional strategies to be identified			849,000	
Public Works Total		1,600,000		2,449,000	
GRAND TOTAL		5,020,897	1,776,370	10,818,420	2,115,370